

Managing uncertainty in local government

**DR KATHY ALEXANDER
OCTOBER, 2016**



**KEEP
CALM
THERE'S A
PARADIGM
SHIFT
GOING ON**

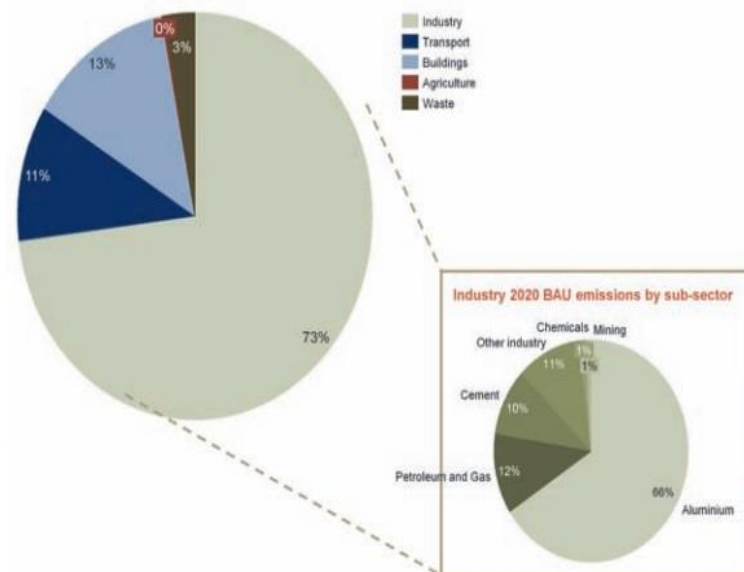


Adapting the city to climate change



Extreme heat and storms, reduced rainfall, sea level rise

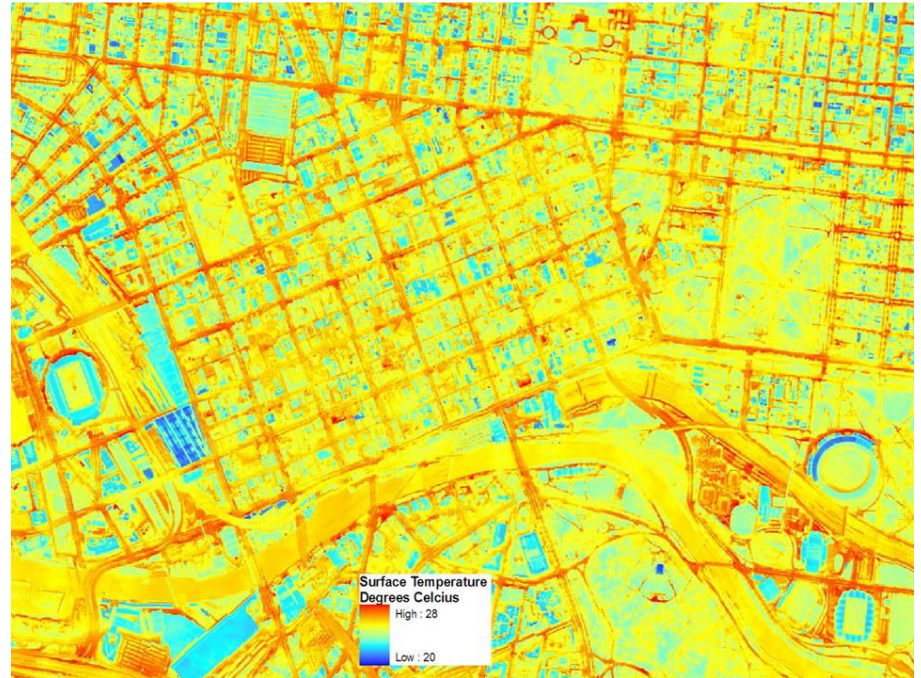
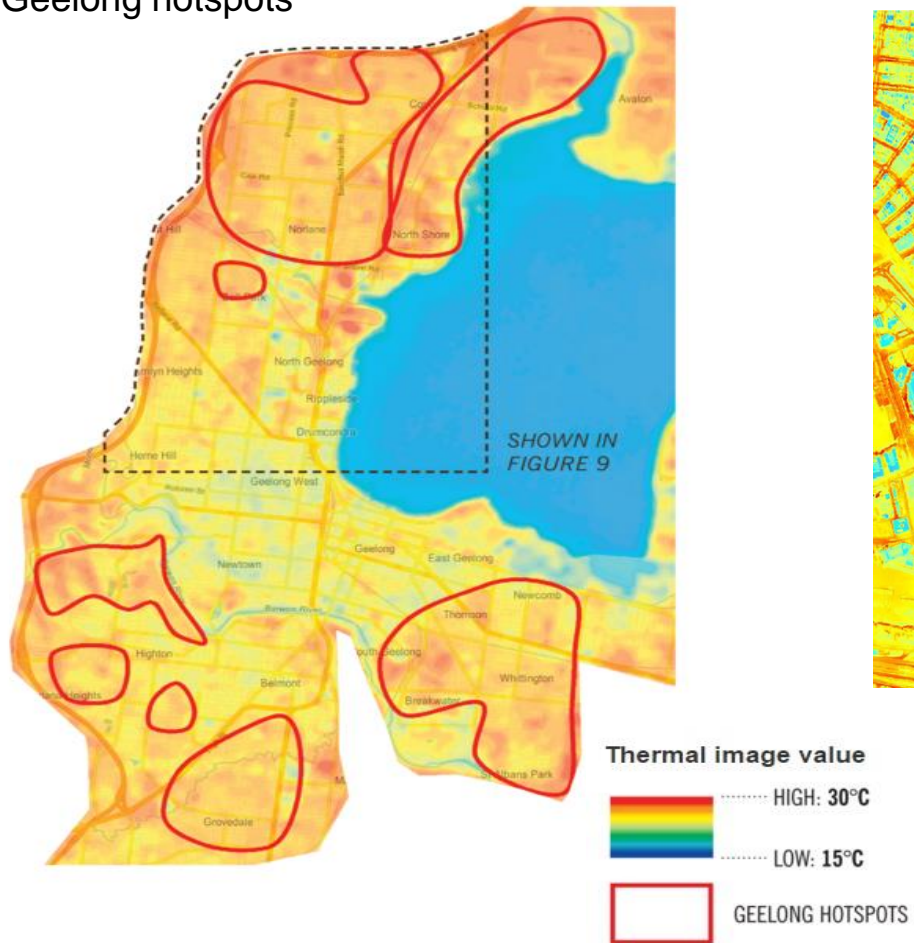
Exhibit 6 - Greater Geelong business-as-usual emissions in 2020 by sub-sector



Source: ABS 2006 census data; City of Greater Geelong *Economic Indicators Bulletin* 2008-09; local data inputs; ClimateWorks team analysis

