



Turning Crisis into Opportunity:

*How the Australian Public Service can support
Social Inclusion*

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Changing paradigms



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20th century: the economy of things

- Focus on industry, infrastructure
- 'Top-down' service provision for the masses
- "You are what you own"

21st century: the economy of ideas (knowledge era)

- Focus on communication, technology
- 'Bottom-up' support for each other
- "You are what you share"

The Smith Family's transformation



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1999 – 2006: Our Guiding Principles

- Be about societal change [social inclusion]
- Refocus on disadvantaged children within the family context
- Work with and through other organisations
- Be evidence-based and community focused
- Move steadily along the change continuum to the prevention and early intervention end
- Diversify our sources of funding
- Be national in presence as well as spirit
- Enhance our internal capacity particularly using technology

The 21st century nonprofit



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	20 th Century	21 st Century	Shift
Status	<i>Outsiders</i>	<i>Insiders</i>	From challenging the system to being part of it
Focus	<i>Problems</i>	<i>Solutions</i>	From spotlighting problems as symptoms of market failure to focusing on solutions delivered through markets
Structure	<i>Institutions</i>	<i>Networks</i>	From operating as isolated institutions to integrated networks
Funding	<i>Guilt</i>	<i>Investment</i>	From appealing to public anger or guilt, to persuading supporters to make good investments
Accountability	<i>Ad hoc</i>	<i>Strategic</i>	From self-defined accountability to shared transparency and governance systems

Adapted from: SustainAbility (2003) The 21st Century NGO: In the Market for Change

Opportunity in a crisis



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“Just as current conditions are compelling governments to play a more active role in the economy, they have also given government leaders an unprecedented opportunity to intensify their efforts to **transform the way the public sector works**... To address the short and long-term economic and social challenges governments face, they must make themselves far more **efficient** and **effective**.”

Killefer, N. (2009) 'The New Business of Government' *McKinsey Quarterly* 2009, Number 3, p7.

Leadership is...



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...to have the **courage** and **confidence** to **challenge** the status quo

...to **change** the trajectory you are on with **compassion**

...to **champion** a new **culture, cause** or **contemporary course** of action based on a **compelling** reason

...to use **clarity** in **communication** and thought

...to **create** new **connections** or **collaborations** of those with **convergent** views

...to be **conscious** of oneself, and **commit** to others in a spirit of **collegiality**

...to be **capable** of **courting** and **convincing** decision-makers

...to overcome likely **conflicts**

...to avoid **constipating** progress with too much analysis and options

...to **catapult** us with **class** through envisioning a better future

Collaborative reform



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The Australian Public service should be...

“...not an island unto itself, but a living part of Australian society, reflecting the strengths and weaknesses of the society”.

Nugget Coombs, Royal Commission into Australian Government Administration (1974)

Embracing innovation



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The Australian Public Service should:

- “..develop a **culture of policy innovation**, becoming more **creative** and not just reactive..”
- “..become **bolder** in its thinking, doing more to consider the **big picture**..”
- “..develop **high quality programs that put the citizen first**..”
- “..provide **flexible, agile responses** to changing realities..”
- “..develop **great ideas**...grounded in the **real world**..”

Prime Minister Kevin Rudd

John Paterson Oration

Australia New Zealand School of Government annual conference

Canberra, 3 September 2009

Crossing the chasm



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“...the absence of institutions and funds devoted to social innovation means that too often it is a matter of luck whether ideas come to fruition, or displace less effective alternatives. As a result, **many social problems remain more acute than they need to be.**”

Mulgan, G. *et al* (2007) *Social Innovation: What it is, why it matters and how it can be accelerated.*

Network governance



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Source of rationality	=	relationships
Form of control	=	co-production
Primary virtue	=	flexibility
Service delivery focus	=	brokerage

Considine, M. (2001) *Enterprising States*.

Governments to Governance



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“Government has to become **governance** – increasingly, self-governance – because the days of top down, one-size-fits-all solutions are gone.... intelligent government will become **polycentric**, adept at resourcing **networks**.”

Edgar, D. (2001) *Patchwork Nation: Rethinking Government, Rebuilding Community*.

