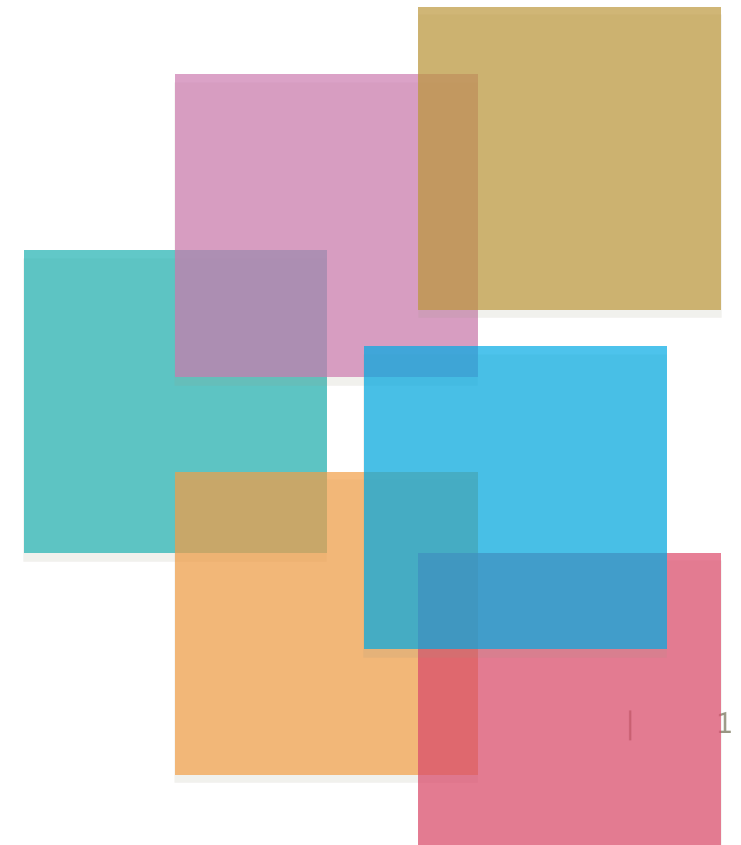

WHEN THAT ISSUE HITS... BE READY FOR IT, RESPOND TO IT & RUN WITH IT

A series of seven horizontal lines in various colors (blue, green, yellow, orange, red, purple, and pink) stacked on top of each other.

Kate Bradstreet Communications
IABC - 10 March 2016





**We are all responsible for
protecting the reputation
of our organisations**

Why has managing issues become so difficult?



- ◆ Increasingly hard to get ahead of the story



- ◆ Heightened stakeholder expectations



- ◆ Real-time - immediate responses are expected



Brendan McDonald @7piliers · Feb 16

Fight for **#BabyAsha** in Australia; Government won't budge

#asylumseekers

bit.ly/1TI7xXg via **@newscomauHQ**



Protesters outside Brisbane's Lady Cilento Children's Hospital support medical staff who refuse to discharge asylum seeker baby Asha. Picture: Liam Kidston



Viktoria Vibhakar @ViktoriaVibhaka · 12h

Where is DIBP hiding **Baby Asha**? Her support people don't know where she is & unable to speak w/ parents. **#LetThemStay** **#auspol** **#Nauru**



22



14



RAC QLD @racqld · Feb 20

Word is mum of **#baby asha** has been denied phones calls for last few hours as **DIBP** prepare to move them. But **DIBP** says nothing has changed



4



4



The landscape has **changed**. What does this mean for us?



