



NZ State Services Commission & the Australia and New Zealand School of Government present:



Do you have a question
for today's speakers?

Send this through to:

021 0268 5305

to be answered at the end of
the presentation

In Search of Successful Governance: good news from around the world

Speaker

Professor Scott Douglas

Assistant Professor of Public
Management
Utrecht School of Governance

Speaker

Phil Wilson

Governance Director
Auckland Council

Moderator

Meg Poutasi

Director, Auckland
SSC

In Search of Successful Governance: Lessons from around the world

Scott Douglas, DPhil
s.c.douglas@uu.nl

Utrecht University / ANZSOG Visiting Scholar
July/August 2017

We are excellent at ...

Measuring

Moaning about

Minimizing

... public governance FAILURE



We must get better at ...

Tracking

Talking about

Transplanting

... public governance SUCCESS





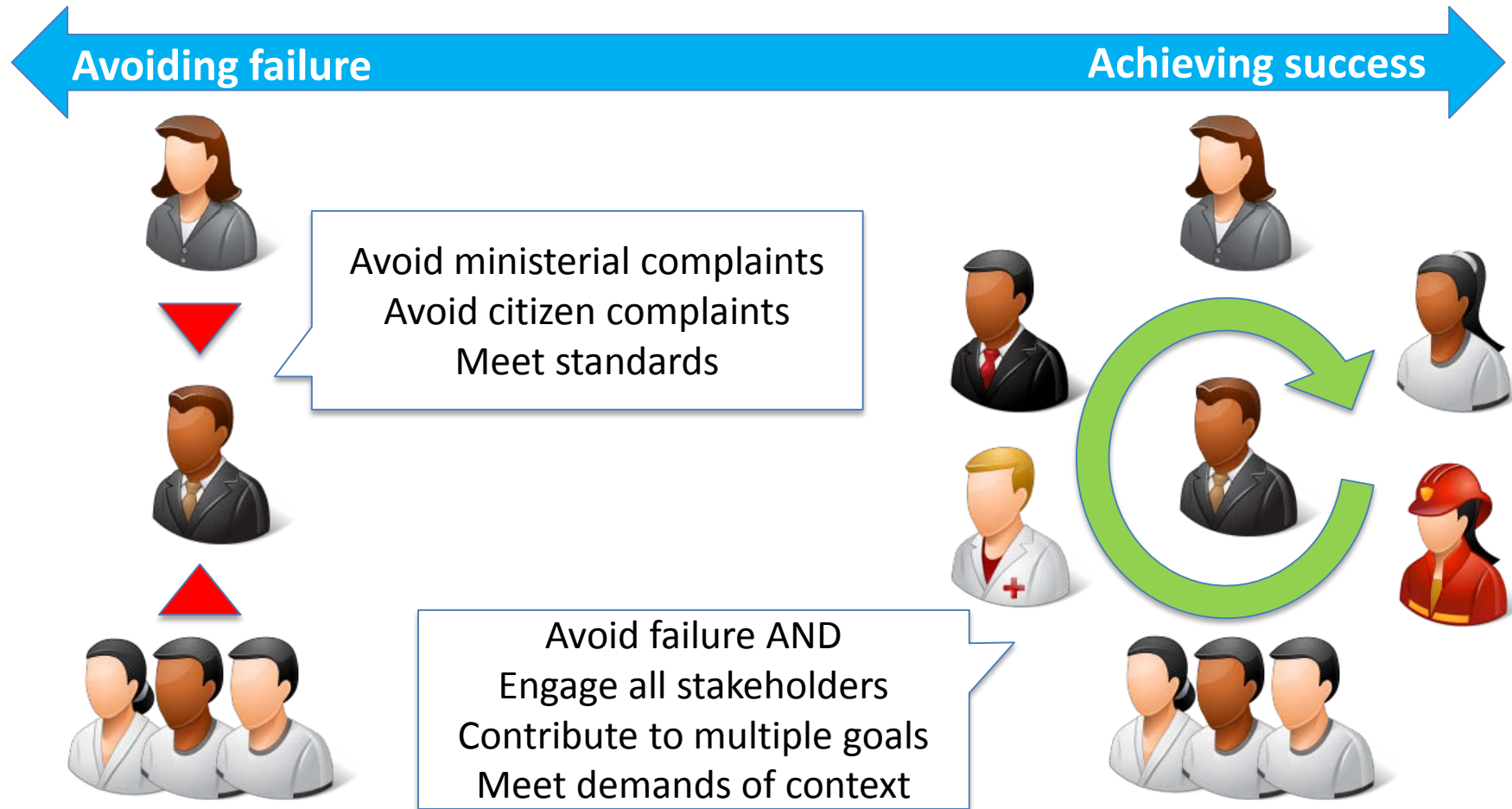
DUAL CONTROL

LEFT HAND DRIVE

IVECO

AJ-41-XN

Failure is easy to track, success is hard to grasp



We must get better at ...

Tracking

-build stakeholder systems for mapping both failure and success-

Talking about

Transplanting

... public governance SUCCESS



Systems currently focus on beliefs and numbers, little development on boundaries and interaction

