

Local Government Victoria

Integrated Strategic Planning & Reporting

Codesigning with Councils

## **Theme Two - Organisational capacity and culture change**

### **Participant Report**

*30 September 2020*

# Principles

To help understand what support needs councils have, participants considered the question:

***What are the principles for building org capacity/uplift to implement integrated strategic planning & reporting?***

In small groups, they identified their top 3 principles using a heading for each principle with a 1 line description about what this would look like in practice. The results were shared and then grouped into final principle themes.

	TITLE	GROUPED IDEAS
	<b>ACCOUNTABLE, STRATEGIC LEADERSHIP</b>	<p>Leadership - alignment and role clarity - Councillor and organisational buy in - promoting culture and behaviour change</p> <p>Shared leadership and ownership of strategic planning</p> <p>Leadership - help to foster organisational capability to enable working across silos and working together to add value for the community</p>
	<b>COLLABORATION AND INCLUSION</b>	<p>Commitment to diversity and inclusion to support trust in robustness of the process, transparency and accountability</p> <p>Collaboration</p>
	<b>COMMITMENT AND BUY IN</b>	<p>Commitment to capacity of building at all levels. Not a one-time exercise, ongoing. Sustainable</p> <p>Commitment and Buy in</p> <p>Commitment to continuous improvement. Drawing from the collective wisdom to evince better best practice and contributing to the evidence base.</p>
	<b>FLEXIBILITY AND CONTEXTUALISATION (CONTEXT DECIDES)</b>	<p>Recognising the diversity of the audience that will access materials and guidance, while reinforcing the common goal of integrated strategic planning</p> <p>Flexibility - unique tools and resources to meet the needs and characteristics of specific councils - assistance in identifying council's strengths and challenges in relation to the rest of the industry</p> <p>Relevance - adaptation to future needs - remaining current - ensuring continuous improvement and flexibility - staff buy in</p>
	<b>MODULAR AND SCALABLE BUILDING BLOCKS</b>	<p>Scalability - ensuring it works in and across all councils (fitness for purpose) - metro, regional and rural</p> <p>Support material and guidance and scalable for the capacity and capability of different councils</p> <p>Consistent and clear understanding of framework., 13. Flexible delivery and design.</p>
	<b>STANDARDISATION</b>	<p>Standardisation of materials and templates, etc... Materials established as a manageable baseline to build on.</p>
	<b>ENGAGEMENT</b>	<p>All views are important and 'silo' barriers need to be dissolved to ensure broad input and inter dependencies are uncovered.</p>
	<b>ACCESSIBILITY</b>	<p>Provision of access to resources coupled with proactive matching of practitioners with resources, mentors etc</p>

# Idea 1

<b>Idea</b> A 5 to 7-word heading	<b>Communications and Engagement Plan (for ISPRF) for each audience</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Statutory requirements and strategic principles of the Act are new. Each audience needs to understand the objectives/outcomes, strategic inputs and required outputs. This could benefit from a change management approach. Currently leaders need to be made aware/upskilled by officers. They need to lead this process to build investment in it. Practitioners need access to a broad range of ideas from within and outside the sector to adapt to a dynamic environment.
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All councils, less resourced councils will benefit
<b>Suggested actions to progress this idea</b>	Share good practice. Councils with experience in integrated strategic planning could provide peer learning opportunities on methodologies, what is worked, etc. given a learning structure by a professional facilitators body. On-line formats would support rural and regional council to participate in capacity building pops. Bring in external independent expertise (i.e. not local gov) to provide fresh perspectives and strategies - i.e. google to talk about coms and customer engagement, CPA to talk about financial planning. Map your audiences
<b>Who would like to lead this?</b>	Sector networks, SIG, LGPro with professional facilitators, i.e. get the Australian Facilitators Network involved LGV is the “ringmaster” helping groups to get set up and running to respond to emerging situations
<b>Who would like to be involved?</b>	Corporate Planners, Community Engagement/Comms practitioners, AFN/VFN or other professional associs/universities Carol Tu

