



Kevin Sheedy

KEVIN SHEEDY. LEADERSHIP IN MODERN TIMES

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Way back in 1963, Ben Schwartzwalder who coached US college football, defined a successful coach – perhaps from bitter experience – as *one who is still coaching.*

On this count alone, Kevin Sheedy, who is into his 21st season with the Essendon Football Club, is very successful. Not only is he a survivor in a game in which his peers are regularly given their marching orders, but he has made his impact felt both on the football field – where he has coached Essendon to four premierships – and on the other side of the boundary line.

Success in a competitive environment where the outcome of every decision made by the leader is

...He is not afraid to challenge orthodoxy or take a risk..

measured weekly – not only by a corporate board but also by tens of thousands of customers – is difficult to achieve, much less sustain.

There are many parallels between what is expected of Kevin Sheedy and what is expected of leaders in the public and private sectors. They must all work within tightly controlled resource bases, be able to motivate personnel to new and higher levels of achievement, be able to solve problems within changing and sometimes

quirky political environments and, when radical change is needed, come up with ground-breaking ideas.

Kevin Sheedy is an innovative leader. He is not afraid to challenge orthodoxy or take a risk.

A man whose notion of leadership extends beyond his role as a coach, who likes to push for change in the interests of the game, he is credited with:

- introducing traineeships for footballers (impressed by schemes in English soccer);
- nurturing and taking a particular interest in Aboriginal footballers (60 are now playing the game at AFL level compared with five in the late 1980s);
- agitating for more players on the interchange bench (in response to the game's growing speed and mounting injury toll);
- recognising the importance of women's involvement

and contribution to the game (co-writing a book on the subject); and

- looking for every opportunity to promote Australian football nationwide and overseas.

Kevin Sheedy is better known than anyone else in the football world for suggesting changes to the game both on and off the field.

Change is inevitable, he argues, and it's better to anticipate change and influence it than always be reacting to it. "Put an idea on the table," he suggests, "and push it around. If you really believe it's the right idea, have the courage to develop it."

...the next best person might come from a quite different field.

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KEVIN SHEEDY: LEADERSHIP IN

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THINKING OUTSIDE THE SQUARE

When 400 IPAA members sat down to lunch at the first Gold Leadership Forum for the year, many wondered why a fast and furious game of American gridiron was being shown on the big screen.

The answer came not far into Kevin Sheedy's presentation. Walter Paton (who featured prominently in the video) is a strong and speedy gridiron player – a running receiver – who is able to move the ball very quickly. He would be a great asset to any AFL team. So, too, would many good athletes, not to mention US basketballers, who look to Kevin Sheedy as though they have the right attributes to make good ruckmen.

Just as Australian football might reap the benefits of having players and staff from other sporting codes, so the next best person to appoint to an organisation might come from a quite different field. To reinvigorate your team or to get the right person for a particular job, don't always look to the familiar, the comfortable and the obvious, was the coach's message.

...talented diversity is what you're after.

In 1999, Essendon appointed a recognised running coach as its new head of physical education. He didn't know anything about AFL football but he knew a lot about running and movement. With fresh eyes, he made a close study of the game and analysed the kinds of movements that footballers most frequently make. Out of this emerged a new fitness program for the team and a season in which injuries fell dramatically.

Through this appointment, which might be described as 'out of left field', the club was able to manage one of the most unpredictable and often critical aspects of the game – injuries. There are two lessons here for the modern organisation: try to anticipate and manage the unpredictable; and when it comes to recruiting, it can often pay to think outside the square.

At the same time, Kevin Sheedy is a great believer in drawing on home-grown talent and sustaining connections with the local community. Build up the team around a strong nucleus of local players, he advises, but don't let this stop you from looking further afield.

It's all about getting a balance of people who are good at different things rather than looking for talented clones. Different people with different skills are vital. In the football team and the workplace, talented diversity is what you're after.

BUILDING THE TEAM

Recognising the potential in people is the same kind of challenge for a football club as it is for a business or an organisation. It's not just a matter of spotting the raw talent, but also of identifying the players who are going to 'go all the way' and not be a one-game or one-season wonder. You have to recruit for the long term.

James Hird, now the captain of the team, was not selected until pick number 79 in the 1990 draft. Clubs recognised his potential, but considered him injury-prone. Hird is still susceptible to injury but, despite this, has now won football's most prestigious award, the Brownlow Medal, has won the club's best-and-fairest award three times, and was recently named in the press as the game's most valuable player.

Kevin Sheedy thinks Hird is the sort of person who will continue to contribute to the game and would not be surprised if he was eventually to become an AFL Commissioner. Fostering these kinds of aspirations in his players he sees as an important part of his leadership role. He is not just there to supervise training and make the moves on match day. The broader development of the players is also his concern.

While not every player will get the opportunity to be captain or coach of the club, it is around a core of individuals of this

...share the leadership around...

calibre and potential for leadership that a successful team can be built.

So, share the leadership around, advises Kevin Sheedy. It's not just the designated captains and vice-captains who can show leadership. "Let the players take a lead, ask their opinions, seek to increase their responsibility."

