

Local Government Victoria

Integrated Strategic Planning & Reporting

Codesigning with Councils

**Theme One - Overall Framework**

**Participant Report**

*29 September 2020*

# Idea 1 - Community Engagement

## Final Participant Recommendation for Idea 1

<b>Idea Title</b> What is the intent of this idea	Make community engagement contextual/local and relevant
<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)	To ensure approaches are fit for purpose - each council will have different levels of maturity. All moving toward better practice from different starting points.
<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>	What does deliberative engagement look like for different documents? Guidelines important Definition of deliberative contrasted with IAP2 definition. Case studies at metro, regional, rural level. Lessons learnt from engagement exercises. Training and development across the sector, particularly noting staff who do not specialise in community engagement. Exploring and sharing digital engagement platforms. Feedback loops to the community are important and need to be incorporated into process. Timetable for development of documents and where community engagement fits in that timetable. Mayor's role to be more clearly defined in relation to community engagement - is it determined by Mayor's level of comfort and Council's preferred approach or are there minimum requirements all Councils need to meet.
<b>Who should lead this?</b>	LGV in conjunction with the sector
<b>Who would like to be involved?</b>	Knox already involved?

## Idea 2 - Community Vision

### Final Participant Recommendation for Idea 2

<b>Idea Title</b> What is the intent of this idea	Re-affirm the Council/Community Vision as the start of the “Choose your own adventure” process to make it localised and reflective of each individual Council/community.
<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>Clarification that the vision can/should be aspirational, but needs to be a) achievable, b) relate to the community, and c) owned by both Community but also the Council.</p> <p>Development of a community vision, which is owned/accepted by both Council and the Community will hopefully create greater understanding of community needs and wants, and levels of trust between the two.</p> <p>Community engagement will vary across Councils, with some being more engaged than others, so this will impact on difficulty to gain consensus among Community and Council. Also the definition of what the vision's purpose is, may make it easier (or more difficult) to develop the vision.</p>
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	Applies to all Councils.
<b>Suggested actions to progress this idea</b>	<p>Re-affirm the Council/Community Vision as the start of the “Choose your own adventure” journey / process to make it localised and reflective of each individual Council/community.</p> <p>Exploration and deliberation of a small working group, to finalise the thinking and rationale of what a Community Vision is, the opportunity to make it relative to each Council, and how it will relate to the framework and prepare a small guide (1-2 pages) that clearly outlines this for both the community and Council staff. Clarification of review and engagement over the 10 year period (interim check in process, to ensure ownership from Community and Council remains).</p> <p>Build leadership capability and capacity in the elected Mayor (specifically, leadership, accountability, representation and elevated responsibilities).</p>
<b>Who should lead this?</b>	LGV lead - to coordinate and Council mayor to lead in practice
<b>Who would like to be involved?</b>	Small working group to include a CEO, a Councillor, a Community Rep and a Community Planning Rep, including cross representation of the different sized Councils.

# Idea 3 - Cyclical

## Final Participant Recommendation for Idea 3

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>Redesign the current matrix framework into a cyclical format (e.g. NSW Integrated Planning &amp; Reporting Framework).</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>There are a number of councils that have already drafted the framework in this view, which suggests that there is a level of comfort with the cyclical approach. Strategic imperatives must be identified prior to the budget planning process. Must illustrate the integration with different elements better which emphasises the activities occur as part of a recurring cycle that is wrapped around the community vision. Nested view, layers of an onion e.g. lifecycle. Provides clarity on what things happen when as part of a timeline.</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>Applies to all councils.</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>Dedicated session perhaps involving subgroup of current participants to review / develop earlier drafts of cyclical framework provided by Mach2. Vickie Bonnici has used Plandisc in the past, which enables cyclical planning in a layered way, which may assist Council's in operationalising the framework - this suggested action for Councils links to idea 6.</p>
<p><b>Who should lead this?</b></p>	<p>Mach2 assuming they've already done much of the drafting.</p>
<p><b>Who would like to be involved?</b></p>	<p>LGV, plus subgroup of participants from codesign process, with good spread of representation across different councils</p>