Complex and fast
paced operating
environment

Engagement
must be genuine

Blurred line between
politics and policy

We used to have time to
prepare our response

Enhanced public
scrutiny

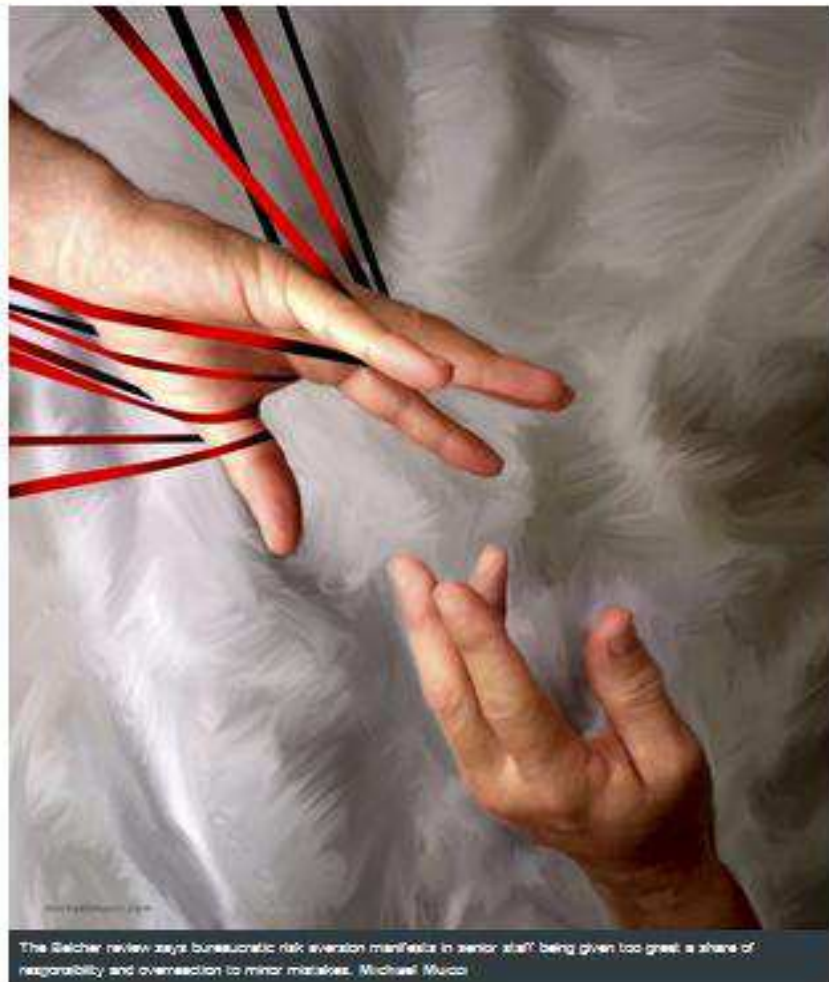
We are operating in risk averse environments

AFR WEEKEND

NEWS BUSINESS MARKETS STREET TALK REAL ESTATE OPINION TECHNOLOGY PERSONAL FIN

Risk aversion still chokes up the public service

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The Selcher review says bureaucratic risk aversion manifests in senior staff being given too great a share of responsibility and overreaction to minor mistakes. Michael Mulca



There is nothing quite like a major terrorist attack to bolster the entrenched public service culture of risk aversion.

But intelligent risk management – as several Commonwealth auditors-general, among others, have wearily argued – does not

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The Canberra Times

National

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Independent audit of public service finds APS is burdened by red tape and risk averse culture

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November 6 2015

Henry Belot

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- More public service news
- A large part of the APS has all but disappeared
- The big ideas proposed by Foreign Affairs staff

Excessive and outdated regulation will continue to burden the Australian public service unless department secretaries address a risk averse culture.

Advertisement



Summer May Finlay @OnTopicAus · 18 Sep 2015

Sarina Fisher: **Public service** is so **risk adverse** & not enough questioning when someone like a Minister gives direction. #ptp2015



2



1



What is a “public issue”?

ATO's blunder hits \$9m tender

January 25, 2013

Comments 7 [Read later](#)



Noel Towell

Reporter for The Canberra Times

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A serious blunder in the Australian Taxation office's tender process has derailed a vital \$9 million national printing and distribution contract. *Photo: Andrew Quilty*

An embarrassing blunder in the Australian Taxation Office's tender process derailed a vital \$9 million national printing and distribution contract, internal ATO documents reveal.

- ◆ Corporate risk registers rarely identify what is likely to be a public issue
- ◆ Public issues receive little consideration in planning processes
- ◆ A public issue has the ability to impact your organisation's reputation, credibility, relationships and day to day operations

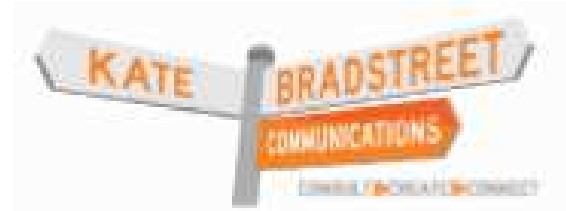
What makes a “public issue”?

