

Bringing our strategy to life

DPC Strategic Review 2021
DG-DDG meeting

Released under RTI - DPC

What we are solving for

STRATEGIC REVIEW

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Don't ambush us

Consider taskforce model

Be more strategic

Be more agile

Be leaders

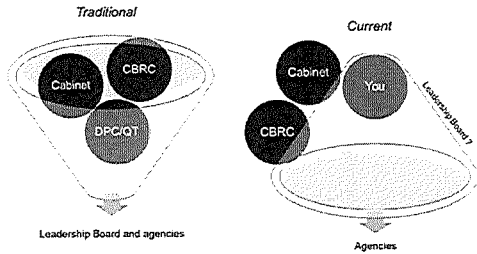
Focus on delivery

Be less passive

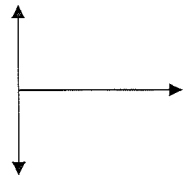
Renew DPC culture

A thesis for you...

STRATEGIC REVIEW



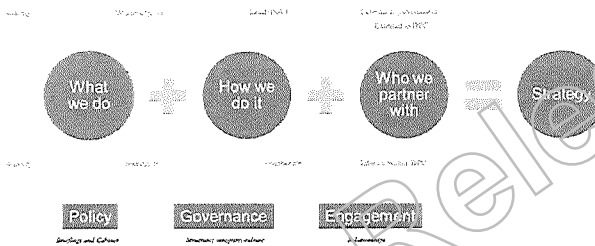
Diagnosis



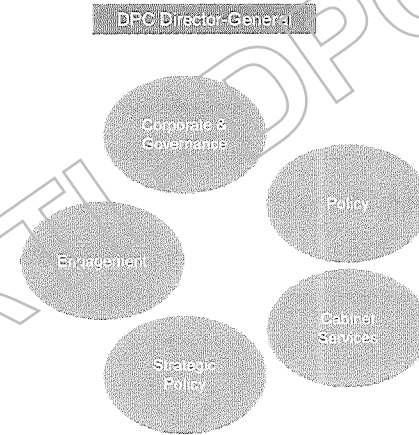
Frame

Keep in mind the trade-offs we have discussed...

short-term	long-term
delivery	big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive	proactive
tactics	strategy



Leadership = Behaviours + attitudes + structure



Do we advance the strategic focus?

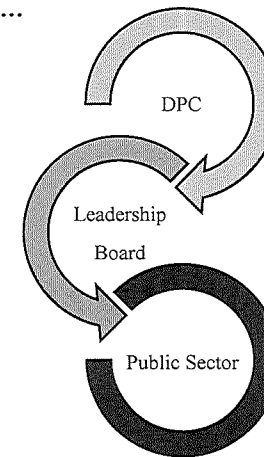
1. Are we more connected?
2. More strategic?
3. More trusted?
4. Is decision making better?
5. How does this impact our EVP?

How are conflicts being managed?

Keep in mind the questions we discussed last time...

1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?
3. What would you look for personally in an effective organisation?
4. We are in the people business – but how much time as leaders do we invest in our people?

Beyond DPC ...



Getting to the point of it all ...

STRATEGIC REVIEW

Key considerations for structure

1. Must free up some **time** – workload balance
2. Must free up Associate DGs to be more strategic and **engage** with other agencies better
3. Driving a **strategic** agenda from the centre

Policy

Needs to be more strategic

Governance

Needs time for the increasing workload of integrity

Engagement

Needs to be strategic and focussed

Key focus of the outcomes of the strategic review

1. Not just DPC but also the Leadership Board
2. Not just a DDG or ADG but the culture of the executive team
3. Accountability for strategic and operational delivery excellence
4. Time for engagement means bringing agencies with you and building capabilities of the next leaders
5. Rebuild a new view of DPC and the EVP around stewardship.

Pragmatic structure outline

Cabinet-In-Confidence

STRATEGIC REVIEW

Not comprehensive

DPC Director-General

Associate DG CORPORATE AND GOVERNANCE

Associate DG Cabinet and Policy (Cabinet Secretary?)

DDG Governance and Integrity

DDG Communications and Engagement

DDG (Cabinet Secretary?) Policy and Cabinet

DDG Strategic Policy

Information & Technology Services

People & Culture

Veterans & Community Engagement

Cabinet

Environment & Energy

Social & Justice

IGR

Strategy & Economic Policy

- DPC IT Operations
- Ministerial & Opposition IT Operations
- Information Management
- Cyber Security
- Project Management
- Asset Management

- DPC HR
- Ministerial & Opposition HR
- DPC & MS Facilities/Workplace
- Organisational Culture

- Office for Veterans
- Office of Rural & Regional Queensland

- Cabinet services
- Community Cabinet

- Environment
- Energy
- Resources
- Agriculture

- Health
- Communities
- Justice
- Education
- DATSIP
- Multicultural

- IGR & National Cabinet
- COVID-19 recovery
- Vaccine rollout
- National reopening plan

- Strategic Policy (PMO, SRA, permits, analysis)
- Performance and evaluation unit

Governance & Integrity

- Strategic Communication & Events
- Communications
- Events
- Protocol

Finance & Performance

- Government Bodies
- Constitutional Services
- Executive Council
- RTI/Privacy
- Integrity
- CCC Liaison
- SIIS
- Training
- Policy
- Policy & Legislation
- Queensland Independent Remuneration Tribunal

Office of the Chief Entrepreneur

Olympics 2032

ODG

DCLO

ECU

- Taskforce Future economy
- Taskforce Our new energy future
- Taskforce X,Y,Z
- Taskforce Analytics and public sector capability

Leadership Board

Disaster response and recovery as needed

Cabinet-In-Confidence

Some things to think about...

STRATEGIC REVIEW

Key considerations for structure

1. Can Exco and Constitutional services fit with Cabinet Services? (Filly and Leighton to discuss)
2. Economic Policy into Strategy stream – is this the right fit when you look across the Policy and Cabinet division?
3. What roles does the Cabinet Secretary occupy? Can we designate a second note taker for Cabinet?
4. Should the Cabinet area report to the DG?
5. Designation of DDG Communications and Engagement

Think and do different

- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you lead better?
- d) What signals would this send the Dept, DGs?
- e) Behaviours and culture
- f) How do you set strategic focus for policy, together
- g) How do you set strategic focus for the organisation, together