# Idea 4 - Tools, templates and guidance

## Final Participant Recommendation for Idea 4

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>User friendly instruction, templates and better practice guides available for end users</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>Moderate level difficulty</p> <p>Ensuring officers have clear pathway to ensure legislative compliance</p> <p>Ensure integration</p> <p>Align with community needs</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>Overall Better Practice Guides to capture all key elements of an Integrated Framework</p> <p><u>Cascade</u></p> <ul style="list-style-type: none"> <li>- Supporting toolkits/sample templates/case studies for the various elements that fit within /support higher level Integrated Framework</li> <li>- Sample reports for internal and external use</li> </ul>
<p><b>Who should lead this?</b></p>	<p>LGV - seeking input from co-design with LG and industry peak bodies.</p>
<p><b>Who would like to be involved?</b></p>	<p>Council staff from specialist areas and other areas with people interested in the topic. Include those that may have examples that they can provide. Simple things that can work as a baseline.</p>

# Idea 5 - Linkages

## Final Participant Recommendation for Idea 5

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>The key intent to integration will be cultural and bringing everything to the table by many parts of the organisation.</p> <p>To understand the various elements, their purpose, development and on-going review to ensure elements are linked and integration is apparent and aligned.</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>The ISPRF can act as a catalyst for cultural change and strategic alignment within the organisation. This is about relationships - shared understanding of what this will look like and how it will be achieved. Every council will be unique and will bring this to life as part of their own roadmap, from where they are now to where this will allow them to evolve.</p> <p>The pursuit of sustainable local government in Victoria requires informed community discussions and debates around agreed and affordable services. Having a scalable integrated framework applicable to all councils is therefore essential. Supported by strong governance and committed leadership will achieve strategic objectives that considers the resource capacity of the organisation. It is critical to understand lifecycle activities, costs and timing to deliver the services we desire, can afford and agree to deliver with our key stakeholders.</p>
<p><b>Who does this recommendation apply to?</b></p>	<p>All 79 councils across Victoria.</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>The diagrammatic approach will illustrate how parts of the framework links together, with a separate part that tells how they fit together. Relationship mapping showing the strength between the various items. Some relationships will be stronger than others.</p> <p>Executive and Director contracts require Integrated Strategic Planning Reporting Framework (ISPRF) performance targets are met. The regulator (LGV) Having the right measures and targets to ensure the ISPRF is achieving its intended/desired outcome. <i>(Not a shared thought by reviewing teams)</i> Integrated decision making and governance model that is guided by the Executive to ensure efficiency gains are achieved. Leadership and governance are critical for success. How everyone relates to each other</p>
<p><b>Who should lead this?</b></p>	<p>Two parts:</p> <ol style="list-style-type: none"> <li>1. LGV to provide due guidance and follow up to ensure councils are meeting requirements and assist those who may fall through the gaps.</li> <li>2. Councils Executive to set up and resource operating and implementation plan.</li> </ol>
<p><b>Who would like to be involved?</b></p>	<p>Collaborative approach between councils and the governing bodies as a guide, however then each Council needs to develop it further and tailor it to their own organisation and community.</p>

## Idea 6 - Operationalise processes

### Final Participant Recommendation for Idea 6

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>Virtual Team/ working group - bringing together key subject matter experts in a defined structure to operationalise the framework, defining the process to support the key elements with inputs, outputs and internal communications.</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>It would be less difficult to implement if you have the support and guidance by the executive. It's not innovative in itself because we know it happens. It's important to identify Councils where we know they have been successful in operationalising the framework and share with organisations.</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All Councils - scalable to each council</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>Identify the subject matter experts required to come together as a working group / virtual team to operationalise the framework using the guidance material provided. Establish steering group or governance arrangement to oversee implementation of framework and operationalisation. Look for and provide examples of virtual team structure. Post implementation review for the purpose of continuous improvement - 18 months time. Consider ease of implementation, organisational feedback, amount of community input. A guide is required to educate and promote to the executive the importance of the virtual team structure and its delivery. Principles based approach to implementation and application driven by local council that is monitored against key measures and targets developed by LGV.</p>
<p><b>Who should lead this?</b></p>	<p>Corporate Governance / Corporate Services</p>
<p><b>Who would like to be involved?</b></p>	<p>Council officers to contribute</p>

