

Date: Thursday 24 November 2011

Time: 8.30am—5.00pm

Royal Yacht Club of Tasmania

Good government is where the best of politics and management combine. This one day program for officers and elected members from local government will focus on the skills, codes and values that strengthen trust between elected members and



PO Box 535
Glenorchy TAS 7010

0409 284 063
pamela.crawford@lgmtas.org.au

Local Government Managers Australia (Tasmania)

NEGOTIATING POLITICAL AND MANAGERIAL ROLES AND RESPONSIBILITIES IN TASMANIAN LOCAL GOVERNMENT

A one day workshop with

Professor John Martin, FLGMA

Director, Centre for Sustainable Regional Communities, La Trobe University,
Bendigo Victoria



At the end of this workshop participants will be able to:

- Contrast the nature of elected member-senior manager working relationships in their council with such relationships in other councils and the industry at large;
- Determine what needs to happen in their negotiating style for them to get to the type of relationship that enables them to be effective leaders and managers;
- Develop a wider understanding of the aspirations of their elected councillors such that they can engage with them in a constructive dialogue about how to achieve these outcomes; and
- Recognise the leadership choices they have to influence the achievement of these outcomes.

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Rationale

Local Government is a political management system where the overlapping roles and responsibilities of elected members and appointed officers are often in conflict. This is especially so when our system of local government is facing or experiencing major change, such as when a new council is elected, or a new General Manager appointed, or when amalgamation questions are being asked. How each party negotiates their respective roles, and works together to be an effective team, is an ongoing challenge reflecting genuine local leadership and providing the opportunity for local democracy. Senior managers have a key leadership opportunity in this regard, as do elected members. We have found that General Managers attending this program with their Mayor report great benefits from taking time out to negotiate their respective roles and responsibilities.

Using a range of techniques, including video interviews of CEO/GMs and Mayors from across Australia, John demonstrates how successful General Managers negotiate with their Mayor respective roles and responsibilities. And yes, notwithstanding what the legislation prescribes, this relationship is different in different councils, and is very much a function of the individuals who are the General Manager and the Mayor. The important question we address is: How can they both be as effective as possible in ensuring the provision of relevant, value for money services to their community?

Workshop objectives

At the end of the day participants will be able to:

- Contrast the nature of elected member-senior manager working relationships in their council with such relationships in other councils and the industry at large;
- Determine what needs to happen in their negotiating style for them to get to the type of relationship that enables them to be effective leaders and managers;
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- Recognise the leadership choices they have to influence the achievement of these outcomes.

Workshop format

This is a workshop where John engages with participants in a conversation about what the current elected member, senior manager working relationships are like now, what the drivers of these relationships are, how effective they are, and if they were to change them what would need to happen in the senior management team and between councillors for these relationships to improve.

The day is about enhancing leadership as a shared competency. Participants work in small groups, café style. The joint participation of senior management teams will be a distinct advantage - for team and individual development. After considering conceptual frameworks on political management relationships participants will analyse video interviews of General Managers/CEOs and mayors negotiating their respective roles. Drawing on this material and the knowledge of participants we will review and refine leadership styles and negotiating strategies participants can use to enhance effective working relations between managers and politicians to create and maintain efficient local services and effective local democracy.

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WORKSHOP PROGRAMME

8.30 - 9.00am REGISTRATION

Welcome; tea and coffee

9.00am Welcome and Introduction

Prof John Martin, FLGMA, Director Centre for Sustainable Regional Communities, La Trobe University, Bendigo Victoria

Key Concepts

This first session will outline the underlying concepts and ideas related to political management, including:

- 'Leadership at the Apex' – the overlapping roles of officers and elected members
- Overlapping spaces – political, managerial, professional
- Reading 'political environments'
- The choices we make in 'carrying' out our role
- The political-management 'conversation': Chatham House rules and 'responsible gossip'
- The world of the elected members: reading their political environment.
- Political nous: owl, fox, donkey, sheep
- The 'facilitative leader'.

10.00 - 10.20am MORNING TEA

10.20am Political Management Case Studies

In this session John will review the way managers and elected councillors 'negotiate the overlap' through video clips of managers and elected politicians discussing their working relationship.

12.00 - 1.00pm LUNCH

1.00pm Political Management Case Studies

(Critical incidents and table group discussion)

This session will focus on 'critical incidents' encountered in political management. It will provide the opportunity to place in context the different choices managers have in responding to these situations. What would you, as the responsible manager, do in this situation? What is it about the nature of these contexts? Drawing on the experience of workshop participants, John will help identify critical incidents typically encountered in local government management. From this analysis and discussion they will distil the range of responses available to managers.

3.00 - 3.20pm AFTERNOON TEA

3.20pm Developing political management strategies

This session involves a guided exercise – in which participants practice ‘reading’ and mapping the political landscape in their council.

The costs and benefits

In this session John will discuss the cost benefit analysis of undertaking a political management analysis of your council. They will then work with representative case study councils from the workshop to identify criteria by which this assessment is carried out.

Political management across the organization

The final step will be to identify an organisation-wide approach to political management which involves officers and councillors and officers and external partners.

4.50pm Concluding remarks

(and accessing available resources)

5.00pm Close

PRESENTER

DR JOHN MARTIN B.App Sci, Grad Dip Admin, MA, PhD (ANU), Fellow LGMA, is Professor and Director of La Trobe University’s Centre for Sustainable Regional Communities, based in Bendigo Central Victoria.

John was a Lecturer and Senior Lecturer in the Australian Centre for Local Government Studies in Canberra from 1978-86, Executive Director of the National Local Government Training Council 87-90 and Research Scholar in the Urban Research Program at the ANU in the early 90s. He has since worked for the Queensland University of Technology, RMIT University as an Innovation Professor directing their Centre for Regional and Rural Development in Hamilton Victoria before joining La Trobe in 2005.

John has completed a range of research, consulting, education and training programs for local governments through Australia and New Zealand. He has also done similar work for the World Bank, ADB, UNDP, the ILO and AusAID in numerous countries in the Asia Pacific region and South Africa.

VENUE

The workshop will be held in the Bruni Room at the Royal Yacht Club of Tasmania, Marieville Esplanade, Sandy Bay.

Complimentary parking is available on-site for participants.

PROGRAM FEE

\$450.00* LGMA members

\$650.00* LGMA non-members

* Not subject to GST

Fee includes:

- Workshop materials
- Arrival tea, coffee and/or hot chocolate
- Morning tea, gourmet bakery buffet lunch with Tasmania cheese and seasonal fruit and afternoon tea

