Establishing the Department for Victorian Communities (B)

At the beginning of 2003, the Secretary of the newly created Department for Victorian Communities (DVC), Yehudi Blacher, led an organisation which existed on paper in the sense that its creation had been officially announced by Premier Steve Bracks, but which in a practical sense was not yet a functioning organisation. The formation of DVC brought together 15 separate units from eight departments into a new entity. But the staff of these units were spread across dozens of buildings in Melbourne and were still engaged in managing the myriad of programs and policies they had been responsible for over the last three years. As quickly and as efficiently as they could, Blacher and his leadership team needed to bring these disparate elements together into a single organisation, define some clear objectives for the Department and develop a coherent set of strategies for delivering on those objectives. Blacher also needed to ensure the Department began producing the results that the Premier had formed DVC to achieve: stronger Victorian communities and better integrated government services.

Managing high expectations

The first year of DVC's existence, 2003, was a frenzied period of activity dominated by the operational difficulties involved in setting up a large complicated organisation from scratch. Blacher said: "The first 12 months was literally doing the nuts and bolts. It was very challenging for all of us. The Government had established a department and we reported to eight ministers who all wanted to know what we were doing. But we were still worried about getting HR, IT, finance and all the basics sorted out. By the end of 2003, we were still working in a multiplicity of different workplaces. Housing everyone under the same roof didn't happen until the 14 month mark."

There were two challenges operating in parallel. One was to establish a new department of state and the other was to create that department in a form that reflected the core philosophy of organising around people and place. The way the new department was to be organised – its toolkits, its staffing, skills and culture – all needed to reflect a community orientation and one where government planning and service delivery were more engaged with and co-ordinated with local priorities. For example, having as much as possible a single entry point for information about the Department.

For Blacher, 2003 was a challenging year because he and his senior staff found themselves occupied with establishing the administrative foundations of the new Department when they were eager to begin focusing on the broader strategic challenges it had been created to address.

> "I really didn't expect it to take so long to bed down the systems and operations. In retrospect it might well be better to first put in place a project team out of a central agency with representatives from the major line agencies which were to be most affected by the change. This would help you truncate the process somewhat."

Blacher said he found that the major delays came in negotiations with other parts of the public service over budgets, and operational details like IT and staffing. All the constituent parts of DVC were moving out of homes within other departments and these moves each required a myriad of time-consuming transfers of responsibilities and corporate services.

David Adams, who was Executive Director of Policy and Strategy at DVC, said: "It is important to remember that on day one, apart from the Secretary and myself, everyone in the Department had full-time jobs in planning and service delivery. Their days were full of what they had been doing for the last five or ten years. It wasn't as though (and it wasn't our intention that) those jobs were stopping. We had to create the space within which new functions and new ways of operating could occur. We needed to attract new resources and use existing resources in different ways. This took time."

As DVC's first year progressed, Blacher made a deliberate effort to balance expectations. "The expectations from some quarters were that all of a sudden you'll have stronger communities across Victoria. We needed to moderate those expectations somewhat. We just couldn't meet people's expectations in the first year. Many people think you are established and then you are off and running, making an impact with stakeholders. But public administration and public sector organisations take a little time to bed down."

Internal operational challenges

Louise Hill, Executive Director, Corporate and Organisational Development, was the senior executive responsible for establishing the new operating systems and processes of the Department. Hill had previously been involved in the establishment of the Department of Infrastructure so she drew on her experience there. "We took the approach of treating it like a large project management exercise," she said.

> "We had risk logs, key deliverables, key stakeholders, lots of plans etc. I had a project director running that. She took control of it and never let go of that approach all the way

through. It was fantastic. It allowed me to focus on some of the trickier issues because I knew the day-to-day stuff was moving forward."

Many of the operational challenges related to administrative detail associated with transfer of staff and functions from one department into another. In almost all administrative areas there were significant variations in policy and practice – in the use of IT, HR and IR policy and practices; finance; procurement; publishing; marketing; pay and leave etc. A specific example was the level of authority required to approve staff leave.