## Idea 2

<b>Idea</b> A 5 to 7-word heading	<b>Integrated communities of practice</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	People know what resources / supports are available, breaks down internal (and external) silos and broadens awareness of key pieces of work across fields / integrates professional areas / expertise, access to key quality resources (e.g. Asset Plan template)
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All councils, consultants (?)
<b>Suggested actions to progress this idea</b>	Map existing / known CoPs, networking groups, etc. Centralised portal for people to access information, knowledge, etc. More flexible approach to CoPs Cross-functional steering group with clear remit / action to deliver (e.g. sector-based review panel)
<b>Who would like to lead this?</b>	Needs to be sector driven, set up by LGV or other peak body (IPWEA re Asset Plan)
<b>Who would like to be involved?</b>	Carol (David Hallett/Steve Verity, IPWEA), VLG, Xanthe

## Idea 3

<p><b>Idea</b> A 5 to 7-word heading</p>	<p><b>Change management framework to create a holistic planning framework across councils</b></p>
<p><b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)</p>	<p>Capability building needs to occur across the entire framework from development of a community vision and how they relate to council plan, budget, asset plan, workforce plan, financial plan and Revenue and Rating plan. Having a standard level of capability across the sector will create consistency with outputs (measuring outputs) and can then easily create transitional staff between councils as shared resources and opportunities All the plans will need to be integrated and required to talk to each other, executive teams will need to work as one rather than in silos Build strategic capacity and understanding of the elected members to work in a strategic context, set the strategic direction, authorizing environment and culture changes to support and create discipline about integrated strategic planning Councils are grappling with how we create this change across the organisation when the structures of councils are set up in silos, needs a change of approach to ensure a more integrated process. Councils currently operate an individual business; how do we bring a focus of one operation.</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All councils</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>Ensure that ISPRF is embedded in the Councillor Induction Program Increase knowledge, awareness and skill in strategic planning and implementation within the organisation - include in an induction of new staff Incorporate as an action as a major initiative within each council plan which is translated into a set of actions that support the importance and integration of the framework, embeds continuous improvement across the four years. Change of culture around how the peak bodies support the sector to work more holistically rather than function or activity based. Elected members have portfolio responsibilities aligned to the Council Plan.</p>
<p><b>Who would like to lead this?</b></p>	<p>LGPro / CEOs/IPWEA</p>
<p><b>Who would like to be involved?</b></p>	<p>David Hallett/Steve Verity (IPWEA) Leanne Wiebenga (City of Monash), Governance and Exec Team Surf Coast Shire, VLGA /, Chris Munro (C</p>