His advice echoes the words of Alison Crook, Deputy Vice Chancellor at Monash University, who, in an IPAA seminar last year, suggested that:

...for leaders to see and release the potential within the organisation ...will mean engaging people, involving them in the planning of how the organisation might get from where it is to where it wants to be.

Kevin Sheedy looks no further than defender Dustin Fletcher to make two points about team leadership in modern times. First, don't automatically discard people who appear not to fit the mould. With persistence and encouragement, it's often possible to create an asset out of what, on first judgement, might be regarded as a drawback.

"He's too skinny" (to be a good player) was the general early consensus when Dustin Fletcher was a schoolboy footballer. Selected in the



Guest Speaker Kevin Sheedy with IPAA Vice President Peter Seamer. Peter is the CEO of the Federation Square Management Company.

...demand
accountability and
foster loyalty...

2000 All-Australian team and Essendon's best player in its premiership season, Dustin Fletcher is now the linchpin of Essendon's backline. He can also play well in attack when the coach moves him there, which brings us to Kevin Sheedy's second point.

The modern football team, like the modern organisation, requires people who are adaptable and flexible; people who can be moved from one position on the ground (or in the organisation) to another and perform effectively. Obviously, you can't turn a rover into a ruckman, but there are plenty of opportunities to foster and encourage diverse attributes in people without jeopardising overall performance.

Finally, don't be afraid to take a risk and give people a second chance. Three players in the

premiership team had been let go by other clubs. A fresh start – in a new area, on a new project, with a new organisation – is all some people need.

LEADING THE TEAM

Anyone who saw the Essendon team play in 2000 would have been struck by the determination of the players, the understanding between them and the efficient and effective way they played together. Essendon's one-point loss to Carlton in the 1999 preliminary final presented a great motivational spur.

But of itself, it guaranteed nothing. It had to be shaped and targeted. And that's the job of a leader.

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Loss, failure, under-achievement are facts of life, reflects Kevin Sheedy. "But that's how you come back." Helping the team to come back in 2000 involved the coach walking a fine line between getting his players to acknowledge the part they'd played in the loss and rebuilding the players' belief in themselves and in each other.

With his coaching staff, he built up their understanding of each other's roles in the team. The forwards, for instance, not only had to work on their own game, they had to learn why the backline players did what they did. It's not enough in a football team (or an organisation) for members to know only the part they play and not understand what others contribute or how it all fits together.

And though, as part of his coaching job, he had to criticise players and on occasions remove them from the field for failing to follow instructions, this did not undermine his message to them – that he and they were on the same side. "In the coach's box," he told them, "I will be looking through the window cheering you on."

The leader who can demand accountability and foster loyalty (to the organisation and between people) has a head start when it comes to getting the best out of the team. How does a leader create this ethos?

...encourage diverse
attributes in people...

By having fun, valuing humour, taking an interest in individuals, being principled, communicating openly, encouraging the unconfident and the unlikely, giving people a say – these all play a part in effectively leading a team. These are all part of Kevin Sheedy's repertoire.

In a seminar for IPAA last year, Colin Pidd, director of the BTL group and a researcher into the culture of workplaces, said this about leadership:

Leadership is an individual activity, not a group one... leadership is about how you build bridges for individuals in your organisation. It is also about caring for the people in your organisation and being seen to care. While a manager helps them to do their job better, a leader takes them somewhere that they haven't been before.

Over his 21 years in football, Kevin Sheedy has taken both his club and the game somewhere that they haven't been before.

REGIONAL VICTORIA REVISITED

In November 2000,

IPAA concluded its successful seminar program for the year with a one-day symposium focused on regional Victoria.

Chaired by Peter Harmsworth, President of IPAA Victoria, *Accepting the Challenge to Build a Sustainable Future*,

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brought together a comprehensive range of viewpoints from state and local government, regional organisations, statutory authorities, academic research and the private sector.

THE ECONOMY

In the first session some of the economic parameters of the challenge were outlined. Gary Banks, Chairman of the Productivity Commission, painted a quite diverse economic picture – it's not all doom and gloom – across regional Australia and Victoria.

Drawing on his public discussion paper on science, engineering and technology – 'The Chance to Change' – Dr Robin Batterham, Chief Scientist of the Commonwealth of Australia, stressed that innovation is the driver of every modern economy. It's the key to competitiveness, employment and social wellbeing. One way of bringing regional Victoria into the innovation network is to strategically locate research so that it is linked to locally based industry and supporting technologies.

Another aspect of the challenge is the need to see ourselves in an Asian context. Asia is

already the main destination for exports from Victoria. Professor Lyndsay Neilson, Secretary of the Department of Infrastructure explained how, in the next couple of decades, an unprecedented rate of Asian urbanisation will shift urban 'market power' from Europe and America to Asia, creating competition but also massive opportunities for Australia – provided we can create and meet the conditions needed to seize these new opportunities.