# Idea 7 - Service planning

## Final Participant Recommendation for Idea 7

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>Elevate service planning to the 10 year strategic level Enables operationalising of the Framework - transitions from strategy to function.</p> <p>Creating clarity and shared understanding around strategic service planning for the sector - the difference b/w strategic service planning (much higher level - function of whole Council) and operational service planning/review/delivery (silo view).</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>Not innovative, but Councils currently have a different maturity level in relation service planning. Also, different understanding and buy-in from senior management. So, some Councils will find it harder than others.</p> <p>Service planning should be driving asset planning, financial planning, workforce planning etc. What is Council's role in delivering the service? Elevating service planning enables this before you get into detail. The Framework assumes status quo. Access to services and the individual role that it plays is vital (in middle - connects Vision to plan). Environ scans and understanding of other Councils, sector, policy, community need. Rationale is that services drive assets - what are we here to deliver or partner, advocate for? Efficiencies, improvement, drive innovation/change - what do community expect? How? How much? Allows us to prioritise - data, measuring, levers, where best impact, exit strategy. Service strategic planning - not just how a service is delivered. Critical space for Councils to understand before investment in people, assets, processes, technology - necessary step.</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All Councils but different for different services and Councils - resources to enable will differ from Council to Council. Helicopter view informing up/down throughout the organisation.</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>Reference/incorporation within the Framework / Formally recognising as an input/driver for other plans in the Framework.</p> <p>Tools, capacity building to enable and provide guidance to Councils to understand the important linkages between service planning and the delivery of the mandatory outputs of the framework</p> <p>Possible role of LGV - understanding of service planning, better practice (over time), data to inform decisions etc.</p>
<p><b>Who should lead this?</b></p>	<p>LGV should lead and provide best practice material and education and awareness</p>
<p><b>Who would like to be involved?</b></p>	<p>Kristin Davies, Julie Tipene-O'Toole, Subject matter experts from Councils and sector interest groups Corporate Planners Network SIG group and other LGPRo Special Interest Groups</p>

## Idea 8 - Split framework into two parts

### Final Participant Recommendation for Idea 8

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>Develop a framework that can be expanded or collapsed depending on the user e.g. simpler through to more detailed.</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>Different users have different needs i.e. there are a range of stakeholders</p> <p>Demonstrates accountability and transparency - who/why/what/when/how etc</p> <p>Reporting should be streamlined (i.e. reduced burden and duplication)</p> <p>This relates closely to idea 3 - cyclical planning and reporting</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All councils no matter their size</p> <p>All stakeholders such as communities and regulators</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>LGV toolkit to assist implementation - this gives the opportunity for an increased chance of consistency across councils</p> <p>Toolkit should be scalable - that is, the bare minimum for a small council to a more mature toolkit for bigger and better resourced councils</p> <p>Take into account the strategic planning cycle i.e. the budget should not lead the strategic planning cycle</p>
<p><b>Who should lead this?</b></p>	<p>LGV with involvement of stakeholders e.g. FinPro, Corporate Planners network and other sector interest groups.</p>
<p><b>Who would like to be involved?</b></p>	<p>Julie Tipene-O'Toole Sharon Morrison</p>

# Idea 9 - Defining maturity

## Final Participant Recommendation for Idea 9

<b>Idea Title</b> What is the intent of this idea	The Framework and guidance are scaled to the needs, circumstance and maturity of the organisation
<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)	Every organisation is different and has a different set of variables to accommodate. The more complex the framework the more aware the organisation needs to be of the consequences.
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	All Councils and their executive teams and Councillors. LGV to provide examples of what is embedded in the Framework to demonstrate the integration.
<b>Suggested actions to progress this idea</b>	Establish a cross functional working group to provide input into the maturity model of the framework. Using the material collected over these workshops to develop a draft framework to be tested through the above group. Review and refresh existing material which could inform the new framework - Test with the Working Group, then circulate wider
<b>Who should lead this?</b>	LGV, codesign with Councils
<b>Who would like to be involved?</b>	Diverse range of people from the co-design process