## Idea 4

<p><b>Idea</b> A 5 to 7-word heading</p>	<p><b>Change management approach for leaders to support and drive an integrated strategic planning framework</b></p>
<p><b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)</p>	<p>Leadership and culture change at all levels with a level of consistency across councils which would include (Executive, Elected Members, Community Members and Council Staff)</p> <p>Change Management Process - focused and structured - onboarding</p> <p>Council elections - process, agenda, systems. Change management to be put in place, focus, structure</p> <p>Council group understanding, EMT support, top down support, and approach</p> <p>New - but we have dealt with new before,</p> <p>What, how, - all the work you do must link back to the priorities - bottom up approach</p> <p>What is different this time - each team does its own part, opportunity this time.</p> <p>Integration - XOrg champions</p> <p>Decision making process - consistent, ideas become reality. Front of mind - priorities and plans - Vision</p> <p>Guide - how we approach ISP - need to understand CP, CV - simple terms, need to understand, ownership, direction, values</p> <p>CV and CP - drives thinking.</p> <p>Practice - integration, frameworks, and practice - HOW! Best Practice approach - learning from others and building up case studies</p> <p>Performance Agreements - embed into practice, networks (Products that support the overall decisions)</p> <p>Guide - understanding and accountabilities, maturity, knowledge, willingness - carrot not the stick</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All Councils</p> <p>What is the opportunity for the Minister to create a call to action - could be followed by leadership advice from LGPro / VLGA / MAV</p>
<p><b>Suggested actions to progress this idea</b></p>	<ol style="list-style-type: none"> <li>1. Councillor induction process, Council group and CEO/Executive Group</li> <li>2. Leadership capability about delivering greater public value and the tools and processes are aligned to the communities needs and aspirations</li> <li>3. Leadership training and guide for all stakeholders developed to support the development and implementation which are flexible and adaptable to rapidly changing community expectations</li> <li>4. Training about the why - integrated - Leaders to better understand how to assess changing expectations of the community and adapt plans, processes and services and be responsive with reporting and accountability mechanisms to the community</li> <li>5. Identification of those councils who have managed the change particularly well to capture their learnings and pitfalls. (Case studies / discussion groups)</li> <li>6. Change management programs for local government specifically to strategic thinking and integrated planning, collaboration across the council</li> <li>7. Change discussion with the oversight bodies such as VAGO, Ombudsman</li> <li>8. Leadership and skills building of the elected representatives to act and think strategically and to align decision making to the established strategy that has been deliberatively engaged and prepared with the community.</li> <li>9. Alignment of peak bodies in the leadership space needs to be refined</li> <li>10. Leadership change awareness with the consultants or people supporting the</li> </ol>

	<p>sector to better understand a principles-based approach to strategic planning principles</p> <p>11. Build capability, capacity, maturity within the sector that is an empowered approach rather than a rules approach.</p>
<p><b>Who would like to lead this?</b></p>	<p>Council - internally Case studies / Best</p>
<p><b>Who would like to be involved?</b></p>	<p>Identified experienced, innovative councils who have advanced thinking in this space, VLGA</p>

## Idea 5

<b>Idea</b> A 5 to 7-word heading	<b>Establishing Best Practice through Special Interest Groups</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	The Act is explicit in terms of what must be done; the timelines are clear, and the framework illustrates how the pieces are expected to fit together but support is required to enable Councils to efficiently comply. Best-practice guidelines would streamline the process and ensure consistency.
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All Councils. Sector stakeholders are also important, (LGV, LGPro, peak bodies, associations etc.)
<b>Suggested actions to progress this idea</b>	<p>Establish Special Interest Groups to work on the development of discipline-specific supports (guidelines, templates, tools, training packages etc.) for each Framework deliverable (Asset Plan, LTFP, Workforce Plan etc.).</p> <p>These groups could be complemented by a quality control group that includes representatives from LGV, Councils, which provides quality control and commonality.</p> <p>Develop some Rules of Engagement - make sure that the relevant groups are connecting, liaising, and collaborating, to ensure that the linkages are understood and do not get lost.</p>
<b>Who would like to lead this?</b>	Relevant peak body representative groups: e.g. MAV, IPWEA, Council Officers, AHRI
<b>Who would like to be involved?</b>	David Hallett/Steve Verity (Asset Management Group) Martin Gill Peter Philp (Control Group)

## Idea 6

<b>Idea</b> A 5 to 7-word heading	<b>Principles-based and integrated reporting to support compliance regulators.</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Collaborative and integrated reporting, across whole of organisation, for principles-based reporting to key stakeholders, in particular VAGO and LGV. <ul style="list-style-type: none"> <li>● Principles-based reporting recognizes differences in capacity across organisations.</li> <li>● Integrated reporting addresses siloes within organisations.</li> <li>● Lack of collaboration between VAGO and LGV, creates double-handling, misses crucial conversations and other challenges currently. Clarification of roles and responsibilities needed between VAGO and LGV.</li> </ul> <p>It is not necessarily innovative but should be easy to achieve and would potentially lead to more innovative collaboration.          A key challenge will be to shift mindset of councils from asking to collaborating.</p>
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All councils
<b>Suggested actions to progress this idea</b>	<ul style="list-style-type: none"> <li>● Establish principles-based, integrated reporting.</li> <li>● Move LGV from provider to facilitator of stakeholder working groups</li> <li>● Cultural shift required in LGV - critical part of the change (different relationship)</li> <li>● LGV reviews advocacy role. LGV needs to work on what the future of LGV is. what does LGV look like under the new Act (LGV, now)</li> </ul>
<b>Who would like to lead this?</b>	LGV, but in a non-traditional role, i.e. as a facilitator working collaboratively with local government.
<b>Who would like to be involved?</b>	LGV, peak bodies, representatives (i.e. specialist staff) of councils, regulators