Urban Heat Map

Geelong hotspots

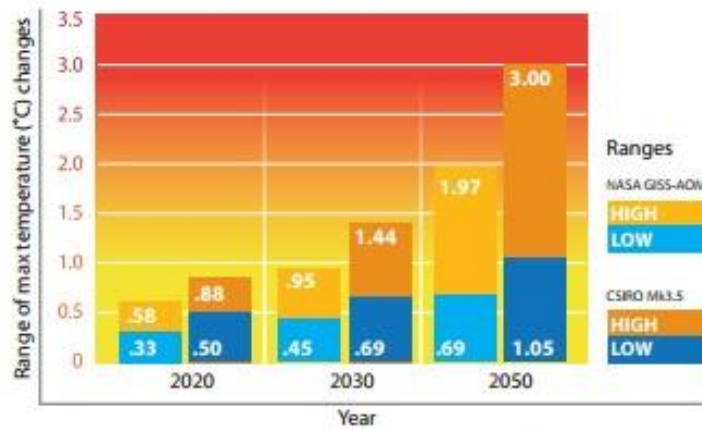


Melbourne CBD

It's going to get worse

Change in maximum surface temperature

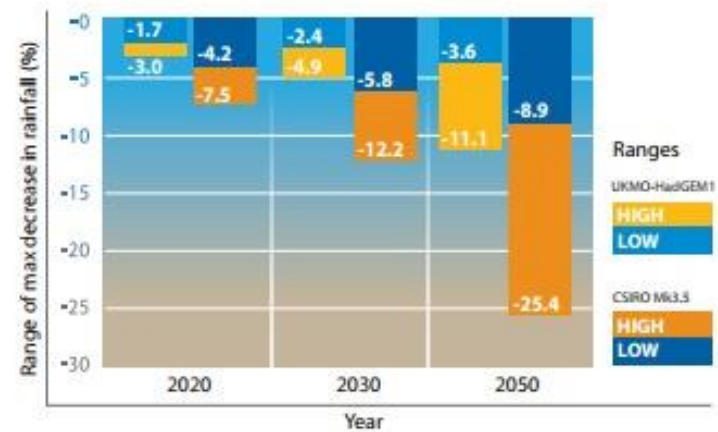
For Geelong, Summer temperatures



Data © CSIRO 2018 - Geoplu/C test Balance 2010

Percentage change in total rainfall

For Geelong (%)



Data © CSIRO 2018 - Geoplu/C test Balance 2010

Cooling will be a problem

Current situation

Positives:

- 98% of our trees are in good or fair health
- 97% of our trees are structurally sound
- Even spread of ages in our tree population
- Good diversity of species

Challenges:

- Canopy cover is 14%
- 52% of trees are less than 5m tall
- Only 63% of trees of nature strips have trees
- No net gain

Spatial distribution of Geelong's trees



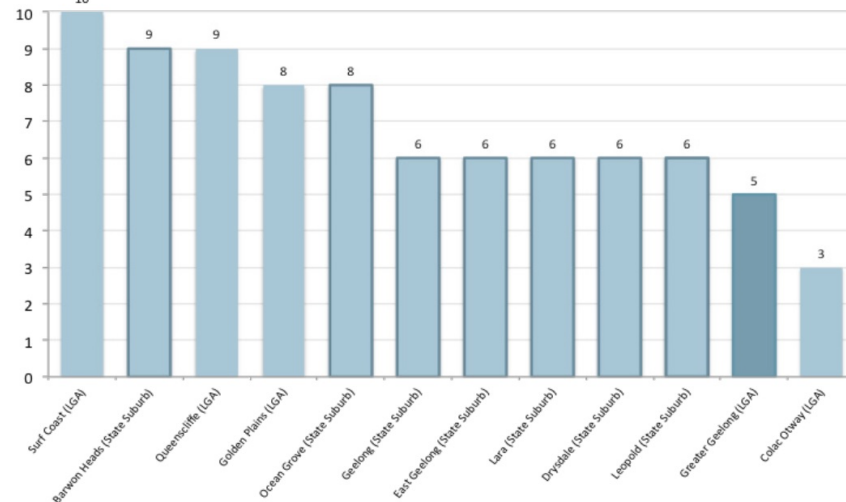
Responding to economic crises: Goodbye Ford



Photo credit: Geelong Advertiser

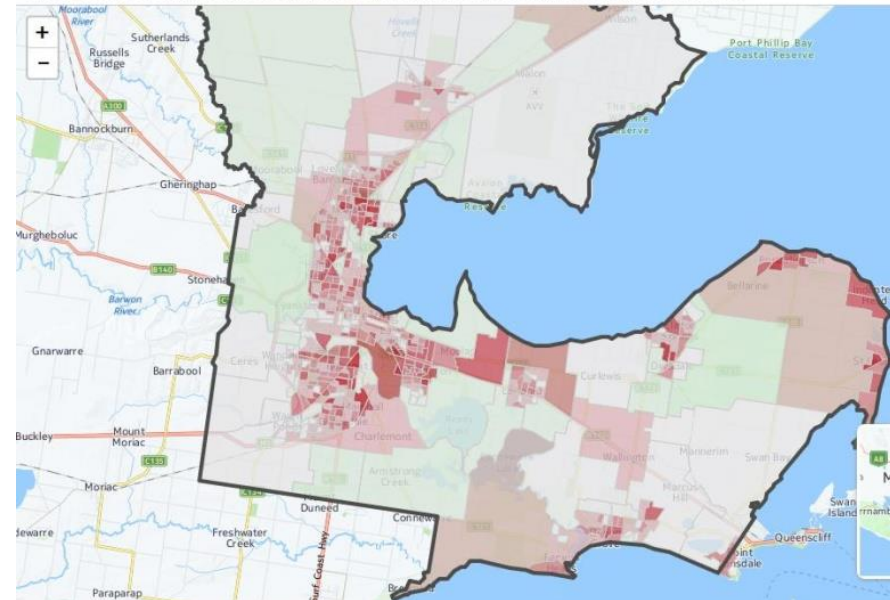
Inequity in Geelong

IRSD SCORE STATE DECILES (2011)



Socio-Economic Index for Areas (State Suburb and LGA Data Cubes) ABS 2013

City of Greater Geelong, Low income households (less than \$600 per week), 2011, Enumerated, Number