Beliefs



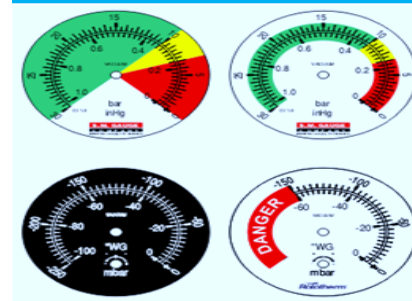
Boundaries



Interaction

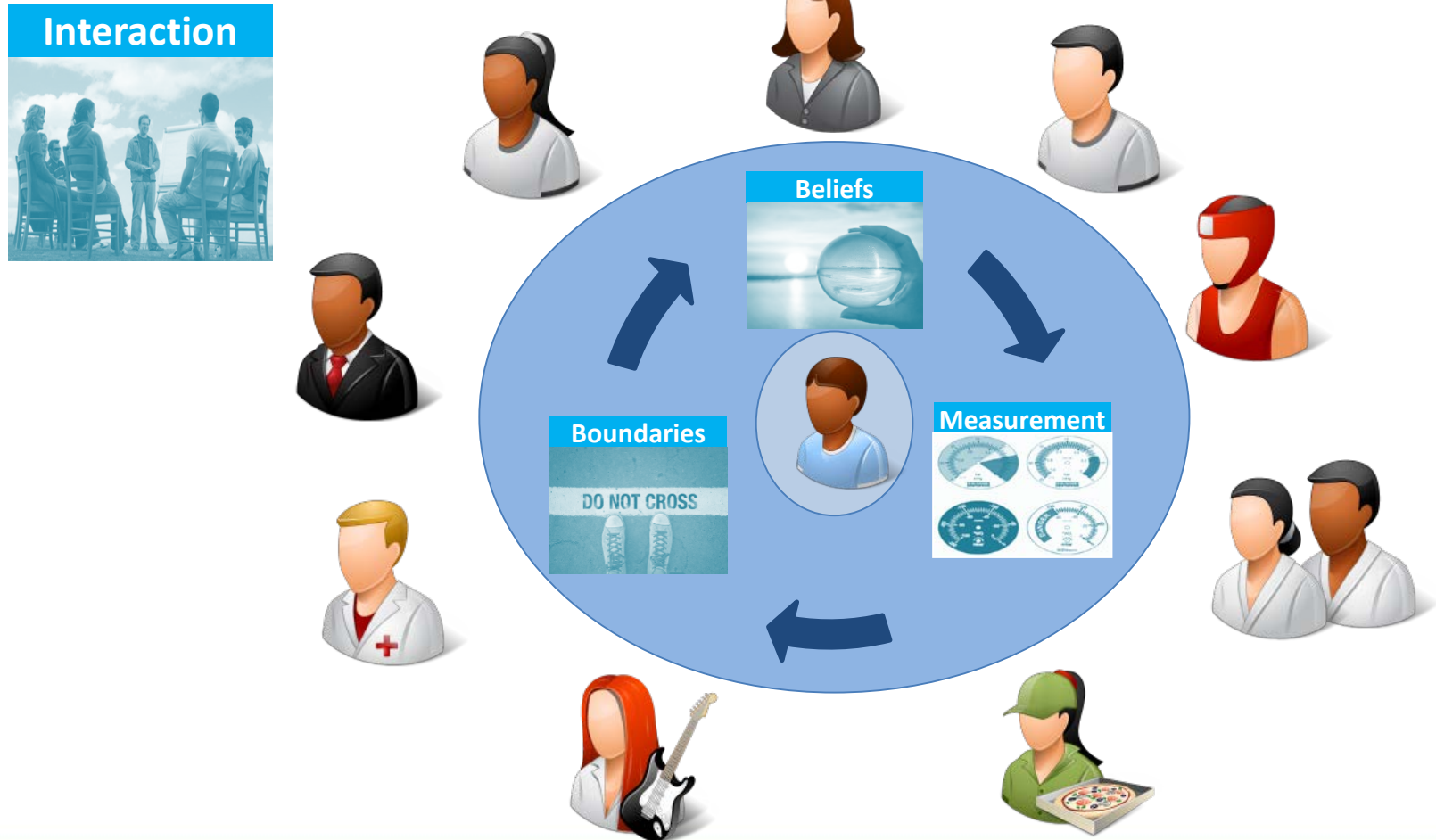


Measurement





Shared reviews supported with data enrich judgement



We must get better at ...

Tracking

-build stakeholder systems for mapping both failure and success-

Talking about

-turn public opinion into collective judgement-

Transplanting

... public governance SUCCESS





Success stories often followed by failed transplant, careful adaptation to own context required

| | | |
|-------------------------------------|------------------------------------|--|
| Much attention for own context | Not- Invented-Here- Syndrome | Careful yet ambitious adaptation |
| Little attention for own context | Copy-Paste Syndrome | Success- Systematization -Syndrome |
| | Modest transformation | Ambitious transformation |

We must get better at ...

Tracking

-build stakeholder systems for mapping both failure and success-

Talking about

-turn public opinion into collective judgement-

Transplanting

-borrow ambitious questions not standard answers-

... public governance SUCCESS




@ANZSOG #SuccessfulGovernance




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the Australia and New Zealand
School of Government

