



An Independent Review of the Australian Public Service

A detailed consultation report

3 December 2018

Prepared by Inside Policy for
the Department of the Prime Minister and Cabinet

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Executive Summary

In July 2018, the Independent Review of the Australian Public Service (the review) engaged Inside Policy to facilitate national consultations with Australian Public Service (APS) employees and members of the public.

The review examines whether the APS's capability, culture and operating model are suited to harness the opportunities of a transformed Australian economy and society, in an increasingly complex global context.

This summary outlines the consultation approach, findings and implications.

Consultation approach

The focus of the consultations was to generate feedback on the purpose of the APS, its role in the future and to test ideas on certain end-states the APS should aspire to achieve by 2030. The consultations also sought to build momentum for and understanding of the APS independent review.

A total of 481 individuals participated in 29 face-to-face workshops held in 16 locations. This included 16 four-hour workshops for APS employees and 13 1.5-hour workshops for members of the public. 387 APS employees and 94 members of the public participated in these consultations. Forty-eight agencies were represented in the APS employee workshops.

Findings

APS employees and members of the public shared their views on the current state of the APS and expressed their vision for the future state of the APS. The five key shared aspirations people held for the APS are as follows:

1. **The APS serves the Australian public and the government of the day and puts citizens at the centre of everything they do.**

Overwhelmingly, we heard that the purpose of the APS is to serve both the Australian public and the government of the day. Service was identified as both a core purpose and a value underpinning the work of the APS, stemming from the unique position the APS occupies as the only body in the country responsible for serving the public interest in an evidence-informed, impartial and non-partisan way.

2. **The APS is united and works together with different levels of government, business, industry, academia, non-government organisations and the Australian public.**

In all workshops, participants expected the APS to be united and collaborating both within the APS and with different levels of government, communities, academics, non-government organisations and industry. We heard from both employees and members of the public that there is a need for a less siloed approach to policy development and service delivery and better communication and collaboration both in and outside the APS. It was acknowledged that there are many opportunities to improve policy development and service delivery through leveraging data, information and expertise. Building One APS was considered one of the foundations upon which this will be achieved.

3. **APS systems and technology enable collaboration and deliver great experiences for the people that use them.**

All workshops elevated the importance of improving systems and technology to ensure they are fit for purpose and, simply, "can do the things people need them to do."

Members of the public expected that the APS to be already sharing data across departments and with other levels of government. While some people raised privacy

or security concerns, overall we heard that sharing data was crucial to better experiences with agencies and services. While we heard that the APS should continue improving its digital presence, maintaining a strong human element was equally important to members of the public, particularly during service delivery.

4. The APS has a diverse, agile and capable workforce that is responsive to change and equipped to meet existing and future challenges.

In all workshops participants emphasised the importance of an APS workforce that reflects the diversity of the Australian people, is informed, flexible, responsive to change and capable of solving complex problems and delivering quality services.

Employees felt that building a culture within the APS that is proactive, future-focused, innovative and open to engaging in informed risk taking is central to creating a workforce that will be able to respond to existing and future challenges.

The One APS concept was considered to be a foundation upon which a more agile and capable APS workforce will be achieved.

5. The APS is valued and trusted as a steward of the national interest.

Both members of the public and employees agreed that developing evidence-based and apolitical policy and delivering services and interacting with the public in ways that are transparent, ethical and accountable are central to building public trust and confidence in the APS. There was a shared expectation that the APS will act as informed and informative leaders, helping citizens, agencies and business keep pace with change and anticipate the future.

Testing the end-states

While the spirit and intent of these concepts resonated with participants, the language did not. All workshops that considered the themes suggested simplifying and using clearer language. The language of “An employer of choice” and “trusted and respected” resonated most strongly with participants and were felt to clearly articulate what the APS should aim to look like in the future.

In contrast, participants found the language of “Partner”, “United in a collective endeavour”, “Dynamic, digital and adaptive systems and structures” and “World-class policy, regulatory and delivery performance” confusing and uncertain. Employees preferred language with clearer and more established meaning like One APS and felt the language should be more reflective of the importance of serving the Australian public and national interest rather than benchmarking Australia against other countries.

Key ideas for achieving these end-states all came back to the notion of One APS – connecting across the APS, having standardised employment practices and systems across the APS and investing in the policy expertise of the APS. Employees also strongly felt that it was important to increase the independence of the APS in order for it to truly assert its place as a non-partisan policy advisor.

Implications

Building off the momentum and good will created through the consultations, the review may find it fruitful to go back to a selection of those consulted to test specific ideas. Seeking feedback from employees and the public on the ideas, changes or recommendations that would directly impact them may help sharpen and refine the review outcome.

It may also be prudent to share findings, test ideas and validate underlying assumptions with SES, politicians and others who can help support the successful implementation of the review recommendations.

The key ideas to emerge from the consultations that the Panel may wish to further explore in the above fora, include:

- **Building One APS.** This includes models for harmonised employment agreements, unified communications, shared data and information, and technology platforms across the entire APS.
- **Engaging citizens.** This includes innovative models for obtaining citizen feedback on needs, policy ideas and service changes as well as exploring 'one-stop-shop' digital and human delivery models.
- **Being a great place to work.** This includes innovative models for attracting and retaining the most talented people in the world.
- **Embedding policy intelligence.** This includes different models for solving complex, national policy challenges across portfolios and sectors.

The most significant challenges for the future of the APS identified from the consultations were:

1. **Holding a unique place but not being valued for this.** The APS, having significant skills and experience, is primed to take a leadership role in public policy and citizen engagement yet participants perceive that the APS is not valued for these skills by the citizenry, politicians or the business sector.
2. **Serving the public interest versus the government interest.** The desire of the APS to be citizen-centric and develop evidence-informed policy while also implementing the agenda of the government of the day, particularly where that agenda was not addressing the needs of citizens or the national interest.
3. **Specialist versus generalist expertise.** Balancing the desire to be a flexible and mobile workforce while maintaining sector and management expertise.
4. **Innovation versus responsible use of public resources.** Balancing the desire to be a service that is "agile, empowered and risk taking" with the responsibility to be "efficient, transparent, probity driven and accountable".
5. **Transforming the APS versus achieving expected resource and staff efficiencies.** Implementing necessary changes to achieve a more agile, skilled and capable APS workforce in a context of ongoing reduction of APS resources, average staffing level caps and expected budget savings.

It is clear from the consultations that managing these tensions – and executing a transformation of the APS – will require an elegant mix of political will and leadership, legislative change and cultural change within the APS. The importance of all of these ingredients and complexity of navigating these tensions cannot be overstated.

Introduction

In July 2018, the Independent Review of the Australian Public Service (the review) engaged Inside Policy to facilitate national consultations with Australian Public Service (APS) employees and members of the public.

Project overview

Former Prime Minister, Malcolm Turnbull, announced the independent review in May 2018. The review was to examine whether the APS's capability, culture and operating model are suited to harness the opportunities of a transformed Australian economy and society, in an increasingly complex global context.¹

Led by former Telstra CEO, Mr David Thodey AO, the review panel is comprised of six independent experts with private and public sector experience.² The review panel is deliberately independent so as to inform recommendations that enable the APS to better respond to future challenges in the six areas of:

1. Driving innovation and productivity in the economy.
2. Delivering high quality policy advice, regulatory oversight, programs and services.
3. Tackling complex, multi-sectoral challenges in collaboration with the community, business and citizens.
4. Ensuring our domestic, foreign, trade and security interests are coordinated and well managed.
5. Improving citizens' experience of government and delivering fair outcomes for them.
6. Acquiring and maintaining the necessary skills and expertise to fulfil its responsibilities.³

The review will report to the Prime Minister in the first half of 2019.

Purpose of this report

This report details the consultation activities undertaken, the findings from this activity and their implications for the review.

Structure of this report

The remainder of this report is structured as follows:

<i>Consultation method:</i>	This section details the consultation activities, their purpose and the groups consulted.
<i>Findings:</i>	This section details the findings of the APS employee and public consultations.
<i>Implications:</i>	This section outlines the implications of the findings on the review and any future engagement with stakeholders.
<i>Appendices:</i>	<ol style="list-style-type: none">A. Consultation participant overview.B. List of agencies represented in the consultations.C. Workshop agendas.D. Workshop feedback results.E. Detailed findings against each term of reference.F. Detailed findings against emerging end-states.

¹ <https://www.apsreview.gov.au/about>, date accessed 1 August 2018.

² Independent Panel members are Mr David Thodey AO (Chair), Ms Maile Carnegie, Prof. Glyn Davis AC, Dr Gordon de Brouwer PSM, Ms Belinda Hutchinson AM, and Ms Alison Watkins.

³ <https://www.apsreview.gov.au/about>, date accessed 1 August 2018.

Consultation Method

The focus of the consultations was to generate feedback on the purpose of the APS, its role in the future and to test emerging end-states the APS should aspire to achieve by 2030. The consultations also aimed to build momentum for, and understanding of, the APS independent review. The national consultations led by Inside Policy sat within a broader engagement strategy, which includes direct invitation meetings, written submissions and digital engagement with APS employees, the public, experts and an international reference group.

The workshops were designed to be delivered over three phases of consultation activity, which were punctuated by a break between each phase. Each break allowed the Inside Policy and review teams to iterate the workshop objective, format, discussion questions and structure based on the emerging findings as well as the feedback received from participants on the workshop format. The diagram below illustrates the three phases of consultations including their focus and the issues explored.



As futures phases were iterated based on the insights gained from the previous phase, not all workshops considered the same discussion questions.

