

Contributors

Dr Leeora Black

Dr Leeora Black is Director of the Australian Centre for Corporate Social Responsibility and a leading authority on corporate social responsibility (CSR). Her work focuses on building competitive advantage and stakeholder wealth through CSR, integrating social responsibility into business operations and strategies and solving complex CSR issues and problems. Leeora works with listed companies, government businesses and social sector organisations providing services such as framework and strategy development, stakeholder research and engagement, reporting and executive learning programs. Her doctoral thesis on corporate social responsiveness pioneered a framework and methodology for developing and assessing management capabilities in the area of CSR.

Ross Boyd

Ross Boyd (BA Hons, NZTC, MEdAdmin) is a principal analyst in the State Sector Performance Hub, based in the State Services Commission, Wellington, New Zealand. Ross leads the Better Public Services (BPS) Results work stream. He has taken the BPS Results work from policy design in 2011 through implementation during 2012 and now monitors and reports on progress. He is currently leading a refreshment of the program so that it aligns with current and emerging policy initiatives, particularly the investment approach to social policy. Ross has spent the past nine years working in central agencies, starting with the Department of the Prime Minister and Cabinet's Policy Advisory Group; moving to the State Services Commission, where he was the manager responsible for introducing New Zealand's Performance Improvement Framework; then joining central agency teams responsible for the

policy and implementation of State sector reform. Before his central agency work, Ross held several operational and policy management roles at the Ministry of Education.

Dr Tessa Boyd-Caine

At the time of writing her chapter, Tessa was Deputy CEO at the Australian Council of Social Service. She is now CEO of the National Centre for Health Justice Partnership. Tessa was recipient of the inaugural 2013 Fulbright Professional Scholarship in Non-Profit Leadership, through which she examined how American philanthropic and charitable organisations develop transparency and accountability. In the United States, she worked with the Foundation Center in New York City and the Urban Institute in Washington, DC, and visited not-for-profit charitable and philanthropic organisations across the country. Tessa has participated extensively in policy processes with government, the community sector and the business community. She has also worked in the areas of human rights, mental health law and criminal justice, in Australia and internationally. Tessa's PhD from the London School of Economics examined the role of executive discretion and the public protection agenda in decisions about the release of mentally disordered offenders. Her book *Protecting the Public? Detention and release of mentally disordered offenders* was published by Routledge in 2010.

Dr John Butcher

Dr John Butcher earned his PhD at The Australian National University in 2014. He also has an MA and BA from the University of British Columbia. John has a long-standing interest in the impact of government policy on the not-for-profit sector and has worked at the front line of policy reform for two levels of government. Currently an adjunct researcher at The Australian National University, he is co-author of *Policy in Action* (UNSW Press) and has published widely on not-for-profit policy.

Associate Professor Helen Dickinson

Associate Professor Helen Dickinson was educated at the universities of Manchester and Birmingham in the United Kingdom. Helen joined the University of Melbourne in 2013 as Associate Professor in Public Governance. She has published widely on topics such as governance,

leadership, organisational behaviour and rationing in journals such as *Public Administration*, *Public Management Review*, *Social Science and Medicine* and *Evidence and Policy*. Helen has authored, co-authored or edited 16 books on topics such as governance, leadership and the reform of health care. She is also a co-editor of the *Australian Journal of Public Administration*.

Professor Meredith Edwards

Professor Meredith Edwards AM is Emeritus Professor at the Institute for Governance and Policy Analysis at the University of Canberra. She was deputy vice-chancellor from 1997 at that university and director of its National Institute for Governance until 2004. Before joining the University of Canberra, Meredith was a senior policy adviser in the Australian Public Service involved in a range of major social policy reforms across several departments from 1983 to 1993, and deputy secretary in the Department of the Prime Minister and Cabinet until 1997. An economist, a Fellow of the Institute of Public Administration Australia, ANZSOG Fellow, and Fellow of the Academy of Social Science in Australia (ASSA), in 2001 Meredith published a book on policy development processes, *Social Policy, Public Policy: From problem to practice*. In 2012 she co-authored *Public Sector Governance in Australia* and in 2015 co-authored *Not Yet 50/50: The barriers to the progress of senior women in the APS*. Meredith is a member of the United Nations Committee of Experts on Public Administration.

