The Public Sector Strategy Network, designed and created with senior leaders around the world, is building a mutually-supportive coalition of individuals and institutions on the frontline of digital, financial and societal disruption to promote effective public leadership and strategic communication. The Network equips governments to tackle complex challenges through improved foresight, innovation, and implementation, forming a platform for year-round idea-sharing and collaboration.

ABOUT THE NETWORK

The Network is designed to enable senior public sector leaders to speak openly among peers about challenges and opportunities for governments over the next 10-20 years and how to respond and plan effectively for them.

It builds on an initiative launched in 2010 by the Abu Dhabi Crown Prince Court, which involved a series of annual workshops and roundtables to develop relationships across the international strategic policy community. In the first years, government innovation directors and selected experts came together to share insights and approaches to strategy development and implementation at the center of government.

The decision to create a year-round Public Sector Strategy Network came in 2017. Salzburg Global Seminar was chosen to serve as the Network’s politically and geographically independent convener, with in partnership with Apolitical. Since then, the Network has combined an invitation-only Annual Foresight Retreat at Schloss Leopoldskron in Salzburg with additional exclusive opportunities for participating members, countries and institutions to engage with each other and have informal exchanges on key topics throughout the year.

In 2018, the Australian Public Service, Canadian Privy Council, and Irish Public Service joined the founding partner, Abu Dhabi Crown Prince Court, as country partners, with additional cooperation from NESTA.
UPCOMING PROGRAM
Agile Government for an Accelerating World: Can the Public Sector Keep Up?  
(May 5 to 7, 2019)

RECENT PROGRAMS
Mechanics for the Future: How Can Governments Transform Themselves?  
(May 13 to 15, 2018)
In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?  
(June 10 to 12, 2017)

TESTIMONIALS
“Thought provoking and very useful given it focused on the nexus between policy and implementation in the area of governance.”
“A very interesting set of topics but a really interesting group of interlocutors.”
“A refreshing, engaging program, which enabled a free and frank exchange of views amongst colleagues, in a relaxed and informal environment.”
“I have a much deeper appreciation for the experimentation and innovation that is underway in many of our member countries which, in turn, helps me understand their frustration with the relative slowness of the same in my institution. I will take this knowledge to the process of finalizing our new longterm strategic framework with the aim of bending the arc of our internal innovation.”

PROGRAM PARTNERS
The Public Sector Strategy Network is made possible through the generous support of:

With additional country partners: And in cooperation with:

In partnership with:
THE NETWORK: A PLATFORM FOR GROWTH

In a rapidly changing world, governments have to tackle diverse new challenges, disruptions and opportunities. From emerging technologies to shifting public expectations, governments and civil servants will need new approaches and flexibility to offer their citizens the best service possible.

One of the most valuable resources for public sector leaders is to meet on equal terms with world-class peers from different jurisdictions and to have frank conversations with top cross-sectoral innovators. The Public Sector Strategy Network has created a dynamic platform for practical cooperation and impact, using its convening power to connect governments and innovators who are leading the way to take advantage of new opportunities and meet future challenges.

Countries and institutions participating in the Network have agreed to work together informally to expand cross-border exchanges, including exclusive virtual webinars among members, physical site visits, and year-round networking and thought leadership.

Building on outcomes from the Annual Foresight Retreat, the Network develops ongoing activities tailored to members’ inputs and domestic priorities for demonstrable and sustainable results and also tracks the impact of continuous peer-to-peer learning in the public sector.
The Network aims to build a mutually-supportive coalition of engaged individuals and institutions that are better equipped to be at the cutting edge of public sector strategy, innovation and forward planning. It has four concrete goals:

1. Facilitate active ongoing peer-to-peer learning under the values of trust and open exchange, sharing best practices and lessons learned from system failure and recovery;
2. Help senior leaders and rising talents in government reimagine the design, delivery, and funding of core services and develop more effective partnerships and communication with citizens, civil society and business;
3. Support “intrapreneurship” within public sector culture and recruitment through new ways to redeploy, reskill, and reorganize people and operations; and
4. Optimize cross-sector government innovation to achieve the Sustainable Development Goals.