Relative to other Victorian government departments, DVC was not a big department. Its total staff numbered around 600 compared to over 3000 at other departments. It was decided early on in 2003 not to build completely new administrative systems but to outsource services such has HR, finance and IT to other Victorian government departments in a "shared services" model. Hill said:

> "We saw it as a wonderful opportunity. It was a greenfield site so we had the opportunity to set things up in a different way than government usually does it. By going with shared services, we could pick and choose the best supplier of each of these services to take advantage of the scale and expertise in other departments."

Hill said taking an approach which involved shared infrastructure was also appealing because it reflected the principles and practices which DVC encouraged from the organisations which it funded through its grants programs. Applicants for DVC funding for community buildings, pools, sporting grounds or other facilities were assessed partly on whether or not other groups in the local area could also benefit from the facility.

The concept of partnership became central to the way DVC went about its business, both internally and in its work with communities. Hill said: "Partnerships really embodied what we were about but they're not necessarily always easy to run successfully. So we spent a lot of time refining how we thought they should work." A "DVC Partnership Model" was developed to guide staff in setting up partnerships between the Department and external parties, and to guide groups in the community on their own partnerships.[1] Hill says initially the model drew upon the previous career experience of herself and others in the senior management group, but it was refined over time as lessons were drawn from the range of relationships which DVC teams forged in their work.

Defining the strategy of DVC

Coupled with the operational difficulties involved in establishing a new department, Blacher and his team also faced the challenge of defining a clear and consistently-understood strategy for his organisation. It was important that the high level objectives which Premier Bracks had articulated for DVC were distilled into a set of statements which provided direction to the many diverse teams who were now working together as a single organisation. Reflecting on the thinking that went on in 2003 to clarify the mission of DVC, Blacher said: "There is no question it was a difficult space to be in. DVC was not about the functions that government normally performs. We don't

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[1] See Appendix I for more detail on the DVC Partnership Model.

deliver services – we use the lever of grants to add value. Instead it was really about using the policy and funding levers to deliver on some broader objectives, and that was not easy to grasp."

Prue Digby, Executive Director – Local Government and Community Information, was one of the first to join the DVC senior executive team. She said that from day one she was conscious of the strong sense of excitement in the organisation about its potential to change communities across the state for the better.

> "There was a real 'oh wow' when we first got here. It struck me as a real first. Not only had this not been done before in Australia, it had not been done before anywhere else in the world either. But we all realised pretty quickly that it was an enormous management challenge to set up a new department, literally from scratch. We also had to do some tough thinking about how to translate the great ideas and objectives which the government had for the Department into reality. How do we deliver on the government's agenda? What does 'community strengthening' and 'joined up government' actually mean? What activities do we need to put in place to achieve these objectives? There were a whole range of quite individual and distinct functions being brought together. Can this department be bigger than the sum of its parts?"

Digby said: "At the beginning there was a major focus on doing whatever was needed to ensure we could say we were DVC, as opposed to this collection of different parts. We had to focus on being able to walk and talk like a single department. So this meant we had to build the systems and processes to ensure we acted like a single department, right down to consistent ways of briefing ministers, a single corporate communications structure, a common IT system and so on.

"At the same time we had to work out how to articulate a consistent message to our own staff and to other departments and the broader community. What are we here to do? Why is it important? We needed to get a consistent and considered form of words around that. It was not easy."

As DVC's Director of Policy and Strategy, David Adams was pivotal in this process.

> "The original value proposition of DVC was that it would help the government to better read the pulse of the community and to leverage social capital. This would generate a return in terms of service delivery outcomes such better health, education and public safety and a political return in terms of more trust in government. But it was deliberately cast as an experiment, an innovation, without significant boundaries around it. It was a 'Go and see what you can make of this' agenda."

Blacher said he commissioned several research projects in the first 18 months to support the development of the DVC strategic direction. "We spent a lot of time marshalling evidence about the value of stronger communities and creating a culture and a language here around that. It was critical to be not just the sum of our parts. We had to become something more. We had to get our ministers and external stakeholders talking and thinking in this sort of language as well."