Accommodation and homelessness

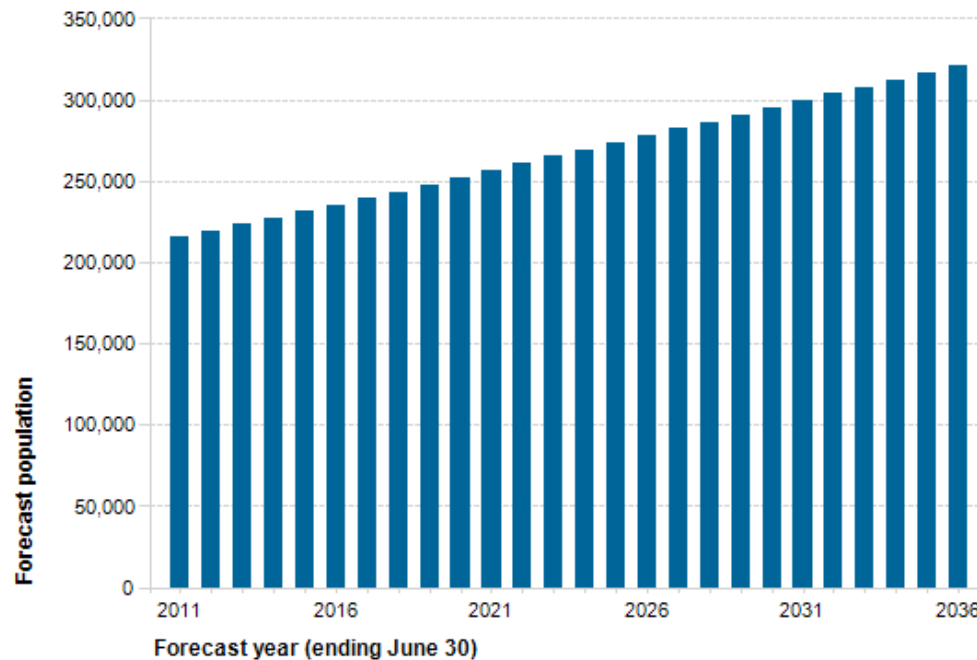


Photo credit: Geelong Advertiser

80% of the world's population will live in cities by 2050

Forecast population

City of Greater Geelong



Population and household forecasts, 2011 to 2036, prepared by .id, May 2015.

