

2010 LGMA National Congress & Business Expo

Community Leadership
- It's everyone's responsibility

Peter Smith

CEO

Adelaide City Council







Defining Resilience

Typically used in relation to community response to disasters.

The capacity of a community to:

- withstand
- recover from
- respond positively to adversity or crisis

Increasing focus on relationship between community resilience and creativity, social capital and productivity

Characteristics of Resilient Communities

Resistant – can accommodate disruption and change

Recover Well – return to homeostasis quickly

Creative – moves beyond previous state, learns from adversity and maximises opportunities from change and disruption and gains an improved level of functioning (Social Capital and Productivity) as well as increased resilience

Who is our Community ?

What value will we deliver ?

“For Adelaide City Council City, community means the complex social network of interacting individuals (residents, workers, visitors, students etc), social and cultural groups, organisations and institutions who are connected (physically or virtually) by this network to the city”

Social capital is defined by [Robert D. Putnam](#) as "the collective value of all social networks(who people know) and the inclinations that arise from these networks to do things for each other.

Productivity = the capability and capacity to do more with less.

Building resilient communities is the essential role of Government

Government's Traditional Role



Building resilient communities is the essential role of Government

Government's Traditional Role

- Management strategies that focus on resistance and recovery to the status quo
- Often a reactive response

Examples:

- Hurricane Katrina
- Eyre Peninsula Bushfires
- Victorian Bush Fires



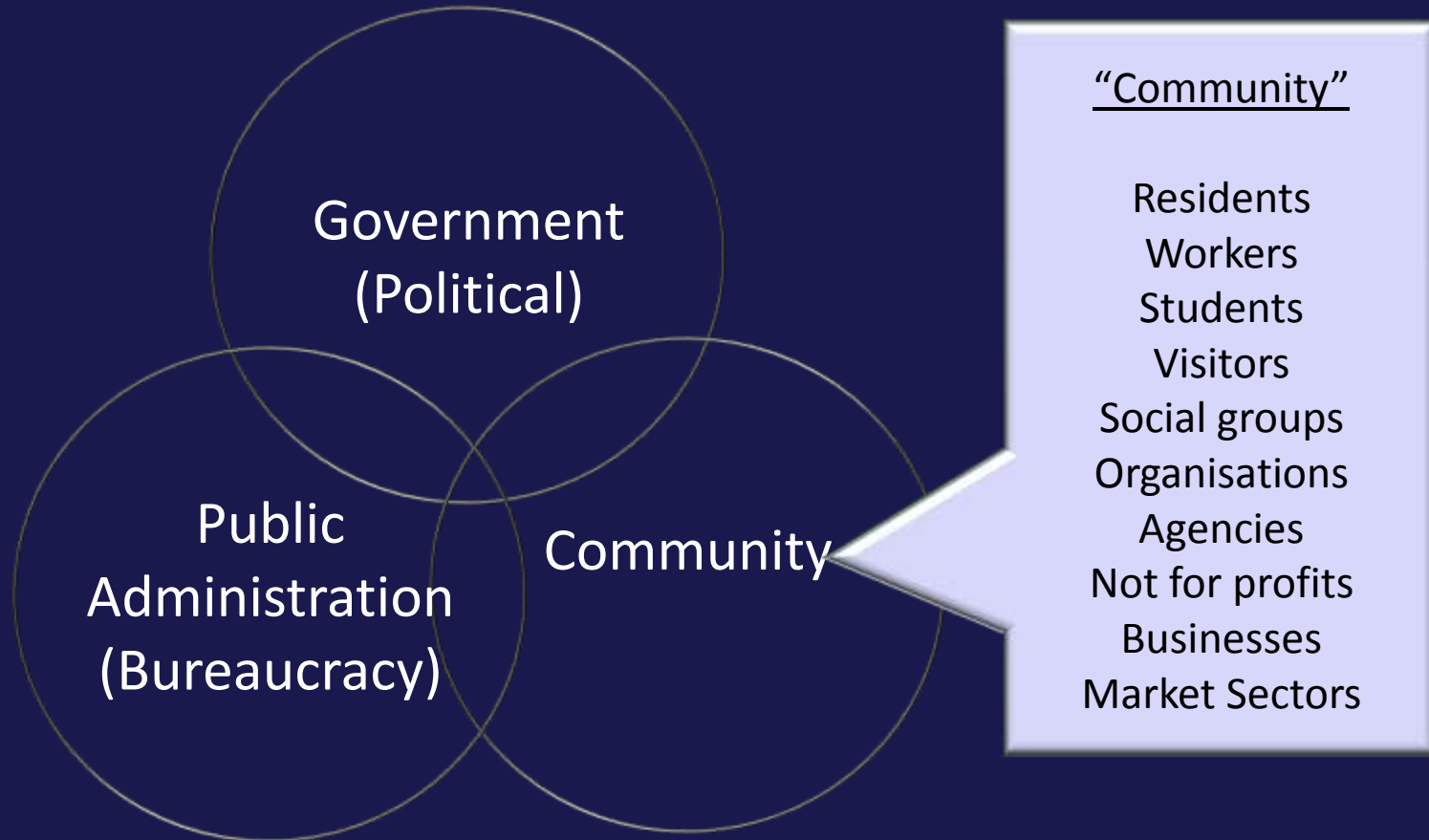
Hurricane Katrina



Failures at all levels of government undermined and detracted from the heroic efforts of first responders, private individuals and organisations, faith-based groups and others –