Adams said three factors were considered in developing the DVC strategy. "We looked at:

- One, the international body of knowledge on what works best in this area.

- Two, the objectives and policy framework of the government

- Three, was there the operational capability within the Department to do it?"

In late 2003 and early 2004, Blacher made several speeches to public forums, and to large groups of internal staff, in which he outlined the strategic direction which had been developed for the Department. These presentations defined community strengthening and outlined a logic for the Department's focus upon it:

> "Community strengthening is about building the capacity of people to actively engage in a wide variety of social, economic, cultural, recreational, learning and civic activities. Such activities and their resultant networks are increasingly being recognised and valued in our political culture; both as ends in themselves, and also because they contribute directly and indirectly to other desirable objectives. These include high levels of educational attainment, better health outcomes, and behaviours conducive to effective participation in the economy, to name but a few. Investments in community strengthening strategies with citizens as subjects are therefore the key to this paradigm."[2]

Blacher's speeches also introduced several concepts and phrases that were to become widely used in summarising the agenda of DVC. These included: "Doing government differently"; public servants should be "door openers, not gatekeepers"; and the importance of "place-based management" and "local-level partnerships".

The development of these key ideas to frame the work of DVC was tested through a number of internal and external processes. The internal processes included regular meetings with the portfolio grouping of ministers and briefings for Cabinet Committees and backbenchers including opposition parties.

Externally, regular forums were established with the business sector, community sector and local government. In all forums there were two key messages from stakeholders – one about the value of investing in community strengthening and the other about the importance of having to change the way government worked, especially at the local level.

By late 2003, key principles were emerging. Yehudi Blacher said: "There are six, what I call, 'key design principles' which in my view underpin reforms in changing the way government agencies interact with communities. They are:

- Viewing the world through the lens of the clients, be they individuals, families or communities (*client focussed principle*);

- Developing a simpler or single face of government locally (*principle of place*);

- Shifting from government controlling and directing the delivery of services to government playing the role of facilitator and enabler (*principle of enabling*);

- Devolution of service planning and delivery to the local level (*principle of subsidiarity*);

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[2] Extracted from Yehudi Blacher, Secretary of the Department for Victorian Communities, 'Connecting With Citizens: the Role of Government in Community Strengthening', Speech to IPAA Victoria Seminar Series, 19 August 2003

- Developing cross-sectoral approaches to addressing social opportunities and problems through partnerships between governments, community agencies and the corporate sector. (*principle of partnership*); and

- Harnessing the capacity of local leaders and entrepreneurs (*principle of local capacity and ownership*). Not just the usual suspects, but hearing the voices of people in addition to the peak bodies and organisations which governments usually deal with."

Building policy momentum

Only very small steps could be taken towards implementing this strategy in 2003 and 2004. Adams said:

> "In the first year or so, there were effectively two Departments running. One [was] continuing to provide a range of services such as policy advice to ministers, grants to sports and arts, regulation of local government, and processing of births deaths and marriages. In parallel, we created the policy and resource space to begin to develop and implement new strategy around community strengthening.

> "In 2003 we deliberately chose to get some early runs on the board. We set up the volunteering strategy and the community enterprise strategy. These were two of the more conservative but well understood strategies in this area and they helped us get some early traction within the Department. So while we were busy bedding down the operational units we were able to deliver some new policy in a couple of pragmatic areas."

"At same time," said Adams, "We also started on the cultural change that needed to happen in the Department as well. For example we introduced volunteering leave for staff so they could be more proactively engaged in their local communities and send a message about the sorts of staff we wanted in the department.

"After 12 months, we had gathered sufficient resources to begin to be more proactive in new areas. We refocused of all our grants programs, which amount to $400 million a year, to have common application forms and to reflect community-strengthening objectives. We introduced a range of objectives around capacity-building in local communities, strengthening local institutions, increasing levels of trust and positive networks for people to be engaged in. We also started to do some work on measurement issues; how do you measure these things? And we built up a more serious research program. We also started to roll out at a more serious level the volunteering and community enterprise strategies, the community renewal strategy, and our partnerships with local councils."