What we need to consider

Who knows about this issue?	How will this affect the public?
How many people may be impacted?	What is the potential associated cost?
What impact could it have on the reputation of the agency?	What implications could this have for the Government/ Minister?
What other issues should be considered?	What could be the front page headline in tomorrow’s paper?
Does this need to be escalated – to who?	What stakeholders need to be engaged and when?

- ◆ A difficult meeting with a stakeholder
- ◆ Breakdown in negotiations with stakeholders
- ◆ A website or system going down
- ◆ Increasing demand on a call centre, leading to long wait times
- ◆ A privacy breach
- ◆ Data quality or integrity issues
- ◆ Policy development that will affect a large part of the community
- ◆ FOI requests, particularly from media outlets or politicians

Managing an issue before it becomes a crisis



Labor threatens Senate inquiry into Australian Defence Force's use of antimalarial drug mefloquine

December 23, 2015

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Henry Belot

Canberra Times Reporter

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1



1



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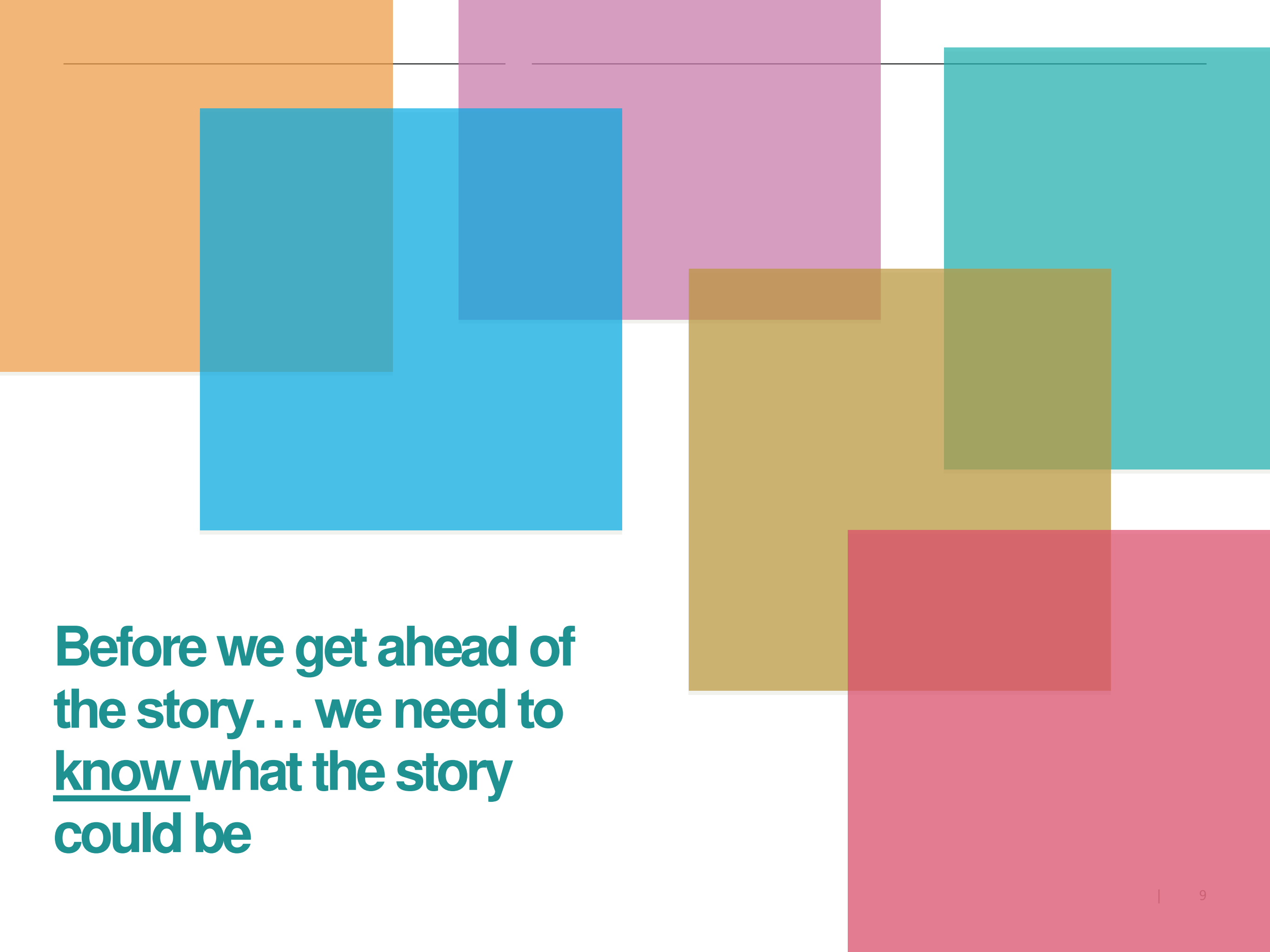
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EXCLUSIVE