Select Bipartisan Committee

“Status Quo” means the normal and hopefully workable balance of power, influence, access to resources and opportunity within the community



Example: “Market Resilience”

Australian Government Response to GFC

“Resistance” Strategies:

Embedded to prevent market failure

- Economic Policy, Trade policy
- Regulation
- Compliance

“Recovery” Strategies:

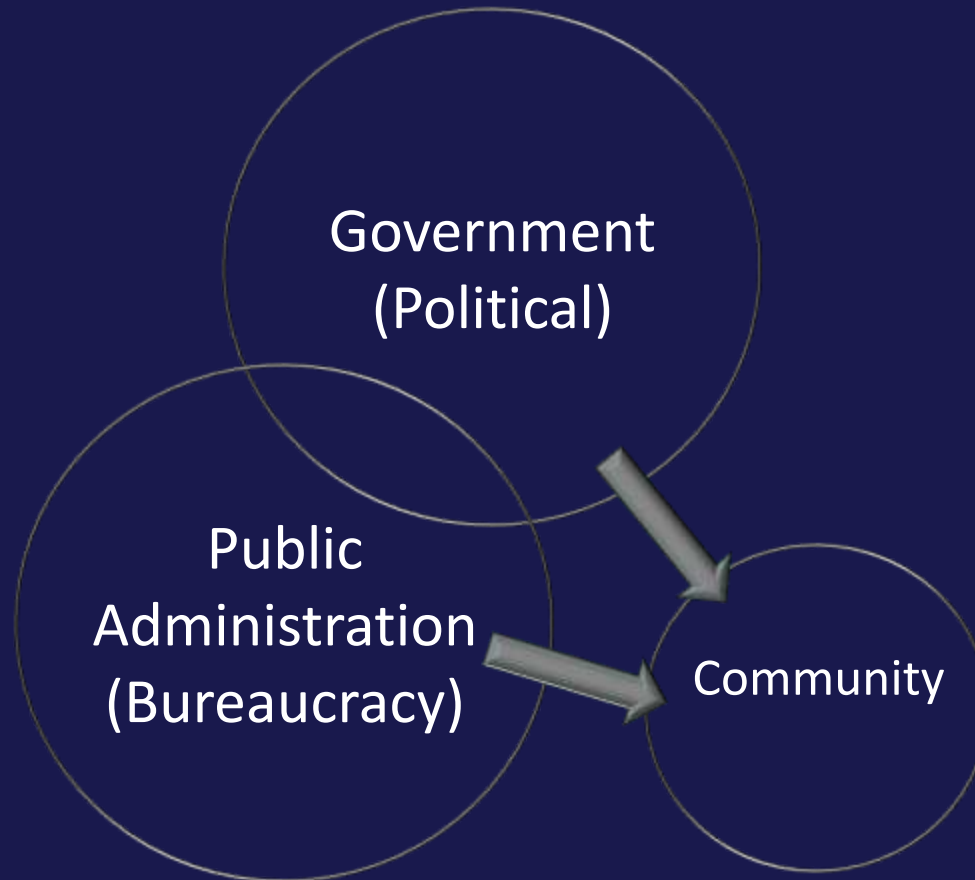
- Cash handouts
- Building Education Fund
- Housing package
- Home insulation scheme
- Some infra-structure spending
- Super tax on resources

“Creative Strategies”:

- Some infra-structure spending



IMPACT: The problem with a focus on “resistance” and “recovery” strategies is that they are often Government led and hinder “creative” strategies which are often community or market led



Government interventions can be effective but community engagement, targeting and timing is crucial

So how well do we do this in local Government ?



How does local Government build the creative and productive elements of community resilience now ?

The “Good”

- Community engagement and participation strategies that put skin in the game e.g. (Sustainable Communities Act)
- Co- creation strategies e.g. Limited time seed funding to develop community capacity or market capacity
- Market support/subsidies in times of market failure but only until market recovers e.g. affordable housing
- Subsidies which are targeted and specific with clear end policy outcome and future funding dependent on achieving KPI hurdles



Sustainable Communities Act 2007
2007 c. 23

An Act to make provision about promoting the sustainability of local communities; and for connected purposes

How does local Government build the creative and productive elements of community resilience now ?

