



# Joined-Up Government: challenges from a government perspective

Shawn Boyle

Department of Premier & Cabinet

**WHOLISTIC SILOS**  
**Joined-up approaches:**  
**Challenges from a Government perspective**

## The Joined Up Agenda

*There are three phases of dealing with a really good idea: You ignore it, ridicule it, and then treat it as if it had always been there.*

George Santayana

# The Joined-up agenda

- Why join-up? Join-up what?
- Recent Initiatives
- The challenges

# Why join-up

- The Jargon: Old wine in new bottles
- Joined-up, across government, inter-sectoral, holistic approaches

# Why join-up

So what's the problem

- Compartmentalism: The Industrial revolution hits community services
- Complex society and complex human beings
- Managerialism
- Competition policy vs. Social policy
- Individual vs. community
- Theory and practice disconnect

## Join-up what?

- Policy
- Services
- Structures
- Processes
- People

## A GOOD REASON FOR REFORM

Untimely death of Susan Taylor, a 15yo Aboriginal girl who, despite contact with several agencies, continued to suffer from sexual abuse and other forms of violence.

Prompted an Inquiry headed by Magistrate Sue Gordon which became known as “The Gordon Inquiry”.

## A GOOD REASON FOR REFORM

The activities of a range of agencies involved in providing services to Susan, with the conclusion that there should be no finding adverse to any individual, but that there should be *systematic attention given to the management of difficult and complex cases*. The Gordon Inquiry found that:

*There was a lack of information sharing between agencies in relation to family violence and child abuse, giving rise to considerable impediments in service delivery.*

# The response to the Gordon Inquiry

- Structural Reform
  - **Policy development & Implementation structures**
  - **Monitoring & evaluation mechanisms**
- Legislative Reform
- Agency response
  - **Services**
  - **education**
- Multi-agency initiatives

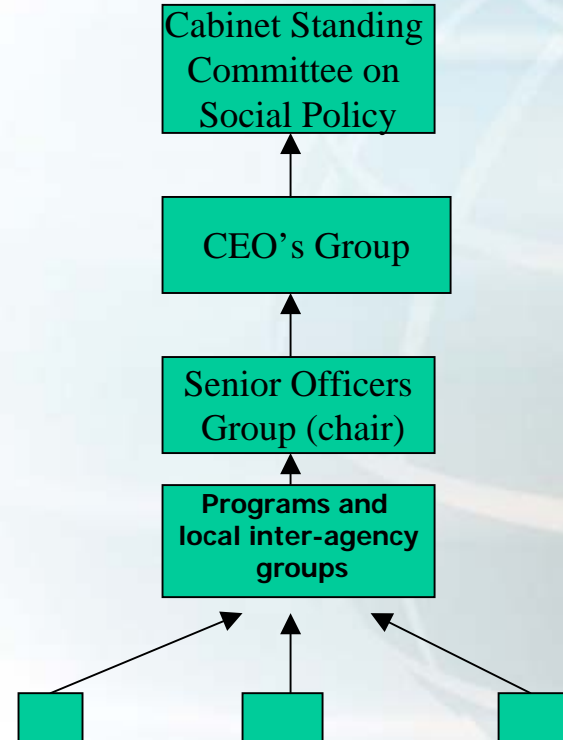
## The other initiatives

- Domestic Violence
- Child Protection
- Crime prevention
- Drug abuse prevention
- Mental health
- Other Aboriginal Initiatives