# Idea 7

<b>Idea</b> A 5 to 7-word heading	<b>Build a capability with the sector to work together to innovate modular solutions and turn principles into action</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	<p>Local government cannot do it alone - we need sector support around positioning of the new Councils in meeting the strategic planning, engagement, and governance principles in the new Act to shape and drive excellence.</p> <p>What does excellence look like? Considering best practice, module support, experts (outside the sector e.g. other states, expert groups)</p> <p>Councillors need to be supported to understand their authorizing environment as well as Council taking a role in defining their own authorizing environment.</p>
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	Council practitioners, LGV,
<b>Suggested actions to progress this idea</b>	<ol style="list-style-type: none"> <li>1. Support and education on the authorizing environment for Councillors to understand</li> <li>2. Bring groups together to rapidly develop new support and education modules - i.e. asset plan, deliberative engagement, planning in a pandemic</li> <li>3. Implementing other government plans in alignment with the Act - Plan Melbourne - 20min neighborhoods</li> <li>4. Cross sector support to share resources beyond what LGPRO provides (individual networking) - knowing who the experts are (e.g. Moonee Valley have implemented 20 min neighborhoods, other councils are just starting that conversation)</li> <li>5. Practical support in implementing modules, tailored to council type (but allow communication between)</li> <li>6. LGV to act as an advocate/role model for ongoing improvement / adaptability / resilience / modularity / innovation e.g. opening sector wide online apps</li> <li>7. Innovation - from within and outside the sector - i.e. get someone from google/another state/department to talk to us about engagement and provide resources for facilitation or tech support</li> </ol>
<b>Who would like to lead this?</b>	Community of practice
<b>Who would like to be involved?</b>	Experts within and outside the sector, VLGA, professional facilitators/evaluators

## Idea 8

<b>Idea</b> A 5 to 7-word heading	<b>Drive and embed the accountability of elected members</b>
<b>Rationale - why is this idea important?</b> Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	<p>Build the understanding and intent of the integrated strategic planning and reporting framework</p> <p>Build an understanding of the importance of the Framework as a mechanism for responding to the needs of the whole community</p> <p>Taking elected representatives on a journey</p> <p>Alignment and embedding linkages to support the achievement of the big picture</p> <p>Managing expectations (mindsets, capabilities) - change, ownership</p> <p>Important due to statutory requirements</p>
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All councils
<b>Suggested actions to progress this idea</b>	<p>Minister to set expectations via an announcement and supporting correspondence/documentation</p> <p>Inclusion in councilor induction (including application of LGA principles and objectives). Will require translation of LGA imperatives into organisational culture, policies, and systems.</p> <p>Toolkit</p> <p>Development of a narrative which articulates the why and what for the individual Council</p>
<b>Who would like to lead this?</b>	<p>Mayor (to embed LGA accountability on the ground)</p> <p>CEO (as part of induction and ongoing championing of the framework),</p> <p>LGV (as part of mandatory councilor training and in an ongoing facilitation role)</p> <p>To develop interventions to build the idea, LGV with network representatives (e.g. Communities of Practice)</p>
<b>Who would like to be involved?</b>	<p>Councillors as champions of the framework (moving from politics to policy)</p> <p>Champions across the council (governance, strategy, finance, asset management),</p> <p>VLGA</p>