

Local Government Victoria
Integrated Strategic Planning & Reporting
Codesigning with Councils

**Theme Three - Data, indicators and
supporting technology**

Participant Report

1 October 2020

Idea 1 – Capability and capacity

Idea Title What is the intent	Lifting the capability and capacity of the sector to deliver the Framework effectively and openly
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	<p>Arrive at a degree of consistency, skills, knowledge and efficiencies that reflects the varying resources of the Councils. Supports the approach of shared service models, benchmarking and innovation.</p> <p>This area provides greater challenge for the smaller councils in how they resource and build capacity.</p> <p>This is a medium to long term development opportunity and is a good continuous sector improvement journey</p> <p>Grouping councils who utilise the same software to influence vendors to collectively make changes to improve reporting</p> <p>Forums where councils can share how they have made improvements or used systems to create better outcomes</p> <p>Working across professional and organisation boundaries to achieve integrated coordinated outcomes is really challenging and our organisational structures are not generally set up to facilitate this model of working.</p> <p>It requires a culture change from the elected members, executives and role mode the changes in behavior.</p>
Who does this apply to?	Covers all Councils with more targeted supports for smaller/rural Councils.
Suggested actions to progress this idea	<ul style="list-style-type: none"> ● Be clear on the purpose of data collection and who the intended audience is - captured in other actions more adequately ● Community of practice and shared flexible platform for collaboration, capacity building and meeting reporting requirements. Invest in the existing networks and communities of practice to develop model and purpose. ● Metro councils could partner with smaller councils to share experience and resources ● Research opportunities for shared support, shared learnings ● Investigate how we inspire councils to work collaboratively together and across boundaries ● How do we identify existing talent and share experiences and resources and collaborate - could be done via a social media channel like Yammer ● Look to develop online resources and clear documentation ● Investigate SaaS environments for all councils so they can more easily share information and data and the capability of structure set ups etc. ● Capture the learning from some of the more recent large investments in large councils (e.g. single view projects & integrated ERPs) and transfer the learnings to others and to smaller councils ● Transition of focus on input to outcome measurement. ● Education program for staff, councillors and community to better understand the evaluation of the data and the transition to an outcome approach of measurement
Who should lead this?	This needs to be an integrated sector led approach with support from LGV (Engineers / corporate planners/ service planners / finance dudes)
Who would like to be involved?	

Idea 2 – Shared platform

Idea Title	Shared platform that is integrated and simple
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	<p>If we put the community purpose at the start of this and think about their needs of how they receive and access information that provides them with true accountability, transparency and performance. It would be great to have consistency across the sector on data collection, how we report, format and message. It builds trust with the community, creates line of sight for staff and how they contribute to the achievement of councils.</p> <p>Provide information on what is a minimum level of reporting which is at a level of best practice, on reporting so it is not just annually, achievement focused</p> <p>This needs to retain a level of simplicity which is for all of the stakeholders. Needs to be meaningful for the community. Councils could choose to report further and more often if that meets the needs of an individual community</p> <p>Reduced level of duplication and increases efficiencies for all Councils</p>
Who does this recommendation apply to?	All councils / LGV / MAV/ technology specialist
Suggested actions to progress this idea	<ul style="list-style-type: none"> • Consider link to ideas 8 and 11 • Investigate opportunities for a shared platform or base product and system to record and report on achievement • Prepare a feasibility assessment and potential change management program for implementation across the sector on how this might be achieved. • Identify a funding program to support the initiative if feasible • Develop a data lake to assist the integration of numerous sources of data into one reporting platform • If we are going to review 'know your council' website, let's invest in working on how it works on all the information required for a community rather than what needs to be reported to the state government. (could be a short term solution) • Need to make sure that we stay true on reporting in a platform that has a clear purpose i.e.: for community, for council, for state • Any system that is considered and investigated needs to be scalable for each council to contribute so it is meaningful to their audience and for their needs • From a reporting perspective, it needs to be really clear on how all of the elements integrate and how accountability is translated into information that the community sees benefit and that the council can make active business decisions for performance and future improvements. • Keep it simple and focused to the defined purpose
Who should lead this?	<p>MAV Technology? / LGV</p> <ul style="list-style-type: none"> • Look to see what NZ and Canada, UK, Scotland are doing in leading this performance reporting space. Denmark have great reporting back to the community • Look to the private sector on how they are reporting to stakeholders • Look at other states around what they are doing and using across the state for the Integrated Reporting Frameworks
Who would like to be involved?	<ul style="list-style-type: none"> • State driven with Council participation to keep a pulse on impact of these decisions