By mid 2003 DVC produced its first Annual Report to Parliament (June 2003) and its first Corporate Plan (September 2003). In the foreword to the Corporate Plan, Yehudi Blacher summed up the convergence of the community strengthening and governance reform ideas.

> " DVC was created…to give effect to the government's objective of strengthening communities through a more integrated approach to planning, funding and delivering services at the local level."

Five objectives were defined in the Corporate Plan:

1. Communities that shape their future

2. Communities that encourage participation

3. Communities that embrace diversity

4. Communities that gain lasting benefits from the Commonwealth Games

5. Government that is easier to work with.

Between 2003 and 2006, DVC sponsored a series of conferences both on community strengthening and on changing the way government works. In all 10 major conferences, workshops and policy forums were held, often attracting over 300 participants and in several cases over 1,000 people. David Adams said, "These events were critical to demonstrate both the policy credibility of the idea of community strengthening, to engage others in the debate, to develop a common language and to garner support from third parties"

These conferences were often linked to visits from leading national and international scholars and practitioners. For example at the 2005 forum the indigenous leader Noel Pearson presented, and this was followed up by a visit to Cape York by a number of Department Secretaries to learn about indigenous co-ordination and community strengthening strategies.

DVC also commissioned research in various areas especially to do with measurement issues and with local government. A series of publications on measurement of community strength were widely distributed and three papers on community strengthening and the role of local government helped refine the Department's priorities with local councils.

The streamlining of the grants processes to have a single entry point and a common architecture for grants programs positioned DVC for a more integrated approach to grant-making. All grants were redesigned to meet one or more of the following objectives:

- *Research and planning* which creates the common ground for networks and partnerships and identifies local priorities

- *Building capacity* of individual and groups and organisations, through leadership, through volunteering through strategies to increase participation in community life

- *Investing in infrastructure* to create a platform of community facilities where people can associate, such as sporting facilities, open spaces, community centres and schools as community facilities

From strategies into implementation

By the end of 2003 there were some 20 specific strategies underway within DVC.[3] These were grouped under the above objectives and included community building initiatives, local government partnerships, the indigenous capacity-building program, women's safety strategy, physical activity strategy, advance youth development program, Commonwealth Games legacy program, volunteering and community enterprise strategy, streamlining grants and the beginnings of a regional presence strategy.

More broadly DVC was developing whole of government strategies with other departments in areas such as schools as community facilities, and improving access and mobility in rural and regional areas.

For some parts of DVC, translating the objectives and mission of the Department into their day-to-day activities was difficult. Local Government and Community Information Director Prue Digby said:

> "The hardest part of the process has been understanding exactly what our role is. What does DVC look like when it is at work? For some areas in DVC this was harder than others. For example, the staff in the Office of Births, Deaths and Marriages. How do they contribute to community strengthening? The nexus wasn't clear in every case."

Digby took over responsibility for managing the Office of Births, Deaths and Marriages in 2004. "I had a disaffected group of staff. It wasn't easy, especially because they were housed in a different office, away from the rest of the Department. They felt a little removed. For a long time, a lot of staff just didn't get it in a practical sense. They were unsure about where we should be investing and not investing. So it's been an ongoing conversation."

During 2004, DVC took a lead role in developing for Government a policy framework that tackled the issue of social disadvantage. This process led firstly to a background paper late in 2004 on *Challenges in Addressing Disadvantage in Victoria,* followed by *A Fairer Victoria* (April 2005) and *A Fairer Victoria – Progress and Next Steps* (May 2006) .

A Fairer Victoria identified five key strategies for addressing disadvantage, two of which directly related to DVC – "Strengthening assistance to disadvantaged groups" and, "Involving communities in decisions affecting their lives and making government easier to work with".

