



Australian Government

Department of the Prime Minister and Cabinet

Australian Institute of Project Management - Canberra

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The Cabinet Implementation Unit

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A view from the centre on...

- changes in programme and project management practices
- Barriers and challenges
- Where to next?

Prime Minister of Australia | *John Howard* WWW.PM.GOV.AU 

NEWS ROOM



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22 October 2004

**TRANSCRIPT OF THE PRIME MINISTER
THE HON JOHN HOWARD MP
PRESS CONFERENCE,
BLUE ROOM, PARLIAMENT HOUSE, CANBERRA**

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

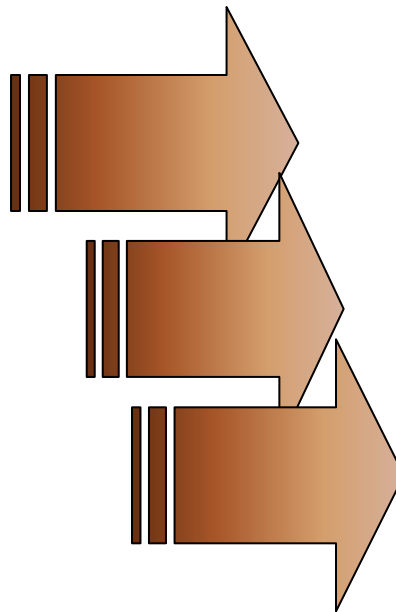
Prime Minister, John Howard - 22 October 2004



Dr Shergold, 17 November:

Assumptions:

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



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

FOR MORE INFO...

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

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



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Systemic reform to the way Government policies are implemented:

Work with agencies to ensure

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

FOR MORE INFO...

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

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CABINET AS GATEWAY

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



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CABINET AS CHECKPOINT

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

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

Red = highly problematic – requires urgent and decisive action

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

Green = Good - on track or requires only minor refinement



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LESSONS LEARNED

- most government initiatives are delivered well
- project management capacity in agencies is increasing
- greater acceptance of planning



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THE IMPLEMENTATION PROBLEM ARTICULATED

- inadequate identification of barriers to delivery
- policy uninformed by programme experience
- programme administration not aligned with policy goals
- poor project management
- departmentalism
- costly red-tape



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Recent reviews of ICT investment have highlighted the following main concerns:

- Lack of information on the project's strategic alignment with the business goals of the organisation and its overall ICT strategy and architecture
- Inadequate research into current and future situation analysis and gap analysis
- Lack of justification rationale including information on scope, demand and urgency of project
- Lack of comprehensively costed options
- Inadequately articulated benefits
- inadequate research into current and future situation analysis and gap analysis
- Lack of justification rationale including information on scope, demand and urgency of project
- Lack of comprehensively costed options
- Inadequately articulated benefits



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GATEWAY REVIEW PROCESS

- Modelled on the UK OGC's/Victorian Government Gateway Review Process.
- Targets medium to high risk projects.
- Addresses best practice provision of sound commercial knowledge, involves stakeholders.
- Comprehensively documented review material.



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GATEWAY REVIEW PROCESS - KEY ELEMENTS

- Gateway Reviews at key decision points
- Independent practitioner teams with access to all stakeholders
- Lifecycle reviewed each time using a few, significant, published criteria.



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RAG ASSESSMENT STATUS

- Not a 'stop/go' signal
- Indicates urgency of addressing recommendations
- **RED** — critical before proceeding
- **AMBER** — before next review
- **GREEN** — potential improvements