The “Bad”

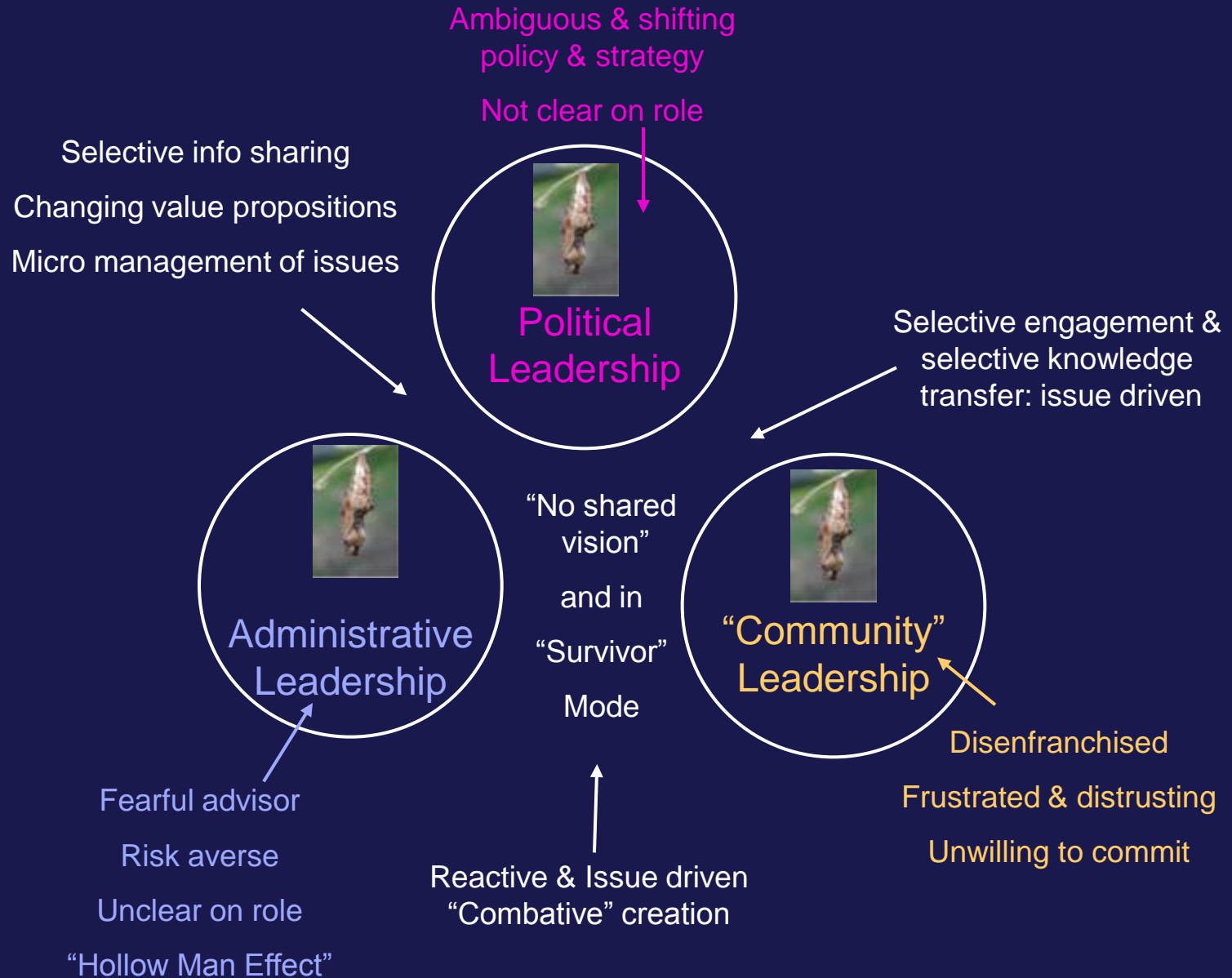
- Funding “voter” rather than community priorities
- Calling 90% of your effort “core” and therefore limiting community engagement to 10% of what you do
- Not being able to clearly explain what is your “core business” and why
- Continuation of historical funding patterns without review of community outcome
- Building community dependency through on going subsidy provision for “non-core” services without an agreed outcome

How does local Government build community resilience now ?