In the first of two panel sessions, Dr Peter Brain, Executive Director of the National Institute of Economic and Industry Research, outlined the strategic elements involved in a successful approach to regional restructuring. He was joined by Kerry Murphy, Executive Director, State and Regional Development and Ian Kennedy, Director, Regional Industries Sectors, State and Regional Development. They set out the approach that the government is taking to attract investment and employment to regional Victoria.

A second panel session, chaired by Dr Bruce Kefford, Executive Director, Agriculture Victoria, Department of Resources and Natural Environment, focused on the agrifood business, the largest single source of jobs and income in rural and regional Victoria.

Julia Selby, Executive General Manager, Australia and South

...it's not all doom and gloom...

Pacific Operations, Australian Trade Commission, outlined some of the innovative strategies for responding to changing trends in world markets that Austrade is recommending to local producers.

Mike Dalling, the Research and Development Director at Nufarm Limited, looked at the potential of biotechnology to create unique and proprietary products in the agrifood industry; while Chloe Munro, Secretary, Department of Natural Resources and Environment, spelt out the need for innovation in the agrifood sector to deliver not only economic prosperity but also environmental integrity and social wellbeing.

SOCIAL CAPITAL

In the afternoon, the focus of the symposium switched from invigorating the economy to building social capital in regional Victoria.

The new imperatives of the 'knowledge society' apply as much in the bush as they do in the city. While the provision of education and training is largely a state and federal issue, Peter Allen, Secretary, Department of Education, Employment and Training, stressed that local planning and employment networks have a critical role in ensuring that the best local use is made of these vital resources.

Tom Keating, Regional Director, Hume Region, Department of Human Services, argued that we need to better understand the nature

of rural communities and the ways in which they are different – one blueprint for delivering services to all is not appropriate. Local planning is important; so too is integration of the work of different agencies and departments in regional areas. He cited a number of new approaches to delivering health services which have the potential to better serve local needs and involve local people.

Local planning is important...

Emergency management is one of the key areas in which the Department of Justice works in partnership with local regional groups. Secretary, Peter Harmsworth, outlined the principles of building a long-term approach to community safety which is centred on the community (rather than the agency or emergency service); which involves a collaborative effort on the part of government, agencies, industry and the community; and which takes a multi-disciplinary approach to risk management while it builds community capacity.

In the final session of the day, Geoffrey Whitbread, CEO, City of Greater Geelong and Penny Holloway, CEO, Latrobe Shire Council, provided two timely case studies of local government campaigns – 'SmartMove' and 'Latrobe.A new energy' – designed to stimulate and sustain regional development.

A number of the papers from this symposium are available from IPAA. For information, email: info@vic.ipaa.org.au

Four gain the edge

Last July, Helene Regan, Department of Human Services, Rebecca Davison, Department of Infrastructure, Matthew Gould, Department of State and Regional Development and Michael Elg, Department of Natural Resources and Environment found themselves in the same group in the *Gain the Edge* program. With two other participants, they remained a close-knit group for the duration of the program and still meet socially and professionally.

Gain the Edge was created specifically for public sector middle managers and is unique because the content concentrates on the policy and political environment in which public servants work. An obvious strength is the exposure participants get to senior public servants from all departments who present or facilitate sessions. This adds immeasurably to their 'whole of government' perspective and is balanced by private and community sector input and interesting site visits.

Kathy Skelton, Going Public editor, spoke to the group about their impressions of the course and what they gained from participation.

'I looked forward to going to every session,' says Matthew Gould. 'I didn't want to miss anything. This was partly because of the group I was in, but it was also because the course itself was different to any other I had attended. It was varied, challenging and encouraged active participation. There was a mix of formal

presentations with excellent speakers, a set of structured activities which required us to work together, and a social component that encouraged a sense of comradeship and networking in the whole group.'

What led to the development of the obvious bond between them?

The group agreed they worked well together in the team activities. They enjoyed being part of a reading group away from the course, where they discussed not only the reading but issues in their work.

Rebecca Davison nominates the structured group activities as the element of the program in which she learned the most about leadership and management techniques.

'Because you're part of a cross-departmental or a cross-sectoral group, you're out of your comfort zone. You have to work with others on a task, reach decisions, suggest approaches, and negotiate. You're very focused on achieving a particular goal, but you're also conscious of the group dynamics, including your own reactions and behaviour in a way that you mightn't normally be in the workplace.'

Michael Elg and Helene Regan appreciated the speakers who included case studies as part of their presentations. 'Case studies provide a context for the ideas that speakers are putting across. You get a sense of how they might apply in practice. In addition, case studies are usually open-ended, so you get a chance to ask, what



From left to right: Matthew Gould is Manager, StreetLIFE, Small Business Victoria, Department of State and Regional Development; Rebecca Davison is Manager, Strategic Information, Department of Infrastructure; Helene Regan is Senior Project Officer, Acute Health Division, Department of Human Services; Michael Elg is Manager, Corporate Records and Procedures, Department of Natural Resources and Environment.

would I do here? or what should happen here?'

How did the four come to enrol in Gain the Edge? Generally, senior officers, participants from previous programs or IPAA members, recommended the course.