Professor David J. Gilchrist

Professor David J. Gilchrist has held a number of senior roles in the not-for-profit, public and commercial sectors. Most recently, he was Assistant Auditor General Standards and Quality in Western Australia, and prior to that, Associate Dean of Business at the University of Notre Dame Australia. He is currently Director of Curtin's School of Accounting Not-for-profit Initiative, a research group focusing on developing industry-ready research outcomes for the not-for-profit and charitable sector. He currently holds a number of industry roles including as chairman of Nulsen Disability Services, chairman of the Kimberley Individual and Family Support Association and is a member of Chartered Accountants Australia and New Zealand's National Not-for-profit Advisory Committee. David is also a member of the Australian Charities and Not-for-profits Commission Advisory Board,

the Australian Accounting Standards Board Academic Advisory Panel and is a joint principal author of a number of key national reports, including the seminal report *Australian Charities 2013* and the *Australian National Costing and Pricing Framework* issued jointly with National Disability Services. He has published widely as an academic and journalist.

Professor Robyn Keast

Professor Robyn Keast is a research professor in the School of Business and Tourism at Southern Cross University and Chair of the Collaborative Research Network: Policy and Planning for Regional Sustainability. Her research is focused on networked arrangements and collaborative practices within and across sectors. A current research focus is on the management and impact of collaborative research networks and the development of sociocultural approaches to client-centred networked service systems. She recently co-authored three books *Negotiating the Business Environment: Theory and practice for all governance styles*, *Network Theory in the Public Sector: Building new theoretical frameworks*, and *Social Procurement in New Public Governance* (Routledge) and has developed several network tools for service practitioners, including 15 fact sheets on collaborative practice and a collaboration decision support tool. Robyn also has an extensive background as a practitioner, policy officer and senior manager within the Queensland public sector. This work experience has also extended to the non-governmental sector in Queensland, New Zealand and Canada. She also established and directed a prominent departmental research unit that provided evaluation and analysis of service interventions and emergent issues as well as the external review of critical incidents within related departments and across the sector.

Penny Knight

Penny Knight is a Senior Research Fellow with the Curtin Business School and Research Director for the Curtin Not-for-profit Initiative. She has worked for Western Australia's Department of Treasury undertaking sector and program evaluations and leading the evaluation and improvement of the government's outcomes-based management structure; she has co-founded and run an internet business; and has worked as a consultant for PriceWaterhouseCoopers and KPMG on

diverse projects including whole-of-government reform, improving service delivery and efficiency, developing a customer service culture and change management.

Cliff Mills

Cliff Mills is a solicitor in the United Kingdom and a leading expert in the law and governance of cooperative, mutual and member-based organisations, with more than 20 years' experience writing constitutions and advising on mergers and governance. Since the late 1990s, he has been extensively involved in public sector reform, designing new mutual ownership and governance structures as a means of establishing a directly accountable, citizen-based approach to modern public ownership. Based on a multi-constituency approach involving users, employees and citizens, he has established new mutual organisations in health care (including National Health Service Foundation Trusts), social housing, leisure services and youth services. Cliff has been much involved in the development of cooperative and community benefit society law in the United Kingdom since 2000, working with Members of Parliament on private members' bills and supporting government-sponsored legislation. He has written extensively about cooperative and mutual ideas and concepts through the mutual consultancy Mutuo, and is one of the joint authors of the *Blueprint for a Cooperative Decade*.

Melina Morrison

Melina Morrison is the inaugural CEO of Australia's first peak body for co-operatives and mutuals, the Business Council of Co-operatives and Mutuals. She is an advocate for all forms of mutually owned enterprise, regularly contributing commentary and appearing as a spokesperson for the sector. Melina has commissioned, edited and co-written the sector's first national mapping reports. Melina's former roles in the co-operative sector include five years as editor of *ICA Digest*, the flagship publication for the global peak body, the International Co-operative Alliance (ICA). Melina wrote the message platform for the ICA's global strategy, *Blueprint for a Co-operative Decade*. Her advocacy work for the sector resulted in Australia minting a coin commemorating the International Year of Co-operatives in 2012.