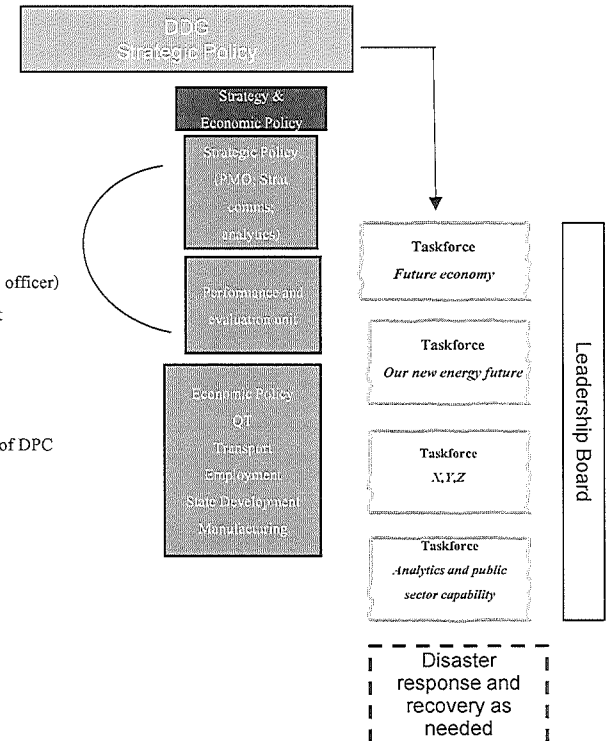
Department of the Premier and Cabinet Strategic policy and Leadership Board

STRATEGIC REVIEW

Associate DG (Cabinet Secretary)
Cabinet and Policy

- Leadership Board**
- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities development plan and modern tools for a PS
 - Understand role
 - Contest of ideas and clearing house
 - DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition; best practice; likely consequences; likely investments; likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
 - Report to Premier and Cabinet by DG

1. DPC to determine strategic and priority issues
 - Some are Premier's current priorities
 - Some are over the horizon issues identified by the DG
 - Only DG of DPC to brief the Premier and Ministers on the Taskforces
2. Establish time limited taskforces of the Leadership Board
3. Overseen by 1-2 DGs as determined by the DG of DPC
 - 3-6 months duration
 - Staffed by DPC (project manager; comms specialist; researcher/analytics officer) and key bureaucrats from agencies (based on capability and development potential)
 - Define the question and look at best practice
 - Identify the potential for Queensland and likely benefits
 - Report back to Leadership Board by the DGs in charge plus DDG/ADG of DPC
4. Leadership Board to decide on further work or not
 - If further work then either a new Taskforce or an IDC
 - If no further work then conclude.



Released Under RTI - DPC

Bringing our strategy to life

DPC Strategic Review 2021
DG-DDG meeting

Released under RTI - DPC

What we are solving for

STRATEGIC REVIEW

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Be more strategic

Be more agile

Be leaders

Focus on delivery

Be less passive

Renew DPC culture

Don't ambush us

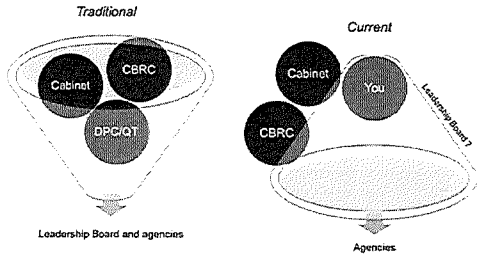
Consider taskforce model

Released under RPA DPC

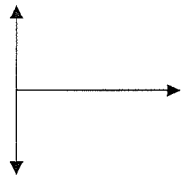
A thesis for you...

Cabinet In-Confidence

STRATEGIC REVIEW



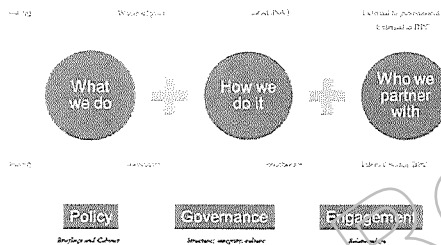
Diagnosis



Frame

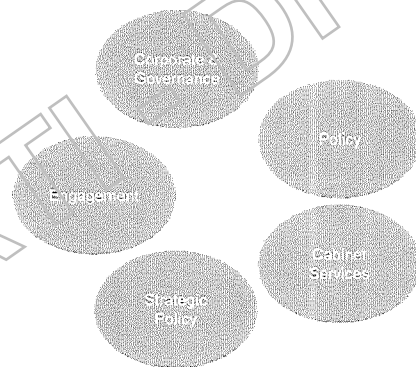
Keep in mind the trade-offs we have discussed...

short-term	long-term
delivery	big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive	proactive
tactics	strategy



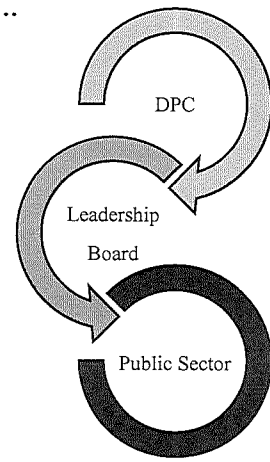
Leadership = Behaviours + attitudes + structure

DPC Director-General



- Do we advance the strategic focus?**
1. Are we more connected?
 2. More strategic?
 3. More trusted?
 4. Is decision making better?
 5. How does this impact our EVP?
- How are conflicts being managed?**

Beyond DPC ...

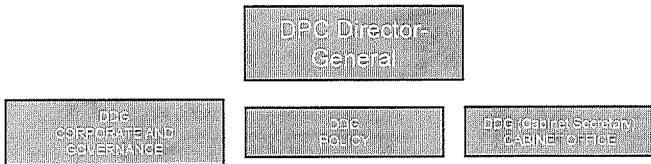


- Keep in mind the questions we discussed last time...*
1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
 2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?
 3. What would you look for personally in an effective organisation?
 4. We are in the people business – but how much time as leaders do we invest in our people?

Cabinet In-Confidence

Thinking about structure

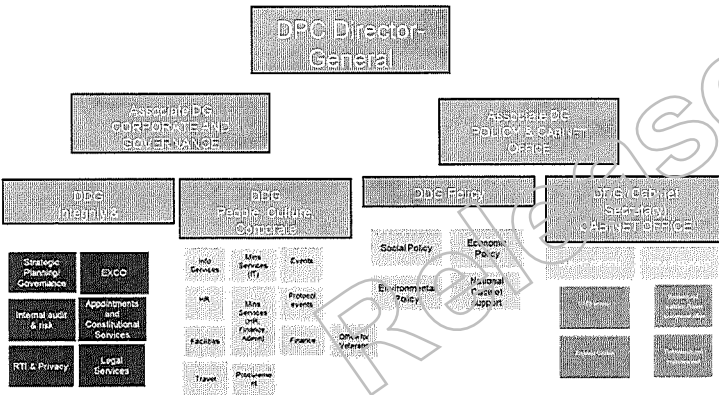
STRATEGIC REVIEW



1. Top line leadership team
2. Strategic Policy function – taskforces and Leadership Board
3. Cabinet Secretary
4. Strategic Comms