David Adams said: "The *A Fairer Victoria* process provided an institutional forum linked to the budget process in which DVC Ministers were able to highlight the importance of place-based strategies to addressing disadvantage, as well as more formally establish the mandate for DVC to lead the governance reforms around joining up. This mandate was reinforced by the Premier releasing a 'Premier's Circular' to formally establish regional management forums and change the administrative boundaries."

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[3] Department for Victorian Communities, Corporate Plan, 2003-2006, pp13-19

Released just prior to the budget in April 2005, *A Fairer Victoria* included commitments to the implementation of a number of the DVC principles first expressed in 2003. Actions included:

- *The alignment of regional boundaries* of State Departments into eight administrative regions. Prior to this reform each department had a set of unique regional boundaries. While they were similar – small differences meant that departments didn't line up with each other – they also didn't align with local government boundaries. This lack of consistency caused difficulties in establishing regional discussions within and between governments, and acted as a brake on establishing stronger working relationships at the regional level.

- *The establishment of Regional Management Forums*: Building on the boundary alignment initiative, *A Fairer Victoria* introduced a new form of regional governance to Victoria – Regional Management Forums. The Forums, which met quarterly, included state departmental managers and local government CEOs, along with a Departmental Secretary as regional champion. The role of the Forums was to examine critical issues facing the region, encourage cooperation between departments, and with councils and statutory authorities.

- *A commitment to the greater use of team-based approaches*: *A Fairer Victoria* included a commitment to develop Community Project Teams – a new type of administrative arrangement designed to deliver in a local setting policies that required the involvement of more than one department or sector. Community Project Teams were about creating the administrative flexibility needed to engage communities on complex issues and work with them collaboratively, and achieving this aim within existing public sector management, administration and accountability frameworks.

In addition to these developments, DVC had been developing new ways of working that were overtly designed to build capacities at the local level. According to Yehudi Blacher, examples included:

- *"Local presence staff* where DVC are increasing numbers of staff located in local communities across Victoria to work face to face with communities

- *A focus on broadly-based community consultation* including groups often excluded – such as Culturally and Linguistically Diverse communities. An example of how DVC does this is through the 'In The Community' forums where senior staff from DVC regularly visit communities to canvass priority issues.

- *Community level planning and priority-setting*. This is a key role for local government – for example in developing Community Plans. DVC is rationalising the range of planning requirements imposed on local councils, boosting the importance of community planning and aligning councils' planning and reporting with that of state government departments.

- *Strategic Grant Making* – DVC grants are being reconfigured to provide three types of supports into local communities: (1) Planning – to form partnerships and develop good strategies; (2) Capacity building – such as leadership investments; and (3) Infrastructure investments – such as community facilities.

- *Direct community involvement in governance*, for example in priority setting; in the design of investment strategies; in delivery; and in managing. During 2006

DVC commenced a number of community renewal strategies including with Indigenous communities."

The description of DVC as a "broker" began to be used early in year one and soon became a commonly used descriptor of the role of the new organisation. Deputy Secretary Terry Healey said: "The notion of brokerage crept into our language in the first 12 months. It was elaborated in a number of the Secretary's speeches and David Adams started using the term quite a bit. What it meant was it was DVC's role to do things in ways that brought people together. What this means in a practical sense has evolved over the last three years, but we realised that you can't do it very well from Spring St [the street on which DVC's headquarters were located in central Melbourne]. You need to be out there on the ground."

In 2004 DVC started to deploy what it called "local teams", groups of staff skilled in networking and partnerships who were to work closely with members of particular communities on a permanent basis.

Blacher said DVC's local teams were about "realising outcomes" rather than "delivering outputs":

> "The 70 or so staff we've now got working in communities have a job that is almost unique in government. It is about facilitating, brokering and negotiating between different groups, including other government departments. We are taking a very different approach to the way government interacts with communities. The goal is facilitator not gatekeeper."