The “Ugly”

- Policy set on personal opinion/limited knowledge rather than community consultation and analysis
- Government spending without consultation or mandate on the basis “that they had to act quickly”
- Gifting of valuable community assets for marginal community benefit
- Market intervention when the market doesn’t need it

Why so much “Bad” and “Ugly” ? - Ineffective leadership



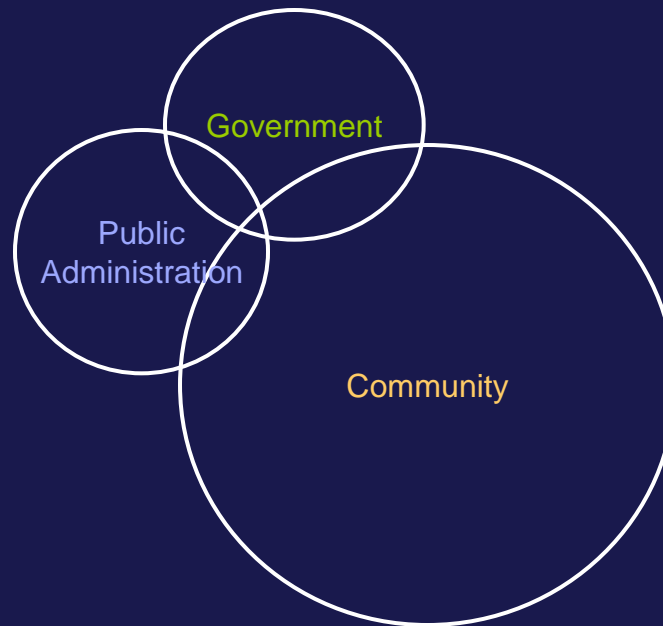
1. Effective Community Leadership



“Leadership is needed at all levels”

1. Effective Community Leadership

“Government leadership and the resources needed for leadership should reduce over time as social capacity and community productivity grows”



BASE VALUES AND KEY QUESTIONS

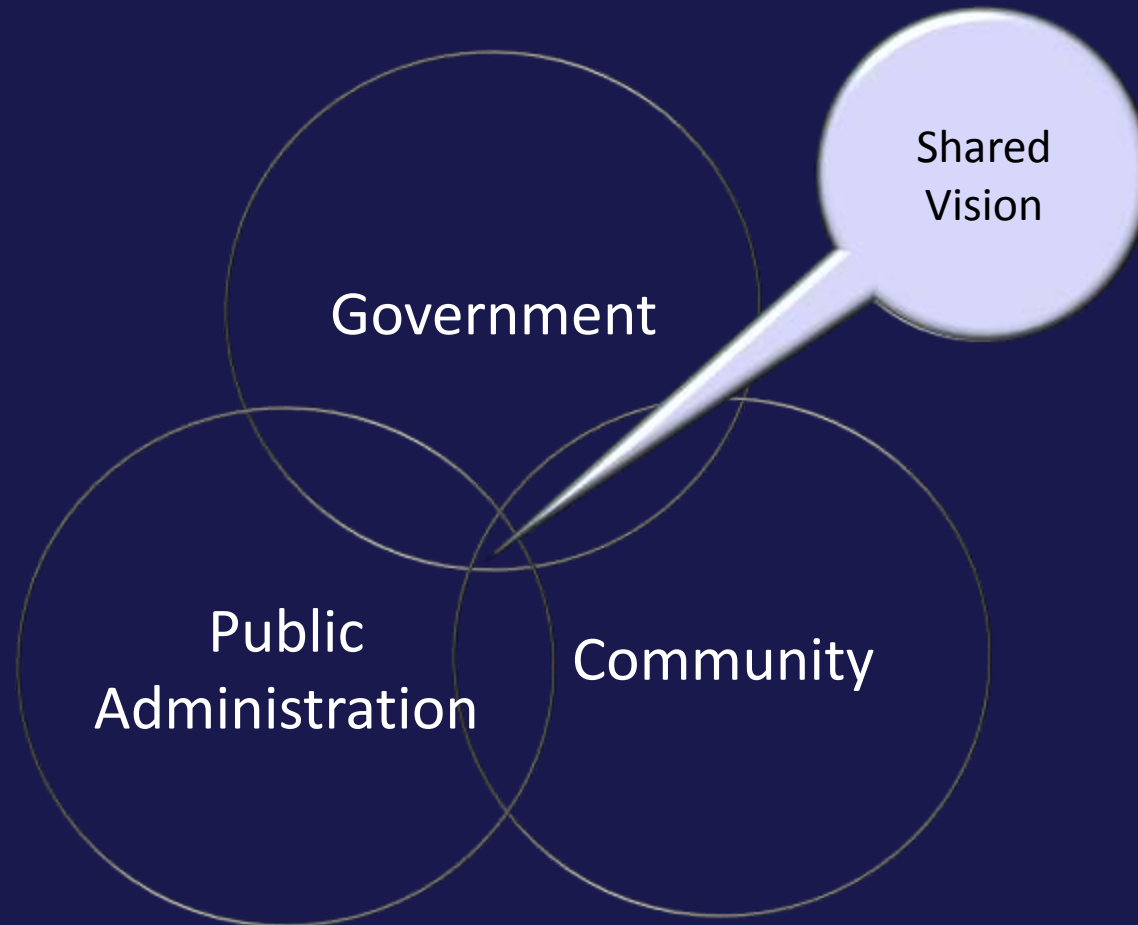
1. *Public sector leadership is about engaging with and influencing individuals, teams, systems, organizations and communities to produce new community value – WHY WE EXIST ?*
2. *The community knows its needs better than Government does - WHAT NEEDS TO BE DONE ?*
3. *Value needs to be expressed as a community outcome (Social capital, productivity, sustainability etc) and measured – HOW WELL ?*
4. *Public assets and resources are owned by the community and are managed by Government for an agreed community outcome - WHAT WITH ?*
5. *Governments should only lead until community or market leadership takes over - therefore all interventions are time limited - BY WHEN AND WITH WHOM ?*

