

Building Capacity for Change

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Key issues in capacity building

- Taking control of the change agenda
- Local government as voice of the community, not just service delivery
- Leadership matters
- Capacity – organic metaphor
- Think ‘system’ not ‘organisation’
- Purpose- and future-pull



Taking control of the change agenda

- British local government in a centralised state – long road to ‘earned autonomy’
- From command and control to innovation
- Social capital – networks and relationships which connect people in local society – crucial to well-being
- Subsidiarity works – delegate upwards
- Seek and win the mandate for the future



Voice of the community

- Professor John Stewart
- Local government as a political process – dialogue, collective life, citizenship, building social capital, creating public value
- Service commissioner / deliverer?
- Partnership with the market and civil society
- Place-shaping



Leadership matters

- Transformational and transactional
- Leadership a relational concept – why should anyone follow me?
- Political and managerial leadership linkage
- Power grows if you empower
- Key task of leadership to build a sense of common identity



Capacity for change

- Preferred metaphors – driving through and overcoming obstacles / growing and developing – both have their place
- Articulate a compelling future vision
- Develop skills for engaging staff and public
- Navigate choppy waters
- Celebrate success and share the credit



Think local system

- Silo thinking / centralisation – output-focus
- Does not lead to outcomes for citizens
- Local government serves citizens with multiple needs
- Partnership working essential
- Scale works in favour of joined up government in NI



Focus on purpose and future

- Compelling future for N Ireland
- Social capital assets
- Challenge – use the assets to create the future
- Effective governance, expressing the aspirations of citizens for a better future
- Commit energy, build skills, change systems and processes – to achieve this prize