Consultation participants & activities

A total of 481 individuals participated in 29 consultations held in 16 locations. This included 387 APS employees and 94 members of the public. Forty-eight agencies were represented in the APS employee workshops.

All consultations were undertaken by way of facilitated face-to-face workshops for two groups – APS employees and members of the public. Workshops for APS employees ran for four-hours and explored the discussion questions through a mix of individual, small group and large group exercises.

Workshops for members of the public ran for 1.5 hours. The group size informed the format of the discussion. Smaller groups were facilitated as focus groups, while larger groups explored the discussion questions through a mix of individual, small group and large group exercises.

All workshop discussions and group work were recorded by a scribe. The scribe's notes were reviewed by the facilitator before being included in the thematic analysis for this report.

More detail on the following can be found in the appendices:

- Consultation participant overview.
- List of agencies represented in the consultations.
- Workshop agendas.
- Workshop feedback results.

Findings

The following five themes emerged from all of the consultations:

1. The APS serves the Australian public and the government of the day and puts citizens at the centre of everything they do.
2. The APS is united and works together with different levels of government, business, industry, academia, non-government organisations and the Australian public.
3. APS systems and technology enable collaboration and deliver great experiences for the people that use them.
4. The APS has a diverse, agile and capable workforce that is responsive to change and equipped to meet existing and future challenges.
5. The APS is valued and trusted as a steward of the national interest.

Each of these themes is discussed in further detail below.

1. The APS serves the Australian public and the government of the day and puts citizens at the centre of everything they do.

Overwhelmingly, we heard that the purpose of the APS is to serve both the Australian public and the government of the day. Service was identified as both a core purpose and a value underpinning the work of the APS, stemming from the unique position the APS occupies as the only body in the country responsible for serving the public interest in an evidence-informed, impartial and non-partisan way.

For many APS employees, serving the public and the government of the day was defined by being impartial, apolitical and developing and implementing future-focused and evidence-informed policy that understands the needs and experiences of citizens:

“If the APS doesn’t serve the public interest, who will?”
APS Employee workshop participant

Both employees and the public agreed that the APS has an important role to play in building a better Australia for all - including older Australians, Indigenous Australians, Australians with disability, regional and remote communities, and other disadvantaged groups. This includes proactively identifying and resolving inequalities between different groups and importantly, between different locations. Participants from regional and remote locations frequently raised their frustration about inequality in digital connectivity and digital infrastructure between cities and the regions. As one participant in a regional town (only two and a half hours from a capital city) asked:

“How can we think about 2030 when the infrastructure and services we currently receive are not even in 2018?”
Public workshop participant

Serving the public and the government was not only confined to policy development. It also extended to ensuring all Australians, including the most vulnerable in our community, have easy and equal access to systems, processes, supports and services that put the person first. There was a strong expectation that everyone (regardless of geography) should be able to access the services they need, when they need them, and in the way they choose. As one public workshop participant phrased it:

“Deliver services as if your customer had a choice.”

Public workshop participant

In particular, members of the public were clear and united in their call for more efficient, simple and convenient ways to engage with different government services and agencies. Developing a single point of contact for citizens or business (e.g. unified call centre or a ‘one-stop-shop’ service model) was frequently recommended. Some participants expressed a preference for more integrated systems, underpinned by a ‘milestone’ approach that would provide a more seamless, simple and equal experience for citizens:

“You shouldn’t have to seek government support, it should come to you proactively, particularly at key life milestones.”

Public workshop participant

“When something happens in my life (e.g. birth or death), I should only need to tell the government once.”

Public workshop participant

2. The APS is united and works together with different levels of government, business, industry, academia, non-government organisations and the Australian public.

In all workshops, participants expected the APS to be united and collaborating both within the APS and with different levels of government, communities, academics, non-government organisations and industry. We heard from both employees and members of the public that there is a need for a less siloed approach to policy development and service delivery and better communication and collaboration both in and outside the APS. It was acknowledged that there are many opportunities to improve policy development and service delivery through leveraging data, information and expertise:

“Collaboration makes us better off than competition.”

Public workshop participant

Both employees and members of the public identified a need for greater engagement with the public including through more place-based co-design processes, to better understand and design solutions that are tailored for individuals and communities. Members of the public felt it was critical for the APS to do more to tap into citizen experience and use feedback to improve policies and services. Many members of the public also felt that the APS should be partnering more with different levels of government, the public, industry and business to reduce duplication and provide more efficient and effective services:

We need “a collaborative fabric” that “puts the right people in the room.”

Public workshop participant

Building One APS was considered a foundation upon which this will be achieved. Important areas of focus for One APS identified by employees included:

- A shared strategy (including purpose) across the APS.
- A brand and culture shift to promote the work of the APS.
- Standardised systems, policies and frameworks across the APS.
- A single pay classification structure and set of workforce practices.

As an employee expressed:

“If we feel like we are on the same team, that’s a good place to start.”

APS employee workshop participant

3. APS systems and technology enable collaboration and deliver great experiences for the people that use them.

All workshops elevated the importance of improving systems and technology to ensure they are fit for purpose and, simply, “can do the things people need them to do.”

Members of the public already expected the APS to be sharing data across departments and with other levels of government. While some people raised privacy or security concerns, overall we heard that sharing data was crucial to better experiences with agencies and services:

“APS should be sharing data, on the customer’s terms, to make a better service experience.”

Public workshop participant

While we heard that the APS should continue improving its digital presence, maintaining a strong human element was equally important to members of the public, particularly during service delivery. Members of the public expressed a desire for flexible options in the way they engage with government agencies and services (i.e. people can choose whether to engage digitally online, via phone, or face-to-face):

“APS needs to keep up with the rate of technological advancement whilst keeping humanistic focus.”

APS employee workshop participant

“The APS is connected, walks in the citizen’s shoes and is not always digital by default.”

APS employee workshop participant

Participants suggested there be a focus on a unified communications, technology and data platform that serves the whole APS and enables collaboration, employee services and access to data.

The One APS concept was again raised as a key idea to improve digital infrastructure across the APS and to help create a seamless experience for customers. This related to building interconnected systems across the APS and providing seamless access to services and information to the public.

4. The APS has a diverse, agile and capable workforce that is responsive to change and equipped to meet existing and future challenges.

In all workshops participants emphasised the importance of an APS workforce that reflects the diversity of the Australian people, is informed, flexible, responsive to change and capable of solving complex problems and delivering quality services.

Employees felt that building a culture within the APS that is proactive, future-focused, innovative and open to engaging in informed risk taking is central to creating a workforce that will be able to respond to existing and future challenges:

“The APS needs to move away from a fear of making decisions and taking risks. In business, if you always get it right or are always on budget then you’re not trying hard enough.”

APS employee workshop participant

Employees frequently expressed their vision for an APS workforce that values and invests in building internal expertise and capability rather than looking for outside expertise. It was suggested that creating opportunities for mobility within the APS and between the APS, private and NGO sectors was an effective way to build internal capability to address complex needs or problems. Many employees also expressed

their desire for challenging and interesting work to complement other identified benefits of working in the APS, including attractive pay and working conditions:

“ I joined for a job, stayed because of the fulfilment each day – started by chance, stayed by choice.”

APS employee workshop participant

Employees from regional and remote locations felt that a less Canberra-centric workforce and the de-centralisation of decision making were also critical to creating a more responsive workforce that is informed and empowered to act in the interests of the communities they serve:

“The APS should think national but have the agility to act local.”

Public workshop participant

The One APS concept was considered to be a foundation upon which a more agile and capable APS workforce will be achieved. Employees frequently referred to the idea of a more ‘liquid’ workforce that would take a project-based response to issues and bring employees together from different agencies to solve more complex challenges. Employees felt that this would be underpinned by a focus on recruiting for core skills and competencies across the APS, a common pay classification and set of workforce practices, flatter structures and more individual autonomy and accountability for outcomes:

APS employees “should be accountable for outcomes, not hours”.

APS employee workshop participant

5. The APS is valued and trusted as a steward of the national interest.

The concept of the APS being a valued and trusted protector of the national interest resonated strongly with both employees and members of the public. There was a clear expectation that the APS leads and co-ordinates the protection and advancement of Australia’s economic, environmental, security, community and trade interests:

“The purpose of the APS is to facilitate the evolution of Australia.”

APS employee workshop participant

Employees overwhelmingly referred to the importance of the APS being valued and trusted for its expertise and capacity to deliver services for all Australians to ensuring the APS is able to fulfil its role as a protector and promoter of the national interest. Some employees felt that trust in the APS by the Australian people has declined in recent years and that it is critical that the APS reclaims this trust:

“Being trusted is essential if the APS is to fulfil its purpose.”

APS employee workshop participants from multiple locations

Both members of the public and employees agreed that developing evidence-based and apolitical policy advice as well as delivering services and interacting with the public in ways that are transparent, ethical and accountable are central to building public trust and confidence in the APS. There was a shared expectation that the APS will act as informed and informative leaders, helping citizens, agencies and business keep pace with change and anticipate the future.

The concept of a shared strategy and clearly communicated APS wide vision and purpose for advancing the national interest was again raised as an important foundation for ensuring the APS fulfils the expectation that it will be a steward of Australian places, values and interests and, more broadly, our national narrative.

Differences based on location

While there were no distinct differences or points of divergence based on location of employees or members of the public, the emphasis on particular challenges and solutions did vary based on location.

For example, employees and members of the public in regional and remote locations were more likely to:

- warn against a one-size-fits all approach to APS systems, policy development and service delivery,
- encourage place-based, fit-for-purpose service solutions,
- emphasise strengthening the feedback loop between community and “Canberra”,
- suggest decentralising decision-making, policy development and funding, and
- focus more on engaging with the citizenry.