# Idea 10 - Linking strategic documents

## Final Participant Recommendation for Idea 10

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>This area focuses on the outputs that arise from the 'integrated framework.</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>The ease of this part will be relatively easily once the understanding of the whole looks like.</p> <p>Currently a number of plans work well together - Council Plan, Budget, Strategic Resource Plan and Annual. Other plans are not so easy to connect. Showing how these plans connect is critical to making this framework work in practice.</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>Show the connections visually with a consistent connection between them. For example - colour code each type of plan and show diagrammatically how the plan you are in connects to the others. Show where you are in the integrated framework at any time, without lots of words.</p>
<p><b>Who should lead this?</b></p>	<p>Each individual organisation will lead here, however guidance from LGV and other groups can help, but this will be where each council can map their own journey, and personalise it to their organisation and their community. Each Council will have different community visions so that will inform this aspect of linkage too.</p>
<p><b>Who would like to be involved?</b></p>	<p>Collaborative approach between councils and the governing bodies as a guide, however then each Council needs to develop it further and tailor it to their own organisation and community.</p>

# Idea 11 - Legislative requirements

## Final Participant Recommendation for Idea 11

<b>Idea Title</b> What is the intent of this idea	LGV to provide clarification to sector about rationale behind new legislative requirements
<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>There is some confusion in the sector about the rationale for the new legislative requirements. More clarification would be helpful, similar to these comments provided in Mach2 / LGV's response:</p> <p><i>Comments from Mach2/LGV response document:</i></p> <p>There has been a progressive move to 'principles-based' legislation across all jurisdictions in Australia. Principles-based legislation moves away from reliance on detailed, prescriptive rules. Instead, it enables decisions to be made, powers exercised, or functions performed in line with certain broadly stated principles.</p> <p>The characteristics of principles-based legislation include:</p> <ul style="list-style-type: none"> <li>● A set of overarching principles, drafted at a high level and developed with stakeholder input</li> <li>● Increased responsibility on entities and management to implement the principles</li> <li>● Promotion of industry best practice through thought and innovation rather than prescriptive rules.</li> </ul>
<b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.	
<b>Suggested actions to progress this idea</b>	
<b>Who should lead this?</b>	LGV & Mach2
<b>Who would like to be involved?</b>	

# Idea 12 - Big questions

## Final Participant Recommendation for Idea 12

<p><b>Idea Title</b> What is the intent of this idea</p>	<p>To have a standardized approach (that could be standard questions) to streamline the drivers at a 10, 4 and 1 year level, to ask community and council.</p> <p>There are various filters and lens that could be applied (i.e. sustainability and social equity, tourism etc).</p> <p>Local government to be the catalyst for the community vision. What are the strategic imperatives and priorities over the different planning horizons? Broader community engagement Deliberative engagement Elected Councillors who represent their communities Financial sustainability and affordability, and sharing that position with all stakeholders</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>So that Councils are spending public money on the strategic priorities determined by the stakeholders i.e. the public</p> <p>Council directing resources to community priorities</p>
<p><b>Who does this recommendation apply to?</b> E.g. All councils, metro, regional cities, rural etc.</p>	<p>All councils, as we are all here to deliver for our communities; it is just the scale and complexity of services that is different</p>
<p><b>Suggested actions to progress this idea</b></p>	<p>Realign the planning and engagement cycle to feed into the budget process rather than after the fact i.e. the strategic planning process and priorities drive development of the budget</p>
<p><b>Who should lead this?</b></p>	<p>Co design between Community, LGV and sector; Council, with a champion such as the Mayor, supported by Officers Must identify best practice.</p>
<p><b>Who would like to be involved?</b></p>	<p>As above</p>