ACC Governance Principles

1. Council Accountability
2. Voice of the Citizen
3. Chief Executive Officer Accountability
4. Citizen Centred Service Delivery model
5. Organise to Achieve Outcomes
6. Decision Making and Risk Management
7. Legislative & Regulatory Responsibility
8. Value For Money and Value Add
9. People and Leadership
10. Integration

Makes sure that we focus on the things that matter and that add value by doing things that build community capacity and productivity over time

2. Vision is co-created



E.g. Adelaide Integrated Design Strategy

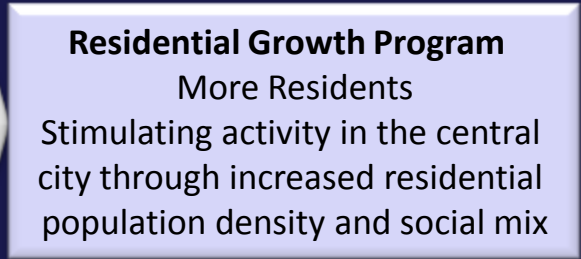
Vision – needs to be translated into clear outcomes & value propositions

Vision - A vibrant, populous and sustainable Capital City built upon Adelaide's unique heritage and lifestyle

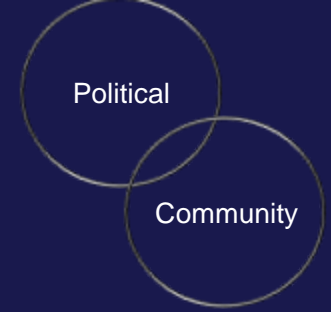
Strategic Outcomes



Program



3. Bringing Government and Community Together



- Effective Leadership Characteristics

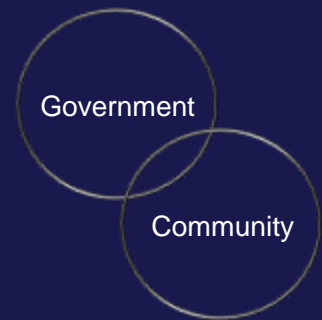
Council Leadership (Elected Members)

- Role clarity – clear on what Council can and cannot do
- Policy clarity and consistency
- Policy governance and communication
- Real engagement and understanding of whole community including communicating opportunities and constraints (knowledge transfer)

Community Leadership

- Clarity of expectation and understanding of opportunities and constraints
- Willingness to share knowledge and explore new ideas
- Willingness to contribute own resources and stretch own capacity
- Willingness to commit to partnership with an end date

3. Bringing Government and Community Together – What with ? How well ? and With whom ?



Adelaide City Council Strategies

Council (Elected Members)

- Council Governance review
- Policy Governance review
- Policy communication strategy
- Knowledge management strategy

Community

- Community and Partner Engagement Strategy
- Review of current subsidies and sponsorships against value add and against community expectations

4. Bringing Administration and Community Together



- Effective Leadership Characteristics

Administrative Leadership

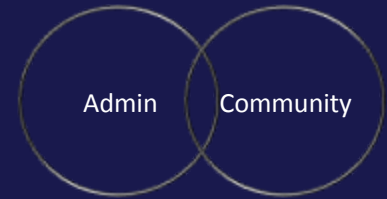
- Trusted to deliver
- Good listener and provider of trusted advice on Council policy and processes to the community
- Easy to do business with

Community Leadership

- Clear on expectations and goals
- Willing to give honest feedback and share knowledge
- Willing to commit own time, energy and resources in finding solutions