Idea 3 – Internal performance measurement driven by community outcomes

Idea Title What is the intent of this idea	Community outcomes to drive internal performance measurement
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	We should be outcomes focused rather than outputs focused Improves transparency both internally and externally (community) and accountability Create informed and constructive dialogue with community to help inform Council priorities Improved transparency between State and Local Government planning and grant decisions Better connection with the community, and give our communities a voice
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All councils / State Government
Suggested actions to progress this idea	Develop a shared community outcomes framework (similar to Community Indicators Victoria) top down Council Performance Indicators should be focused on how they contribute to an outcome (within Council's level of influence) Consider using a "Results Based Accountability" model to outcome and performance management Improved data sharing between local and state government (two-way street)
Who should lead this?	Facilitated by LGV, but co-designed and shared responsibility to design
Who would like to be involved?	LGV, MAV, Stakeholders for each subject area, State Gov't, all levels of government

Idea 4 – Identification of outcomes informed by community engagement

Idea Title What is the intent of this idea	Community engagement to inform the identification of outcomes which are important to community (Think this should sit up with guidelines with KPIs or relevance of demographics)
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Outcomes should be meaningful and relevant to community aspirations **change “deliberative” to “two-way communication” - we feel that the idea is covered off within the above
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	
Suggested actions to progress this idea	Maturity model developed for ‘deliberative engagement’
Who should lead this?	
Who would like to be involved?	

Idea 5 – ISPRF data sharing

Idea Title What is the intent of this idea	ISPRF data sharing
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	It is important for councils to share data for continuous improvement, benchmarking, community understanding, transparency, tracking of progress of community outcomes State Government Departments between state and councils (reduced duplication / double handling) Oversight agencies Data integrity and efficiency Reaching consensus from 79 Councils could be difficult
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	State, Victorian Councils and community
Suggested actions to progress this idea	Step 1- Confirm if there is a shared view around open data and what we want to share? Step 2 - Identify the minimum data we want to share (sector wide agreement) Step 3 Mapping exercise of data sources i.e. rates, planning, community services Step 4 - Expand and improve current platform for more uses/data that would be useful for planning and reporting. Input evidence into shared system and updating evidence for auditing Allow councils to use for quarterly reporting
Who should lead this?	Council lead - State Government supported
Who would like to be involved?	Working group of council staff - people with experience in open data, BI and data platforms

Idea 6 – Community of Practice

Idea Title What is the intent of this idea	Community of practice
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Work with peak/professional bodies (e.g. MAV/LGPro) - close information gaps. Information sharing, minimise duplication. Streamline approach but be cautious about one voice agenda Council officers from across the business who input to the success of an integrated framework can find a common home.
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All councils, and State to participate for information source, two way information flow
Suggested actions to progress this idea	Step 1 - map what already exists and identify if needed and if there are gaps Administer and commence community of practice
Who should lead this?	Peak bodies / resourcing required
Who would like to be involved?	Council staff