Think and do different

- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you lead better?
- d) What signals would this send the Dept. DGs?
- e) Behaviours and culture
- f) How do you set strategic focus for policy, together
- g) How do you set strategic focus for the organisation, together



- Leadership Board**
- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities development plan and modern tools for a PS
 - Understand role
 - Contest of ideas and clearing house
 - DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition; best practice; likely consequences; likely investments; likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
 - Report to Premier and Cabinet by DG

Pragmatic structure outline

Cabinet in Confidence

STRATEGIC REVIEW

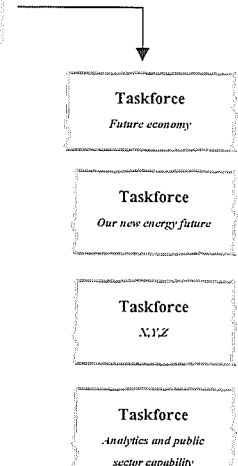
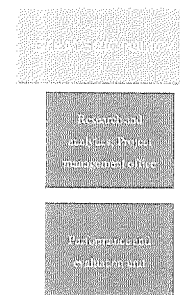
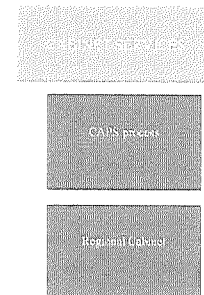
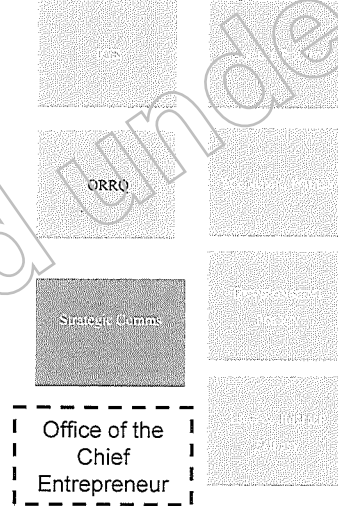
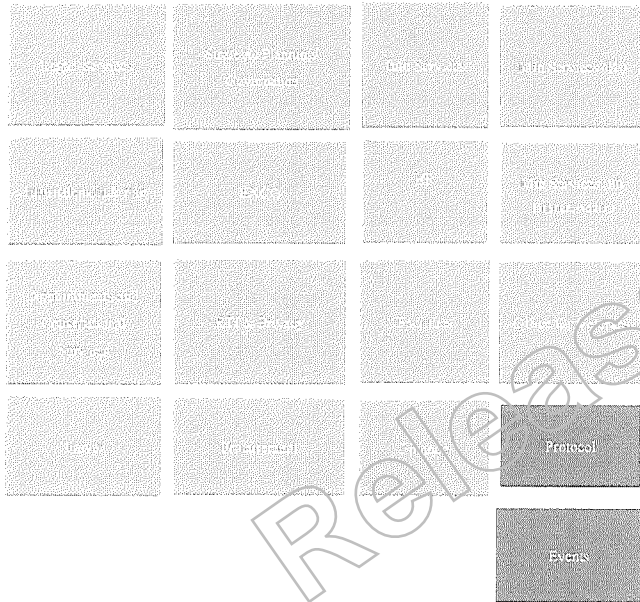
Not comprehensive

DPC Director-General

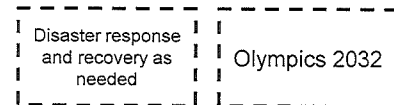
DDG CORPORATE AND GOVERNANCE

DDG POLICY

DDG (Cabinet Secretary) CABINET OFFICE



Leadership Board



Cabinet in Confidence

Bringing our strategy to life

DPC Strategic Review 2021
DG-DDG meeting

Released under RTI - DPC

What we are solving for

STRATEGIC REVIEW

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Don't ambush us

Consider taskforce model

Be more strategic

Be more agile

Be leaders

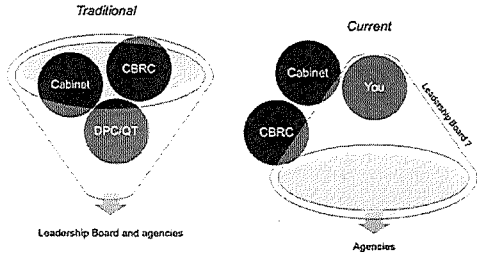
Focus on delivery

Be less passive

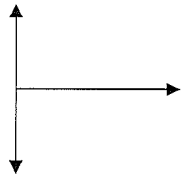
Renew DPC culture

A thesis for you...

STRATEGIC REVIEW



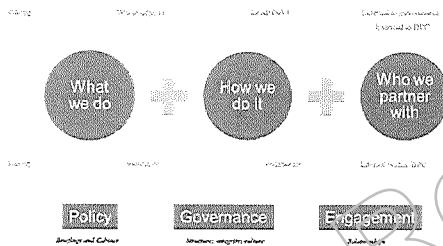
Diagnosis



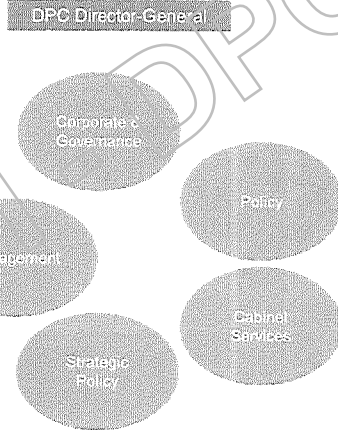
Frame

Keep in mind the trade-offs we have discussed...

short-term	long-term
delivery	big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive	proactive
tactics	strategy



Leadership = Behaviours + attitudes + structure



Do we advance the strategic focus?

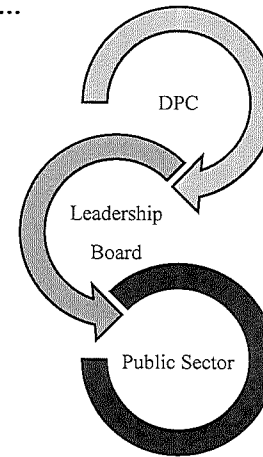
1. Are we more connected?
2. More strategic?
3. More trusted?
4. Is decision making better?
5. How does this impact our EVP?

How are conflicts being managed?

Keep in mind the questions we discussed last time...

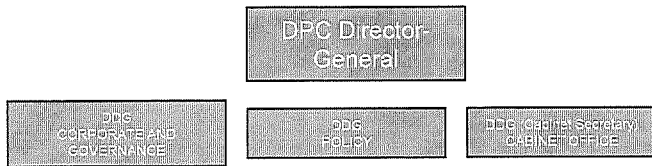
1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?
3. What would you look for personally in an effective organisation?
4. We are in the people business - but how much time as leaders do we invest in our people?

Beyond DPC ...