APS employees based in Canberra, Sydney and Melbourne more strongly emphasised the regulatory and policy development role of the APS as opposed to the provision of services or working directly with citizens.

Differences between APS employee and public workshops

The biggest, and not surprising, difference between APS employee and public workshops was that APS employees framed their feedback on how to improve the APS from within the APS. While the public framed their feedback through the lens of the type of society Australia will likely be in the future. Here the public was more focused on how the APS can help achieve or support this future state, rather than change within the APS being the end-state.

Public workshops also focused on how the APS can be more citizen-centric at a national level as well as within individual communities. Co-design, engagement, partnering at the community-level was extremely important and essential for the APS being trusted and respected.

Views on the tested end-states

In the final seven APS employee workshops participants considered five emerging themes identified from earlier consultation and engagement that describe the future state of the APS. Participants were invited to think about what each end-state meant to them, whether the language resonated and generate key ideas for achieving this end-state.

APS employees broadly agreed with the concepts underlying the five emerging themes of:

1. United in a collective endeavour.
2. World-class policy, regulatory and delivery performance.
3. A trusted and respected partner.
4. An employer of choice.
5. Dynamic digital and adaptive systems and structures.

While the spirit and intent of these concepts resonated with participants, the language did not. All workshops that considered the themes suggested simplifying and using clearer language. The language of “An employer of choice” and “trusted and respected” resonated most strongly with participants and were felt to clearly articulate what the APS should aim to look like in the future.

In contrast, participants found confusing and uncertain the language of “Partner”, “United in a collective endeavour,” “Dynamic, digital and adaptive systems and structures” and “World-class policy, regulatory and delivery performance”. Employees

preferred language with clearer and more established meaning like One APS and felt the language should be more reflective of the importance of serving the Australian public and national interest rather than benchmarking Australia against other countries. On being a “partner”, employees challenged the appropriateness of being a partner when the APS is the regulator. Being a “steward” had more resonance than “partner”.

Employees interpreted each end-state as follows:

United in a collective endeavour

- The purpose and outcomes to be achieved – this should be shared across the APS.
- The way the APS operates – collaboration and movement across agencies should be easier.
- The relationships the APS has with other levels of governments and the public – there should be shared objectives.
- Pursuing the “collective endeavour” of making Australia a better place.

World-class policy, regulatory and delivery performance

- Relating to the core purpose of the APS – to develop and implement policy, regulate and deliver essential services in the Australian public interest.
- Work that is evidence-informed and driven by citizens’ needs (especially our most vulnerable citizens).

A trusted and respected partner

- An essential end-state, but one that may not be realistic (or appropriate) where the APS may be a regulator.
- This will have different meanings in different contexts and these must be explored (i.e. policy, regulation, funding and service delivery) and in different relationships (i.e. APS with the public, industry, other agencies, other governments and politicians). These different meanings should be explored.
- Partnerships with the public, industry, funded organisations and other levels of government as well as within the APS.
- Co-design, collaboration and higher levels of engagement with the public to achieve public trust.
- Building trust by being impartial and apolitical while also being transparent about decisions that are made by the APS.

An employer of choice

- An APS where the most talented individuals in the country and the world want to work.

Dynamic, digital and adaptive systems and structures

- Systems, structures and technologies that fit the purpose of the APS, now and into the future.
- Includes the internal systems, structures and technologies required to do APS business as well the external systems, structures and technologies required to deliver services, engage with stakeholders and communicate.

Key ideas for achieving these end-states all came back to the notion of the One APS – connecting across the APS, having standardised employment practices and systems across the APS and investing in the policy expertise of the APS. Employees also strongly felt that it was important to increase the independence of the APS in order for it to truly assert its place as a non-partisan policy advisor.

APS Employee Workshops

Outlined below are the findings against each of the following workshop discussion questions:

1. What is the purpose of the APS?
2. What is your purpose within in the APS?
3. What do the review terms of reference mean for an APS in 2030?
4. How does the APS need to change about the way it operates to ready itself for 2030?
5. What do the five emerging “end-states” mean to you?

The purpose of the APS

“If the APS doesn’t serve the public interest, who will?”
 APS employee workshop participant.

- Considered by all APS employee workshops across Phases 1-3.
- Participants discussed what the APS can / should do.

Summary of key findings:

Overwhelmingly, the overarching purpose of the APS cited in all workshops is to develop and implement evidence-informed policy that serves the public interest and the government of the day. Employees clearly saw a role for the APS in building a better Australia for all. “All Australians” included a focus on vulnerable Australians including the elderly, Indigenous Australians and people with a disability.

Serving the public was not only confined to policy development and implementation. It also extended to regulation and service provision through the lens of ensuring the national interest was protected and the most vulnerable in our community were supported.

Service provision based on the needs of citizens was a common purpose raised by employees based in the regions. Workshops in these areas emphasised the importance of a stronger feedback loop between the needs of citizens and policy that is made that then informs program funding and service provision.

In addition to serving the public and the interests of the nation, many employees recognised that serving the government of the day is also the role of the APS.

Particular issues based on location:

Employees from Canberra, Melbourne and Sydney focused more on the policy role of the APS as well as serving the government of the day. While employees outside those locations, and particularly in the regional and remote locations, focused on service provision and the connection with policy.

My purpose within the APS

“I joined the APS by chance and have stayed by choice.”
 APS employee workshop participant.

- Considered by all APS employee workshops across Phases 1-3.
- Participants discussed what motivated them to join the APS and what motivates them to stay in the APS.

Summary of key findings:

Participants identified three intersecting reasons for being employed within the APS:

1. serving the public and the nation,
2. challenging and interesting work, and
3. favourable work conditions and opportunities.

Serving the public and the nation was the overwhelming purpose for participants choosing to work in the APS. This includes directly helping others, influencing policy to improve the nation and to provide a better future for the next generation, developing and delivering evidence-informed programs, feeding community needs back to government, and keeping government accountable. Related to this was strong belief in the APS Values especially with respect to being impartial, apolitical, fair and honest.

Challenging and interesting work related to the APS being in the unique position of developing and implementing policy at a national level that is multi-sectoral and as a result can have an immense impact. The APS also provides an opportunity for employees to work on the issues they are passionate about.

Participants also highlighted **favourable work conditions and opportunities** as being a reason why they sought to be employed in the APS. These favourable conditions include: job security, flexibility, mobility, remuneration, learning and development, and work-life balance. However, it some perceived that these conditions can also limit one's career progress outside of the APS.

Particular issues based on location:

Employees from regional and remote locations were more likely to identify organisational constraints on them fulfilling their purpose within the APS. These constraints related to limited development opportunities, high staff turn-over, lack of specialist expertise in regions, Canberra-centric decision making, and a lack of fit-for-purpose technology.

What do the review terms of reference mean for an APS in 2030?

"Forward-thinking", "Flexible", "Apolitical", "Technology-enabled", "Citizen-centric".

APS employee workshop participants from multiple locations.

- Considered by workshops in Phases 1 and 2.
- Participants discussed what each term of reference should look like in 2030.

Summary of key findings:

How participants described the following future state for each of the terms of reference:

A detailed view against each terms of reference is

Driving innovation and productivity in the economy.

Building an APS that is connected to the industries, communities, and sectors that it operates in. It is technology-enabled and is driven by a culture of innovation.

contained at
Appendix E.

Delivering high quality policy advice, regulatory oversight, programs and services.

Understanding citizens – their experiences and needs – is at the centre of the multiple roles of the APS. This understanding will drive high quality and focus on achieving the right outcomes.

Tackling complex, multi-sectoral challenges in collaboration with the community, business and citizens.

Bringing together a diverse set of expertise and knowledge through collaboration with others (inside and outside of the APS) to solve problems and manage tensions.

Ensuring our domestic, foreign, trade and security interests are coordinated and well managed.

Australia's interests – economic, environmental, security, community, trade – are protected as we are a respected player on the international stage. Australia also takes seriously its humanitarian responsibilities.

Improving citizens' experience of government and delivering fair outcomes for them.

All citizens can easily access the services they need when they need them, in the way they choose. Particular groups – Indigenous Australians, seniors and people from culturally and linguistically diverse backgrounds – are well served. The citizen experience is underpinned by trust in government.

Acquiring and maintaining the necessary skills and expertise to fulfil its responsibilities.

The best talent is recruited for alignment to APS values and possessing a set of core skills. The APS is a liquid workforce, moving across agencies, sectors, opportunities, locations and roles.

Particular issues based on location:

Employees in Canberra, Sydney and Melbourne tended to examine these themes through a policy lens with less emphasis on the citizen. While, employees from regional and remote locations, examined these questions through the lens of engagement with their communities.

What changes does the APS need to undergo in order to respond to future challenges?

"If we feel like we are on the same team, that's a good place to start."
APS employee.

- Considered by workshops in Phases 1 and 2.
- Participants discussed the range of changes required then identified one key idea for each change area.

Summary of key findings:

The significant areas of change and ideas for change were identified as:

How jobs are structured

One APS which results in more job-sharing, project-based teams, mobility between agencies (and outside the APS), focus on core skills and competencies, a more diverse workforce,

less Canberra-centric and a greater presence in the communities we serve (i.e. regional Australia), and clear career pathways.

Key ideas:

- Build a 'liquid workforce'.
- 24-hour service delivery model.
- Decentralise decision-making.
- Recruit for values, core skills and competencies.
- Establish a One APS enterprise bargaining agreement.
- Link performance to outcomes.

How the APS is organised

More porous, less siloed, more agile, more consolidated (i.e. super portfolio structure) and operates as One APS (including a shared services model across the APS).