NETWORK PRIORITIES

1. Connect outstanding leaders in public sector strategy who can most benefit from membership and will thus play an active but manageable role in developing the Network;
2. Create opportunities for members to pool their insights and tap into each other’s expertise, ensuring that in-person meetings can be deeper and more reflective; and
3. Give practical support to members through themed online events, thought leadership (articles, op-eds), external resource experts, and online communication channels.
SALZBURGGLOBAL.ORG

ABOUT THE RETREAT

The invitation-only Annual Foresight Retreat allows senior leaders to reflect and engage across sectors and to explore emerging challenges and opportunities from different perspectives. Interactive debate and hands-on problem-solving provides a rare opportunity to engage informally with a select group of dynamic peers, away from media and gatekeepers, to test out ideas for immediate follow-up at the technical level.

Network membership enables participants to shape the meeting agenda to generate impact for individuals, institutions and ideas. Government representatives already active in the Network have benefited from being able to visit one another, share cross-border experience, and expand their knowledge base to better implement domestic agendas.

The Annual Retreat is fully residential, with all accommodations and meals on site at Salzburg Global Seminar’s headquarters in Schloss Leopoldskron. This historic venue — a rococo palace built for an archbishop-prince, later home to Salzburg Festival founder Max Reinhardt, backdrop for the movie The Sound of Music, and now an award-winning hotel — provides an inspiring setting for privacy, trust and openness. Adherence to the Chatham House Rule ensures an open and free exchange among peers.

---

<table>
<thead>
<tr>
<th>STAFF CONTACT DETAILS</th>
<th>PROGRAM INFORMATION</th>
<th>MORE INFORMATION: SALZBURGGLOBAL.ORG/GO/617</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHARLES EHRlich</td>
<td>MAY 5 TO 7, 2019</td>
<td>SCHLOSS LEOPOLDSKRON, SALZBURG, AUSTRIA</td>
</tr>
<tr>
<td>Program Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="mailto:cehrlich@salzburgglobal.org">cehrlich@salzburgglobal.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JENNIFER DUNN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program and Development Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td><a href="mailto:jdunn@salzburgglobal.org">jdunn@salzburgglobal.org</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In a fast-moving world, governments need to become more agile to rethink public service and envision institutions fit for new challenges and disruptions. How will innovations in technology affect governance? What are the opportunities presented, or challenges anticipated — are they fundamentally different from those in the past? Can they be dealt with through the same governance mechanisms or do we need to construct different mechanisms? What tools do public servants need to master to be fully equipped?

PUBLIC SECTOR STRATEGY NETWORK

Agile Government for an Accelerating World: Can the Public Sector Keep Up?

---

MAY 5 TO 7, 2019
SCHLOSS LEOPOLDSKRON, SALZBURG, AUSTRIA

In a fast-moving world, governments need to become more agile to rethink public service and envision institutions fit for new challenges and disruptions. How will innovations in technology affect governance? What are the opportunities presented, or challenges anticipated — are they fundamentally different from those in the past? Can they be dealt with through the same governance mechanisms or do we need to construct different mechanisms? What tools do public servants need to master to be fully equipped?
PARTICIPANT PROFILE
The Retreat brings together an international group of no more than 30 participants, including:

- **15-18 current ministers, cabinet secretaries, similar ranking senior officials or rising stars** from priority countries recognized as leaders in public sector innovation;
- **5-6 disruptors and resource experts** at the leading edge of technology, finance, communications, behavioral science, academia, philanthropy, and civil society;
- **3-4 city leaders**, representing mayors or senior officials from cities in priority countries; and
- **2-3 Network multipliers**, representing top public service training institutions/networks and possibly business schools.