Thinking about structure

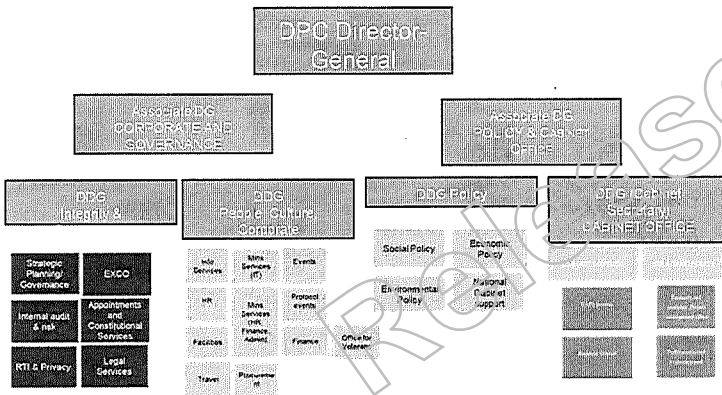
STRATEGIC REVIEW



1. Top line leadership team
2. Strategic Policy function – taskforces and Leadership Board
3. Cabinet Secretary
4. Strategic Comms

Think and do different

- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you lead better?
- d) What signals would this send the Dept. DGs?
- e) Behaviours and culture
- f) How do you set strategic focus for policy, together
- g) How do you set strategic focus for the organisation, together



Leadership Board

- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities development plan and modern tools for a PS
- Understand role
 - Contest of ideas and clearing house
- DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition; best practice; likely consequences; likely investments; likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
- Report to Premier and Cabinet by DG

Department of the Premier and Cabinet
Pragmatic structure outline

Cabinet-In-Confidence

STRATEGIC REVIEW

Not comprehensive

DPC Director-General

Associate DG
 CORPORATE AND GOVERNANCE

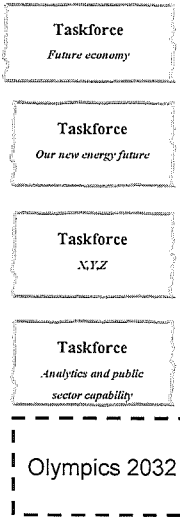
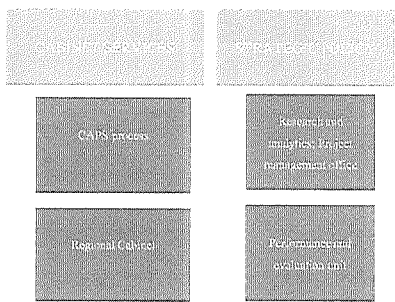
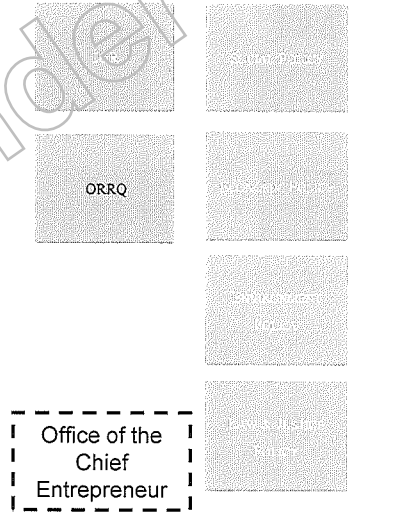
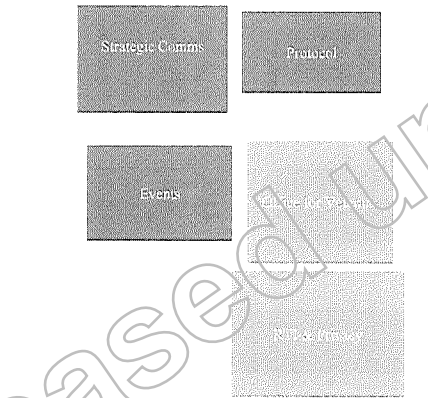
Associate DG
 Strategy and Policy

DDG
 Integrity & Governance

DDG
 Communications & Engagement

DDG
 Policy

DDG (Cabinet Secretary)
 CABINET OFFICE



Cabinet-In-Confidence

Pragmatic structure outline

Cabinet-In-Confidence

STRATEGIC REVIEW

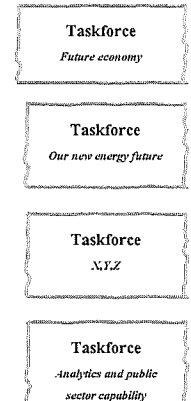
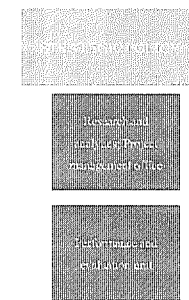
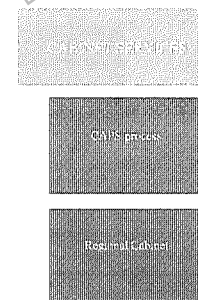
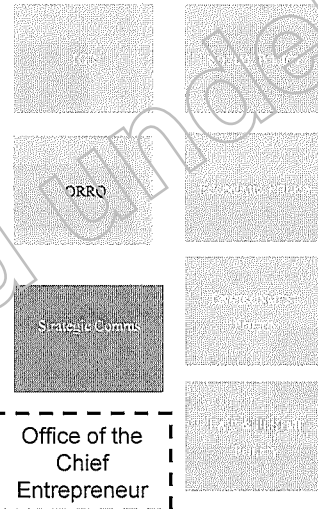
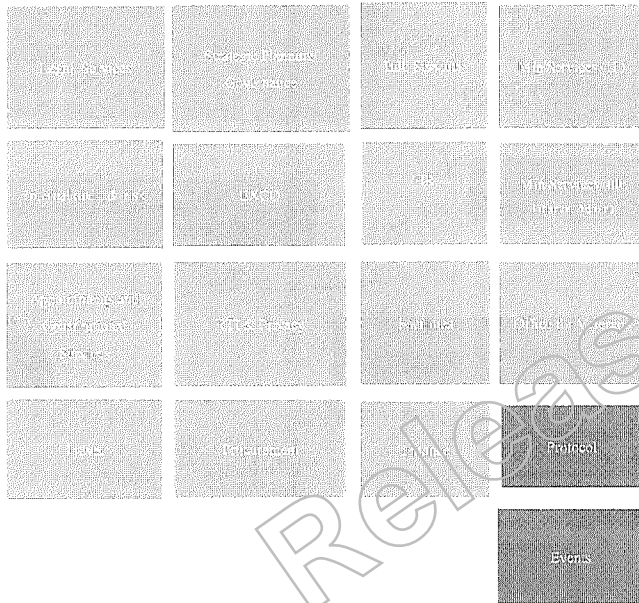
Not comprehensive