Progress in collaboration



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CONVERGENCE MODEL	DATE	COLLABORATORS
Cooperative Research Centres	1991-present	Business + Academia (with government as enabler)
Stronger Families & Communities Strategy Phase One	2000-2004	Government + Nonprofit
The Prime Minister's Community Business Partnership	1999-2007	Business + Nonprofit (with government as enabler)
Stronger Families & Communities Strategy Phase Two - <i>Communities for Children</i>	2004 onwards	Nonprofit + Community (with government as enabler)
The Australian Business and Community Network	2004 onwards	Business + Education

The *Communities for Children* model



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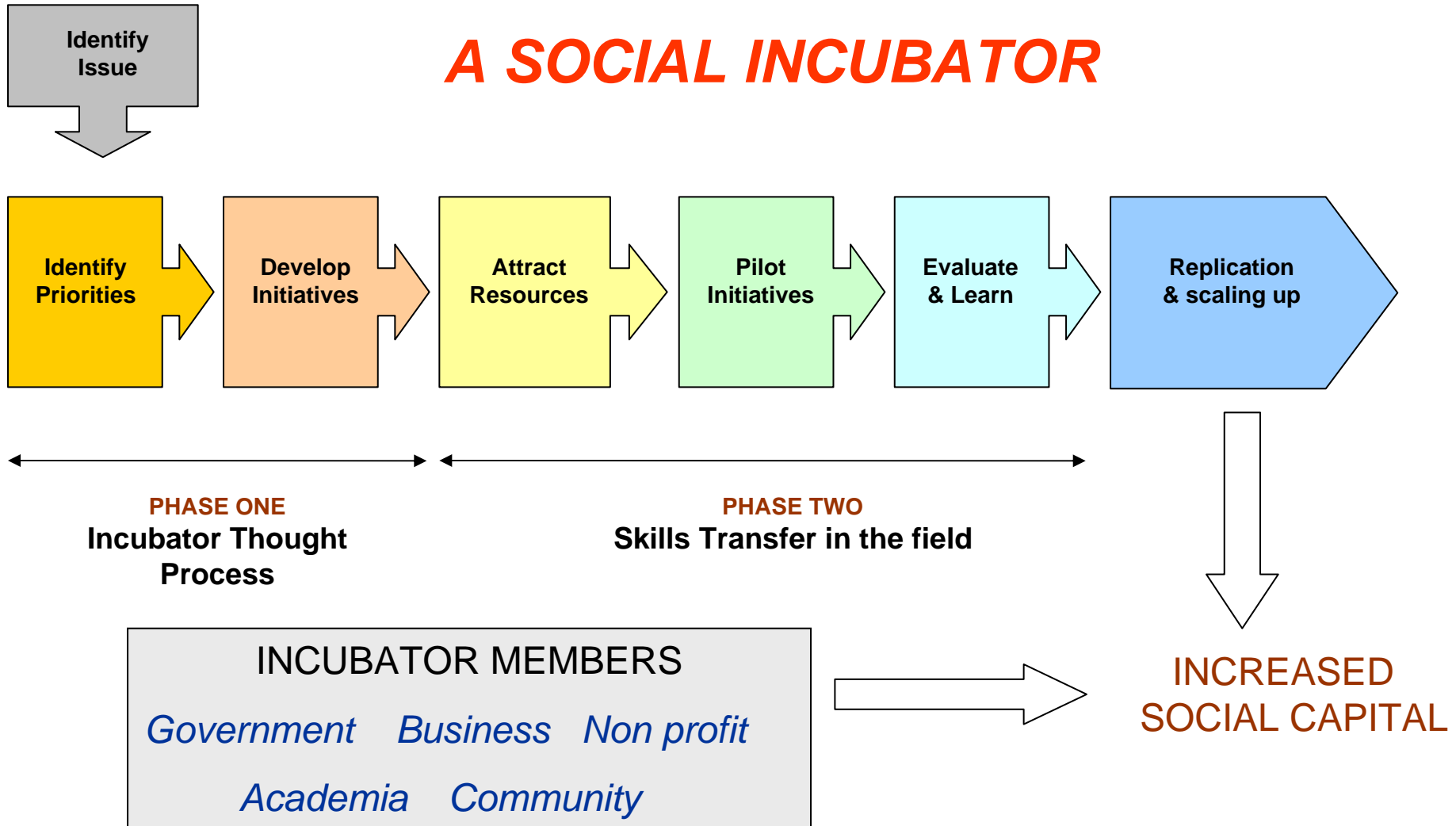
- It is *place-based*
- It is *outcomes-focused*
- It is an *empowerment* model
- It encourages *culture-change* within the non-profit sector and government towards greater *co-production* of outcomes

The next level of collaboration



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A SOCIAL INCUBATOR



Carpe diem!



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“....there is good evidence that socially entrepreneurial opportunities arise during specific punctuations or focused periods in history. During these periods, the prevailing wisdom weakens, revealing the failure of the status quo to solve problems such as inequality. Having tried for a half century to improve the public schools with little sustainable success, for example, we acquire an appetite for new ideas. These punctuations in history fuel the hope for widespread change and the experimentation that drives it.

Today, the world appears to be experiencing a punctuation of opportunities.....”

Light, P. (2009) 'Social Entrepreneurship revisited', *Stanford Social Innovation Review*, Summer 2009.

Thank you



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