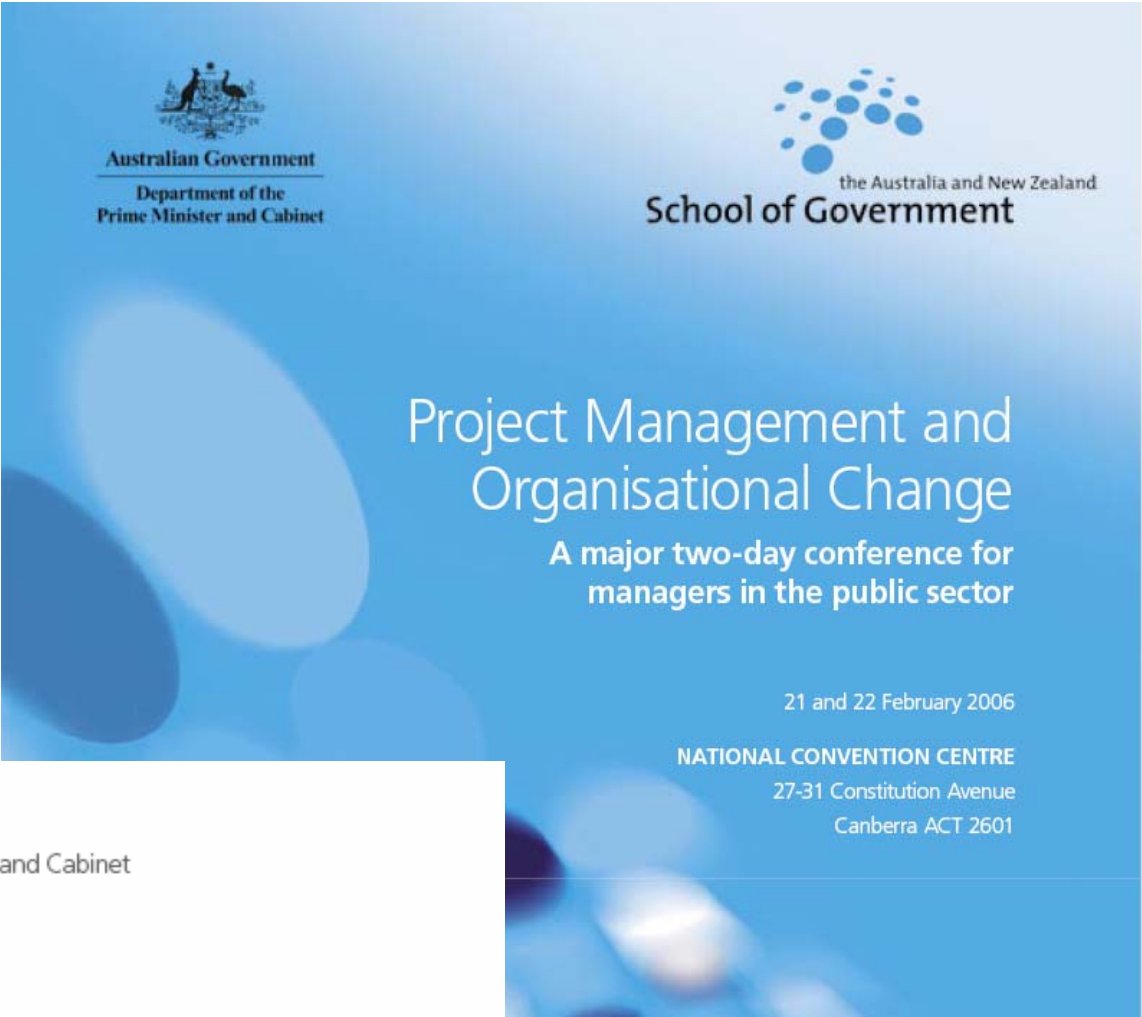
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WHAT WILL THIS MEAN FOR DEPARTMENTS?

- Mandatory Project Management And Documentation
 - Ensure plans and project documents are developed to implement and maintain Gateway for all appropriate programmes and projects
 - SROs need to schedule Gateway Reviews into their programme and project plans
- Preparation of business cases
- Gateway Training
- Gateway Review Teams

- Structural changes
- Systemic changes
- Cultural changes



The poster is set against a blue background with abstract light blue shapes. In the top left, the Australian Government coat of arms is shown above the text 'Australian Government' and 'Department of the Prime Minister and Cabinet'. In the top right, the School of Government logo, consisting of a cluster of blue dots, is shown above the text 'the Australia and New Zealand School of Government'. The main title 'Project Management and Organisational Change' is centered in a large white font. Below it, the subtitle 'A major two-day conference for managers in the public sector' is also centered. The dates '21 and 22 February 2006' are positioned below the subtitle. At the bottom right, the venue information 'NATIONAL CONVENTION CENTRE', '27-31 Constitution Avenue', and 'Canberra ACT 2601' is listed.

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the Australia and New Zealand
School of Government

Project Management and
Organisational Change

A major two-day conference for
managers in the public sector

21 and 22 February 2006

NATIONAL CONVENTION CENTRE
27-31 Constitution Avenue
Canberra ACT 2601

Featured Presenters

Dr Peter Shergold AM, Secretary, Department of the Prime Minister and Cabinet

Lynelle Briggs, Australian Public Service Commissioner

David Butler, Inland Revenue Commissioner, New Zealand

Belinda Clark, Chief Executive, Ministry of Justice, New Zealand

Ian Glenday CBE, Executive Director of Better Projects, Office of Government Commerce, UK

Ian McPhee PSM, Auditor General, Australian National Audit office

Andrew Metcalfe, Secretary, Department of Immigration and Multicultural and Indigenous Affairs

Patricia Scott, Secretary Department of Human Services

Wayne Sharpe, Executive Manager, Gateway Unit, Department of Treasury and Finance, Victoria

Dennis Trewin, Australian Statistician

Sabrina Walsh, Senior Executive Director, Queensland Health

Bob Webb, First Assistant Commissioner, Change, Program Integration and Management, Australian Taxation Office



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CHALLENGES AHEAD (1)

- ‘top of office’ roles and responsibilities
- Identifying critical paths and interdependencies
- establishing clear organisational governance
 - between jurisdictions, agencies, purchasers-providers
- integrating information and financial management systems



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CHALLENGES AHEAD (2)

- impact of Australian Government-State relations
- capacity building in regions and communities
- stakeholder relationships and communication
- financial planning and monitoring
- evaluation and data monitoring



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FOR MORE INFO...

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