Governance Success in Auckland

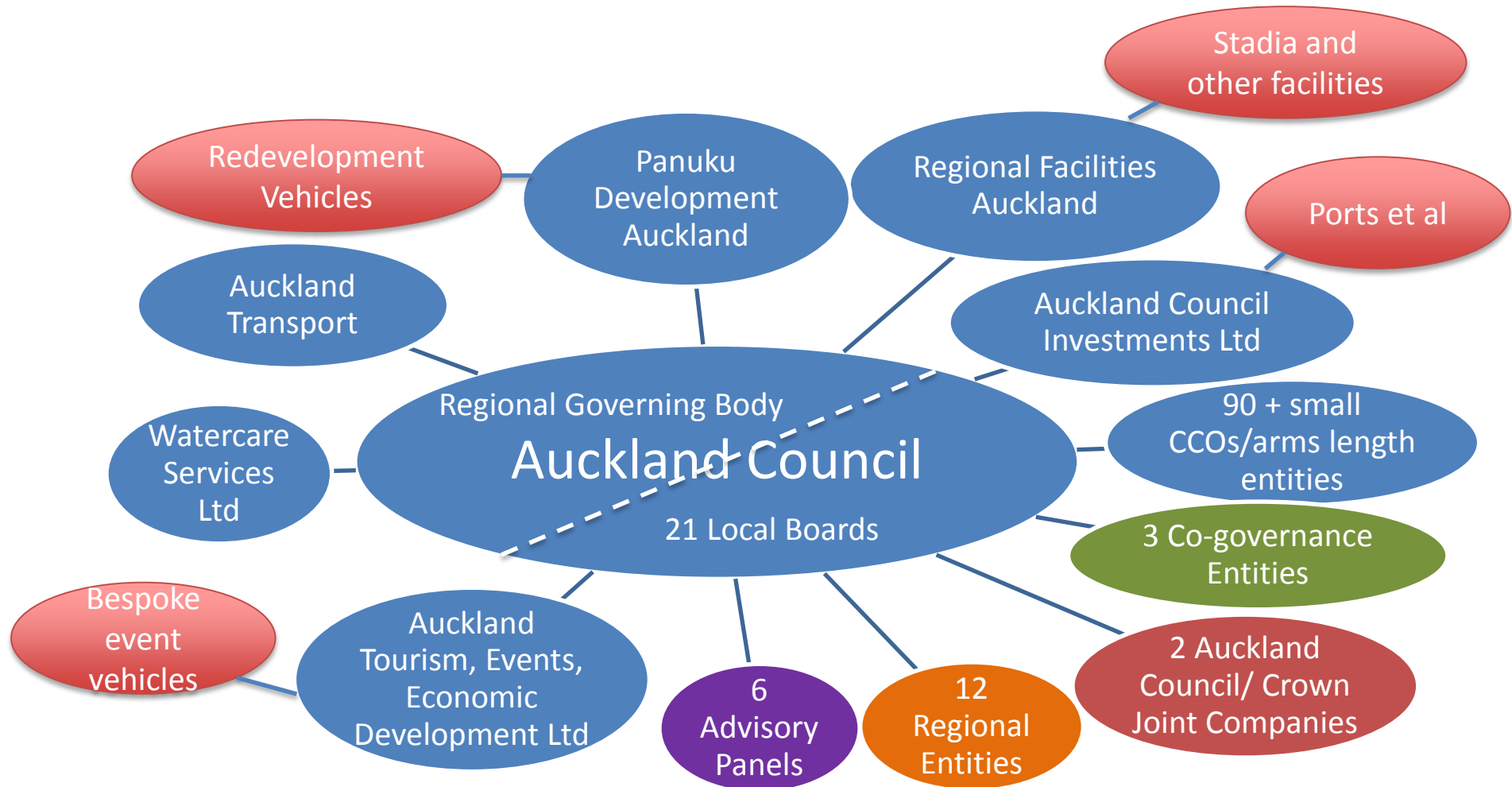
4 August 2017
Auckland



Scope / Definition

- Democratic
- Corporate
- Strategic Focus
- Operational Focus
- Regional Versus Local
- Current and Future Generations

High Level Governance Map



Context for Judging Success

- Auckland Now and Future
- Reform Objectives
- What are people judging?
 - Breadth of Activity
 - Different but simultaneous relationships
 - Institution versus Organisation
- Success criteria:
 - Perceptions
 - Quantitative Measures

Successes

- Transition
- Capital Programme Delivery
- Regional Strategy and Policy
- Key Regional Priorities
- Savings / Freeboard for reinvestment
- Evolving Central and Local Government relationships

Successes

- Digitisation and transformation (of processes, systems etc)
- Transactional customer experience
- Quality Advice
- Co-Governance
- Financial Health (Credit Rating)

Issues and Gaps - Regional

- Perceptions of Value
- Growth and Infrastructure
- Housing
- Transport
- Other Infrastructure
- Water Quality
- Social Equity / Economic Disparity

Issues and Gaps – Council Related

- Trust and Confidence
- Participation, Engagement, Informing
- Diversity – of approach; of advice; of staff and governors
- Integration and Alignment
- Balancing Local and Regional Imperatives

Levers

| A plan (for performance improvement) | ✓ |
|---|-----------------------------------|
| Subsidiarity | Under refinement |
| Transparency | Working on |
| Feedback Loops | Working on |