.id the
population
experts

**Bigger
population =
more services**



...and infrastructure changes

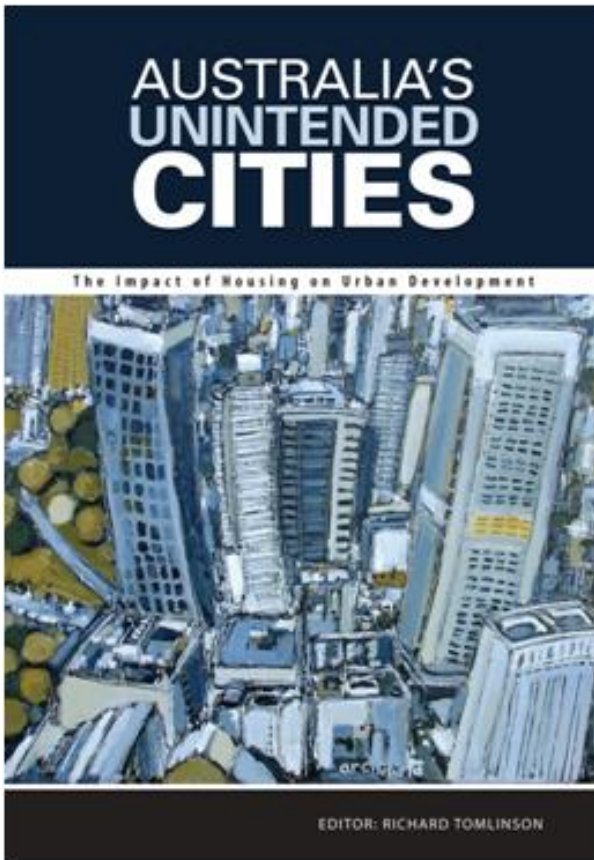
BEFORE



AFTER



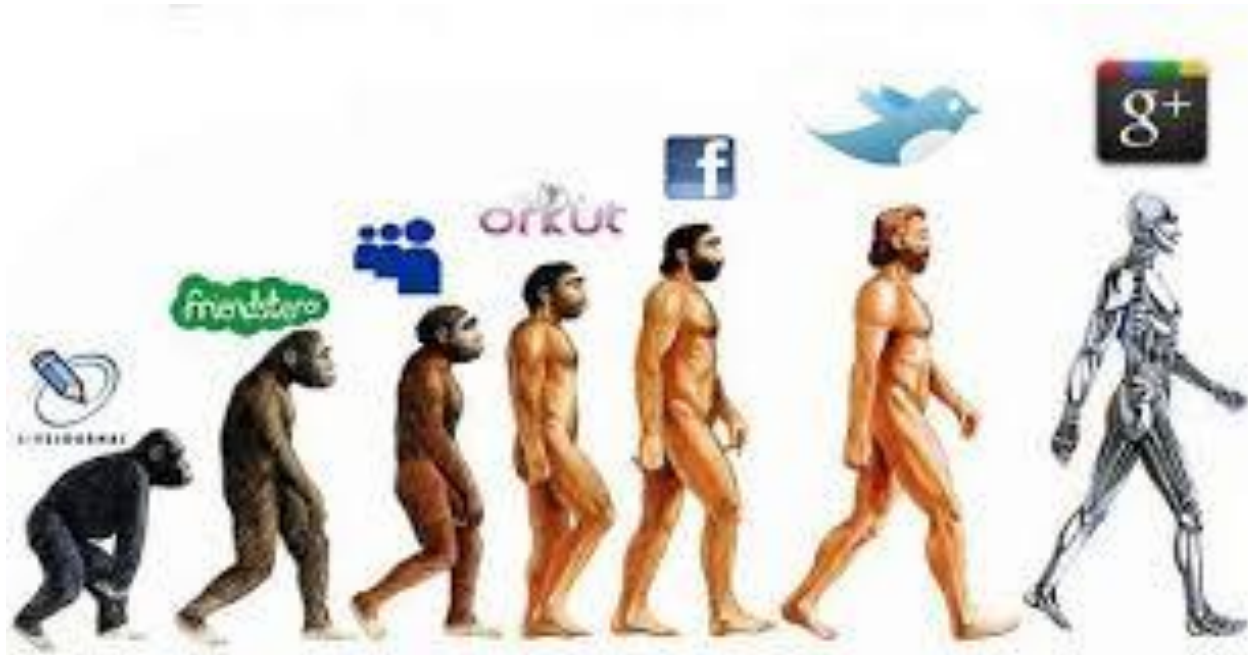
...and higher density



OR

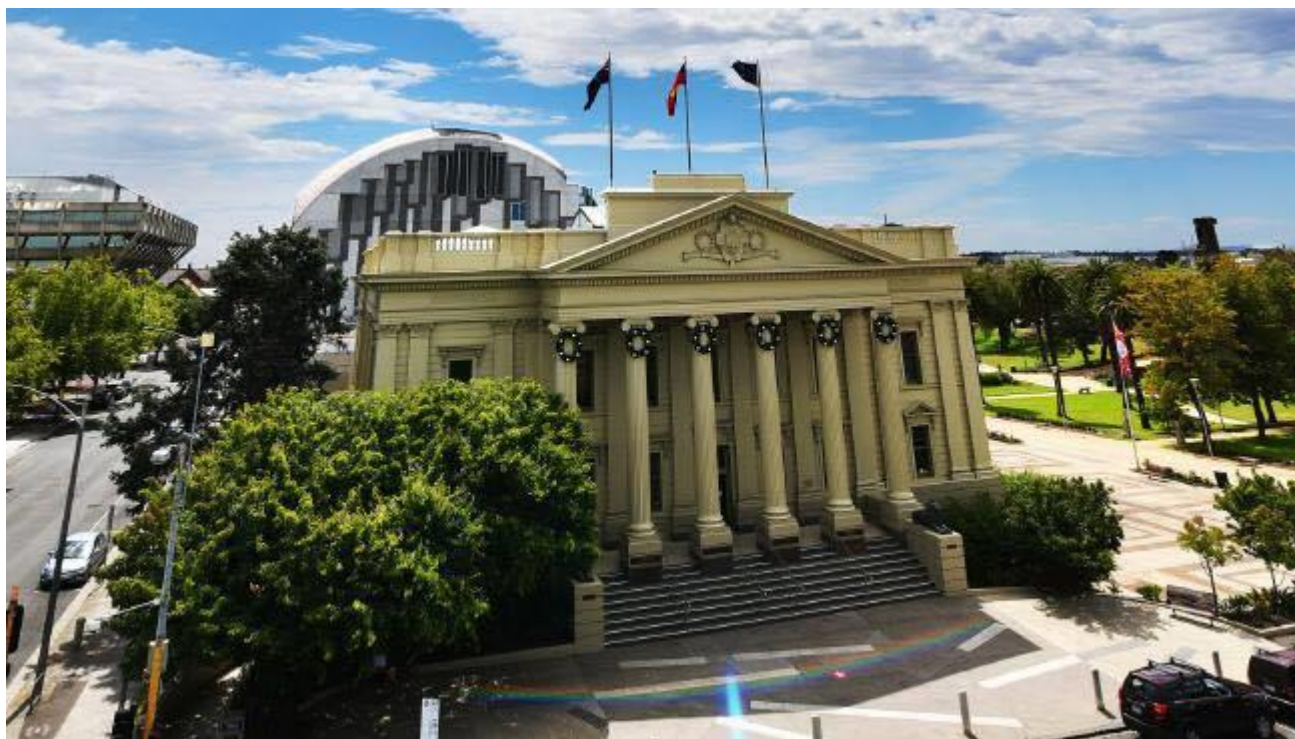


Technology disruption



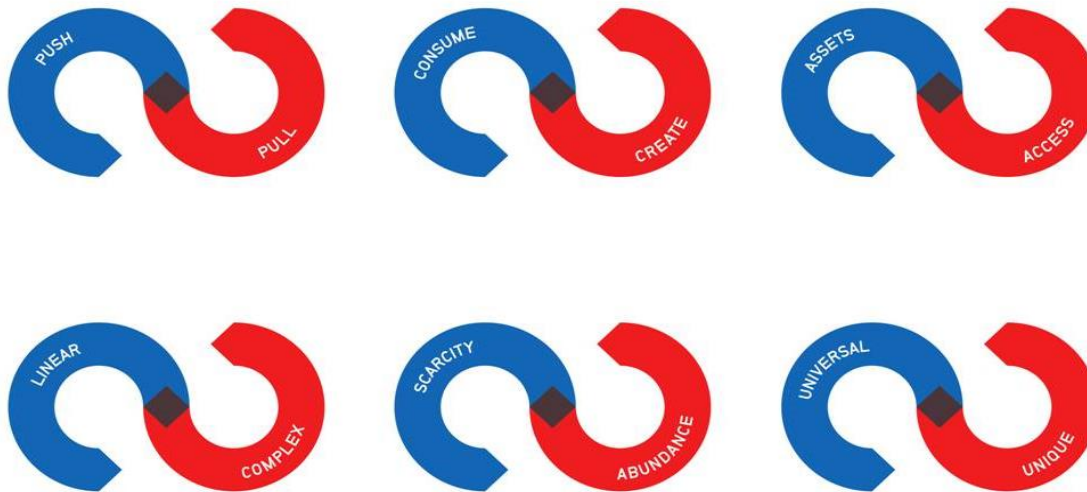
Changes everything

Some observations about councils



The golden opportunity of paradigm shifts

THINK PARADIGM SHIFTS



SCHOOL OF
CREATIVE
LEADERSHIP

Karim Benammar, Menno Van Dijk, Robert Wolf, April 2014

Two tools for success

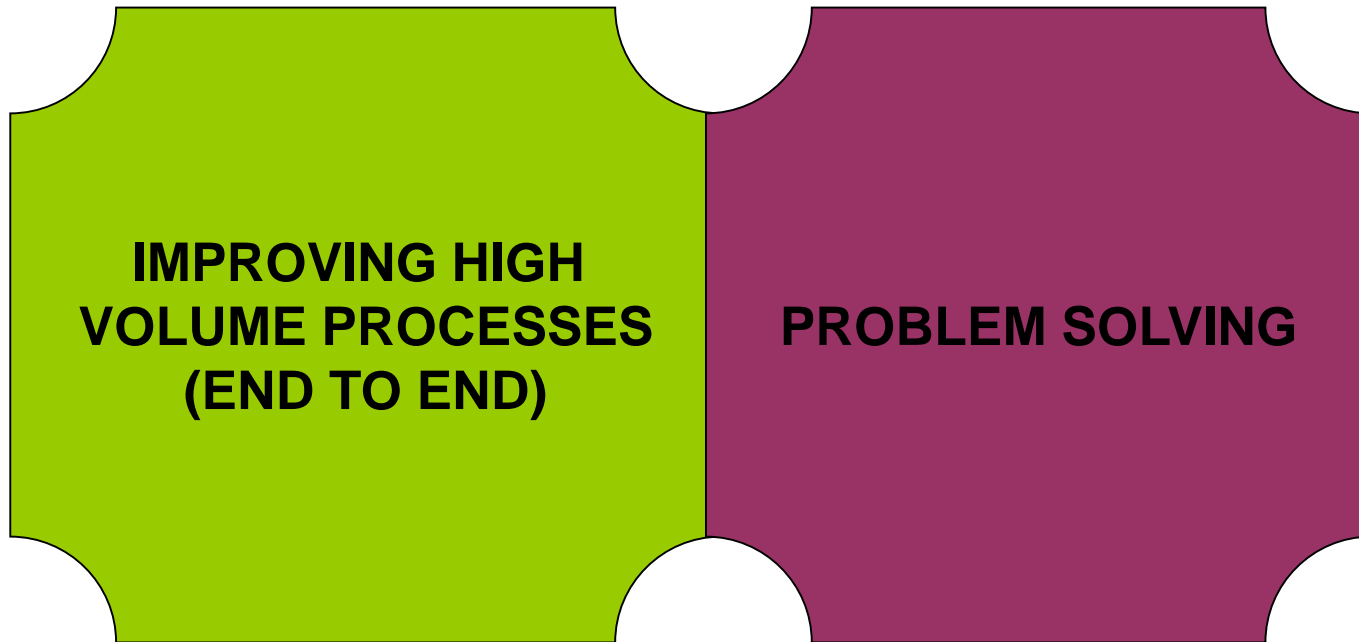
