

**Submission to the Advisory Group  
On Reform of Australian Government Administration**

Mr Terry Moran  
Chair  
Advisory Group on Reform of Australian Government Administration

Dear Mr Moran

Thank you for the opportunity to make a submission to the Advisory Group on Reform of Australian Government Administration. This submission is made on behalf of the Australian Government Leadership Network – Queensland (AGLN-Q). For further information about the AGLN-Q, please visit our website at [www.qrhf.gov.au](http://www.qrhf.gov.au).

Australian Government Leadership Networks (AGLNs), consisting of senior members of the Australian Public Service (APS), exist in every Australian State. Supported by the Australian Public Service Commission, AGLNs are well placed to deliver on the reforms to Australian Government administration that are necessary in the 21<sup>st</sup> century to maintain world class excellence in delivering government programs to the Australian community.

The AGLN-Q in particular, is ready to take the lead and be more proactive in supporting and contributing to initiatives that foster:

- leadership development;
- innovative thinking, ideas, knowledge and experiences;
- peer support and collegiality;
- whole-of-government approaches to APS activities;
- member contributions to the development of local and strategic APS initiatives; and
- reducing the impact of geographical isolation from national offices.

More specifically, it is observed that there continues to be opportunities to enhance expertise and minimise shortfalls in APS administration, if information and learnings gleaned from operational experiences were proactively shared across the APS in a more structured way. The AGLN-Q is but one medium to make a valuable contribution in this regard.

There are also opportunities to reduce duplication and effort if APS agencies utilised the AGLN and its sponsored networks, to share information across agencies and between individuals.

Further savings may also be available by examining the scope for shared services and resourcing through collaborative partnerships. The AGLNs could act as a conduit to initiate such arrangements, at a local level.

The AGLNs generally hold annual conferences which aim to address professional development needs, provide opportunities for networking and collaboration, and instil inspiration to innovate and make a positive difference to others. In Queensland, the AGLN-Q held its 21<sup>st</sup> Annual Government Business Conference this year. The Conference was designed to engage with State and Local Government colleagues to address national, state, and local issues of common interest. The AGLN-Q seeks the continued support of Agency Heads to address Conference delegates, and to support the attendance of their agency employees. In this regard, the AGLN-Q wishes to acknowledge your ongoing support for the operation of the network.

The AGLNs are a vehicle to develop sound relationships with other Commonwealth, State, and Local Government colleagues that fosters co-operation and collaboration to address areas of common interest. These relationships become critical in times of emergency response, but are more important than ever in addressing opportunities and challenges that transcend agency boundaries, as well as government jurisdictions.

The AGLNs, and their activities, are a vehicle for the Government and Agency Heads to communicate messages to the broader APS. The AGLN-Q would encourage Agency Heads to address AGLNs when visiting interstate, time permitting. The AGLNs are also in a prime position to provide feedback to national offices about issues being confronted throughout regional Australia, particularly in the area of service delivery.

The AGLNs can promote and contribute to making one APS a reality. Participation in AGLN activities is a reminder that public administration is bigger than one's individual role, or the mission of one's own agency. This 'big picture' outlook is particularly important for our emerging and future leaders.

The AGLNs have the potential to make a positive difference to young professional APS employees who are the public service leaders of tomorrow. Experienced public service leaders can share their expertise with younger APS employees, and foster a commitment to public service excellence.

The value from the AGLNs comes from the contributions and participation of its members for the greater good of the APS, and ultimately the broader community and the government of the day. Currently, the networks are under-utilised either from an individual, agency, or whole-of-government perspective. To overcome this situation consideration should be given to including proactive engagement with AGLNs in performance agreements. In this way, the goals that are commonly expressed around working collegiately across agencies are more likely to be realised.

We wish the Advisory Group well in its deliberations and trust that the blueprint for reform of Australian Government administration will be a defining point for the future of the APS. The AGLN-Q is ready to be an active supporter and promoter of facilitating and implementing reform agenda initiatives.

Yours sincerely

Anne Bright  
Chair  
Australian Government Leadership Network – Queensland

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