DPC Director-General

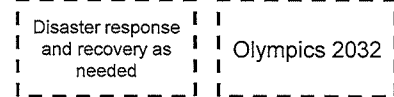
DDG CORPORATE AND GOVERNANCE

DDG POLICY

DDC (Cabinet Secretary) CABINET OFFICE



Leadership Board



Cabinet-In-Confidence

Bringing our strategy to life

DPC Strategic Review 2021
DG- DDG meeting

Released under RTI - DPC

What we are solving for

STRATEGIC REVIEW

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Don't ambush us

Consider taskforce model

Be more strategic

Be more agile

Be leaders

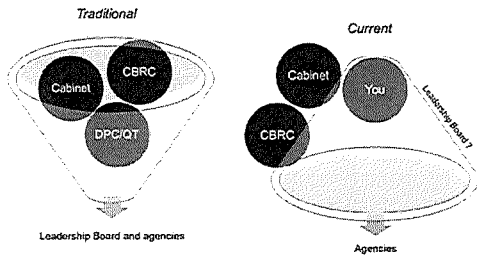
Focus on delivery

Be less passive

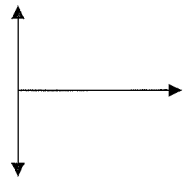
Renew DPC culture

A thesis for you...

STRATEGIC REVIEW



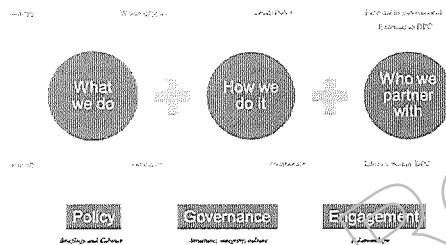
Diagnosis



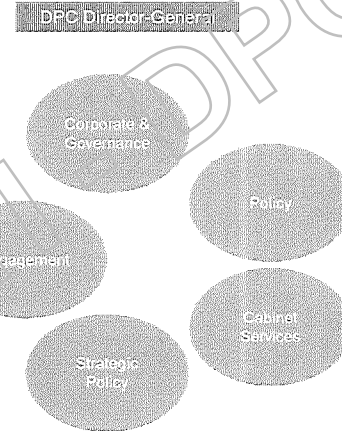
Frame

Keep in mind the trade-offs we have discussed ...

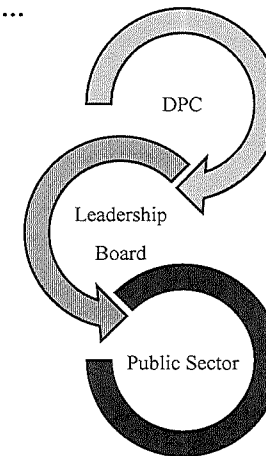
short-term	long-term
delivery	big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive	proactive
tactics	strategy



Leadership = Behaviours + attitudes + structure



Beyond DPC ...



Do we advance the strategic focus?

1. Are we more connected?
2. More strategic?
3. More trusted?
4. Is decision making better?
5. How does this impact our EVP?

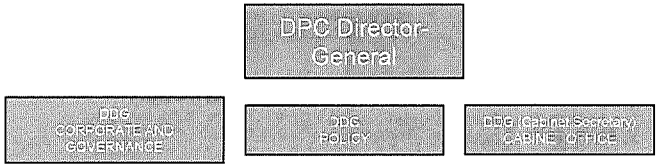
How are conflicts being managed?

Keep in mind the questions we discussed last time ...

1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?
3. What would you look for personally in an effective organisation?
4. We are in the people business – but how much time as leaders do we invest in our people?

Thinking about structure

STRATEGIC REVIEW

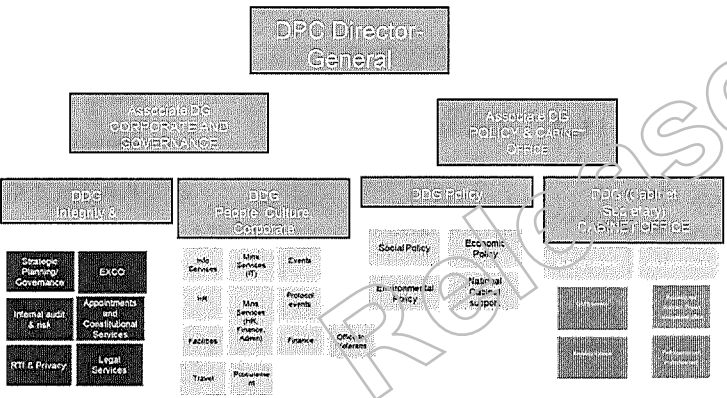


1. Top line leadership team
2. Strategic Policy function – taskforces and Leadership Board
3. Cabinet Secretary
4. Strategic Comms

Think and do different

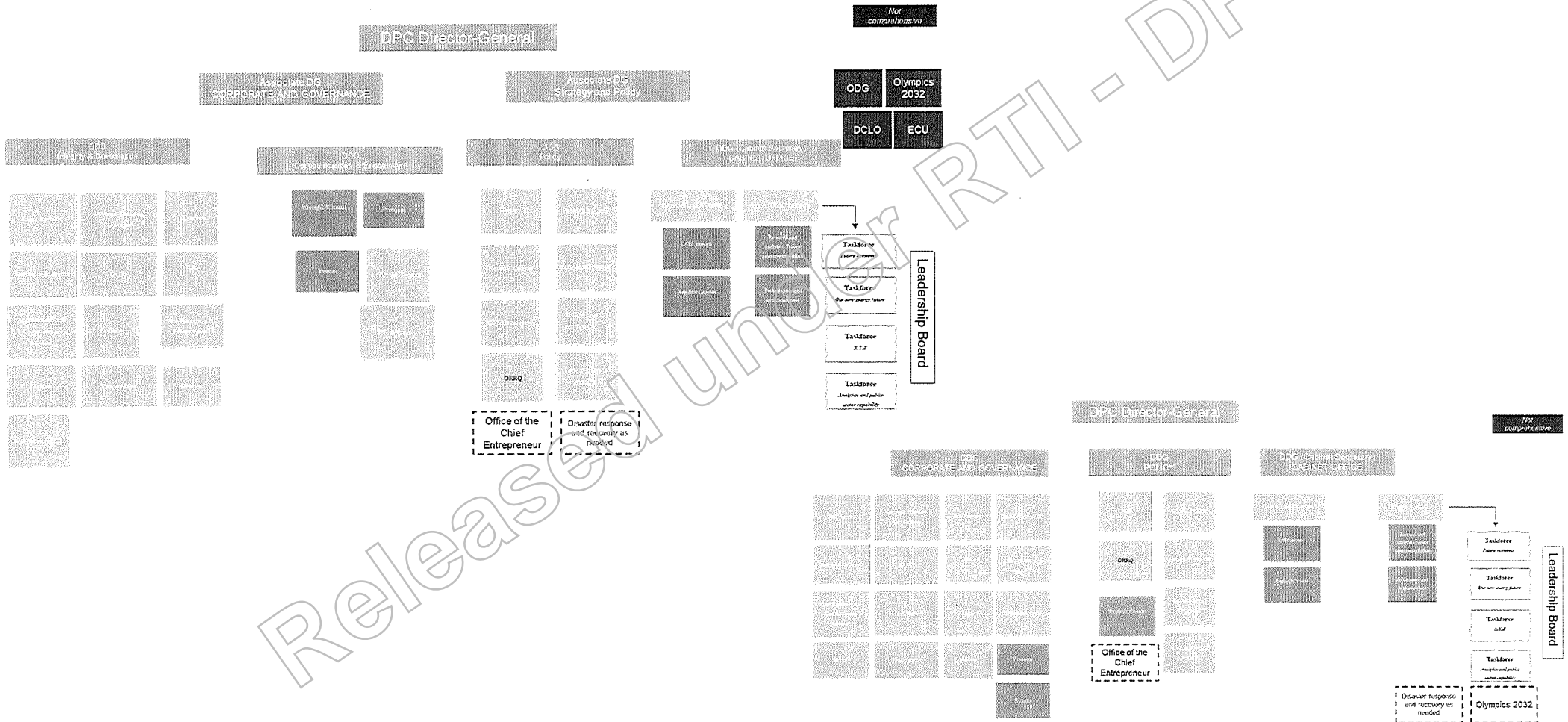
- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you 'lead' better?
- d) What signals would this send the Dept, DGs?
- e) Behaviour and culture
- f) How do you set strategic focus for policy, together
- g) How do you set strategic focus for the organisation, together