Lean thinking: to improve productivity

- Structure changes not clever
- Service reductions not an option
- Focus on reducing waste, improving customer experience of high volume processes
- Improves cross-organisational collaboration
- Invest the gain in innovation

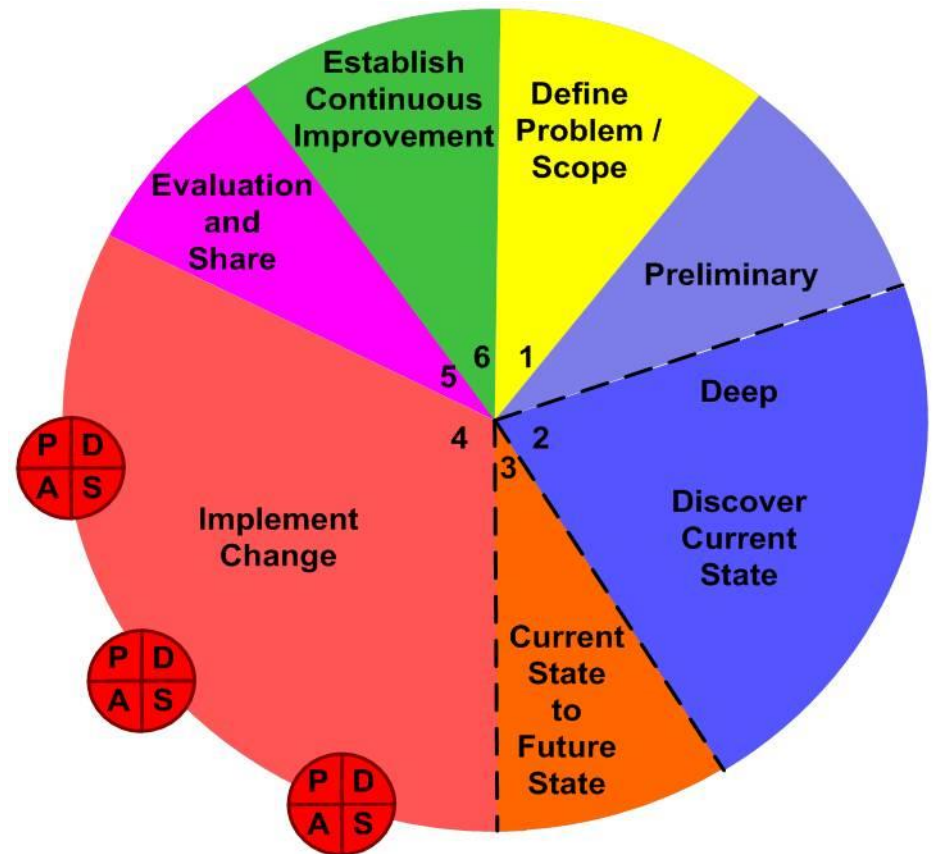
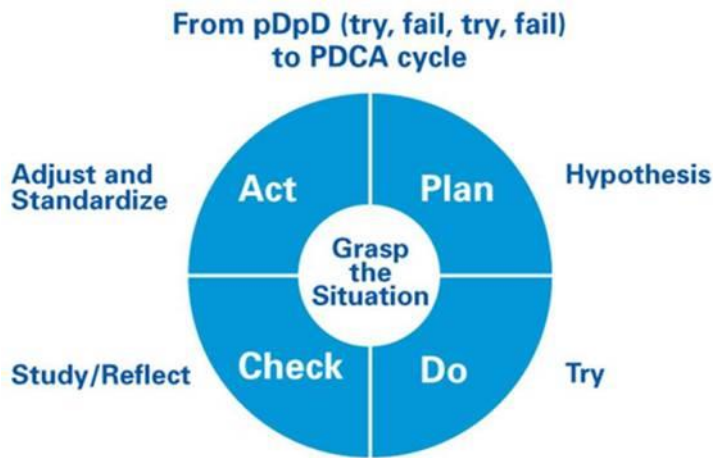
Community engagement: to create acceptable change to policy and practice

- Use best practice process to maximise the community's understanding of the issue and engage them in solving the problems
- Incorporate their ideas into the solution
- Feedback the influence they have had