4. Bringing Administration and Community Together

- Adelaide City Council Strategies



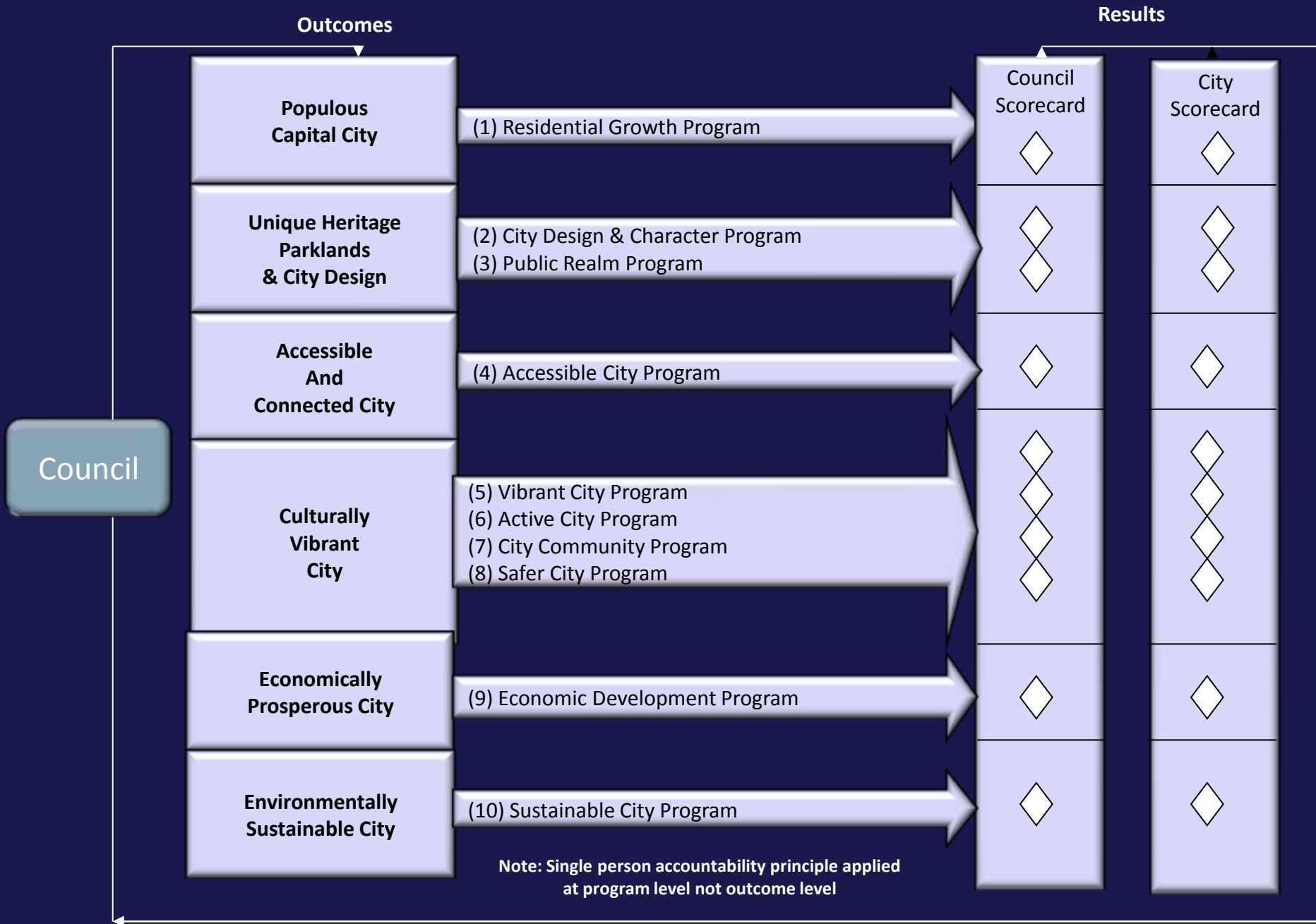
Council Administration

- Adoption of a set of 10 governance principles to guide our thinking, priorities and decision making
- New business model based on governance principles with all policy and service delivery elements put into one program of work to achieve a clearly defined and measurable value proposition
- Program reviews (Must Do, Could Do, Stop Doing) and plans
- Case management of complex issues
- New Customer Experience strategy and Channel Management approach to service delivery - being easy to do business with

Community

- Community and Partner Engagement Strategy
- New approach to customer, partner and community surveys/feedback with focus on 3rd party endorsement