Key ideas:

- More co-location of agencies across the APS.
- One APS IT platform.
- Less machinery of government changes.
- Policy developed around citizen need not program areas or agencies.
- 'Flatten' the APS by reducing number of agencies and levels within agencies and decentralising decision-making.

How the APS engages with the Executive Branch

The APS reclaims its role as a-political, non-partisan voice which provides evidence-informed policy advice to serve the public interest. The APS engages constructively with the rest of the Executive on this basis.

Key ideas:

- Two-way communication between non-SES and SES, and APS and politicians and their staff, through World Café events and other fora.
- Introduce an APS voice – the source of unbiased, non-partisan advice which can communicate directly with the public on policy and ideas.

The culture of the APS

Trusted, proactive, valued and respected. The legitimacy of the APS will be reclaimed. The future APS is innovative, takes manages risks, collaborates, and is a role model for diversity.

Key ideas:

- Reward and encourage a culture of curiosity and questioning.
- Build accountability for culture and outcomes at all levels.

How the APS engages with citizens

Better able to use technology to engage with the citizenry, business and community. The APS in 2030 uses multiple

platforms to engage on policy issues and services, seek feedback and promote the achievements of the APS.

Key ideas:

- Expand MyGov to all services provided by all levels of government.
- Physical one-stop-shop service centres that house essential services provided by all levels of government.
- Government Wikipedia or search engine to make government information more accessible.
- Embrace user-centred design.

How APS employees do their jobs

Flexible, collaborative, stable and project-team based. There will be more individual autonomy and accountability, less Canberra-centric and more regional. We will engage with each other virtually. The right balance of a workforce with generalist and specialist skills. Exemplary core skills exist in the areas of contract management and writing. The APS understands technology and how to leverage it. Skills and knowledge are easily transferred across the APS. Leveraging technology to be more efficient, better communicate with stakeholders, better collaborate within the APS and harness big data better serve the nation.

Key ideas:

- Mobility (inside and outside of the APS).
- Single APS employment platform.
- APS-wide technology solutions for flexible working.

Particular issues based on location:

Employees in regional locations encouraged decentralisation and devolution of decision making from Canberra to local offices. They also highlighted challenges associated with 'one size fits all' technologies and ways of working that don't accommodate the needs of regional communities.

What do these end-states mean to you?

"Being trusted is essential if the APS is to fulfil its purpose."
APS employee workshop participants from multiple locations.

- Considered by workshops in Phase 3.
- Participants defined each end-state, discussed whether the language resonated and generated key ideas for achieving this end-state.

Summary of key findings:

A detailed view against each end-state is contained at Appendix F.

Employees supported the underlying spirit and intent of the end-states. "A trusted and respected partner" and "employer of choice" had the most resonance for employees. While "united in a collective endeavour", "world-class" and "dynamic, digital and adaptive systems and structures" had the least resonance.

A summary of what each end-state means to employees is below:

United in a collective endeavour.

Employees interpreted this end-state through multiple lenses:

- The purpose and outcomes to be achieved – this should be shared across the APS.
- The way the APS operates – collaboration and movement across agencies should be easier.
- The relationships the APS has with other levels of governments and the public – there should be shared objectives.

The “collective endeavour” most employees thought the APS should pursue is to make Australia a better place.

World-class policy, regulatory and delivery performance.

Employees interpreted this end-state as relating to the core purpose of the APS – to develop and implement policy, regulate and deliver essential services in the Australian public interest. Concepts of evidence-informed and driven by citizens’ needs (especially our most vulnerable citizens) rather than being “world-class” were important to this work.

A trusted and respected partner.

Employees saw that trust is built from being impartial and apolitical while also being transparent about decisions that are made by the APS. Being trusted by the public is critical. To achieve this, co-design, collaboration and higher levels of engagement with the public is required. The APS should be partnering with the public, industry, funded organisations and other levels of government as well as within the APS.

An employer of choice.

This end-state resonated strongly. Employees defined employer of choice as an APS that attracts and retains the most talented individuals in the country (and from around the world). The APS achieves this because of the meaningful policy, regulatory and service work as well as the terms and conditions of employment.

Dynamic, digital and adaptive systems and structures.

Employees defined this end-state as systems, structures and technologies that fit the purpose of the APS, now and into the future.

This includes the internal systems, structures and technologies required to do APS business as well the external systems, structures and technologies required to deliver services, engage with stakeholders and communicate.

Key ideas for achieving these end-states all came back to the notion of the One APS – connecting across the APS, having standardised employment practices and systems across the APS, investing in the policy expertise of the APS.

Another key idea related to increasing the independence of the APS in order to truly assert its place as a non-partisan policy advisor.

Particular issues based on location: As with the exploration of the terms of reference, employees in regional locations encouraged decentralisation and devolution of decision making from Canberra to local offices. They also highlighted challenges associated with 'one size fits all' technologies and ways of working where they don't accommodate the needs of regional communities.

Public Workshops

Outlined below are the findings against each of the following workshop discussion questions:

1. What does Australia look like in 2030?
2. What will our society need to achieve this 2030 state?
3. What role can / should the APS play in this future?
4. In 2030, how is the public's experience with the APS different?
5. How does the APS become / remain being a trusted and respected partner?

What does Australia look like in 2030?

"How can we think about 2030 when the infrastructure and services we currently receive are not even in 2018?"

Public workshop participant.

- Considered by all public workshops in Phases 2 and 3.
- Participants discussed the technological, social, geo-political and economic changes they see as likely in a future Australia.

Summary of key findings:

The importance of collaboration and co-design with communities was raised in every workshop. Participants expressed a desire for communities, particularly Aboriginal and Torres Strait Islander communities, to be empowered and self-directed.

Some participants also envisioned **a future** where Australia has completed a treaty with First Nations, and achieved a significant reduction in disadvantage across the country.

Participants expressed a desire for an education system that engages citizens in life-long learning and focuses on building skills such as critical thinking, resilience, problem solving, empathy and adaptability.

Participants identified a continuing role for face-to-face contact even in an age of complex data and information systems and high digital literacy.

Future challenges for 2030 anticipated by participants included:

- population growth, and the pressure it will place on the environment, infrastructure, social structures and service provision,
- meeting the demand and cost of providing health services,
- the rise of AI and robot technology, reducing demand for low-skilled jobs and opportunities for citizens to contribute, and
- growth in contract-based jobs and flexible work structures that may contribute to reduced wages or conditions.

On **Australia's international role** participants expect Australia will meet its obligations as a global citizen and have a good understanding of global and local relationships, trade and security.

In relation to **remote and rural Australia** participants expect:

- There will be less disadvantage and more remote access to government services and support.
- Specific needs, infrastructure challenges and cultural differences in remote areas will be met in government policies and programs.
- Farming and rural industry will be supported to ensure food security.
- A minimum standard for roads, infrastructure and service provision will be applied evenly throughout Australia regardless of location.

The characteristics of a **future APS** will include:

- Processes and technology that are fit for purpose.
- More effective and contemporary service delivery.
- Meaningful consultation with communities and across departments, agencies and with the private sector.
- Stewardship of the environment, especially in relation to emissions targets and improving bio-diversity.
- Having systems in place for crisis and 'the unknown'.
- Place-based innovation that acts as a laboratory, testing strategies and developing models for Australia and the world.
- A structural and supported separation of powers between APS and politicians.
- Diversity of APS employees that is reflective of the Australian people.

Participants envision a **government structure** that sees three tiers of government working collaboratively and seamlessly. This includes:

- Information about programs and services that is widely accessible and easily navigated.
- Empowered, decentralized, strategic decision making.

Government will be focused on core business and where not required will stay out of the way. The public service will:

- create conditions for growth.
- keep the private sector accountable.

Government programs and services will be offered as a suite that can be personalized to fit individual, community or corporate needs. This includes:

- Multiple models for funding and financing projects and programs.
- APS employees that can broker and tailor service provision.
- Adequately funded and accessible services.

- Programs based on fairness and equity and geared toward closing ‘the gap’ and other inequalities.

What will our society need to achieve the 2030 state?

“Collaboration makes up better off than competition.”
Public workshop participant.

- Considered by workshops held in Phase 2.
- Participants were invited to consider the needs arising from the changes described in the previous question.

Summary of key findings:

In relation to the **structure of the APS** participants envision decentralisation of employees, functions and decision making, ensuring:

- Timely, agile and responsive policy and programs.
- Economic benefit to communities through wages and purchasing.
- Community support for decisions.
- Solutions that are tailored for individuals and communities.
- Capacity building and self-reliance.
- Sovereignty for First Nations people.
- A reduction in unintended negative consequences arising from centralized decisions.

Australia’s needs will include:

- Long term planning and programs that sit outside the political cycle.
- Leadership from the APS and government.
- Processes for ongoing review and adaptation.
- Infrastructure and asset management such as public transport and connectivity.
- Review and reform of the education system and funding structure.
- A focus on holistic, preventative health including physical and mental health, nutrition, lifestyle and encouraging a physically active population.
- A clear, evidence based understanding of the balance between costs and needs.

First Nations people will be empowered to negotiate complex cultural matters. This will embed the need for:

- Cultural security for First Nations people.
- Self-determination at the forefront of policy.
- Capacity building as part of funding compliance or government expectation.

Citizens will expect:

- Equality of access to services and opportunity, especially in relation to those in remote, rural and regional areas.
- Funding of organisations with a relationship based understanding of the community or target population.

- Opportunities to participate in community life.

What role can / should the APS play in this future?

“The APS should be the ‘go to’ people for standards and advice.”
Public workshop participant, Geelong.

- Considered by all workshops in Phase 2.
- Participants identified the areas requiring a policy, program or service response from the APS.