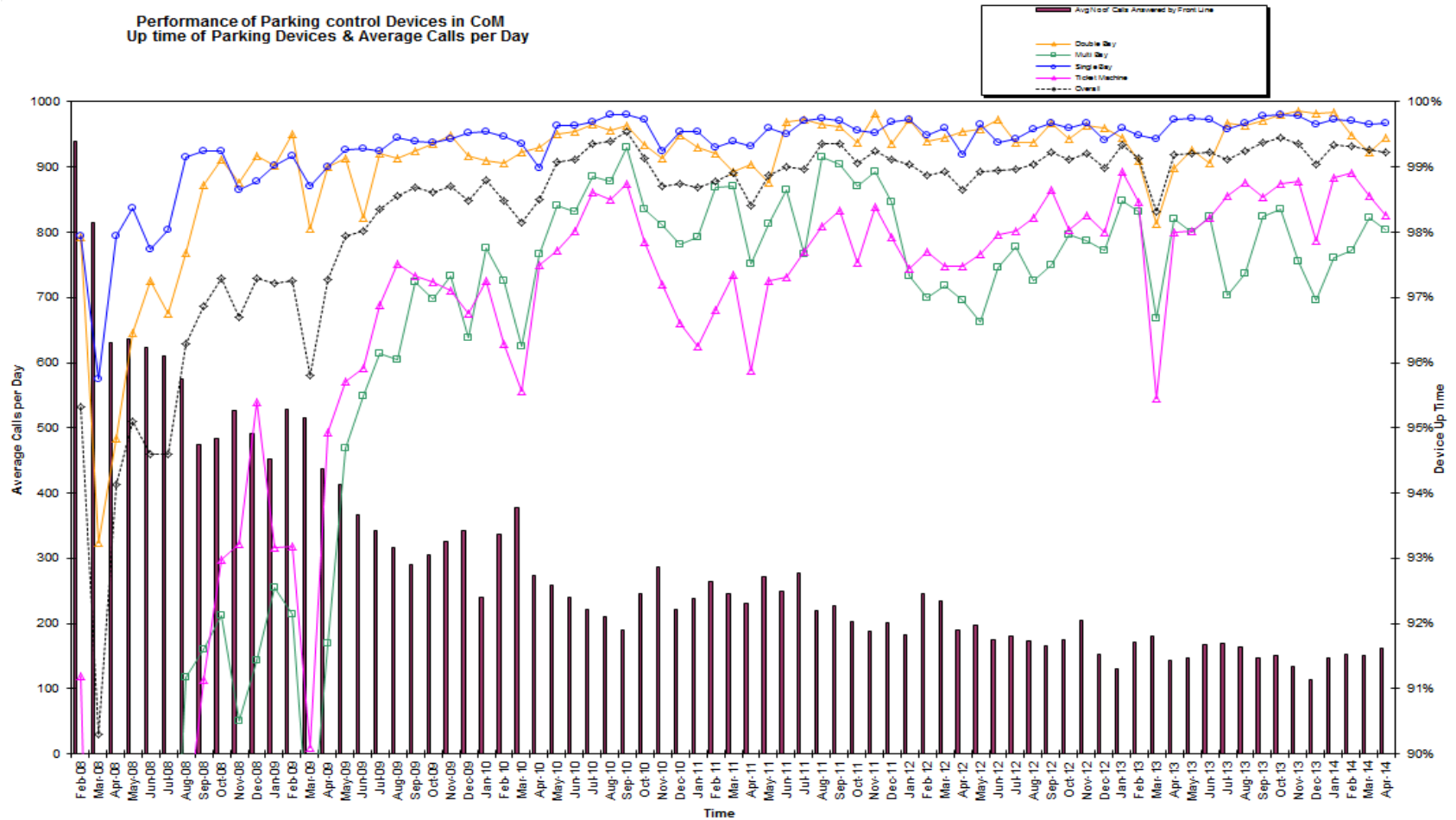
Lean: two areas of focus



Same process for problems and improvement



Improved parking meter uptime at City of Melbourne



Lean aged care example...

At the City of Melbourne the home care assessment team was too busy with new referrals to review existing client needs.

A review of 100 patient files revealed 80% were simple but the process was designed for complex cases.

“Go see” revealed that documentation took longer than the assessment.

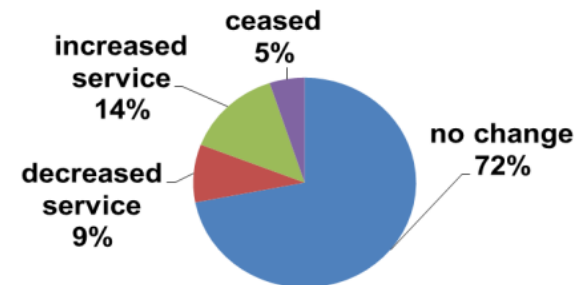
... the improvement

Triaged and used AWOW for documentation to create capacity for reviews

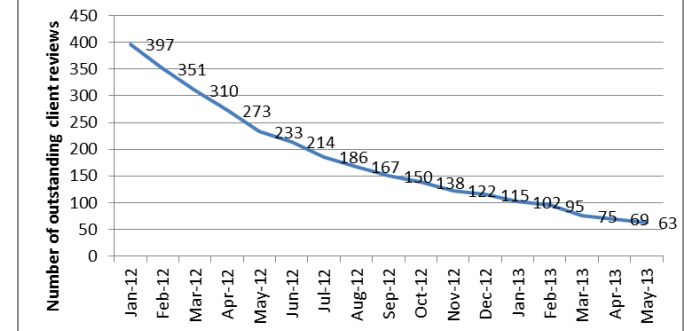
28% of reviews resulted in a change in care requirements

Unplanned reviews reduced by 75%

Planned reviews - Sept 12 to May 13



Review Backlog



Process improvement – it works everywhere



Capital works, signage, park rangers, tree planting



Events in parks, arts and culture grants, event planning, corporate marketing



Recruitment, business planning, document management, IT requests



Aged care, child care, maternal child health, rubbish collection

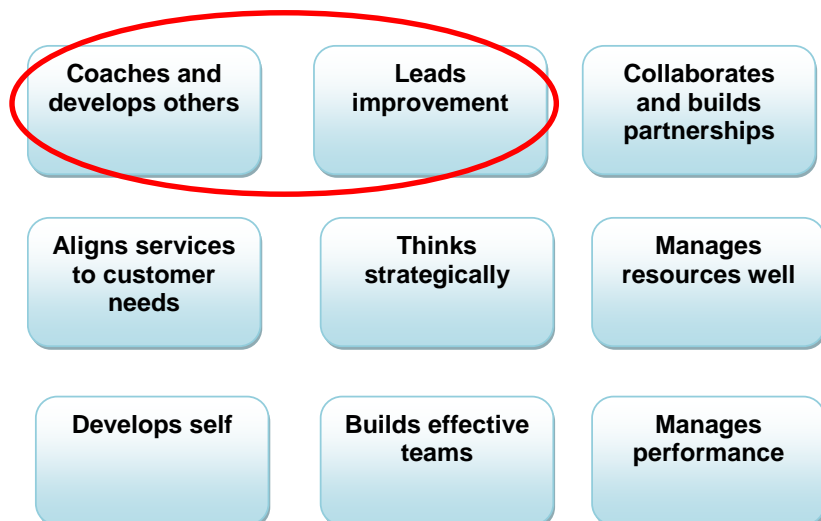


Permits, parking fines, restaurant inspections, food sampling

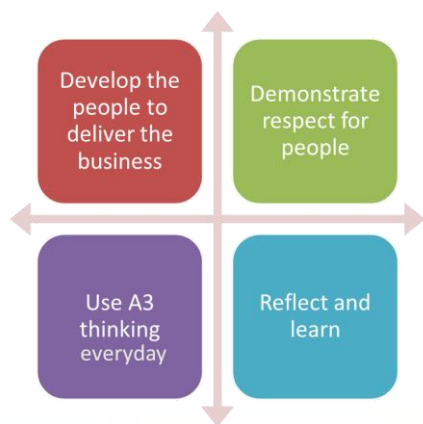


Planning, strategies, issues management, stakeholder management

Leadership development essentials



Leadership capability



Lean leader essentials

What's my job?