- Leadership Board**
- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities development plan and modern tools for a PS
 - Understand role
 - Contest of ideas and
 - clearing house
 - DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition; best practice; likely consequences; likely investments; likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
 - Report to Premier and Cabinet by DG



Department of the Premier and Cabinet Previous discussion

STRATEGIC REVIEW



Getting to the point of it all ...

STRATEGIC REVIEW

Key considerations for structure

1. Must free up some **time** – workload balance
2. Must free up Associate DGs to be more strategic and **engage** with other agencies better
3. Driving a **strategic** agenda from the centre

Policy

Needs to be more strategic

Governance

Needs time for the increasing workload of integrity

Engagement

Needs to be strategic and focussed

Key focus of the outcomes of the strategic review

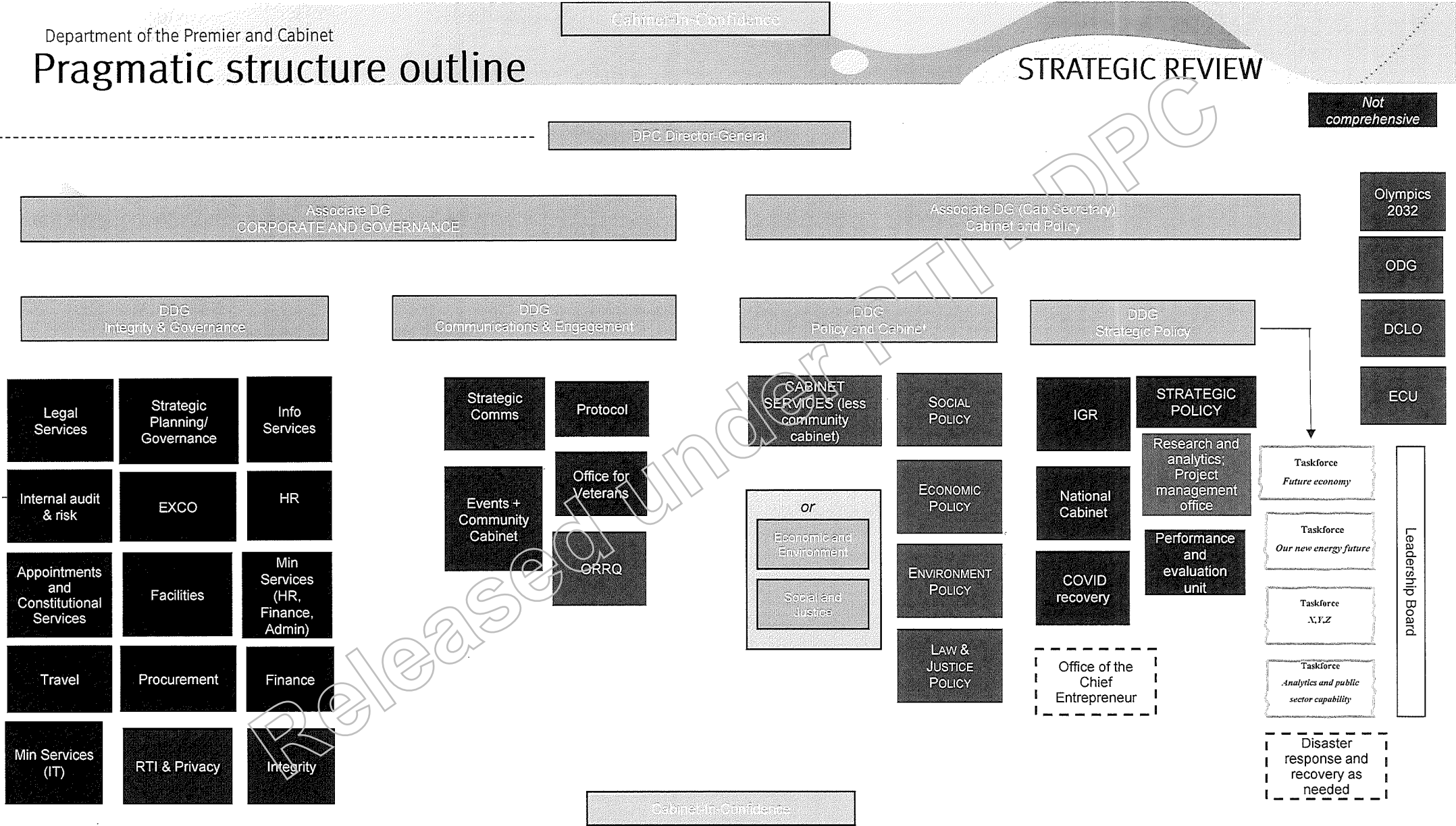
1. Not just DPC but also the Leadership Board
2. Not just a DDG or ADG but the culture of the executive team
3. Accountability for strategic and operational delivery excellence
4. Time for engagement means bringing agencies with you and building capabilities of the next leaders
5. Rebuild a new view of DPC and the EVP around stewardship.

Released under RTI - DPC

Pragmatic structure outline

STRATEGIC REVIEW

Not comprehensive



Some things to think about...

