

LGMA Queensland 2010 Annual State Conference

LEADING IN A NEW WORLD

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UQ BUSINESS SCHOOL



THE CONTEXT

- Local Councils: 73
- Employees: 42,167
- Population Served: 4.4 million
- Properties Rated: 2 million
- Water Connections: 1.5 million
- Roads: 148,000 klms
- Dwelling Units Approved: 36,000
- Fiscal Transfer Dependence: Very High



CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT

PUBLIC – PRIVATE

- Privatisation
- Corporatisation
- Contracting Out –
Competitive Tendering

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

■ Partnerships

- Public Private Partnerships - PPPs
- Franchising
- Joint Ventures
- Strategic Partnerships

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

- National Competition Policy
 - 3rd Party Access
 - Level Playing Field
 - New Regulatory Regimes

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

INTRA – GOVERNMENT

■ Financial Management Improvement Program:

- Programme Budgeting
- Forward Estimates
- Accrual Accounting
- Outcomes Based Performance
- Efficiency Audits

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

INTRA – GOVERNMENT cont...

- Citizens Charter
- Contract Management
- Stakeholder Management
- Joined Up Government
- Freedom of Information

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

NEW PUBLIC MANAGEMENT

- Catalytic
 - Steering not Rowing
 - Funder-Purchaser-Provider
- Community-Owned
 - Empowering Rather Than Serving

CONTEMPORARY PUBLIC SECTOR REFORMS cont...

NEW PUBLIC MANAGEMENT cont...

- Competitive Service Delivery
- Mission Driven - Not Rules Driven
- Results Oriented - Funding Outputs Not Inputs

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

NEW PUBLIC MANAGEMENT cont...

- Customer Driven
- Enterprising
 - Earning & Risk Taking, Not Just Spending
- Anticipatory
 - Prevention Rather Than Cure

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

NEW PUBLIC MANAGEMENT cont...

- Decentralized
 - Teamwork Not Hierarchy
- Market Oriented
 - Leveraging Change Through Market

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

FEDERALISM – INTERGOVERNMENTAL RELATIONS

- Centralisation, Especially Through:
 - Finance
 - Courts
 - Globalisation
 - Political Parties

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

FEDERALISM – INTERGOVERNMENTAL RELATIONS

- Policy Making – Ministerial Councils
- Eliminate Duplication & Overlap
- Harmonisation of Regulation & Service Delivery
- Realignment of Roles & Responsibilities

CONTEMPORARY TRENDS IN PUBLIC SECTOR MANAGEMENT cont...

FEDERALISM – INTERGOVERNMENTAL RELATIONS

- Constitutional Change?

CORE VALUES OF THE PUBLIC SECTOR: BACK TO BASICS



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- Public Interest
- Citizens not Clients
- Equity Efficiency Effectiveness
- Continuity
- Stability
- Political Neutrality: Frank & Fearless Advice
- Compassion

LEADERSHIP CHALLENGES AND ISSUES

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PERCEPTIONS OF LOCAL GOVERNMENT



Queensland Audit Office

- Financial Management and Accountability (eg allocation of discretionary budget amounts to individual councillors)
- Climate Change – especially influence of wild events on infrastructure assets
- Financial Sustainability and Governance
- Community Planning and Engagement

PERCEPTIONS OF LOCAL GOVERNMENT



Queensland Audit Office

- Corporate Governance – ongoing from mergers
- Water Asset Transfer
- Non-current Asset Valuations
- Aboriginal Shire Councils
- Impact of State Infrastructure Program

PERCEPTIONS OF LOCAL GOVERNMENT



Queensland Ombudsman Annual Report 2009-2010

- Complaints about local government increased by 15% to 2,275
- Investigations - of the 193 recommendations to agencies, 71 of these were to local councils
- 14% increase on 2008/09

PERCEPTIONS OF LOCAL GOVERNMENT



Queensland Ombudsman Annual Report 2009-2010

What People Complained About:

- 23% enforcement of local laws
- 16% development and building controls
- Recommendations made – record keeping, communication with complainants, complaints management, natural justice

PERCEPTIONS OF LOCAL GOVERNMENT



Queensland Ombudsman Annual Report 2009-2010

- Other areas where complaints increased by more than 10% from 2008/09:
 - Water Supply – 60%
 - Parks and Reserves – 42%
 - Personnel – 26%
 - Roads – 18%
 - Sewage & Drainage – 15%
 - Rates & Valuations – 12%

CHALLENGES CLOSER TO HOME

- Amalgamations
- Financial Sustainability
- Hard Acts to Follow - Local Government & Planning Legislation
- Infrastructure & Asset Management

CHALLENGES CLOSER TO HOME

- Roads & Transport
- Water
- Cost Shifting
- Regulation
- Blame Game - Intergovernmental

2011 - BEAUTIFUL IN ITS UGLINESS

- Henry Report
- Tax Summit & GST
& Mining Tax
- Red Book – Incoming Briefs to Government
- Pacts with Greens & Independents
- Climate Change: Carbon Price/Tax





POPULATION: A Big Australia?

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SIMON SAYS: NEW REGIONAL INFRASTRUCTURE BUCKET

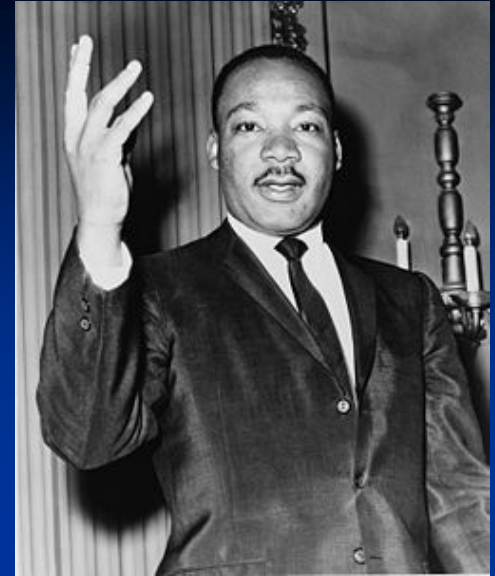
- NBN Broadband
- Indigenous Policy
- The COAG Jungle
- Constitutional Recognition

LEADERSHIP IN THE NEW WORLD



TWO BIG QUESTIONS

- If your organisation were abolished; would it be missed?
- If your organisation were privatised; would anybody buy shares in it?



LEADERSHIP THEORIES AND CONCEPTS

Traits



Contingency



Transactional



Transformational

**Leadership &
Management:
Same or
Different?**

LEADERSHIP APPROACHES FOR LOCAL GOVERNMENT LEADERS

- Trust
- Core Values
- Know Thyself
- Sense of Community
- Shaping the Culture

LEADERSHIP APPROACHES FOR LOCAL GOVERNMENT LEADERS

- Teamwork & Synergy
- Strategic
- Consulting
- Empowering
- Consulting

LEADERSHIP APPROACHES FOR LOCAL GOVERNMENT LEADERS

- Communicating Clearly
- Being Accessible
- Client Focussed
- Stakeholder Engaging
- Partnerships & Alliances

LEADERSHIP APPROACHES FOR LOCAL GOVERNMENT LEADERS

- Managing the Interfaces
- Organisational Learning
- Innovation & Change Management
- Evidence - Based Policymaking
- Accountability & Transparency



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A leader is best

**When people barely know he exists,
Not so good when people obey and
acclaim him.**

**But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say:
We did it ourselves.**

Lao-Tzu – 6th century Chinese Philosopher