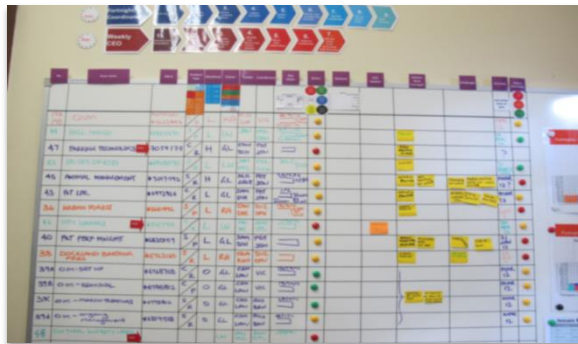
My epiphany



Implementing the council's plan and budget (through the executive team).



Facilitating effective relationships to develop and implement the plan.



Managing effective external relationships.

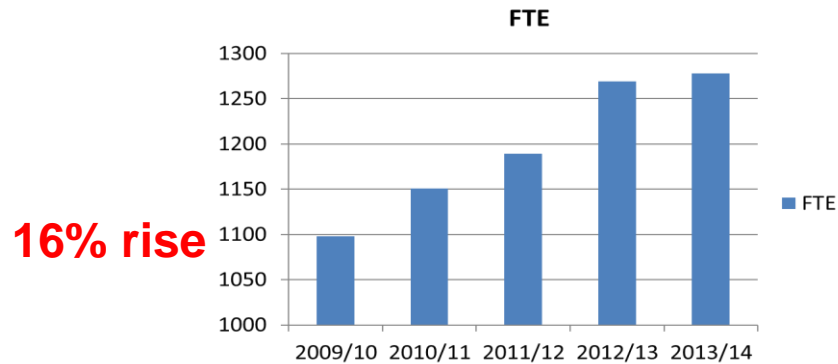
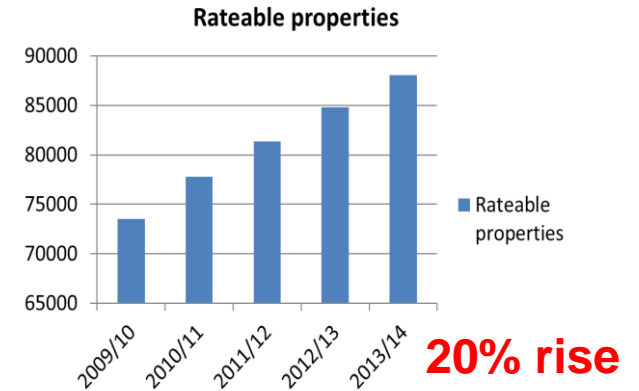
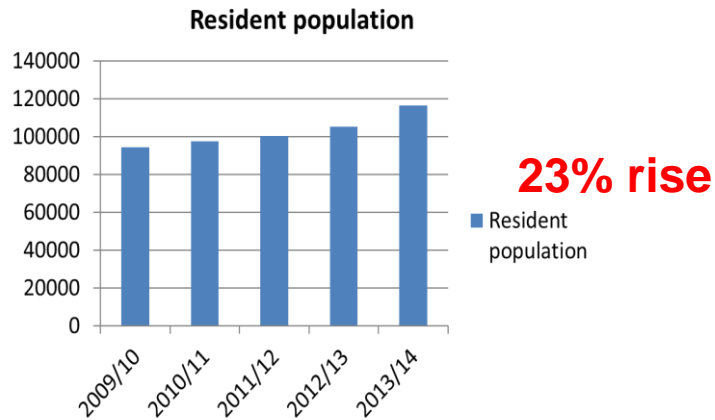


Communicating the vision and expectations to staff.

What's my role?

- ✓ What problem are you trying to solve?
- ✓ What help do you need to define the problem?
- ✓ How will you measure and monitor improvement?
- ✓ What diagnostics have you done?
- ✓ Who will be impacted?
- ✓ Who are you working with on solving this problem?
- ✓ What improvements have you trialled, with what results?
- ✓ Who owns and reports on this process?

Macro outcomes



and...

Three new libraries

Two new recreation centers

Increased size and value of events,
and two new ones

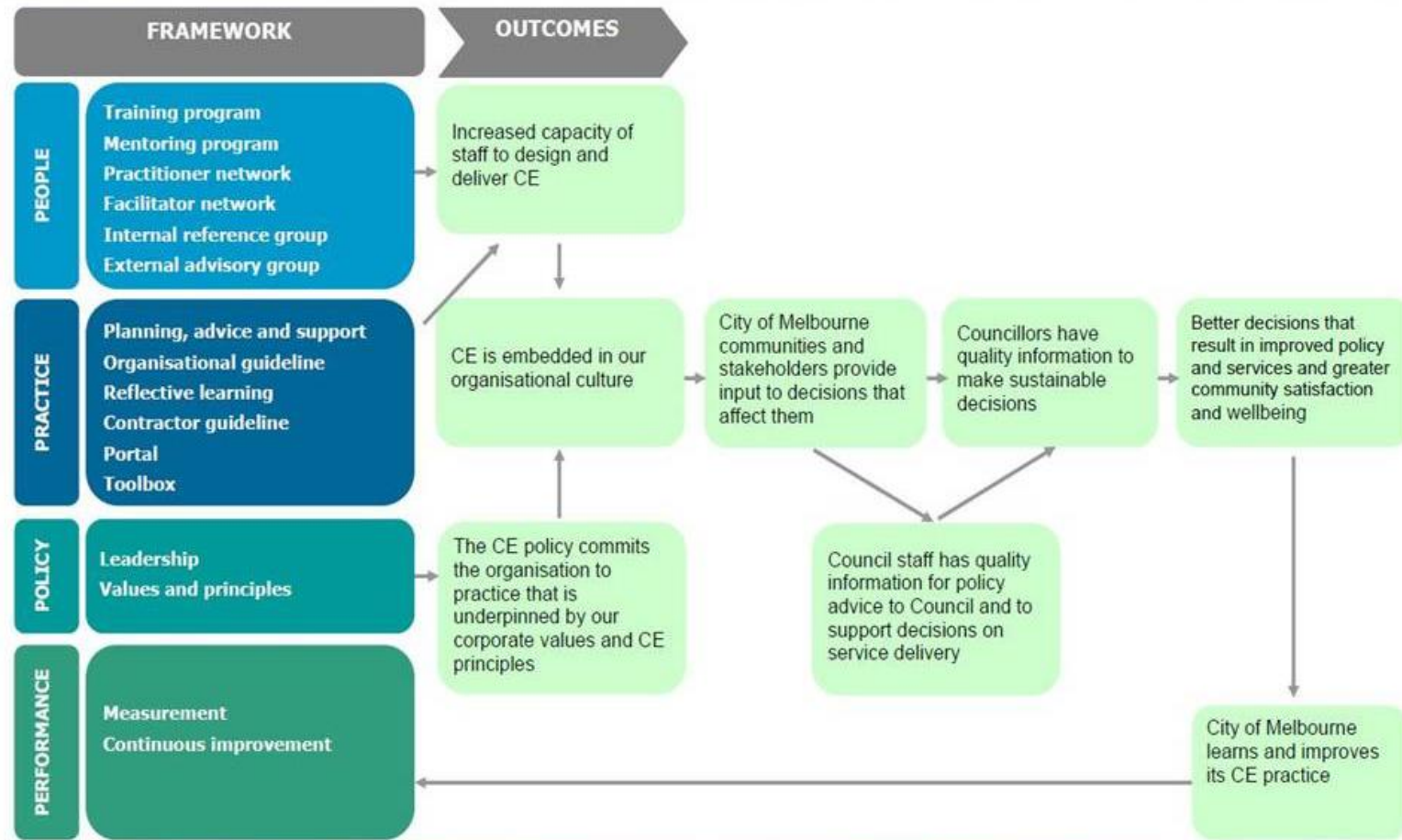
Rate rises at least 1% below CPI for
four years (around \$20m productivity
gain over that time)