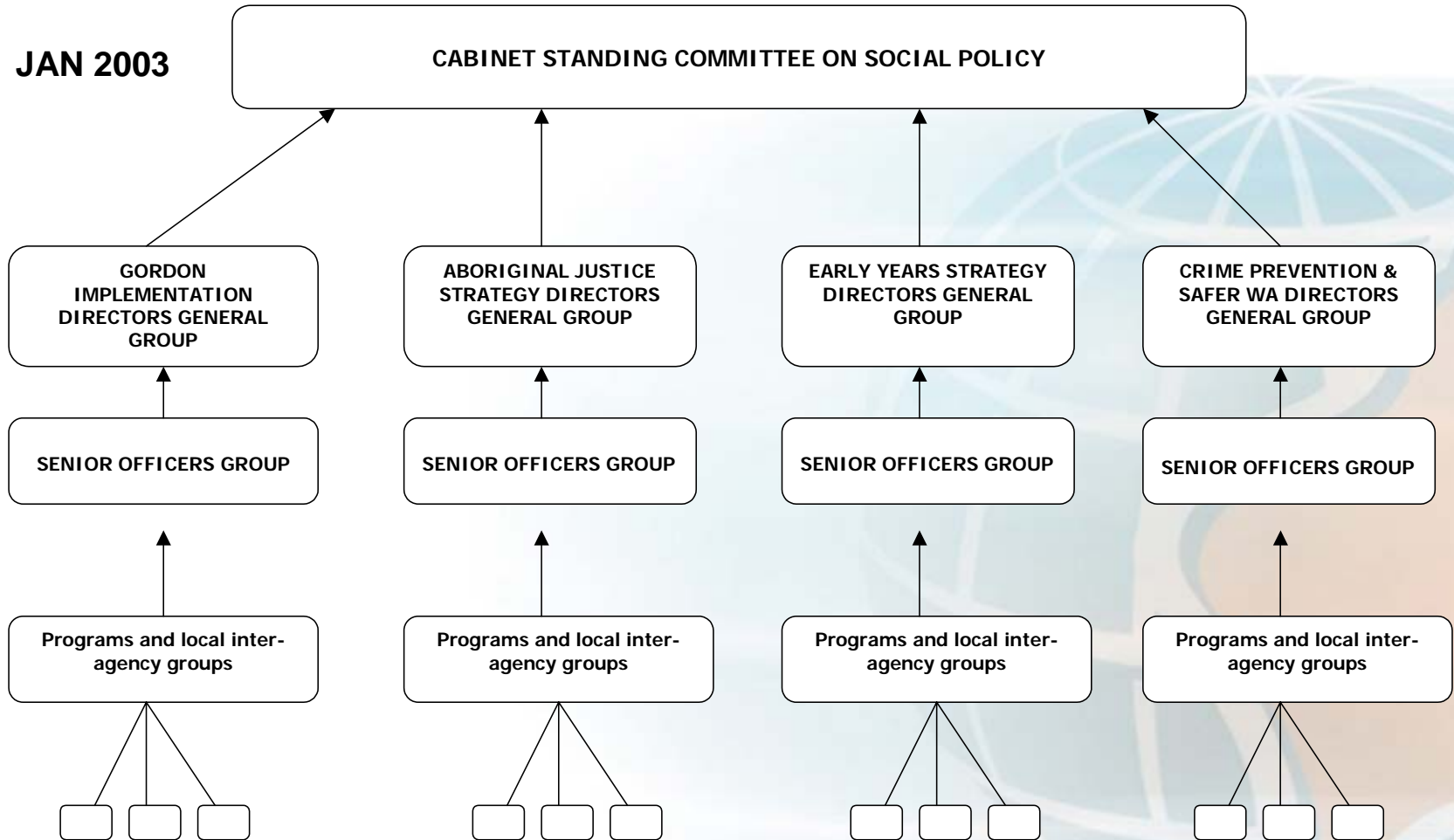
# A holistic silo

## Gordon Implementation Structures (January 2003)

- 197 recommendations
- \$75m over 4 years



**JAN 2003**



# The Challenges

- Governance and Structures: Policy development to Implementation
- Budget and Accountability Framework
- Processes & Information management
- Collaborative casework
- Leadership and culture

## *Structural Reform: Lining Up the Ducks*

### **LEVELS:**

- Human Services Ministers (CSCSP)
- Human Services Directors General (HSDGG)
- Senior Officers Groups (SOG)
- Human Services Regional Managers Forums - 9 Country/6 metropolitan)
- Local level

# *Structural Reform: Lining Up the Ducks*

## **HSDGG MEMBERSHIP:**

Directors' General from the following Departments:

- Health
- Community Development
- Disability Services Commission
- Justice
- Housing And Works
- Education And Training
- Western Australian Police Service
- Indigenous Affairs
- Local Government & Regional Development
- Sport & Recreation
- Culture and the Arts

SEPTEMBER 2003



# Structures and Processes

## Policy development

- Planning, evidence, research and analysis
- Bridging the evidence-practice divide
- Community engagement and stakeholders
- Service responses

# Structures and Processes

## IMPLEMENTATION

Structures and processes:

- Lead agency or Collective/multi-agency responsibility
- Central vs. regional implementation
- External stakeholders

## *Budget and accountability framework*

- Multilateral approaches
- Flexible funding
- Benchmarks & performance targets
- Evaluation frameworks

# *Processes and information sharing*

- Protocols & procedures
- MOU's & Agreements
- Information Sharing

## *Processes and information sharing*

### ***The Privacy and Personal Information Protection Bill 2005 (Legislation has been drafted; to be introduced early 2006)***

- Legislation covers all aspects of information exchange relevant to the collaborative management of human service delivery.
- Compatible with existing Cwth privacy legislation and with proposed State privacy legislation.
- A broad enabling power to allow information sharing between Govt agencies and appropriate third parties.
- Enabling provisions will be included in other relevant legislation.

## Collaborative casework

- How the rubber hits the road
- More holistic silos
- Community engagement, liaison or just get down and do something useful

# Benefits of Collaborative Casework for Clients

- In charge of their own process from the outset
- Increased consumer confidence in the system
- Collaborative
- Continuity of care
- System is responsive to changing needs across lifespan
- Cost effective
- Flexible

# Benefits of Collaborative Casework for Providers

- Fewer system failures
- Targeted rather than blanket responses
- Interagency collaboration
- More complete information base
- Professional respect
- Greater professional competence and confidence
- Job satisfaction
- Fewer system failures
- Better outcomes

# Summary of the Benefits of Collaborative Casework

Collaborative casework works, it keeps just about everybody happy

- The clients get a greater charge of their process
- The community gets more confidence
- The service providers get job satisfaction
- The Agencies are seen to be more effective
- The Ministers get their success stories

## Leadership & Culture

- Everyone's and no-one's responsibility
- From the top
- Frontline first “get out of the office”
- “Community good – government bad”
- Deficits & Strengths
- Building Capacity

Honestly Basil, I don't mind your  
Chardonnay drinking, your chattering, your  
latte sipping or your hand wringing...  
but why all at the same time?



Leunig