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
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Governance Director
Auckland Council

Moderator
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In Search of Successful Governance: Lessons from around the world

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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
Failure is easy to track, success is hard to grasp

Avoiding failure

Avoid ministerial complaints
Avoid citizen complaints
Meet standards

Achieving success

Avoid failure AND
Engage all stakeholders
Contribute to multiple goals
Meet demands of context
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

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

<table>
<thead>
<tr>
<th>Much attention for own context</th>
<th>Not-Invented-Here-Syndrome</th>
<th>Careful yet ambitious adaptation</th>
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</thead>
<tbody>
<tr>
<td>Little attention for own context</td>
<td>Copy-Paste Syndrome</td>
<td>Success-Systematization-Syndrome</td>
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<tr>
<td></td>
<td>Modest transformation</td>
<td>Ambitious transformation</td>
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</table>

Hartley & Benington (2006)
Trappenburg (2012)
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
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

Auckland Council

- Regional Governing Body
  - Auckland Council
  - 21 Local Boards
  - Panuku Development Auckland
  - Regional Facilities Auckland
  - Auckland Council Investments Ltd
  - Ports et al
  - 90 + small CCOs/arms length entities
  - 3 Co-governance Entities
  - 2 Auckland Council/ Crown Joint Companies

- Advisory Panels
- Regional Entities
- Redevelopment Vehicles
- Auckland Transport
- Watercare Services Ltd
- Bespoke event vehicles
- Auckland Tourism, Events, Economic Development Ltd

Watercare Services Ltd

Auckland Transport

Panuku Development Auckland

Regional Facilities Auckland

Auckland Council Investments Ltd

Ports et al

90 + small CCOs/arms length entities

3 Co-governance Entities

2 Auckland Council/ Crown Joint Companies

Regional Governing Body

Bespoke event vehicles
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

<table>
<thead>
<tr>
<th>A plan (for performance improvement)</th>
<th>✓</th>
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<tbody>
<tr>
<td>Subsidiarity</td>
<td>Under refinement</td>
</tr>
<tr>
<td>Transparency</td>
<td>Working on</td>
</tr>
<tr>
<td>Feedback Loops</td>
<td>Working on</td>
</tr>
<tr>
<td>Quality Advice and Robust Decision making</td>
<td>Complementary strategies in place</td>
</tr>
<tr>
<td>Risk, Assurance and Fraud Measures</td>
<td>Reviewed and Adjusted</td>
</tr>
<tr>
<td>Citizen engagement, empowerment</td>
<td>Initiatives underway</td>
</tr>
<tr>
<td>Voter Participation</td>
<td>Initiatives underway</td>
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<tr>
<td>Maturing knowledge and practice of Political Machinery</td>
<td>Needs work</td>
</tr>
<tr>
<td>Understanding healthy contention and debate versus internal sabotage</td>
<td>Needs work</td>
</tr>
<tr>
<td>Iwi relationships</td>
<td>Progressing well</td>
</tr>
<tr>
<td>Mataawaka relationships</td>
<td>Needs work</td>
</tr>
<tr>
<td>Public awareness of financial constraints and trade-offs (and service levels)</td>
<td>Needs work</td>
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# Upcoming Applied Learning Seminars

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<tr>
<td>‘Lean’ in public services: panacea or paradox? Speaker: Professor Zoe Radnor</td>
<td>Wellington</td>
<td>23 August</td>
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<tr>
<td>Diversity, multiculturalism and interculturalism Speaker: Dr Glenda Ballantyne</td>
<td>Auckland</td>
<td>TBC</td>
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