Life after Gain the Edge. To keep the spirit, networks and knowledge links going, a *Gain the Edge* Alumni has been established for graduates. Recently, the Alumni was treated to a spectacular tour of

the Docklands site as guests of Stuart Allen, General Manager, Government Relations at the Docklands Authority. The water tour and cocktails on a restored Sydney Ferry was followed by a terrific presentation about the project. New insights into major infrastructure projects achieved, the Alumni will continue to meet throughout the year.

For new participants, the first course for 2001 starts on May 9. (See page 7)

SOCIAL POLICY LIFTOUT

This edition of *Going Public* includes a liftout reporting on new forms of urban planning in which culture and creativity have a central role.

Charles Landry explored these trends in a seminar for IPAA: Linking Innovation and Social Policy – Strategies for Developing Communities.

Liftouts are a regular feature of *Going Public*.

NEW NATIONAL PRESIDENT

Congratulations to Sue Vardon, CEO of Centrelink, who was recently elected the new national President of the Institute of Public Administration Australia. Appointed to the Centrelink position in 1997, Sue Vardon was named the inaugural Telstra Business Woman of the Year in 1995, and has held a number of chief executive positions in the South Australian public service.

SCHOOL OF GOVERNMENT PLANNED

- 6 The Victorian government is to work with the University of Melbourne and other universities in the establishment of a new school of government. IPAA Victoria Fellow, Peter Allen, former Secretary of the Department of Education, Employment and Training, now based at the University of Melbourne, will lead the work on this timely and important project.

NEW CEO

Congratulations to IPAA Victoria Council Member, David Spokes on his appointment as CEO of the City of Port Phillip. David was previously General Manager, Services, Port Phillip.

NEW EDUCATION APPOINTMENT

Congratulations to Susan Pascoe, Co-ordinating Chair with the Catholic Education Office and IPAA Victoria member. Susan has been appointed as Chief Executive of the Victorian Curriculum and Assessment Authority. This new authority which replaces the Board of Studies will have responsibility for the curriculum taught in Victorian schools and for identifying expected standards of achievement for students. It will also have responsibility for the VCE.

JOURNAL ONLINE

IPAA members will continue to receive the *Australian Journal of Public Administration* but can now access it electronically by visiting the following website.

<www.ingenta.com/journals/browse/bpl/ajpa>

you need to enter the user name and password below:

Username: 2001edbp14, Password: entry26

FUNDS FOR RESEARCH: CALL FOR APPLICATIONS

The IPAA/University of Canberra Public Administration Research Trust Fund is jointly sponsored by the National Council of the Institute of Public Administration Australia and the University of Canberra. Each year the fund makes a number of small grants to assist researchers in meeting various kinds of study expenses.

A brochure providing further details is available from:

The Secretary, Centre for Research in Public Sector Management University of Canberra. Tel: (02) 6201 2714, Fax: (02) 6201 5237. Applications for year 2001 grants close on Friday 17 August.



MEMBER PROFILE

Edward Fraser

Edward Fraser, one of IPAA's youngest members, has packed a lot into his short working life to date. After completing a Bachelor of Applied Science in health promotion, he spent three years in project management in a diverse range of hospitals in London, Glasgow, New Zealand and Australia. He then worked for two years in the Department of Human Services as executive officer for a series of health-based projects in regional Victoria. He also managed to complete an MBA.

Edward is now Manager of the South Coast Health Services Consortium, a voluntary alliance of local health agencies in that area of south-west Gippsland bounded by Mirboo North, Yarram, Kooweerup and the south Gippsland coast. This consortium, Edward Fraser explains, wants to improve levels of community health by working more effectively together and by working better as individual agencies and it's his job to help them to do this.

He is emphatic that his role is not to add another layer of bureaucracy to the provision of health services in the area. His role is to help the agencies obtain more accurate and better information, to assist them to identify the issues and problems that are pertinent to their locality and services, and to help them work more effectively and creatively.

"You definitely need concrete data to get a real picture of what's happening and what's needed in an area, but how you respond to

that data might need to be quite innovative," he explains. "That's where the ideas and experience of others is important."

This is one of the reasons he values his IPAA membership. "I get ideas from IPAA seminars. I don't mean they come neatly packaged ready for use, but they point my thinking in particular directions. For instance, Charles Landry [see insert in this issue] wasn't talking directly about health services, but what he had to say about being innovative, involving people, making use of their talents, looking for solutions outside the obvious places – all that is relevant to my work."

Away from his job, Edward Fraser has found time to lead an Australia-wide organisation, whose members have a particular interest in quality service delivery to customers and clients, and which makes annual awards for excellence in this area.

While he would welcome the opportunity to work in other fields, health is an area that still holds his interest and commitment. He also likes working in the public sector, despite the pessimism he says he has encountered there occasionally. Edward Fraser considers the public sector presents more challenges than the private sector.

"There are lots of opportunities for improvement in the public sector. You can either be dispirited about the fact that you're always trying to do things better, or you can accept this as the normal state of things and approach it with optimism."