Digby explained that: "Local teams should be able to turn around and talk to other departments and say we need you to do this with your programs or we need you to use these approaches in our area. The locality should drive the on-the-ground activity, not the centre. This is such a hugely radical departure from the way that any State government department has operated in the past."

Internal cultural challenges

Building a new culture at DVC from the great diversity of the teams, which had been brought together from different departments, took sustained effort from Blacher and his senior executive team.

Up until the formation of DVC, Digby had headed up Local Government Victoria in the Department of Infrastructure.

> "We went from a very large department where we were a tiny element at the fringes in a place which had massive infrastructure projects as its core focus, to a small department where local government issues are front and centre. That was a big change. What we were managing was a cultural change process. We constantly needed to communicate effectively with our people, to create inclusiveness in our thinking and doing. We still do."

Digby said that many new staff were recruited over the first few years of DVC's existence and that many of them came from the private sector. She said this added to the management challenge because these new people were not familiar with particular

culture and practices of the public service. "We had to help them up a pretty steep learning curve."

Healey said that the leadership of the Secretary was critical to fostering a positive DVC culture and bringing initially sceptical groups into the fold. "He made sure he was always out there talking to people, and giving addresses to different groups of staff. The other thing he did was reshape some of our programs. All of that culminated in 2005 with *A Fairer Victoria*. It really gave substance to what the Government was driving at with its focus on community strengthening. Here was a precise account of what our objectives were in language that everyone could understand. That document was very widely reported and commented favourably upon in lots of quarters. It really helped bring people on board with DVC."

A different kind of workplace

In 2004 DVC moved into a single building on Spring Street in Melbourne. The building selected was not a traditional office tower. It featured curved walls and floor to ceiling windows. Hill said the senior executive team wanted to find an office that reflected the organisation's innovative approach.

> "We were fortunate to find this building because it lends itself to something quite different to the square boxes which you see at most offices, and that ties in with our goal of doing government differently."

"We said that no one division should dominate a single floor. We wanted to create maximum opportunity for interaction. It was a deliberate strategy to align certain groups with others. We also wanted to group 'new thinking' groups with 'old thinking' groups. Also on each floor we built in a flexible hub area which includes a kitchen, meeting room, working spaces, etc, to maximise casual interaction and informal conversation. We worked very closely with architects to achieve this.

"It's worked beautifully. A few years ago people would have said: 'What an extravagant tearoom!' But you find people using the space for all sorts of things and it really does lead you to bump into a wider mix of people than you would otherwise. We use the hubs for meetings, for one-on-one chats or coffees. We use the long benches for collating large documents. It's light, bright and pleasant to be in. It means you don't have to have too many rules around it."

"It's about practising what you preach. Community facilities have to be multipurpose. They should meet a variety of uses and needs – not owned by a single group. That is what we promote with local government and with our grant programs out in communities and that is the approach we wanted to take here too."

Rather than have multiple meeting rooms spread across many floors, a large area was set aside for meetings and other events. This space has also been made available to community groups and others associated with DVC. David Adams said: "We wanted to create a sort of 'Agora'[4] where people from business and the community would feel comfortable in dropping into DVC and feel we were not just another bureaucracy."

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[4] From the Greek, meaning 'marketplace', used for popular meetings.

Progress four years on

Speaking in 2006, Secretary Blacher's perspective was that: "There is certainly some scepticism from parts of government about what we are doing, but overall you would have to say it is resonating strongly. We are seeing community strengthening being embedded in Federal Government programs and in various private sector initiatives to it has really taken off as a concept. The language of community strengthening which we've been using for four years we're now seeing filtering into the public debate. These concepts work like a kind of virus, they gradually infiltrate the language."

"We have to be careful not to over-claim that DVC is doing everything," Blacher said. "But we are able to measure our influence. In some of the communities we've invested in we can not only see our impact in more swimming pools and leadership programs but also improvements in health status, educational participation, school retention rates, higher levels of safety. There is a distinct 'value-add' in terms of individuals."

Across DVC there are now many examples of where traditional programs and services have been "value-added" through the adoption of a community-strengthening focus, said David Adams.