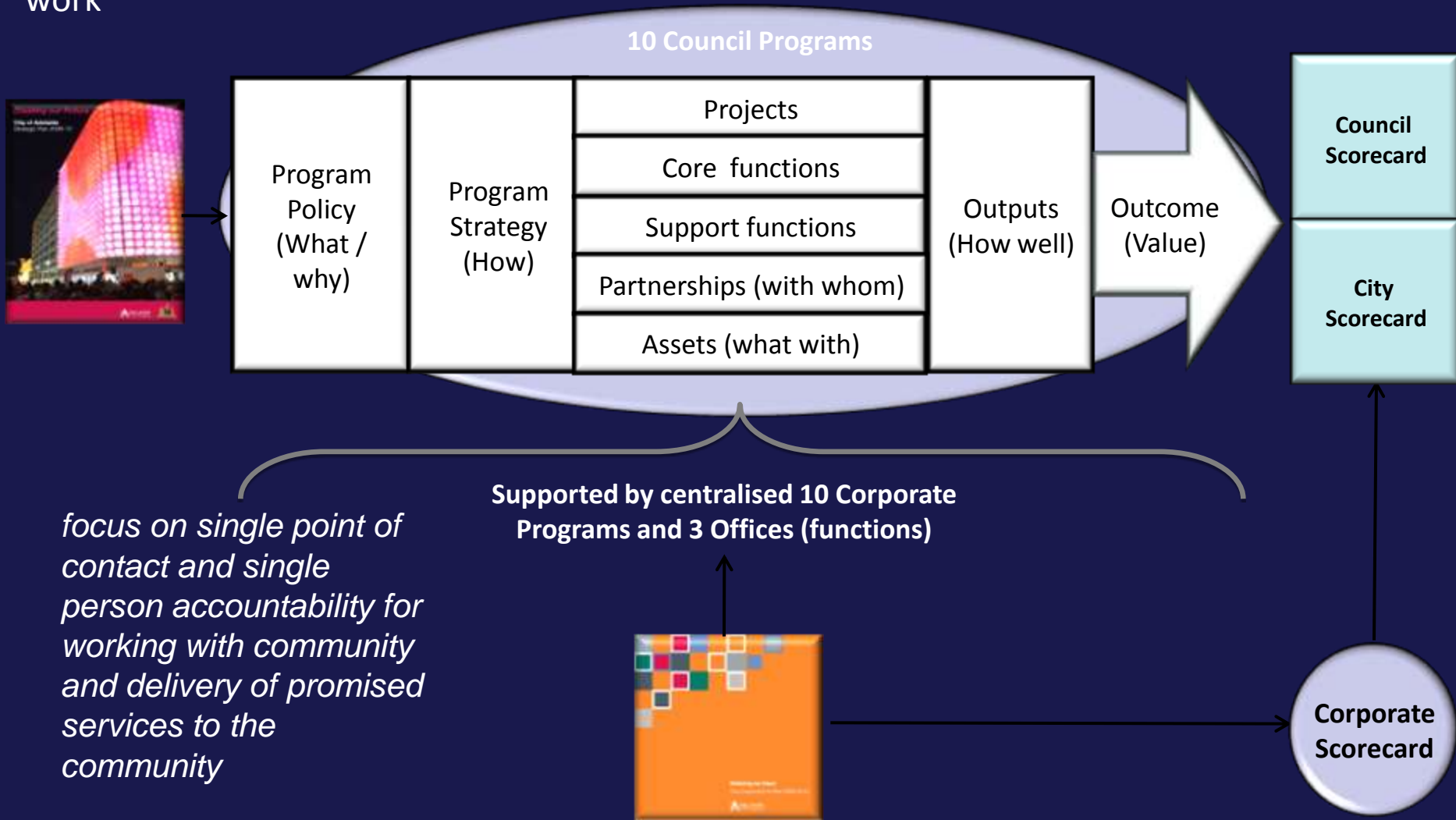
Adelaide Council Business Model 10 Programs of Work



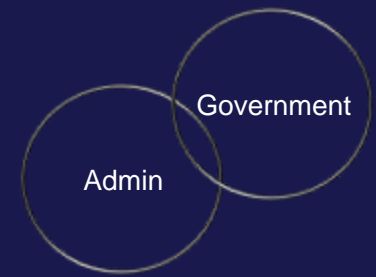
ACC Business Model: Program Management Approach

– What with ? How well ?

End to end management of the delivery of Council outcomes through 10 programs of work



5. Bringing Government and Administration Together



- Effective Leadership Characteristics

Council Leadership (Elected Members)

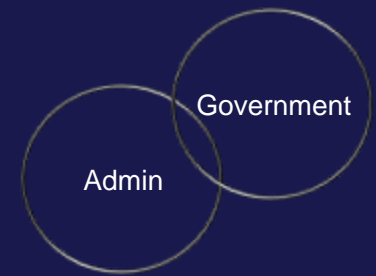
- Set clear resilient policy with defined measurable outcomes (Agreed value to be delivered)
- Make decisions for whole community based on knowledge of whole community and expert administrative advice.
- Trust administration to deliver
- Monitor outcomes and review policy impacts regularly

Council Administration

- Share knowledge of community to inform policy and policy review
- Brave and trusted advisor - trusted because of quality and accuracy of advice
- Trusted deliverer – on time, on budget & according to policy
- Good steward of resources