Intangible outcomes



Hate turns to love

Community Engagement Framework



Try managing a city without engagement



Melbourne's Urban Forest Strategy, or: bloody elm trees

All trees will die sometime



MELBOURNE'S URBAN FOREST



60,000

COUNCIL TREES



\$650m

AMENITY VALUE



22%

CANOPY COVER

LOW DIVERSITY
Just three species - plane, elm and red river gum make up more than 35% of Melbourne's trees

+

AGEING
Some of our grandest trees are nearing the end of their lives

=

HIGH VULNERABILITY

Fitzroy Gardens now



CITY OF MELBOURNE EXPECTS TO LOSE

- 27% of trees in 10 years
- 44% of trees in 20 years

If no action is taken



CHALLENGES

Pests & Disease
Myrtle rust could affect almost 45% of Melbourne's trees



Climate change
Victoria's temperatures are predicted to increase into the future
Victoria has recorded five of its ten hottest years since 1999**

**Ranked according to average daily temperature



Increasing Population & Density



THE FUTURE

OUR VISION
The City of Melbourne's urban forest will be resilient, healthy and diverse and will contribute to the health and wellbeing of our community and to the creation of a liveable city.

URBAN FOREST STRATEGY TARGETS

1. Increase canopy cover - 40 per cent by 2040.
2. Increase diversity - no more than 5% of one tree species, 10% one genus, 20% one family.
3. Improve vegetation health - 90 per cent of tree population healthy by 2040.
4. Improve soil moisture.
5. Improve biodiversity.
6. Inform and consult with the community.



HAVE YOUR SAY: melbourne.vic.gov.au/urbanforest



CITY OF MELBOURNE



Explore Melbourne's Urban Forest

The City of Melbourne maintains more than 70,000 trees. This website enables you to explore this dataset and some of the challenges facing Melbourne's Urban Forest.

Explore the **Map**

Learn about the **Issues**

Attend the **Workshops**

- ➔ Visit the Urban Forest participate website
- ➔ Email the Urban Forest team

MAP

Map Explore the tree data

Individual tree data for City of Melbourne trees is presented below. **Pan** and **Zoom** into different areas of Melbourne.

PARKVILLE URBAN FOREST PRECINCT PLAN

The Urban Forest Strategy provides a robust framework for the evolution and longevity of our urban forest but what will that look like at an individual street level?

[HOME](#) » [Projects](#) » [Urban Forest Precinct Plans](#) » Parkville Urban Forest

Melbourne's Urban Forest Strategy commits to working with the community to develop tree planting plans for local areas.

Community feedback on Parkville's street trees concluded on 31 March 2015. You can view the feedback on the map and vision posts below.

We are currently reviewing feedback and will provide a summary report by May 2015. To receive updates on urban forest projects and events email urbanforest@melbourne.vic.gov.au.

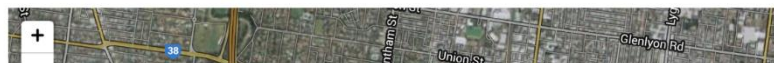
We are also engaging on the [Southbank](#) and [Fishermans Bend](#) urban forest precinct plans until 30 April 2015.

What do you or don't you like about Parkville?

Map comments are now closed.

Use the interactive map below to tell us what you like or don't like about a location in Parkville. This could be an existing landscape or an area that could be improved by greening.

Get started by hitting the 'Pin your Comment' button below.



You can even win against elms

Leader
COMMUNITY NEWSPAPERS
MELBOURNE 13C-18C

LIVE BELOW THE LINE
AN ONLINE CAMPAIGN

JOIN THE CHALLENGE
SIGN UP TODAY

HOME NEWS SPORT WHAT'S ON COMPS DIGITAL EDITIONS CLASSIFIEDS Q

North SELECT REGION FIND YOUR LOCAL

Herald Sun

Melbourne Leader Preston Northcote Werribee St Albans

NORTH

Melbourne's Urban Forest Strategy to double canopy 'most impressive' in the country

TOBY PRIME MELBOURNE LEADER APRIL 10, 2015 10:00AM

SHARE f t in + e 0 COMMENTS SAVE THIS STORY

Ads By Google

Dip of Project Management Get Diploma in Project Management. Online Course. Contact Us Here. [studyonline.edu.au](#)



Cr Arron Wood pictured in reclaimed car spaces outside the St Mary Star of the Sea Church in North Melbourne. Picture: Mark Wilson

THE City of Melbourne's Urban Forest Strategy has been recognised as the nation's most impressive green life infrastructure project at the Nursery and Garden Industry Awards.

The strategy was first implemented in 2012 in an attempt to protect the city's ageing trees following decade-long drought, water restrictions and periods of extreme heat.

The awards recognise and honour excellence in business and environmental infrastructure leadership within

GET WEEKEND PAPER DELIVERY
FIND OUT MORE



Beauty & Hair Academy of Australia
Kickstart your career in Beauty and Hairdressing at BHA
Click here to enrol
1/56 Mahoneys Road, Thomastown
Ph: 03 9460 5483

ADVERTISEMENT

Leave it to the experts. **Find Your Local**
Trade servicing your area

More Melbourne Leader News

Support for Courts
Excellence hidden in highrises

AKECH Manyiel believes a shortage of sports courts could prevent sportstars in Yarra's housing estates from reaching their potential.

The lesson

Getting more out of existing resources and engaging the community in addressing the challenges leads to:

Innovation



Popular support



Political will to change

***“If we look at the world through
a rear view mirror and make
decisions on the basis of the
intuition built on our experience,
we could well be wrong”***

- Richard Dobbs, James Maryika and John Woetzel – McKinsey April 2015