STRATEGIC REVIEW

Key considerations for structure

1. Who is Cabinet secretary? And which position?
2. Should the DG attend Cabinet?
3. Can someone from Corporate and Governance attend Cabinet as a second notetaker?
4. Will the Taskforce model of reporting work? Especially role of DG of DPC?
5. Can we limit the number of taskforces?
6. SES roles?
7. Staffing of Strategic Policy unit.
8. Accountabilities for the DPC leadership group?
9. Where should Office of the Chief Entrepreneur sit?
10. Should we rework Policy Division into 3 areas?

Released under RTI - DPC

Strategic policy and Leadership Board

STRATEGIC REVIEW

Associate DG (Cabinet Secretary),
Cabinet and Policy

DDC
Strategic Policy

1. DPC to determine strategic and priority issues
 - Some are Premier's current priorities
 - Some are over the horizon issues identified by the DG
 - Only DG of DPC to brief the Premier and Ministers on the Taskforces
2. Establish time limited taskforces of the Leadership Board
3. Overseen by 1-2 DGs as determined by the DG of DPC
 - 3-6 months duration
 - Staffed by DPC (project manager; comms specialist; researcher/analytics officer) and key bureaucrats from agencies (based on capability and development potential)
 - Define the question and look at best practice
 - Identify the potential for Queensland and likely benefits
 - Report back to Leadership Board by the DGs in charge plus DDG/ADG of DPC
4. Leadership Board to decide on further work or not
 - If further work then either a new Taskforce or an IDC
 - If no further work then conclude.

STRATEGIC POLICY

Research and analytics,
Project management office

Performance and evaluation unit

Taskforce
Future economy

Taskforce
Our new energy future

Taskforce
X,Y,Z

Taskforce
Analytics and public sector capability

Disaster response and recovery as needed

Leadership Board

Released under RTI - DPC

Bringing our strategy to life

DPC Strategic Review 2021
DG- DDG meeting

What we are solving for

STRATEGIC REVIEW

The Premier has asked for much stronger whole of government strategic policy leadership as well as agility and collaboration in policy implementation, to drive the delivery of the Government's priorities for Queensland.

Current state hypothesis

DPC is:

- Busy
- Reactive
- Hierarchical
- Focussed on the short term
- Excellent in crisis management
- More co-ordinator than driver

Don't ambush us

Consider taskforce model

Be more strategic

Be more agile

Be leaders

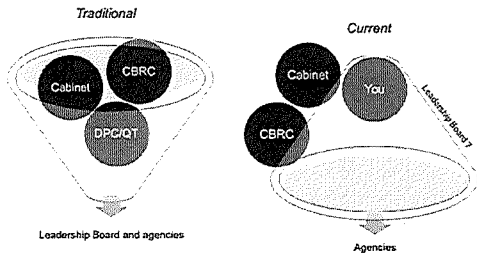
Focus on delivery

Be less passive

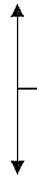
Renew DPC culture

A thesis for you...

STRATEGIC REVIEW



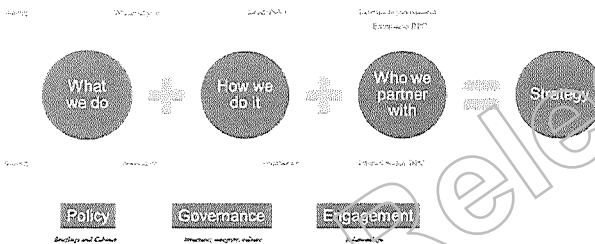
Diagnosis



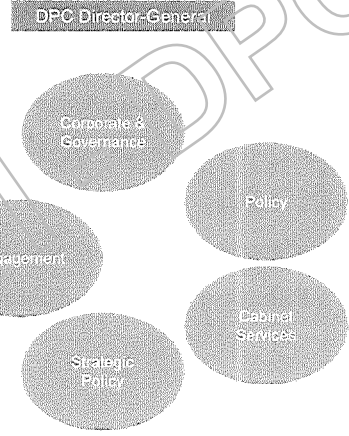
Frame

Keep in mind the trade-offs we have discussed...

short-term	long-term
delivery	big-picture
coordination	point-of-view
hard implementation	flexible to change
reactive	proactive
tactics	strategy



Leadership = Behaviours + attitudes + structure



Do we advance the strategic focus?

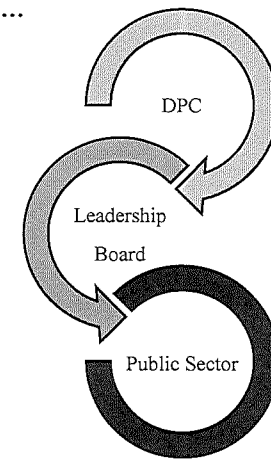
1. Are we more connected?
2. More strategic?
3. More trusted?
4. Is decision making better?
5. How does this impact our EVP?

How are conflicts being managed?

Keep in mind the questions we discussed last time...

1. What are the things that we cannot change and, how do we deliver specifically on what stakeholders have asked for, given this context?
2. What organisational posture, structure or operating model will work to deliver what our stakeholders want (or want more of) from DPC?
3. What would you look for personally in an effective organisation?
4. We are in the people business - but how much time as leaders do we invest in our people?

Beyond DPC ...



Getting to the point of it all ...

STRATEGIC REVIEW

Key considerations for structure

1. Must free up some **time** – workload balance
2. Must free up Associate DGs to be more strategic and **engage** with other agencies better
3. Driving a **strategic** agenda from the centre