Summary of key findings:

The future APS will be the ‘go to’ people for **standards, information and advice**. This will include:

- Clarity of purpose and goals.
- Negotiated alignment of state and local regulation and standards.

In order to meet the expectations of participants the APS will deliver policy that is:

- Evidence based and apolitical.
- Transparent and detailed.
- Ethical and accountable.

The APS will engage in ongoing review in consultation with citizens, working with peaks and the private and NGO sectors to establish and implement better practices. This will include communication and collaboration between and across APS agencies and departments.

The APS will provide for a single point (or multiple points) of **contact for citizens**. These may include:

- Access to a case manager with local knowledge.
- Development of service ‘hubs’.
- The capacity to personalise packages or suites of programs and services.
- Education for citizens about reasonable expectations and capacity building toward self-reliance.

The APS will engage in deliberate and informed **risk taking**. This may look like:

- Creating of an ‘innovation arm’ to the APS.
- Transparent discussion of failures and ensuring they inform future activity.
- Reduced rules and regulation where they impede innovation.

In **supporting APS funded organisations** the APS will extend trust, in particular toward providers that have proved effective and responsive.

In 2030, how is the public’s experience with the APS different?

“Deliver services as if your customer had a choice.”
Public workshop participant.

- Considered by all public workshops held in Phases 2 and 3.
- Participants discussed the possible positive and negative changes as a result of a changing APS.

Summary of key findings:

Participants expect that all future **APS programs and services** will be:

- Equally accessible based on need and capacity.
- Simplified for citizens, NGOs, business.
- Designed to accept feedback about experience that leads to change.
- Customer-centric.

APS policy will be:

- Non-partisan and evidence based.
- Independent of short term political and media cycles.
- Focused on the public good.
- Measured against practical and tangible outcomes.

Citizens will access face-to-face services if required.

Navigation of systems will be brokered by local APS or NGO employees who:

- Will educate citizens on APS services, policies and access.
- Have the capacity and mandate to build relationships.
- Provide warm referral where possible across agencies.
- Promote technological literacy and provide online support such as web-chatting to navigate.

The APS will tap into citizen experience, including:

- Engaging in place-based co-design.
- Providing advisory roles for local people and educating local decision makers about better practice and minimum standards.
- Applying a 'rural proof' lens to plan for consequences of policy on outlying populations and communities.
- Access to APS employees and managers for critique or complaints.

The population will view the **APS as leaders**. The APS will:

- Provide evidence and data driven intelligence about the future.
- Lead and inform exchanges such as small business forums and policy networks.
- Collaborate, coordinate and co-locate at local and national level.
- Be responsible for maintaining a 'collaborative fabric', reducing duplication and promoting seamless service provision across governments and funded NGOs.
- Act as a change manager for the nation.

A **future APS** will work with elected officials and citizens to develop a national roadmap outlining the overarching, long-term narrative, goals, measures and outcomes. Outcomes will

include social and structural change in addition to the economic narrative.

The APS will communicate successes against the overarching narrative and outline what has been learned from failures or challenges.

The government and nation will value **APS employees** for:

- Sector expertise including local relationships and knowledge.
- The capacity to deliver services for all Australians.

The APS will develop structures for service delivery employees to contribute to policy development and service KPIs.

Employees will be fit for purpose, informed and reflect the diversity of the Australian people. They will experience flexibility to move across projects and departments to bring their expertise to bear on complex and interconnected problems.

Employees will be empowered and managed to make decisions within their mandate. Politicians will work with the APS as partners and be subject to the same code of conduct.

In a positive future state APS will engage in planned and managed innovation. This may include:

- An innovation arm of the APS to run parallel to its core business to try, test and learn.
- Agile projects working across departments and with the private and NGO sectors to address complex needs.

The APS will provide effective and robust data management including rigorous security and leveraging data to develop and adjust policy and programs. Citizens will control and own their data.

Machinery of government changes will be limited to those that are necessary to the effective application of evidence-based policy.

APS employees and funded organisations are supported and protected to speak freely about problems and seek assistance, capacity building or the application of compliance measures when they see something that is 'not right'. This includes protection for whistle blowers

How does the APS remain or become a trusted and respected partner?

"Lots of people have a stake in the public interest."
Public workshop participant, Melbourne.

- Considered by workshops held in Phase 3.
- Participants identified specific changes that would promote increased trust in and respect for the APS.

Summary of key findings: In order to be viewed as a trusted partner the APS will work to develop and promote a **clear, communicated vision** that will be:

- Based in human meaning and purpose.
- Researched, evidence based and linked directly to programs and policies.

The APS will report on outcomes annually and use these to inform improvement. Politicians will tell positive stories and give the APS due kudos for successes. Relationships between the APS, politicians, the private sector and communities will be transparent and advice provided to ministers and the APS will be accessible to all as public documents.

The APS will act as **informed and informative leaders**, helping citizens, agencies and business keep pace with change and anticipate the future. Activities to support this include:

- Ongoing exchanges of information, including reporting back to communities about agreed strategies, outcomes and changes in policy.
- Changes to the APS that are justified and accountable, including machinery of government changes.

Future challenges will be met through:

- Managed risk taking.
- Trialing new ideas.
- Place-based experimentation.
- Agile, project based responses to complex issues that bring disciplines and capacities together to solve problems.

Australian citizens will be provided with opportunities to engage with **policy making, local strategy and service co-design**. The APS will be open to external experience and solutions, engaging in ongoing processes that invite participation and relationship building.

The balance of power between APS and funded agencies will allow for true partnership beyond funding that includes:

- Capacity building.
- Implementation support.
- Extension of trust.
- Longer time frames to address complex issues beyond political cycle

Services to the public will be offered seamlessly across all levels of government and NGOs. These will be based around life events such as births or marriages or specific goals such as starting a business. Effective delivery that has practical value will build trust and engage citizens in further positive activity.

Data will be used to hone service offerings but will sit alongside community advice and employee experience. Systems will be transparent and accountable for data storage and use.

Service systems and structures will:

- Be easily navigable.
- Be offered locally and through single access points.
- Including face to face where required.
- Support access and avoid disengagement from activities such as income support or census collection.

- Include outreach to communities and homes where required.
- Include access to technology in remote areas.

The APS will accept that efficiencies must work for all parties. The APS will not implement efficiency measures that render systems or structures difficult to navigate or cause inconvenience or hardship.

APS employees will have their pay linked to outcomes and wages and conditions will be in line with the private sector. Mobility between the APS, private and NGO sectors will be frequent, and allow to the application of expertise to address complex needs or problems.

Local relationships will be valued as corporate knowledge. The APS will take action to reduce losses, including where possible personal handover when an APS employee leaves or is transferred.

The APS will have a focus on cultural safety for First Nations employees, including valuing cultural knowledge as corporate knowledge. Cultural sharing will be embedded across the full diversity of employees. The APS will engage in activity that promotes a positive and inclusive culture across the APS.

Implications

The consultation findings suggest a series of implications for ongoing engagement with stakeholders as part of the review as well as for the review itself. These are proposed below.

For ongoing engagement.

The national consultations exposed a groundswell of enthusiasm – from both the public and APS employees – to be part of, and contribute to, a transformation of the APS. It is fair to say that momentum and interest in the review and its outcomes has been built as a result.

Building off this momentum and good will, the review may find it fruitful to go back to a selection of those consulted to test specific ideas. Seeking feedback from employees and the public on the ideas, changes or recommendations that would directly impact them, may help sharpen and refine the review outcome.

It may also be prudent to share findings, test ideas and validate underlying assumptions with SES, politicians and others who can help support the successful implementation of the review recommendations.

The key ideas to emerge from the consultations that the Panel may wish to further explore in the above fora, include:

- Building One APS. This includes models for harmonised employment agreements, unified communications, shared data and information, and technology platforms across the entire APS.
- Engaging citizens. This includes innovative models for obtaining citizen feedback on needs, policy ideas and service changes as well as exploring one-stop-shop digital and human delivery models.
- Being a great place to work. This includes innovative models for attracting and retaining the most talented people in the world.
- Embedding policy intelligence. This includes different models for solving complex, national policy challenges across portfolios and sectors.

For the review

While the consultations affirmed the APS's purpose as a non-partisan body that serves the long-term national interest and the government of the day, it revealed a number of tensions in pursuing this end-state. The tensions which consistently arose throughout the workshops related to:

1. **Holding a unique place but not being valued for this.** The APS, having significant skills and experience, is primed to take a leadership role in public policy and citizen engagement yet participants perceive that the APS is not valued for these skills by the citizenry, politicians or the business sector.
2. **Serving the public interest versus the government interest.** The desire of the APS to be citizen-centric and develop evidence-informed policy while also implementing the agenda of the government of the day particularly where that agenda was not addressing the needs of citizens or the national interest.
3. **Specialist versus generalist expertise.** Balancing the desire to be a flexible and mobile workforce while maintaining sector and management expertise.
4. **Innovation versus responsible use of public resources.** Balancing the desire to be a service that is “agile, empowered and risk taking” with the responsibility to be “efficient, transparent, probity driven and accountable”.
5. **Transforming the APS versus achieving expected resource and staff efficiencies.** Implementing necessary changes to achieve a more agile, skilled and capable APS workforce in a context of ongoing reduction of APS resources, average staffing level caps and expected budget savings.

Managing these tensions – and executing a transformation of the APS – will require an elegant mix of political will and leadership, legislative change and cultural change within the APS. The importance of all of these ingredients as well as the complexity of navigating these tensions cannot be overstated.

Appendix A: Consultation overview.