Idea 7 – Central Resource and Knowledge Hub

Idea Title What is the intent of this idea	Central Resource and Knowledge Hub (note this could be Linked with Theme 7, Theme 8 and 11 and Theme 13) <i>*NB: These are references to Idea numbers in the LGV/Mach2 response document</i>
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	<p>Knowledge sharing and resource sharing - this step should be straight away (not wait for 2022)</p> <p>Central hub would make it easier on Council to upload data and report on results to the community</p> <p>Level of difficulty to implement centralised data systems would be very high and intensive effort on part of Councils</p> <p>Accessibility of data systems and knowledge</p>
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All Councils
Suggested actions to progress this idea	<p>Starting point - agree on the framework and identify common indicators</p> <p>This idea should be put on hold and revisited in 2022</p> <p>Need to work on a whole lot of other actions before you would think about this – it's a nice to have.</p>
Who should lead this?	LGV, peak bodies - if this was to progress
Who would like to be involved?	If this was to progress Council's should be involved - those accountable for Performance and Reporting

Idea 8 – Prescribe Strategic Integrated Visual Framework

Idea Title What is the intent of this idea	Prescribe Strategic Integrated Visual Framework (linked to theme 14 and Theme 3 KPI Indicator/Guidelines) <i>*NB: These are references to Idea numbers in the LGV/Mach2 response document</i>
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	To ensure that plans are up to date, reviewed and approved and met legislative requirement and timelines Support the change in the sector, handy 'go to' guide Level of difficulty is low, highly achievable in short term with high impact in initial change effort To ensure that the community can understand how the overall framework relates to the documentation (graphical representation/similar coloured themes) How do we keep bringing the organisation back to the framework including Councillors. The framework needs to understand how and where the community sits within the framework.
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All councils
Suggested actions to progress this idea	Develop the overall framework and final version Do a high level process map based on best practice templates/supports that indicate the rough timelines, "to do" items (minimum considerations only - so each Council can adapt to their own specific requirements and needs) Display on Know Your Council website (first instance) Similar graphical representation and coloured themes
Who should lead this?	LGV
Who would like to be involved?	Representatives from Council/users groups/peak bodies etc

Idea 9 – Diversity and accessibility considered at all levels of framework

Idea Title What is the intent of this idea	Ensuring diversity and accessibility is considered at all levels of the framework (e.g. within and how we publish every document including multiple languages etc and the performance /data / system we use)
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Ensuring council is considering all aspects of community in how we develop, monitor and measure the performance of all plans in our framework (degree of difficulty means this may take longer to get right) Ensuring the ways in we engage will reach all the ‘hard to reach’ people in our community
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All councils and LGV
Suggested actions to progress this idea	Really clear profiles of our communities (socio-cultural, economic, environmental e.g. PESTLE type profiles and communities of interest) Guidelines to identify the minimum required by every council Broader research across different demographics that all councils could feed off and then tailor to their needs
Who should lead this?	LGV for broader research and individual councils to tailor to their needs
Who would like to be involved?	Councils with existing research / analytic capabilities Potentially advisory committees of councils and relevant peak bodies

Idea 10 – Community feedback mechanisms

Idea Title What is the intent of this idea	Community feedback mechanisms
Rationale - why is this idea important? Include a comment on the level of difficulty/level of innovation of this idea (see position diagram above)	Shifts the focus to the impact our plans and delivery have on our community and away from a competitive type of performance assessment (e.g. targets for waste collection one council against another) Considering a much broader range of feedback mechanisms rather than a single survey once a year. (not too difficult to achieve) - Difficult to get the balance between the individual (what I think about the service you've given to me versus the service to the whole community) Strategic versus operational performance is still muddy in this space Keep a top four or five agreed questions. Very expensive.
Who does this recommendation apply to? E.g. All councils, metro, regional cities, rural etc.	All councils / other trusted sources who already gather that information (e.g. ABS) Should be more flexible.
Suggested actions to progress this idea	Identify existing community feedback mechanisms that might already provide different data than the community satisfaction survey Community satisfaction survey doesn't cover all the needs of a well-designed integrated strategic planning and reporting framework Relevance should be questioned if deliberative engagement is now part of the act and councils commit to broader engagement. Is this the most appropriate tool moving forward to capture survey results
Who should lead this?	All councils / LGV / extension of broader engagement and what the community want to see.
Who would like to be involved?	