Policy

Needs to be more strategic

Governance

Needs time for the increasing workload of integrity

Engagement

Needs to be strategic and focussed

Key focus of the outcomes of the strategic review

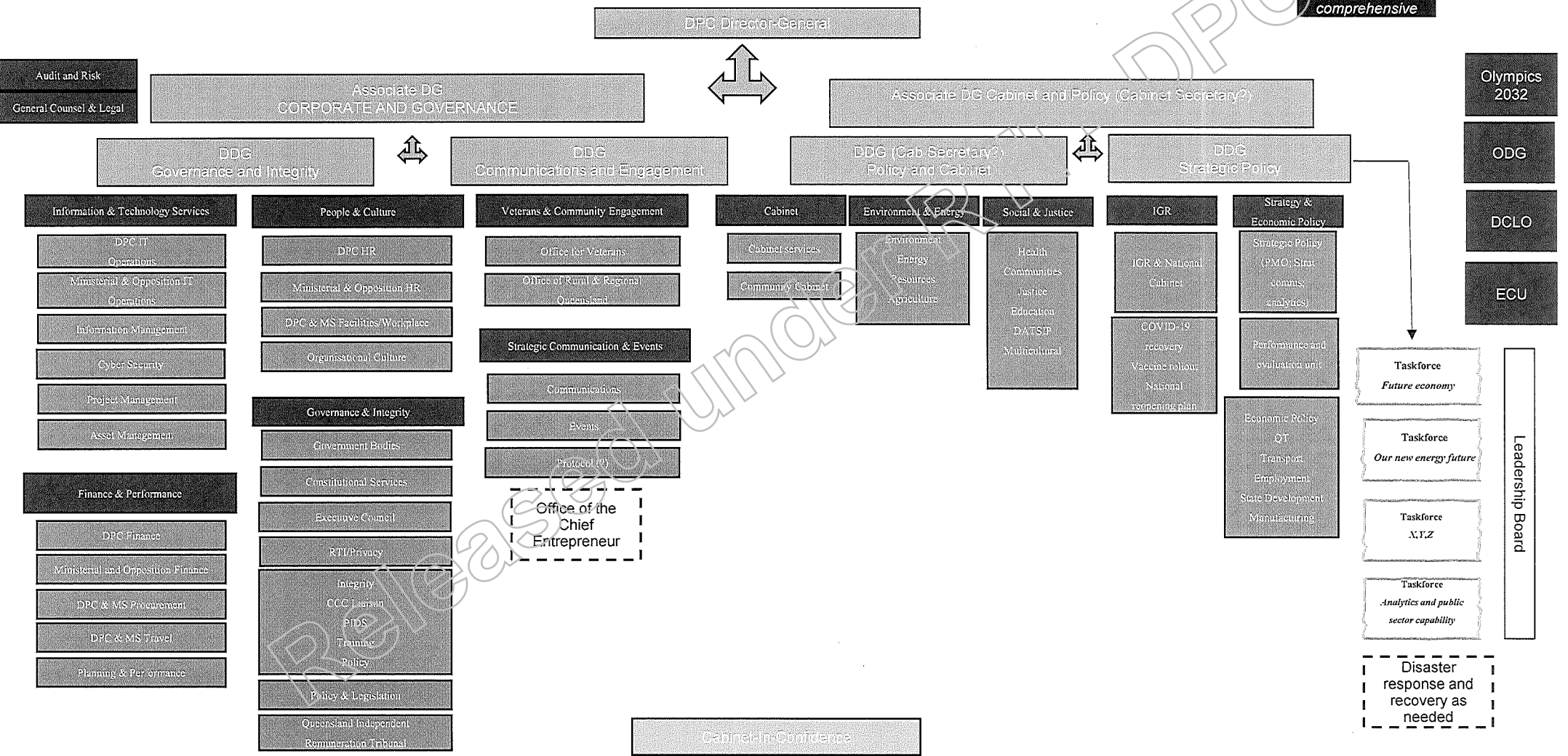
1. Not just DPC but also the Leadership Board
2. Not just a DDG or ADG but the culture of the executive team
3. Accountability for strategic and operational delivery excellence
4. Time for engagement means bringing agencies with you and building capabilities of the next leaders
5. Rebuild a new view of DPC and the EVP around stewardship.

Released under RTI - DPC

Pragmatic structure outline

STRATEGIC REVIEW

Not comprehensive



Some things to think about...

STRATEGIC REVIEW

Key considerations for structure

1. Can Exco and Constitutional services fit with Cabinet Services? (Filly and Leighton to discuss)
2. Economic Policy into Strategy stream – is this the right fit when you look across the Policy and Cabinet division?
3. What roles does the Cabinet Secretary occupy? Can we designate a second note taker for Cabinet?
4. Should the Cabinet area report to the DG?
5. Designation of DDG Communications and Engagement

Think and do different

- a) How can this group work differently and better?
- b) What is your workload like?
- c) How can you lead better?
- d) What signals would this send the Dept, DGs?
- e) Behaviours and culture
- f) How do you set strategic focus for policy, together
- g) How do you set strategic focus for the organisation, together

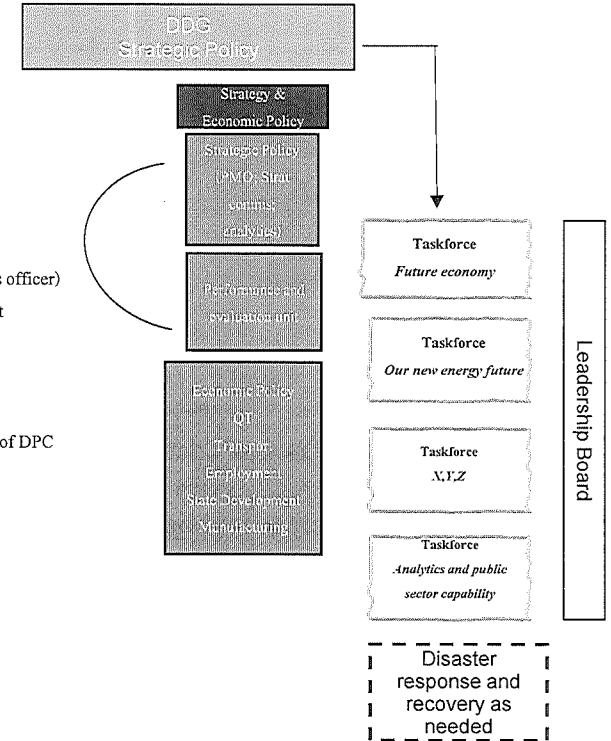
Strategic policy and Leadership Board

STRATEGIC REVIEW

Associate DG (Cabinet Secretary)
Cabinet and Policy

- Leadership Board**
- Collegiate re Cabinet agenda and sector reforms
 - New relationships (DGs only)
 - Focus on QPS custodianship and reform with PSC
 - Develop QPS capabilities development plan and modern tools for a PS
 - Understand role
 - Contest of ideas and clearing house
 - DG to establish priorities and taskforces led by 2 DGs
 - Taskforces to be staffed by PMO from DPC (project manager; analytics; comms) then from agencies with top talent as part of development
 - Time limited
 - Exercise: to scope a topic for definition; best practice; likely consequences; likely investments; likely reforms – report back to Leadership Board for consideration
 - Go-No go: will Leadership Board invest further
 - Report to Premier and Cabinet by DG

1. DPC to determine strategic and priority issues
 - Some are Premier's current priorities
 - Some are over the horizon issues identified by the DG
 - Only DG of DPC to brief the Premier and Ministers on the Taskforces
2. Establish time limited taskforces of the Leadership Board
3. Overseen by 1-2 DGs as determined by the DG of DPC
 - 3-6 months duration
 - Staffed by DPC (project manager; comms specialist; researcher/analytics officer) and key bureaucrats from agencies (based on capability and development potential)
 - Define the question and look at best practice
 - Identify the potential for Queensland and likely benefits
 - Report back to Leadership Board by the DGs in charge plus DDG/ADG of DPC
4. Leadership Board to decide on further work or not
 - If further work then either a new Taskforce or an IDC
 - If no further work then conclude.



Released Under RTI - DPC