The breakdown of consultation participants by workshop type and location and number of agencies (APS employee workshops only) is as follows:

No.	Location	Date	APS Employee		Public workshop
			Number of participants	Number of agencies	Number of participants
1	Melbourne	9 Aug	34	20	-
2	Geelong	10 Aug	29	6	-
3	Sydney	13 Aug	34	22	-
4	Wollongong	14 Aug	18	5	-
5	Brisbane	22 Aug	43	17	-
6	Brisbane 1	5 Sep	-	-	18
7	Brisbane 2	5 Sep	-	-	12
8	Canberra	10 Sep	32	17	-
9	Geelong	12 Sep	-	-	8
10	Wangaratta	13 Sep	-	-	5
11	Darwin	18 Sep	20	8	-
12 & 13	Alice Springs	19 Sep	7	2	5
14 & 15	Adelaide	25 Sep	29	14	9
16 & 17	Perth	9 Oct	27	14	10
18	Parramatta	10 Oct	-	-	2
19 & 20	Hobart	15 Oct	20	6	5
21	Canberra	16 Oct	26	21	-
22	Canberra	17 Oct	26	14	-
23	Wagga Wagga	18 Oct	-	-	4
24 & 25	Cairns	22 Oct	14	6	2
26	Mount Isa	23 Oct	-	-	6
27	Melbourne	29 Oct	-	-	8
28	Melbourne	8 Nov	13	7	-
29	Sydney	9 Nov	15	10	-
Total:			387	48	94
				(unique agencies)	

Appendix B: List of agencies represented in the consultations.

The agencies represented in the APS employee workshops:

1. Attorney-Generals Department.
2. Austrade.
3. Australia Post.
4. Australian Border Force.
5. Australian Building and Construction Commission.
6. Australian Bureau of Statistics.
7. Australian Human Rights Commission.
8. Australian National Maritime Museum.
9. Australian Public Service Commission.
10. Australian Research Council.
11. Australian Small Business and Family Enterprise Ombudsman.
12. Australian Taxation Office.
13. Australian Transport Safety Bureau.
14. Australia's Nuclear Science and Technology Organisation.
15. Clean Energy Regulator.
16. Comcare.
17. Department of Agriculture.
18. Department of Communication and the Arts.
19. Department of Defence.
20. Department of Education.
21. Department of the Environment and Energy.
22. Department of Finance.
23. Department of Foreign Affairs and Trade.
24. Department of Health.
25. Department of Human Services.
26. Department of Industry, Innovation and Science.
27. Department of Infrastructure, Regional Development and Cities.
28. Department of Jobs and Small Business.
29. Department of the Prime Minister and Cabinet.
30. Department of Social Services.
31. Department of Veterans Affairs.
32. Digital Transformation Agency.
33. Fair Work Commission.
34. Fair Work Ombudsman.
35. Great Barrier Reef Marine Park Authority.
36. Home Affairs.
37. IP Australia.
38. Murray-Darling Basin Authority.
39. National Disability Insurance Agency.
40. National Disability Insurance Scheme Commission.
41. National Film and Screen Authority.
42. National Library of Australia.
43. Office of the Aboriginal Land Commissioner.
44. Office of the Registrar of Indigenous Corporations.
45. Safe Work Australia.
46. Tertiary Education Quality and Standards Agency.
47. Treasury.
48. Workplace Gender Equality Agency.

Appendix C: Workshop agendas.

Phase	Workshop type	Locations	Agenda
1	Employee	<ul style="list-style-type: none"> • Melbourne • Geelong • Sydney • Wollongong • Brisbane 	<ol style="list-style-type: none"> 1. Welcome & introductions. 2. Scene setting: overview of the review and purpose of the workshop. 3. Discussion questions: <ul style="list-style-type: none"> • What is the purpose of the APS? • What is my purpose within the APS? • What do each of the review terms of reference mean? • What change needs to occur to ready the APS for this future? 4. Reflection and close.
2	Employee	<ul style="list-style-type: none"> • Canberra • Darwin • Alice Springs • Adelaide 	<ol style="list-style-type: none"> 1. Welcome & introductions. 2. Scene setting: overview of the review and purpose of the workshop. 3. Discussion questions: <ul style="list-style-type: none"> • What is the purpose of the APS? • What is my purpose within the APS? • What do each of the review terms of reference mean? • What is a key idea for each area of change? 4. Reflection and close.
2	Public	<ul style="list-style-type: none"> • Brisbane (x2) • Geelong • Wangaratta • Alice Springs • Adelaide 	<ol style="list-style-type: none"> 1. Welcome & introductions. 2. Scene setting: overview of the review and purpose of the workshop. 3. Discussion questions: <ul style="list-style-type: none"> • What does Australia look like in 2030? • What will our society need to achieve this 2030 state? • What role can / should the APS play in this future? • In 2030, how is the public's experience with the APS different? 4. Reflection and close.
3	Employee	<ul style="list-style-type: none"> • Perth • Hobart • Canberra (x2) • Cairns • Melbourne • Sydney 	<ol style="list-style-type: none"> 1. Welcome & introductions. 2. Scene setting: overview of the review, overview of emerging end-states and purpose of the workshop. 3. Discussion questions:

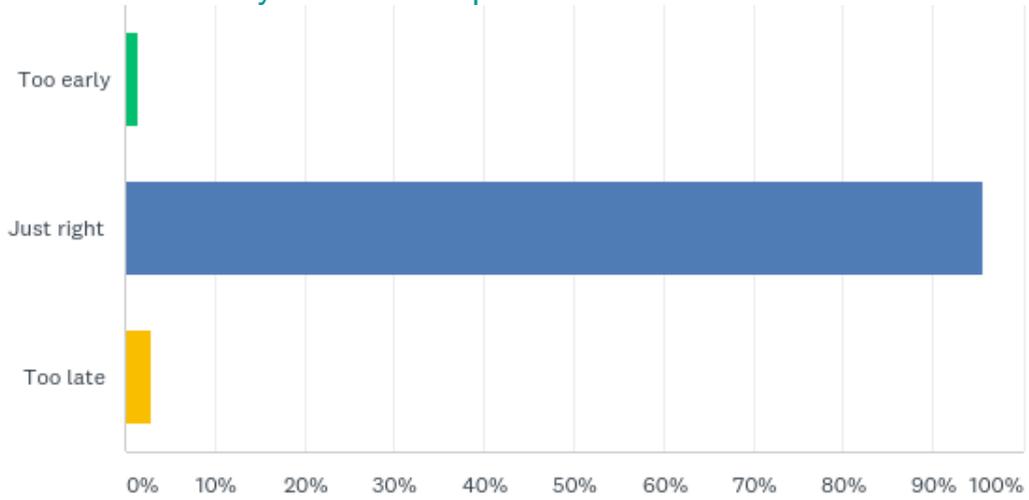
Phase	Workshop type	Locations	Agenda
			<ul style="list-style-type: none"> • What is the purpose of the APS? • What is my purpose within the APS? • What do each of the end-states mean? Do they resonate? • What are the key ideas for change to achieve this end-state? <p>4. Reflection and close.</p>
3	Public	<ul style="list-style-type: none"> • Perth • Parramatta • Hobart • Wagga Wagga • Cairns • Mt Isa • Melbourne 	<p>1. Welcome & introductions.</p> <p>2. Scene setting: overview of the review and purpose of the workshop.</p> <p>3. Discussion questions:</p> <ul style="list-style-type: none"> • What does Australia look like in 2030? • What will our society need to achieve this 2030 state? • What role can / should the APS play in this future? • How does the APS become / remain being a trusted and respected partner? <p>4. Reflection and close.</p>

Note: no public workshops were held in Phase 1.

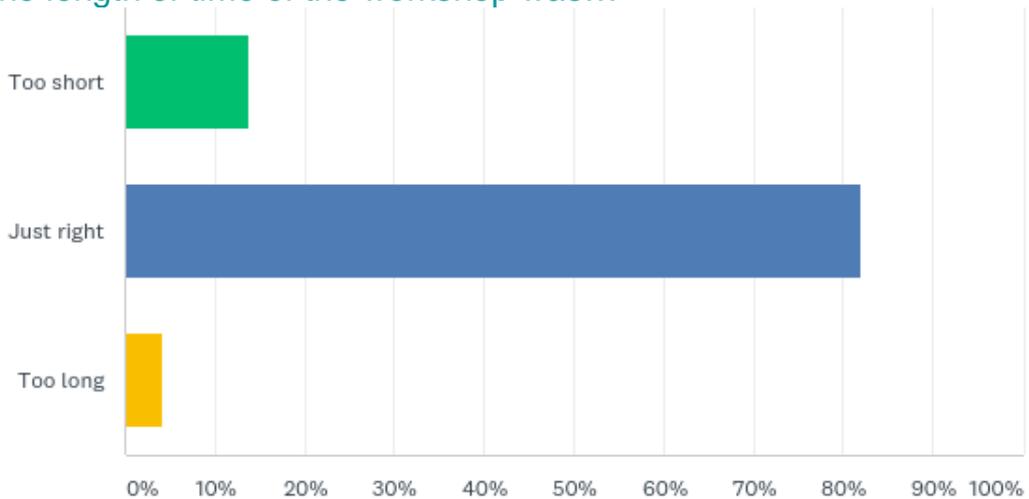
Appendix D: Workshop feedback

Based on 438 completed workshop feedback forms from all public and APS employee workshops held.