| Quality Advice and Robust Decision making | Complementary strategies in place |
| Risk, Assurance and Fraud Measures | Reviewed and Adjusted |
| Citizen engagement, empowerment | Initiatives underway |
| Voter Participation | Initiatives underway |

Levers

| A plan (for performance improvement) | ✓ |
|---|------------------|
| Maturing knowledge and practice of Political Machinery | Needs work |
| Understanding healthy contention and debate versus internal sabotage | Needs work |
| Iwi relationships | Progressing well |
| Mataawaka relationships | Needs work |
| Public awareness of financial constraints and trade-offs (and service levels) | Needs work |



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Upcoming Applied Learning Seminars

'Lean' in public services: panacea or paradox?
Speaker: Professor Zoe Radnor

Wellington

23 August

Diversity, multiculturalism and interculturalism
Speaker: Dr Glenda Ballantyne

Auckland

TBC

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News & Media



ANZSOG alum Darren Foster to become WA's top public servant

Published Date: 27 July 2017

WA's public service will be headed by a ANZSOG alum after the state Governor officially confirmed the appointment of Darren Foster last week. Mr Fo...

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How New Zealand got government agencies working together to deliver real results

Published Date: 26 July 2017

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Education & Events

Workshop



Lean Thinking in Government

Event Date : 17 August 2017
Location : Canberra