**Before we get ahead of
the story... we need to
know what the story
could be**

Changing our mindset



Forecasting widens the
range of options

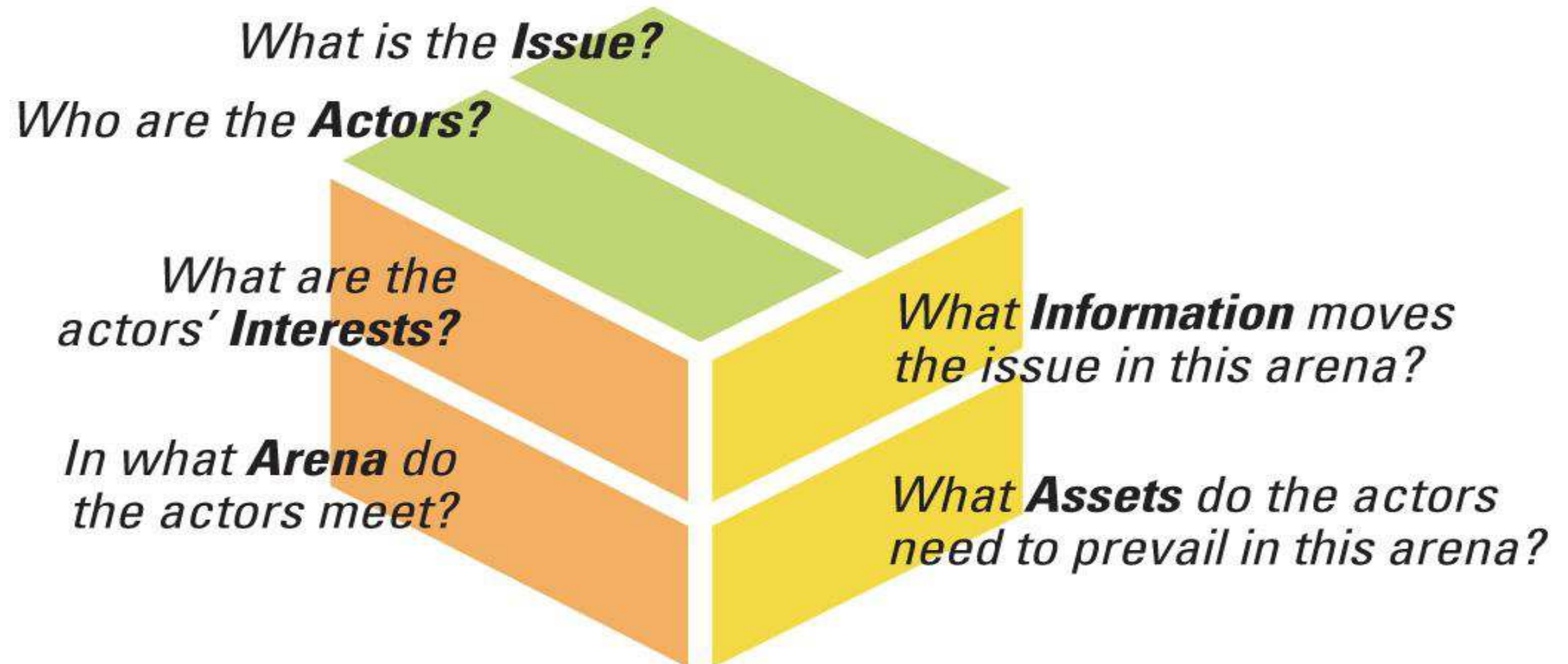
Hot issues briefings
and training for all staff
on public issues