PROGRAM FORMAT
Next year’s Foresight Retreat will take place from Sunday, May 5 to Tuesday, May 7, 2019:

- **May 5** will focus on two major disruptive forces, to frame the issues and to provoke participants to think deeply about the future of government in the context of those disruptions. The focus will enable learning and exchange on key themes and issues moving forward.
- **May 6** will examine the implications of those disruptions, i.e. how to respond, what are the implications for policy in different areas.
- **May 7** will concern the machinery of government and effective implementation. What will the future of governance need to look like to address those disruptions and how will government engage citizens around those disruptions?

In connection with the Retreat — either in preparation or follow-up — Network members are encouraged to contribute one to two set pieces each year. These could take different forms e.g. speaking at an online session (restricted to Network members only), writing a short op-ed, or hosting other members at a site visit in their country.
Salzburg Global Seminar is an independent non-profit founded in 1947 to challenge current and future leaders to shape a better world. Our multi-year programs aim to bridge divides, expand collaboration and transform systems. Over 36,000 Fellows from 170 countries have come together through our work. Our historic home at Schloss Leopoldskron in Salzburg, Austria, allows us to welcome all participants in conditions of trust and openness.

STRATEGIC FRAMEWORK

1. **BRIDGE DIVIDES**: Convene outstanding talent across generations, sectors and cultures

2. **EXPAND COLLABORATION**: Foster lasting networks and partnerships for creative, just and sustainable change

3. **TRANSFORM SYSTEMS**: Inspire new thinking and action on critical issues, connecting local innovators and global resources

OUR HISTORY

In the summer of 1947, for the second time in just thirty years, Europe was in the midst of recovering from a devastating conflict. Economic rebuilding was desperately needed, but three young visionaries believed that intellectual reconstruction was also vital. Over 70 years, their idealistic experiment became a fully-fledged institution, attracting people of prominence and promise from first Europe and America and now from across the globe to learn from each other and together, shape a better world. The work of Salzburg Global Seminar and of our Fellows remains at the forefront of defining and leading global solutions.
CURRENT PROGRAM AREAS AND MULTI-YEAR SERIES

**FINANCE & GOVERNANCE**
- Philanthropy and Social Investment
- Salzburg Global Finance Forum
- Salzburg Global Corporate Governance Forum
- Public Sector Strategy Network
- Salzburg Global Law and Tech Forum

**JUSTICE & SECURITY**
- Salzburg Global LGBT Forum
- Holocaust Education and Genocide Prevention
- Cutler Center for the Rule of Law
- Salzburg Cutler Fellows

**CULTURE & SOCIETY**
- Culture, Arts and Society
- Salzburg Global Forum for Young Cultural Innovators
- Salzburg Seminar American Studies Association (SSASAA)

**PLANET & HEALTH**
- Parks for the Planet Forum
- Health and Healthcare Innovation
- Sciana – The Health Leaders Network
- Ending Pandemics

**MEDIA & VOICE**
- Salzburg Academy on Media and Global Change
- Salzburg Global Media and Public Trust Forum

**EDUCATION & WORK**
- Education for Tomorrow's World
- Targeting Interdisciplinary Research to Meet the Sustainable Development Goals (SDGs)

**FOLLOW US ON SOCIAL MEDIA**
- facebook.com/SchlossLeopoldskron
- instagram.com/SchlossLeopoldskron
- youtube.com/SchlossLeopoldskron
- twitter.com/HSLeopoldskron

**ABOUT SCHLOSS LEOPOLDSKRON**
Built by a Prince-Archbishop in 1736, and once home to Austrian theater impresario Max Reinhardt, Schloss Leopoldskron today is owned by Salzburg Global Seminar. From Oscar-winning movies to peace agreements, celebrated novels to radical new thinking, Schloss Leopoldskron has inspired many people to do great things. Our home is a place where people from around the world can come together in conditions of trust and openness to share ideas and form plans for a better future.

In 2014, this 18th-century palace was transformed to become Hotel Schloss Leopoldskron, a premier 21st-century hotel. The Hotel’s revenue supports both the work of Salzburg Global Seminar and our stewardship of this Austrian national monument.