5. Bringing Government and Administration Together

- Adelaide City Council Strategies



Council - Policy Setting and Outcome Monitoring Role

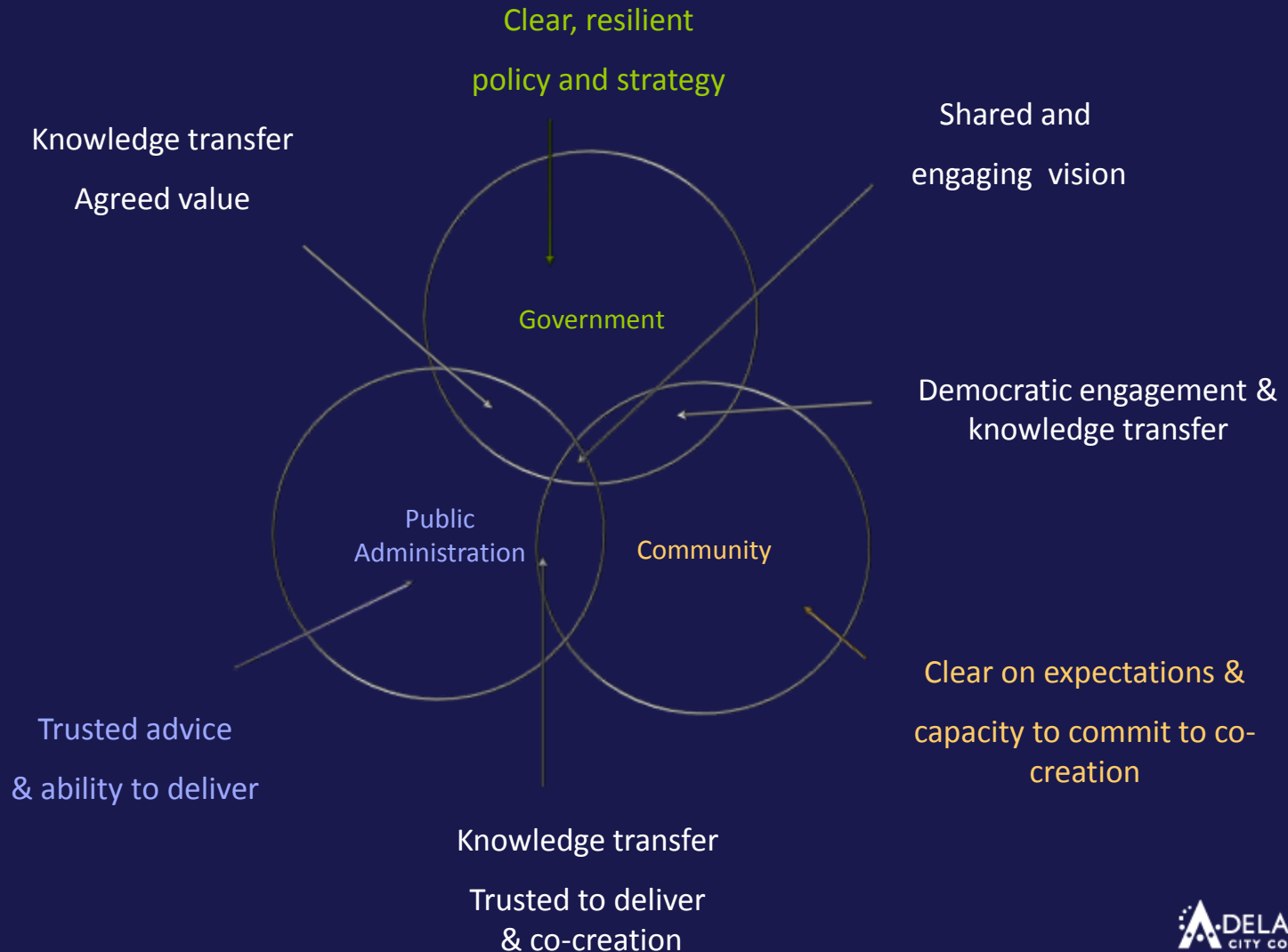
- Proposed new Committee /Council meeting structure aligned to outcomes and programs of work
- New policy development and policy review process
- Council governance principles
- New Council scorecard at outcome level
- New City scorecard correlated to Council scorecard

Council Administration – Advisor , Delivery and Steward Role

- Cultural change – move from avoidance culture to achievement culture
- New Business Model - improved transparency and accountability
- Revised budget approach to increase transparency over whole budget
- Move to a performance based approach to reward and recognition
- Improved approach to long term financial planning, strategic asset management and strategic risk management

Summary: Effective Community Leadership

“Leadership is about engaging with and influencing individuals, teams, systems, organizations and communities to produce new value”



Summary : Leadership to build resilient communities is everyone's responsibility

Governments Value Adding Leadership Role

A proactive approach to building community resilience with the value created measured as social capacity (including sustainability) and productivity over time.

Creative Strategies – “Letting the butterfly fly on its own”

Emphasis on Government co-creating with their communities to build sustainable social capacity and productivity

Resistance Strategies – “Letting the wings become naturally strong”

Emphasis on Government taking an increasingly lighter touch (Decreasing regulation and compliance requirements) as social capacity and productivity of the community increases over time

Recovery Strategies – “Cutting the chrysalis open never works”

Emphasis on precise targeting and timing of Government recovery strategies, withdrawal of Government intervention when community or market recovers is most important

Local Government Management – governance and administrative arrangements that put the principles into practice

Thank You