MEMBER PROFILE

Paul Doherty

For some time now, Paul Doherty's office in Treasury Place has seen a steady stream of interstate and overseas visitors and, on occasions, the media. The Victorian education system is the largest user of information technology in Australia and is increasingly recognised worldwide as a leader in the field of learning technology in schools. Not surprisingly, the visitors want to know how this enviable state of affairs has come about.

For his significant role in this achievement, IPAA member Paul Doherty, who is General Manager, Information Technology in the Department of Education, Employment and Training, was awarded the prestigious Public Service Medal for the year 2000.

Paul Doherty has had a large part of the responsibility for getting Victoria's government schools online and ensuring that, once they're there, what and how they learn is of a high quality. Victoria now has the best computer-to-student ratio in Australia and one of the best in the world: one computer for every four students. And every student has an Internet account and an email account.

The system also boasts extensive computer networks linking schools and training institutes, access to the internet, email, video conferencing and television services, notebook computers for all school teachers (80 per cent now have them), and a commitment to making sure that all schools and training institutes have equitable access to the

technology. (On this last point, a scheme by which surplus computers from industry come to education has so far provided 16,000 free computers to schools.)

There are two underlying reasons, Paul Doherty believes, for what has been achieved so far.

First, DEET's information and communication technology strategy has been a comprehensive one. A lot has been done on all fronts: getting the infrastructure right (including the computer hardware and the networks); supporting teachers with computer access and professional development; and paying attention to curriculum and learning issues (both the online content and the way computers are used in the classroom).

Second, the momentum from the centre driving the technology policy has been more than equalled by a push from schools and communities. "We've had terrific government backing," says Paul Doherty, "but we've also had a tremendous response and good support from schools." Parents have had an influence, he considers. They're inclined to choose schools with good learning technology programs and many school councils have made technology a priority of their fund raising.

School principals have made an important contribution to the strategy's success. Confronted by the new technology, initially uncertain as to its place in the

school curriculum, having to make decisions in a context of competing priorities, they have shown real leadership, in Paul Doherty's opinion.

In February, another milestone in DEET's learning technology program was reached with the launch of its Education Channel. This is a website <www.education.vic.gov.au> providing links to 200,000 high quality education resources with specific interfaces for schools, TAFE institutes, life long education, higher education and the community in general.

These resources have not been specially developed for the new website, but have been 'collected' from over 200 content affiliates (libraries, museums etc) so that students can look for information without having to wade through a lot of the 'rubbish' and trivia normally encountered when browsing the Net. Teachers also have access to many thousands of high quality curriculum resources.

Information and communication technologies are in a state of constant evolution, providing immense challenges for an area like education. Education and training systems have to capitalise on the best aspects of the new and changing technology in a way that serves, rather than dictates, the goals of learning. While it hasn't happened overnight, Victoria's education and training sector is now very well positioned to make the most of the new technology.

Gain *the* Edge

Leadership in the
Public Sector

Jointly presented by IPAA
Victoria and The Nous Group

Gain the Edge, now in its third year, is an innovative development program for public sector employees who are State government VPS 4 and 5 officers, Commonwealth senior officers or local government managers wanting to develop their leadership potential.

The program incorporates four full days and two half days of presentations, panel debates and discussions, experiential activities, case studies, reading groups and industry visits, with leading executives from the private and public sectors having a major role.

The six modules of the program are:

- 1: The Future of the Public Sector
- 2: Major Policy Issues
- 3: Leading Innovation and Creativity
- 4: Managing Risk and Monitoring Performance
- 5: Developing and Sustaining Partnerships
- 6: Policy Development and Implementation

Tim Orton, Managing Director of The Nous Group, and Bill Griffiths, an experienced senior executive in the VPS now working as a private consultant, are the course facilitators.

The program is offered in three streams. Program A commences on May 10; Program B on May 17; and Program C on May 22. The program launch for all participants is the *Gain the Edge* dinner on Thursday May 3.

Additional information and brochures can be obtained from Andrea Smith; tel: (03) 9620 9588 or email: andreas@vic.ipaa.org.au.

SEMINARS

WELCOME TO NEW MEMBERS

The President and Council welcome members who have joined the Institute in recent months.

Social Policy Under the Microscope – Bringing Government & Communities Together April 24

Bringing Government, Business & Community Together

The Hon. Mark Latham MP, Member for Werriwa (NSW)

Patricia Faulkner, Secretary, Department of Human Services

Professor Doris Young, Head, Department of General Practice,
University of Melbourne

David Thompson, CEO, Jobs Australia

Dr Rod Maddock, Chief Economist and Assistant Director,
Business Council of Australia

Ulrike Schuermann, Executive Director, The Foundation for
Young Australians

Professor Peter Botsman, Executive Director, Brisbane Institute
8.15 am – 2.00 pm Luncheon

State Budget Briefing and Analysis May 16

Ian Little, Secretary, Department of Treasury and Finance

Dr Vince Fitzgerald, Executive Director, The Allen Consulting Group
7.00 am – 9.00 am Breakfast

Business Forum May 23

*Analysis of the Federal Budget: Implications for Government,
Business and the Community*

Robert Gottlieb, National Business Commentator,
The Australian 12 noon – 2.00 pm Luncheon