Melina was also successful in lobbying for a Senate inquiry into the co-operative and mutual business sector, which handed down its report on the 17 March 2016.

Dr Ann Nevile

Dr Ann Nevile is a social policy researcher at The Australian National University. A major focus of Ann's research is the impact of funding and performance frameworks on third-sector service delivery agencies and their clients, most recently in the area of disability employment, where she has been lead chief investigator and sole chief investigator in two Australian Research Council-funded Linkage projects. A second strand of Ann's research is focused on values—in particular, identifying differences and similarities in the values held by service providers and policy elites and what those with experience of poverty value. Her research on values led to an edited book on human rights and social policy that explored the links between international and European Union human rights frameworks and service delivery on the ground.

Dr Catherine Needham

Dr Catherine Needham is a Reader in Public Policy and Public Management at the Health Services Management Centre, University of Birmingham. Her areas of special interest include reform of public services through coproduction and personalisation, social care services, individualised budgets within public services and public sector workforce reform. She has published a wide range of articles, chapters and books for academic and practitioner audiences, many of them focused on social care and individualised funding schemes. Her most recent book, *Debates in Personalisation*, was published by the Policy Press in 2014. Her current projects include an evaluation of microenterprises in social care and a knowledge exchange project on the twenty-first-century public servant in partnership with Birmingham City Council. She tweets as @DrCNeedham.

Paul Ronalds

Paul Ronalds is the CEO of Save the Children Australia. Before joining Save the Children, Paul held senior executive roles in government, domestic and international non-profits and the private sector. In

particular, Paul had responsibility for implementing the Gillard Government's not-for-profit reform and social inclusion agendas and led the establishment of the first national-level Office for the Not-for-Profit Sector in Australia. In the non-profit sector, Paul worked for World Vision Australia as deputy CEO and director of strategy, and as chief operating officer of Urban Seed, an innovative and dynamic non-profit that provides a range of services to marginalised people in inner-city Melbourne. Paul holds degrees in economics and law (with honours) from Monash University and a master's degree in International Relations from Deakin University. He is the author of *The Change Imperative: Creating a next generation international non-government organisation*.

Dr Rodney Scott

Dr Rodney Scott is the Principal Analyst and Principal Research Fellow for the State Services Commission of New Zealand. He is also an Adjunct Senior Lecturer at the University of New South Wales (School of Business), an Adjunct Research Fellow of the Australia and New Zealand School of Government and serves on the editorial board for the journal *Evidence Base*. Rodney was awarded a PhD on 'System dynamics in public management' from the University of Queensland. His thesis, 'Group model building and mental model change', won the 2015 Best Doctoral Dissertation Award from the Australia and New Zealand Academy of Management. Rodney has published extensively in leading international journals on topics including system dynamics, governance and decision-making. Rodney has previously been a principal adviser to several government departments and has held executive management positions in the private and not-for-profit sectors.

Krystian Seibert

Krystian Seibert is the Policy and Research Manager at Philanthropy Australia, Australia's national peak body for philanthropy. He has broad experience in public policy development and an in-depth awareness of government, legislative and political processes, with particular expertise in not-for-profit sector policy and regulatory reform. Krystian previously served as an adviser to former Australian Assistant Treasurer David Bradbury. In this role, he oversaw the delivery of major not-for-profit sector reforms including the passage

of Australia's first comprehensive statutory definition of charity, the *Charities Act 2013*, and the establishment of Australia's first independent charities regulator, the Australian Charities and Not-for-profits Commission. Krystian holds a master's degree focusing on regulatory policy from the London School of Economics and Political Science, and a Bachelor of Laws and a Bachelor of Commerce (Economics) from Deakin University.