> "For example the YouthCentral website has been created largely by young people, with localised content, and the site has many features of a traditional place-based community. It's a space where young people feel safe and comfortable; a space to meet and greet others; a space to access services; a space to turn to others for support and so on. It is this embedding of community-strengthening knowledge and practices into the mainstream of what governments do that adds the value; better services but also greater levels of social cohesion."

By the end of 2006 DVC was focussing on four strategic directions:
1. Engaging with communities to build networks
2. Creating partnerships that target place
3. Leveraging funding for community initiatives
4. Leading policy development.

Adams said: "These four strategic directions also reflect the outcomes we are measuring. We are now able to demonstrate how our actions increase levels of community engagement, create new partnerships to strengthen communities, leverage additional funding for community initiatives and lead new thinking and research around community strengthening and joining up government."

What communities can expect

In late 2006 DVC released a statement with a section entitled "What Communities Can Expect from DVC" which outlined the following roles:

- DVC's eight local teams provide an initial point of contact for community-strengthening projects
- DVC offers a range of flexible grants that support community-strengthening activities
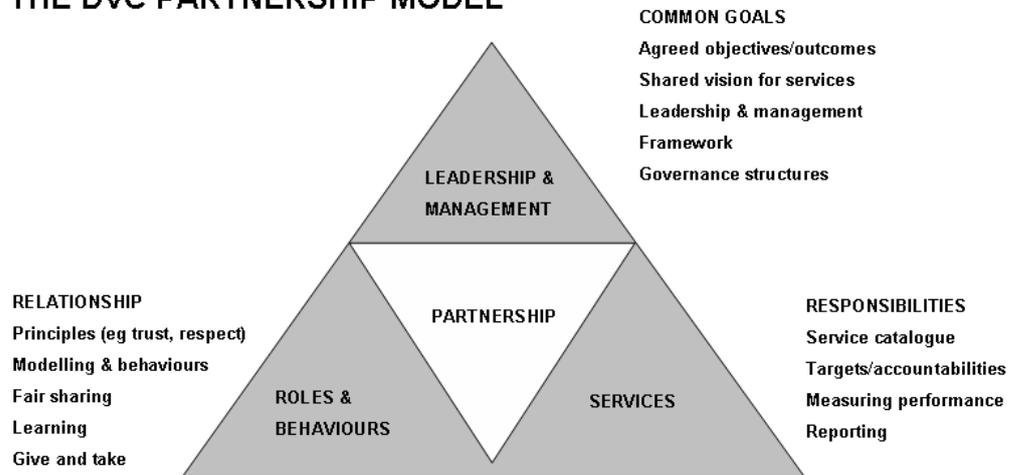
- DVC offers leadership and support in developing new approaches that cross traditional bureaucratic boundaries

- DVC provides information about Victorian Government services, access to public records, and personal information related to births, deaths and marriages

- DVC plays a brokering role that can connect community-strengthening projects with the skills and resources of the private sector to help increase sustainability.

Blacher said he saw DVC's efforts to improve the integration of government services at the local level as a long-term project:

> "It is a slow sort of work. It requires intensity sustained over time and a long-term commitment from the partners with whom you are working. The approach is not one that changes the world quickly. We're talking about a five to ten year process before we actually see a scaled-up, fundamentally different form of engagement."

Appendix 1: The DVC Partnership Model

THE DVC PARTNERSHIP MODEL

COMMON GOALS
Agreed objectives/outcomes
Shared vision for services
Leadership & management
Framework
Governance structures

LEADERSHIP & MANAGEMENT

PARTNERSHIP

RELATIONSHIP
Principles (eg trust, respect)
Modelling & behaviours
Fair sharing
Learning
Give and take

ROLES & BEHAVIOURS

SERVICES

RESPONSIBILITIES
Service catalogue
Targets/accountabilities
Measuring performance
Reporting

Source: Louise Hill, Executive Director, Corporate and Organisational Development, Department for Victorian Communities