Gold Leadership Forums

Michael Barber, Head, Standards and Effectiveness Unit,
Department for Education and Employment, UK **July**

The Hon. John Brumby MP, Treasurer and Minister for State and
Regional Development **July**

His Excellency, the Hon. John Landy, Governor of Victoria **tba**

Ms Lyndsay Cattermole, CEO, Aspect Computing **August**

Information:

Andrea Smith (03) 9620 9588; email: andreas@vic.ipaa.org.au

Steven Aird

Victoria Police

Geoff Anson

Department of Infrastructure

Dr Tania Bezzobs

Department of State &
Regional Development

Mark Britton

Department of Infrastructure

Gerard Colla

Australian Continuous
Improvement Group

Colin Davey

Department of Human Services

Ken Davis

Turnball Porter Novelli

Norm Dean

Department of Education,
Employment & Training

Peter Dorling

Surf Coast Shire

Dr David Downes

Department of Education,
Employment & Training

Vicki Evans

Department of State &
Regional Development

Andrew Ferrington

Department of State &
Regional Development

Allan Gatiss

Port Phillip City Council

Aaron Hart

Gillian Hoytsted

Box Hill Institute of TAFE

Dr Tom Keating

Department of Human Services

Darren Lane

Kew Residential Services

Denise Maguire

Knox City Council

Alistair Phillips

Moreland City Council

Glenda Stanislaw

Glen Eira City Council

Sarah Stuckey

Department of Treasury
& Finance

Mary Voice

Bureau of Meteorology

Chris Wardlaw

Department of Education,
Employment & Training

Mick Whelan

Victoria Police

Michael White

Department of Education,
Employment & Training

Managing Contracts, Partnerships and Relationships in the Public Sector

NEW, HIGH QUALITY COURSE

IPAA Victoria is pleased to join with Blake Dawson Waldron Lawyers to present this new and timely course designed to enhance participants' knowledge and skills in the management of contracts, partnerships and relationships in the public sector. A group of high-level and expert presenters will deliver the program.

Five half-day modules will be offered twice and will include practical teaching and modelling exercises, case studies, panel discussions and expert evidence.

MODULES

1. Overview of current issues in contract management 9 (& 22) May
2. Management of IT contracts 5 (& 19) June
3. Contract management of infrastructure projects 10 (& 24) July
4. Industrial relations issues 7 (& 21) August
5. Relationship management issues 18 September (& 2 October)

INFORMATION

Andrea Smith on (03) 9620 9588 or email: andreas@vic.ipaa.org.au

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CREATIVE CITIES CULTURE, PEOPLE AND A SENSE OF PLACE

This century, for the first time, more than half the world will live in cities.

In Europe, the number of city-dwellers has already passed 75 per cent, while in the developing world it will shortly reach the half-way mark.

Charles Landry, an international authority on the viability and vitality of cities and a consultant to a diverse range of 'city projects', is convinced that traditional approaches to urban planning, where architects, engineers and urban designers have generally held sway, will need to open up to give culture and creativity a much greater role in the process.

He shared some of his challenging ideas and wide-ranging experience with IPAA members at the lunchtime seminar, 'Linking Innovation and Social Policy – Strategies for Developing Communities'.



INSTITUTE OF
— PUBLIC —
ADMINISTRATION
AUSTRALIA

In 1997, a survey of people in the UK revealed that more than 80 per cent would, if they had the choice, live in a village rather than the city – a preference that only 4 per cent of them actually fulfil.

This expressed desire for village life and presumably for its perceived values – a sense of place and belonging, continuity, safety and predictability – reflects two persistent and growing elements of the urban experience which, together, pose significant challenges for city planners.

WHAT PEOPLE WANT

First, what people want from living in cities is always complex and often contradictory. Not only can different groups of people have antagonistic priorities, but individuals often want experiences that seem to be almost polar opposites:

- speed alongside slowness;
- spectacle and/or celebration alongside spaces for reflection;
- events or structures that are awe-inspiring (overwhelming) alongside intimate connection to people and places; and
- increased mobility and ease of communication alongside a place in which to be anchored.

Second, people's sense of satisfaction as urban dwellers is not derived solely from the quality and level of services that 'hard' infrastructure provides, such as housing, roads and transport. Their



*Guest Speaker, Charles Landry,
Cultural Planning Consultant,
Comedia, UK*

emotions are strongly involved in how they perceive their local landscape.

Good quality places, which are distinctive and with which people identify, can help satisfy their need to feel anchored and connected to others and provide social, cultural and economic opportunities. This applies to both city centres and urban neighbourhoods.

Increasingly, creating and sustaining these kinds of places, argues Charles Landry, will require ideas thrown up by 'soft' infrastructure – human networks, working together and creativity – as much as they will require traditional physical responses. We have to ask, 'What is the human capital of this city or community and how can it be tapped into?' as often as we ask, 'What do we need to do about the roads?'

CREATIVE CITIES

CULTURE, PEOPLE AND A SENSE OF PLACE

Planning is becoming much more than a question of technical or professional expertise. It requires an overall vision, a real openness to imaginative approaches to fulfilling this vision, and the development of processes by which a wide range of people can make a significant contribution.