Enables stakeholders
to be identified
early

Issues are identified
more completely
and reliably

We get
agency
engagement
on the issue

Get to know the players.... and know them well



Understanding risk from opportunity





**You can't control what
makes a good story**

Perfect media storm - a story with all the elements



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COMMENTARY

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politicians to lie
because we are so
accustomed to it'

GRAHAM RICHARDSON {P12}

LEGAL AFFAIRS
The
partnership
survey:
Part II
{P26-28}



DRUG TSAR'S TASKFORCE CONSIDERED — AND REJECTED — PROPOSAL TO DECRIMINALISE CRYSTAL METH

Ice a crisis 'for all to tackle'

EXCLUSIVE

DAN BOX
NATIONAL CRIME REPORTER

Communities across Australia "need to own the problem" of tackling ice and the commonwealth must help them do it, says the head of the Prime Minister's taskforce to combat the drug.

In his first major interview before submitting the taskforce's interim report to Tony Abbott this

month, former Victoria Police chief commissioner Ken Lay said that halting the advance of crystal methamphetamine required more than locking up dealers or sending addicts to rehabilitation.

"The simple answer is 'Let's build more jails and put some more police on it' or 'Let's provide 1000 more rehab beds', Mr Lay told *The Australian*. "It's far more complex than that. It's a complex drug with a complex solution. The headline solution I don't think is going to do it."

The taskforce was established in April, Mr Abbott saying at the time that "as a citizen and as a parent I am appalled at what is happening on our streets and in our homes".

The use of ice among drug users has more than doubled in recent years. About 200,000 Australians are thought to have tried the drug in the past 12 months.

More than 60 per cent of the country's most powerful organised crime groups are involved in the trade while frontline emer-

gency services across the nation are reporting soaring levels of violence and psychosis associated with ice use. "The community needs to understand just how dangerous this drug is," Mr Lay said. "The experts, the addicts, the families talk about ice being a drug like no other."

Today marks the end of a consultation period that has involved the National Ice Taskforce receiving about 1300 submissions, visiting seven towns across regional Australia and holding a number of

roundtables with police, health and other experts.

In a measure of how broadly the taskforce has been prepared to cast its net in pursuit of a solution, Mr Lay said he had considered decriminalising ice.

But only about 5 per cent of submissions to the taskforce were in favour of decriminalisation and "any strategy needs to be supported by the broader community".

"Would decriminalisation be supported? I suspect not," he said. "Is it right that the government

allows people to have access to a drug like ice when we know the harm it causes? Probably not."

"Instinctively, it seems the wrong strategy."

Following the consultation period, Mr Lay said a number of key themes had emerged, including the need to support families of addicts and to support communities dealing with the effects of ice.

"I think they need to own the problem (but) they can't do it by themselves," Mr Lay said.

Individual towns were best

placed to determine what they needed in terms of policing, health provision and other services, as well as how different agencies could work together, he said.

Mr Lay said simply providing rehabilitation beds for every addict was "almost impossible across Australia" but some local communities had found ways to support those coming off the drug while living at home.

Mr Lay said councils needed to consider issues such as poverty
Continued on Page 2

ALP Left in bid to empower unions

EXCLUSIVE

TROY BRAMSTON
SENIOR WRITER

Trade union power over Labor policymaking and candidate selection would be radically enhanced and entrenched under a proposal put forward by the Left faction to the party's national rules committee for consideration at the national conference.

For the first time, unions

When the news is bad



Know what the **players** are saying

Stakeholder engagement mapping

Stakeholder engagement mapping										
Entity/individual details			Engagement				Media		Management	
Name	Synopsis	Level of risk or opportunity	Have they been previously engaged?	Primary contact for engagement	Identified issues from engagement	Who is talking on the issue?	Media quotes – what are they saying publicly?	Who is covering the story?	How prominent is the coverage?	The best way to engage



Viva la causa! @70torinoman - 28 Aug 2015

UPDATE: This weekend's Operation Fortitude cancelled, as protesters take to the streets of #Melbourne. #BorderForce



The Age - theage.com.au
August 28, 2015

Like Page

Well, that went well: A plan to bring Border Force troops to Melbourne streets this weekend has been cancelled after protesters stormed the CBD.



Border Force: Operation Fortitude cancelled as protesters take to Melbourne's CBD streets

The controversial Border Force visa checks across Melbourne's CBD won't happen after mass ridicule and outrage derailed the plans.