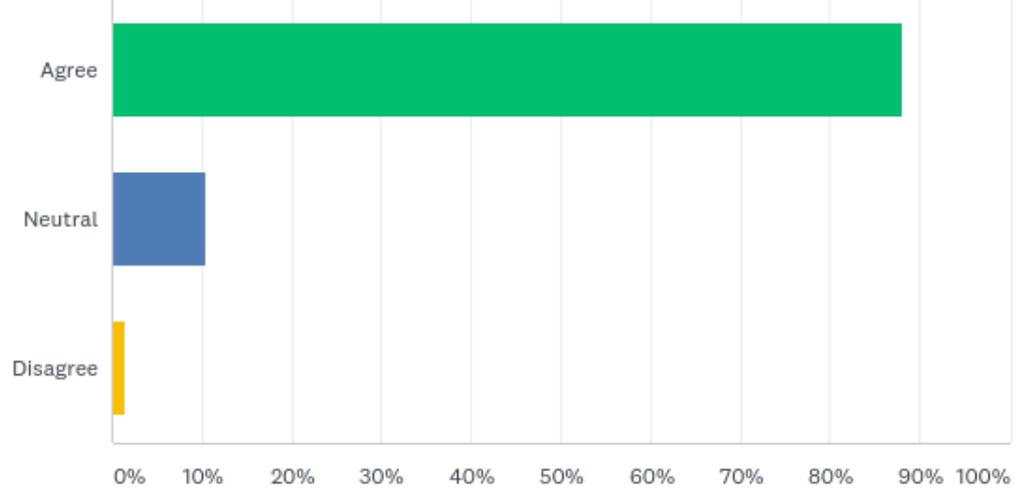
Q3: The time of the day the workshop was held was...



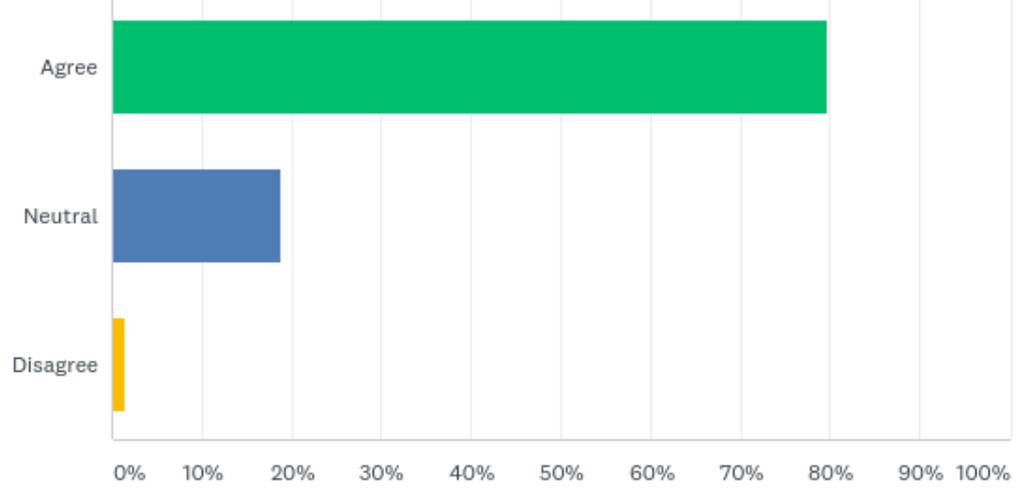
Q4: The length of time of the workshop was...



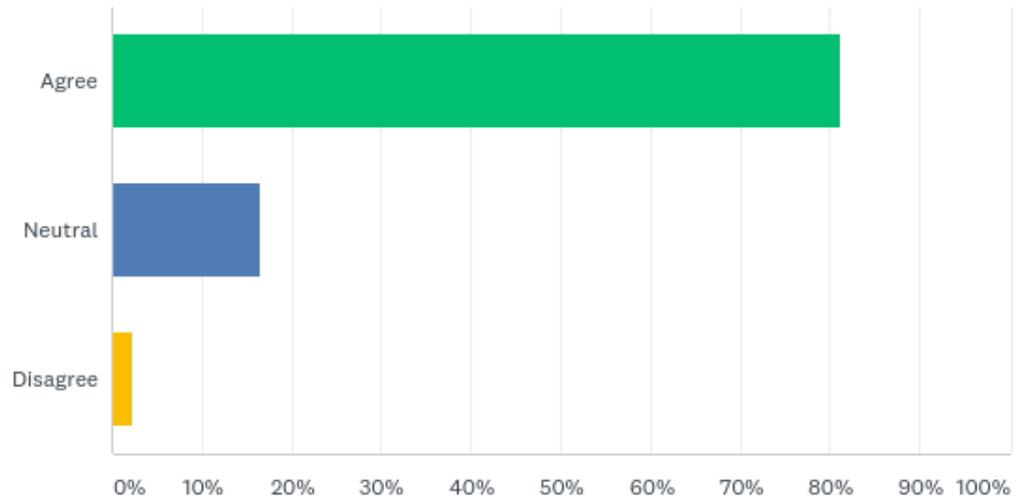
Q5: The discussion questions were useful in stimulating conversation...



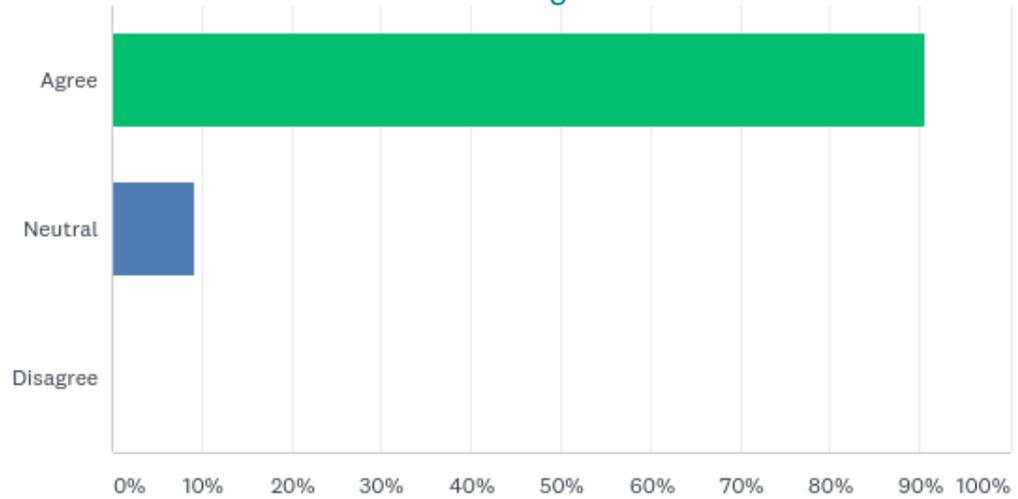
Q6: The information provided about the purpose of the review of useful...



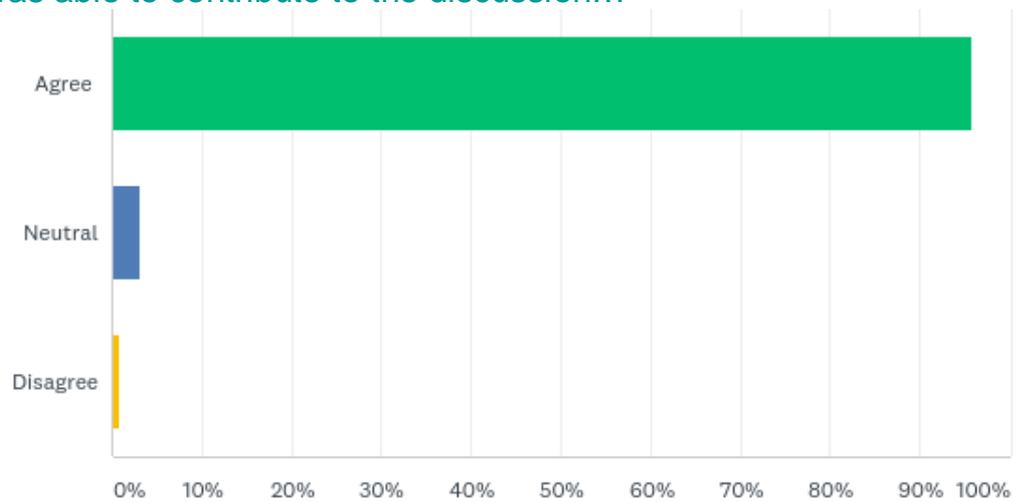
Q7: The information provided about the purpose of the workshop was useful...



Q8: The activities were useful in stimulating discussion...



Q9: I was able to contribute to the discussion...



Q9: General feedback regarding how the workshops could be improved:

1. Pre-reading materials to prepare participants for the workshop.
2. More detailed explanation of the end-states.
3. More time to discuss topics.
4. More time to explore other issues / concerns outside of the themes and end-states.
5. Clear follow-up activities and engagement with participants after the consultations.

Appendix E: Detailed findings by term of reference.

Driving innovation and productivity in the economy.

What this means?	Building an APS that is connected to the industries, communities, and sectors that it operates in. It is technology-enabled and is driven by a culture of innovation.
What are the priorities?	<ul style="list-style-type: none">• Strengthening connection with, and understanding of, all stakeholders (i.e. citizens, industry, the Executive).• Ensuring the most vulnerable in our communities have access to the opportunities that come from innovation and greater productivity.• Building a culture of innovation.• Designing and implementing the technology to support the APS's purpose.
What is the role of the APS?	The APS is a service that seeks and embraces good ideas for the benefit of the nation. It then acts as a platform, which facilitates access to fit-for purpose regulation, needs-based services, and data, information and ideas.

Delivering high-quality policy advice, regulatory oversight, programs and services.