...openness to imaginative approaches...

RETHINKING CITIES

Why are we rethinking cities? What are these new times that are causing a major shift in perspective? First, a number of concepts central to our way of life are changing fundamentally.

The concept of wealth creation is now less concerned with the manipulation of material goods and even services. It is now how we turn data into information, manipulate it and add value to it. The factors of competition are moving from immobile, physical and visible resources like coal and gold towards the new 'gold' of brain power and imagination.

The concept of governance, largely centred on the behaviour of hierarchies, is changing as government and civil institutions move to flatter structures, devolved responsibilities, partnership structures and networks.

The education-work-retirement life cycle, which has prescribed the way most of us have lived, is giving way to lifelong learning and 'portfolio' lifestyles.

How we view time is being transformed. Instantaneous communication across time zones is leading to changed working patterns and 24-hour trading, shopping and leisure activities.

Related to this, the notion of place as something sedentary, fixed and seemingly immobile is being challenged by the growing numbers of people who move between multiple locations – real and virtual.

In turn, these trends are contributing to new ideas about old habits:

- how we communicate;
- how we think (linear versus holistic);
- how we sustain development (environmental and social as well as economic); and
- how we evaluate policy (financial bottom lines are not the only measures of success).

In these new times, cities will continue to be built of bricks and mortar and people will still need different services, but the old underlying patterns of urban life will overlap with and give way to the new needs of the knowledge-based economic system, which emphasise fluidity, portability of skills and adaptability.

In this context, a sense of place—home, street, city, region—becomes particularly important to people. A sense of place is shaped not just by the physical feel and look of an area but by how problems which have an impact on the public realm are handled. Issues like job creation, recycling and crime, for instance, require a continual flow of innovative solutions rather than responses defined by narrow specialist perspectives, according to Charles Landry.

RETHINKING PLANNING

The professional skills of the engineer and the urban planner have to be joined by the insights of the artist, the community activist, the social worker and those with local knowledge. "If given half a chance, local people could contribute much more than they do."

How we view time is being transformed.

The combined 'team' that plans cities (both administrative insiders and the strategic private sector or community groups outside) should represent a diversity of roles – facilitators, visionaries, leaders, public servants, investors, advocates and technical specialists – with a wide range of intellectual resources to match.

"When you discuss this more open and creative approach to planning over a drink," observes Charles Landry, "people can see the possibilities. When they put on a suit and tie, they pull back. Most of our organisational structures are still too hierarchical."

It's important to understand that creativity on its own does not provide the solution to urban problems, but it gives decision makers an ideas bank out of which innovations can emerge. The idea is to find interpretative 'keys' that help us understand urban dynamics better and then be able to act on them.

To open up the planning process, requires a change in mindset, one that can accommodate this new notion of civic creativity. It means:

- the public interest being linked in new ways to the private;
- public authorities taking more risks – being prepared to devolve power and budgets to groups who might provide a creative edge in meeting challenges;

...local people could contribute much more...

- rethinking the relationship between ‘hard’ and ‘soft’ infrastructure and seeking social innovations as well as physical ones;
- imaginatively combining the old (traditions/heritage) and the new;
- having a strong and shared vision that encapsulates diverse perspectives; and
- promoting projects that add value and values simultaneously – the emerging economy needs an ethical base.

Culture will be a driving force in realising civic creativity. This doesn’t mean the ‘planning of culture’. Rather, it means, in any type of public policy area, identifying the cultural resources – the diverse values, traditions and talents of the city or neighbourhood – around which projects, plans and implementation strategies can be based.

Leadership is widespread...

SUCCESSFUL CITIES

It’s easier to point to successful city projects and pockets of success than to cities that ‘have it all’, says Charles Landry. However, it’s still possible to suggest the broad qualities of successful cities.

They have an ethos or feeling of open-mindedness, risk taking and tolerance. Leadership is widespread, ‘pushing down’ as far into the community as possible. There are intense networks of connections between people and groups. The strategic tools for planning are not narrowly defined. And there is awareness and recognition of the multiple layers of diversity that are part of the city’s identity. Above all, there’s a commitment to going beyond standard measures of ‘best practice’ to invent measures that reflect the uniqueness of a place or program.

...we can do a much better job of tackling many of the problems...

Charles Landry’s optimism does not mean that he underestimates the size or nature of the urban planning challenge. Subject to forces and demands over which they have no control – from corporations, government, developers and consumer desire – planners try to match local wishes with political, social and budgeting priorities.

Some issues seem particularly intractable. For example, in these highly mobile, highly individual times, everyone wants a car and everyone wants less pollution, less noise and fewer traffic and parking problems. In some neighbourhoods, because the stresses of urban living are disproportionately borne by the worst off, cycles of deprivation can turn such areas into ghettos of unrelenting poverty and unfulfilled expectations.

However, in the ‘dispersed experience of global best practice’, Charles Landry has seen enough truly innovative and creative projects to convince him that we can do a much better job of tackling many of the problems of living in cities.