THEAGE.COM.AU

Jacob Thomas and 5.3K others

582 Comments 664 Shares

Border Force to check people's visas on Melbourne's streets this weekend

By political reporter Eliza Borrello, staff
Updated 28 Aug 2015, 2:40pm



PHOTO: Protesters gather at Flinders Street Station in Melbourne to protest against the Australian Border Force checking people's visas on Melbourne's streets. (Stephanie Fender)

Australian Border Force (ABF) officers will check people's visas on the streets of Melbourne this weekend as part of a police operation in the city's CBD, the Federal Government has revealed.

RELATED STORY: Border Force commissioner says operational matters won't be discussed publicly

RELATED STORY: Border Force industrial action not to blame for asylum seeker boat arrival: Dutton

Know where to focus your efforts

'Pressure' led to altering of hospital data

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July 4 2012

Peter Jean

The executive at the centre of the Canberra Hospital data doctoring scandal has apologised for her actions but said she altered hundreds of emergency department records because of the pressure she and her colleagues were facing.

In a statement to Auditor-General Maxine Cooper, the woman said she accepted "full responsibility for all the data alterations" and had acted "foolishly and stupidly" to protect herself and the staff she worked with.

"The environment in the executive at Canberra Hospital has increasingly become one where I felt fearful for myself and for other people that I work with," she wrote.

Reports by the Auditor-General and PricewaterhouseCoopers show that about 11,700 changes were made to emergency department records between 2009 and April last year and it was likely that more than one person was involved.



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HuffPost Australia

Malcolm Turnbull Was
Berated Over Free ...



Know where to focus your efforts

Public Issues Planning Matrix - Canberra Hospital data debacle

		LIKELIHOOD		
		High	Medium	Low
IMPACT	High	<ul style="list-style-type: none"> Lack of confidence from patients <p>Heightened scrutiny of ED waiting times</p> <p>Media run a concerted campaign following re-occurring issues</p>	<ul style="list-style-type: none"> Management fails to make changes <p>Employees uncover further issues and attempt to 'cover them' up to keep hospital care under the radar</p>	<ul style="list-style-type: none"> Patients choose other avenues for care <p>Reputation remains damaged impacting on the hospital's operating viability</p>
	Medium	<ul style="list-style-type: none"> Employees operate in an environment they feel 'fearful and isolated' <p>Employees seek other employment opportunities</p> <p>Opposition calls for a Royal Commission</p>	<ul style="list-style-type: none"> Unions call for action on ED waiting times not be linked to funding arrangements <p>Employees adopt non-acceptable practices because they believe they can get away with it, or think it's acceptable</p>	<ul style="list-style-type: none">
	Low			

The need for speed

ATO apologises for online tax glitches

JULY 3, 2015 4:09AM



Many users have been unable to access MyTax and MyGov since yesterday.

FRANK CHUNG, news.com.au



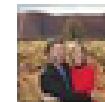
YOU had one job, ATO.

It seems an entire year hasn't been enough for the Australian Taxation Office to prepare its online systems, which appear to have collapsed under the weight of traffic, leaving users unable to lodge their tax returns.

Many users who have been unable to access MyTax and MyGov since Wednesday turned to social media to express their frustration.

As of 10.30 AEST Thursday, both systems were experiencing difficulties, although a link to [download the 2015 eTax program](#) has now been updated after confusion yesterday.

- ◆ Government agencies are never quick to respond.
- ◆ The importance of having a seat at the executive table cannot be understated
- ◆ Planning means the potential handling of issues is agreed before the issue hits



Joanne Hadnutt ▸ [Australian Taxation Office](#) ✓

July 7, 2015 · Brisbane, QLD, Australia ·

Dear [Australian Taxation Office](#)

All through your posts are people asking for better communication from you in regards to the ongoing [issues](#) you are having with your online system and how long will it be before it is up and running.

You have not responded or commented to these questions in over 20 hours. This only makes it more frustrating as we don't know whether to come back each day or leave for a week etc.. You say you are committed to providing us with accurate, consistent and clear information but I am not seeing this.

PLEASE give us more information. What is the expected timeframe for these errors to be fixed.

And is it possible to get [etax](#) up and running. Many have asked this questions and you have not answered??

Like

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**Be ready, be responsive
and be rapid in your
delivery**

Questions?



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COMMUNICATIONS CONSULTANT

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