Professor Peter Shergold

Professor Peter Shergold AC began his term as Chancellor of Western Sydney University in January 2011. Peter's academic credentials include a BA Hons (First Class) in Politics and American Studies from the University of Hull, an MA in History from the University of Illinois at Chicago Circle and a PhD in Economics from the London School of Economics. After a distinguished academic career, Peter served in the Australian Public Service for two decades, latterly as secretary of the Department of the Prime Minister and Cabinet from 2003 to February 2008. From 2008 to 2012, Peter was the founding chief executive of the Centre for Social Impact. In 2011, Peter assisted the Western Australia Government in the development of the Delivering Community Services in Partnership Policy; in 2013 he completed the report *Service Sector Reform: A roadmap for community and human services reform* for the Victorian Government; and in 2016 his report to the Commonwealth Government was released as *Learning from Failure: Why large government policy initiatives have gone so badly wrong in the past and how the chances of success in the future can be improved*.

Dr Ursula Stephens

Dr Ursula Stephens is a former Labor Senator for New South Wales in the Australian Parliament. First elected to the Senate in 2001, Ursula was appointed Parliamentary Secretary for Social Inclusion and the Voluntary Sector (2007–10) and Parliamentary Secretary Assisting the Prime Minister for Social Inclusion (2007–09). Ursula was instrumental in mapping out the Rudd Labor Government's strategic framework for not-for-profit sector reform. After her term as a Senator ended in 2014, Ursula turned her attention to supporting community organisations and enterprises. She is an Adjunct Professor at the University of Technology Queensland and a Director of the Australian Centre for Philanthropy and Non-Profit Studies. She also serves on the board

of the School for Social Entrepreneurs Australia and contributes as a member of the Advisory Board for the Human Security Centre, an international think tank on human rights.

Dr Nina Terrey

Dr Nina Terrey is Partner and Director of ThinkPlace, a leading firm in applying strategic design methods to public problems. Nina is also an Adjunct Associate Professor at the Institute for Governance and Policy Analysis at the University of Canberra. A business graduate by training, Nina has evolved her career to span from private sector marketing to public sector design. Her 2012 PhD dissertation, 'Managing by design', explored the adoption and embedding of design as a management practice in the Australian Taxation Office. As one of ThinkPlace's global executive team, Nina works with senior leaders and clients who are seeking advice and leadership in co-design and innovation to drive change and transform experiences for an organisation's staff and clients.

Emma Tomkinson

Emma Tomkinson is a social impact analyst living and working in Perth. She is particularly interested in addressing barriers to evidence-based policy, with a focus on measurement of outcomes. She is the founder of Community Insight Australia, a software social enterprise that is improving access to data about Australians in need. Emma created the Social Impact Bond Knowledge Box for the Centre for Social Impact Bonds at the Cabinet Office in the United Kingdom and also developed the social impact bond concept for application in New South Wales. Emma has a MSc in Operational Research from the London School of Economics and a Master of Special Education in psychometrics from the University of Western Australia.

Dr Dale Tweedie

Dr Dale Tweedie is a Senior Research Fellow at the International Governance and Performance (IGAP) Research Centre at Macquarie University. His research focuses on contemporary issues in workplace organisation, governance and corporate social responsibility. Before joining the IGAP Research Centre, he was a research associate on

an Australian Research Council-funded investigation of workplace organisation in Australia. Dale has published research on work, ethics and accountability in leading international journals.

Cassandra Wilkinson

Cassandra Wilkinson has a diverse background covering the not-for-profit sector, politics and the media. She has held executive roles in the state and federal public sectors and has undertaken external affairs roles in business and the education sector. She has expertise in infrastructure, transport, public policy, public sector management, Australian contemporary arts and innovation. Her publications include chapters in six books on topics from leadership and inequality to happiness economics. She has two books of her own on politics and parenting, *The Kids are Alright: 10 good reasons to let kids be kids* and *Don't Panic: Nearly everything is better than you think*. Cassandra has been a speaker at the Sydney Writers' Festival, Festival of Dangerous Ideas, Davos Forum, Battle of Ideas (UK) and the ABC's Big Ideas.

This text is taken from *The Three Sector Solution: Delivering public policy in collaboration with not-for-profits and business*, edited by John Butcher and David Gilchrist, published 2016 by ANU Press, The Australian National University, Canberra, Australia.