“Taking an eagle’s eye view of cities around the world, it is astonishing how many ordinary people, when given the chance, show leadership qualities to make the extraordinary possible.”

CHARLES LANDRY is the founder and senior partner of Comedia, Europe’s leading cultural planning consultancy. Since its establishment, Comedia has undertaken several hundred projects concerned with revitalising public, social and economic life through cultural activity in 35 countries.

One of Charles Landry’s current projects is the development of a 10-year vision for the City of Birmingham (UK) based on harnessing its social capital. He also works on special assignments for the World Bank in Washington, and runs the annual Creative City Summer School in Amsterdam.

He is the author of many books and publications. His latest book, *The Creative City: A toolkit for urban innovators*, was published by Earthscan, London in May 2000 to wide acclaim. (For further information, email: Jill.chandler@virgin.net)

The material in this insert is drawn from Charles Landry’s presentation to the IPAA seminar, ‘Linking Innovation and Social Policy – Strategies for Developing Communities’ and from his editorial in *Streetwise*, Issue 42.

Copies of ‘The Creative City’ a pre-conference paper for The Creative City Conference held in Huddersfield last year are available from IPAA. Email: info@vic.ipaa.org.au

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CREATIVE CITIES

CULTURE, PEOPLE AND A SENSE OF PLACE

CREATIVE CITIES: PROJECTS, BIG AND SMALL

Huddersfield: technopole

The Huddersfield Creative Town Initiative is an urban pilot project, set up by Kirklees Metropolitan Council and supported by the European Commission to try out new ideas in urban policy.

The project is trying to develop an economic sectoral approach to creative industries and, more fundamentally, make the whole town a creative milieu. By encouraging a cluster of innovative training, research, business development and enterprise around Huddersfield's media centre, the project is quite literally transforming the town's 19th century textile mill infrastructure into a 21st century technopole.

This includes over 50 managed workspaces, hothouse units to nurture new-start creative ventures, a 'business generator' to house 20 graduates from the local university, creative lofts (21 combined living and working units for young entrepreneurs who want a flat and an office but can't afford both) and a cutting edge multimedia research centre.

Leeds: neighbourhood pride

The Creative Neighbourhoods project in the Methleys, an inner-city area of Leeds, was originally conceived as a response to the complete lack of playground areas for children, though its prime aim was to build an inclusive neighbourhood community.

Through the strategies that have been used to involve people, including a range of meetings and a community survey, the project has led to the production of short films by residents and the setting up of a website focused on local identity. Moreover, the initiative has created a sense of pride and trust among the residents, young and old.

Hay-on-Wye: book-led revival

Richard Booth, a man of independent means who was determined not to live in London, established the first second-hand book shops in Hay-on-Wye, a Welsh border town in the 1960s. At the time, agriculture, which the town depended on, was beginning to decline. There are now 42 book shops in the town, covering a diverse range of specialisms, and sustained by the bibliophiles and tourists who visit. Hospitality and tourism – including cultural events, festivals and antique shops – have also flourished.

Western Europe: car clubs

In Western Europe, shared car ownership has a track record of over 10 years. More than 100,000 people now have easy access

to cars without the need for private ownership. Car club members are able to book cars for as short a period as an hour and drive them away from car 'stations' conveniently located in their neighbourhood or work area. Drivers pay a monthly fee and are billed for hours hired and miles driven, with petrol costs included.

For car clubs like this to work, there need to be good alternatives in place: reliable public transport, networks of cycle paths and footpaths, as well as local shops and businesses. Partnerships between public transport operators and car clubs, such as those in Switzerland, also help.

From *Streetwise*, The Journal of Places for People, Issue 42.

CREATIVE CITIES: USEFUL WEBSITES

- <http://www.comedia.org.uk> *Comedia*
- <http://www.neweconomics.org> *The New Economics Foundation, urban creativity and innovation*
- <http://cities21.com> *EGPIS: European Good Practice Information Service*
- <http://www.eaue.de> *European Academy of the Urban Environment*
- <http://www.inforegio.org/urban/upp/> *European Commission Urban Pilot Projects*
- http://ourworld.compuserve.com/homepages/European_Sustainable_Cities *European Sustainable Cities*
- <http://www.inforegio.cec.eu.int/urban/forum/> *European Urban Forum*
- <http://www.mmu.ac.uk/h-ss/sis/foci/> *Forum on Creative Industries*
- <http://www.bestpractices.org> *Habitat – best practices database for human settlements*
- <http://www.creativetown.com> *Huddersfield Creative Town Initiative*
- <http://www.iclei.org/iclei/> *International Council for Local Environmental Initiatives*
- <http://iisd1.iisd.ca> *International Institute for Sustainable Development*
- <http://www.globalideasbank.org> *Institute for Social Inventions*
- <http://www.inta-aivn.org> *International Urban Development Association*
- <http://www.megacities.nl> *Megacities*
- <http://www.sustainable.org/casestudies/> *SCN: The Sustainable Communities Network*
- <http://www.unesco.org/most/bphome.htm#1> *UN Management of Social Transformations*

This list of websites was provided by Charles Landry.