What this means?	Understanding citizens – their experiences and needs – is at the centre of the multiple roles of the APS. This understanding will drive high quality and focus on achieving the right outcomes.
What are the priorities?	<ul style="list-style-type: none">• Developing and implementing mechanisms for meaningful community engagement to develop policy, identify the right outcomes and support place-based solutions.• Increase the diversity of the APS workforce.• Focus on providing frank, fearless and evidence-informed advice.• Recognise and build-on the policy development intelligence within the APS.• Improvement of infrastructure, systems and data.
What is the role of the APS?	The APS is driven by demand and need. In doing this, it is: <ul style="list-style-type: none">• Citizen-centric: it provides citizens an easy to access entry point to all government services and to ways to engage with government to provide feedback on need (e.g. one-stop-shop).• Fit for purpose: the APS better understands future need by better use of data and forecasting.• Not working in silos: the APS shares data, leverages its strengths and assets. A future APS is easier to navigation and there is better communication between agencies. Cross-agency responsibilities and performance indicators exist.• Apolitical: frank, fearless and professional.

Tackling complex, multi-sectoral challenges in collaboration with the community, business and citizens.

What this means?	Bringing together a diverse set of expertise and knowledge through
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What are the priorities?

collaboration with others (inside and outside of the APS) to solve problems and manage tensions.

- Building a better understanding of root causes of challenges.
- Building a collective goal, which should centre on working towards equity.
- Investing in technology and communication systems, which enables collaboration inside and outside of agencies and the APS.
- Seamless service delivery to citizens through a single point of entry.
- Building trust in the APS and government.
- Building the evidence-base of solutions that work.

What is the role of the APS?

This requires the APS in 2030 to:

- Convene and collaborate: this includes developing an understanding of needs through research, knowing stakeholders, building effective relationships and meaningful consultation and participation.
- Govern: this includes having clear objectives, being open to learning from pilots and mistakes and ensuring probity in delivery and partnerships.
- Lead: this includes fully using our highly skilled, capable and empowered workforce to solve complex challenges rather than looking for outside expertise.
- Influence: this includes being a trusted source of advice.

Ensuring our domestic, foreign trade and security interests are coordinated and well managed.

What this means?

Australia's interests – economic, environmental, security, community, trade – are protected as we are respected player on the international stage. Australia also takes seriously its humanitarian responsibilities.

What are the priorities?

- Maintaining our leadership position in the region.
- Building a common understanding of strategic goals and interests.
- Sharing information, data, resourcing and innovation across the APS.
- Removing red tape.
- Protecting information and trade routes, security of economic and other interests.

- Building our scientific and technological capability.
- What is the role of the APS?
- This requires the APS in 2030 to:
- Build networks & relationships: this includes promoting our work in the region to enhance stability, understanding the difference between real need and the political agenda, and sharing expertise, data, resources across the region.
 - Protect the national interest: this includes future proofing, providing sound policy advice, analysing risk, being an innovation nation and protecting our ICT assets.
 - Co-ordinate responses: this includes understanding and sharing goals and building the infrastructure and regulation to support our efforts.
 - Build our diplomatic capability.

Improving citizens' experience of government and delivering fair outcomes for them.

What this means? All citizens can easily access the services they need when they need them, in the way they choose. Particular groups – Indigenous Australians, seniors and people from culturally and linguistically diverse backgrounds – are well served. The citizen experience is underpinned by trust in government.

- What are the priorities?
- Changing the culture of the APS to focus on the citizen.
 - Engaging with the public to understand, and keep up with, expectations.
 - Simplifying access to services and reducing wait times.
 - (re)Building trust between citizens and government.
 - Stabilising the APS including reducing / negating machinery of government changes.

- What is the role of the APS?
- Trust in the APS was seen as central for improving citizens' experience. To enable trust to be built, the APS must be open and transparent especially regarding the collection and use of citizens' data. Other important areas of focus include:
- Citizen needs: understanding citizens' needs, showing leadership, co-designing, collaborating and researching to inform policy.
 - Service: offering choice and control, leveraging technology to enable access to services and ensuring seamless, simple and equal access across all levels of government.
 - For the most vulnerable in our community, ensuring access to services and their needs are fully met.
 - Build capability of employees to be citizen centric.
 - Build digital expertise, privacy.

Acquiring and maintaining the necessary skills and expertise to fulfil its responsibilities.

What this means? The best talent is recruited for alignment to APS values and possessing a set of core skills. The APS is a liquid workforce, moving across agencies, sectors, opportunities, locations and roles.

What are the priorities?

- Creating an APS that is an Employer of Choice.
- Developing a workforce Roadmap to 2030, including identifying the future skills required and how to attract and manage the talent with these skills.
- Developing the skills set of and career pathways for existing staff, including leadership development.
- Identifying core skills that all APS employees should possess.
- Building the APS employee base rather than contracting out expertise and labour.

What is the role of the APS?

The APS by 2030 will need to focus on:

- Skills & Training: audit / identify skills, shared skills across the APS, build 'in-house' subject expertise (specialist teams), mentor and succession plan provide incentives to keep skills / experienced workers and recruit for innovation (APS as preferred employer).
- Core skills: use of and ability to leverage technology is a minimum standard for all APS employees. Skills held by APS employees are transferable between sectors (i.e. public, private, not for profit etc).
- Culture: there is One APS that is respected. The culture embraces change, risk, collaboration and agility.
- Mobility: is embraced and supported including within branches /service lines, the APS, as well as across industry and non-government organisations. Mobility is important to bring in different thinking and improve our understanding of evidence base. Factors that currently facilitated or hindered mobility (e.g. culture, structures, favourable conditions / golden handcuffs / defined benefits superannuation, feeling too comfortable).
- Complex challenges: are addressed through pilot testing (ATO offered as a good example), and has a culture of trying something and learning from failure (rather than having a very compliance-based culture).
- Diversity: Indigenous Australians, people with disability, aging population – reflective of the communities we serve.

Appendix F: Detailed findings by end-state.

United in a collective endeavour.

What this means?	<p>Employees interpreted this end-state through multiple lenses:</p> <ul style="list-style-type: none">• The purpose and outcomes to be achieved – this should be shared across the APS.• The way the APS operates – collaboration and movement across agencies should be easier.• The relationships the APS has with other levels of governments and the public – there should be shared objectives. <p>The “collective endeavour” most employees thought the APS should pursue is to make Australia a better place.</p>
Does it resonate?	<p>While the spirit and intent of the end-state resonated, the language did not. One APS has stronger resonance and a clearer meaning for APS employees.</p>
Key ideas:	<p>The range of ideas provided can be distilled into the One APS concept. This involves building a shared strategy (including purpose) across the APS, having standardised systems, policies and frameworks across the APS, one pay classification structure and workforce practices and a unified communication, technology and information sharing platform.</p>

World-class policy, regulatory and delivery performance.

What this means?	<p>Employees interpreted this end-state as relating to the core purpose of the APS – to develop and implement policy, regulate and deliver essential services in the Australian public interest. Concepts of evidence-informed and driven by citizens’ needs (especially our most vulnerable citizens) were important to this work.</p>
Does it resonate?	<p>While the spirit and intent of the end-state resonated, the language did not. Employees reacted strongly against the idea of comparing the APS to other countries rather than a benchmark of best serving the Australian public interest. All agreed that an end-state should be framed around policy and regulation in the Australian public interest being core to the APS.</p>
Key ideas:	<p>The range of ideas provided can be distilled into three areas:</p> <ol style="list-style-type: none">1. Applying user-centred design approaches to services and policies.2. Investing in building the internal policy expertise and capability within the APS.3. Building more cross-government / whole-of-government priorities, policies and programs.

A trusted and respected partner.

What this means?	<p>Employees saw that trust is built from being impartial and a-political while also being transparent about decisions that are made by the APS. Being trusted by the public is critical. To achieve this, co-design, collaboration and higher levels of engagement with the public is required. The APS should be</p>
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partnering with the public, industry, funded organisations and other levels of government as well as within the APS.

Does it resonate? This end-state was one that resonated most strongly with employees. All employees agreed that trust of and in the APS by its various stakeholders was essential. However, employees suggested further exploration of what trust and partnership looks like in different contexts. For example, where the APS is the regulator, or based on different relationships.

Key ideas: The ideas to reach this end-state centred around increasing and maintaining the independence of the APS from the government and politicians. Structural changes to tenure of SES, Ministerial intervention and ability to the APS to engage more directly and openly with the public would enable this end-state.

An employer of choice.

What this means? Employees defined an employer of choice as an APS where the most talented individuals in the country and the world wanted to work.

Does it resonate? Along with being a trusted and respected partner, an employer of choice had the strongest resonance with employees. Employees understood what this end-state meant and agreed with its intent.

Key ideas: The ideas to reach this end-state centred around changing workforce policies and practices (i.e. recruitment, retention and development) as well as pay, conditions and organisational structures to encourage the best and brightest to join, and stay in, the APS. This includes increasing mobility within the APS and into the non-government sector, increasing the diversity of the workforce, flattening structures and devolving authority, aligning employment terms, conditions and pays across the APS and encouraging employees to spend time on development of new ideas in addition to fulfilling day-to-day project / job responsibilities.

Dynamic, digital and adaptive systems and structures.

What this means? Employees defined this end-state as systems, structures and technologies that fit the purpose of the APS, now and into the future.

This includes the internal systems, structures and technologies required to do APS business as well the external systems, structures and technologies required to deliver services, engage with stakeholders and communicate.

Does it resonate? The language of this end-state had a low level of resonance with employees. It created confusion and uncertainty. However, employees did agree with its underlying sentiment – the systems and structures that support how the APS does it work need to be modernised.

Key ideas: One APS was raised as a key idea within this end-state. This related to building interconnected systems across the APS and providing seamless access to services and information to the public.

