

Townsville City "An Experience from Down Under"

Townsville City, Queensland

#Extensive Internal Collaboration

Population: 160,000

Innovation

Criteria:

- Initiative fundamentally changed a process, product or service (fundamental)

OR

- Initiative builds upon existing knowledge to improve a product, process or service (incremental)
- The initiative substantially stretched the boundaries of ordinary governmental operations.

Describe Your Innovation

(When and how did this innovation get started? Do also detail how the program or policy innovative, how it has changed previous processes, products, or services, and how it has substantially stretched or improved the boundaries of ordinary governmental operations.)

Townsville was under scrutiny from the Queensland state government as having poor outcomes for their community and there was suspicion of corruption. There was a shake-up needed in 2017 and it happened. The CEO was found wanting and he left. The city offered a poorly planned voluntary redundancy which reduced the city from 1890 staff down to 1567 of their best employees. This left the new incoming CEO to start from scratch. They were shown the PMH Insights implementation strategy with "Cascade" as the core dashboard application. After a few months of procrastination, managers walking, Directors sabotaging the installation, the riot act was read by the CEO and rest is history. Adele pointed out that bureaucrats are noted for avoiding making decisions and or "going out of their way" not to achieve accountable, transparent positive results.

With PMH Insights training and coaching for all senior staff, they implemented "Cascade" with full ongoing training (A four-year program now just ending its first year) The outcomes were extremely positive once the CEO was able to see every department's budget figures, dollars spent updated real-time and levels of tasks completed and aligned to specific projects throughout the city. The senior management also saw the benefits of reduced meetings, better outcomes, tasks and projects on budget and could be viewed in a report within minutes real-time.

Since the system was role-based, for new staff had their roles defined and so were coming up to speed in days and not weeks. The other benefit the system had was it had an internal eRecruitment system saving thousands due to accurate CV filtering prior to interviews accepted. All in all, Townsville is coming along as one of the most progressive cities in Australia and are now a shining example of good strategic planning that was executable.

Collaboration

Criteria:

- Initiative demonstrated engaging stakeholders both internal and external.
- Initiative demonstrated high performance teaming, breaking down internal silos.
- Strategic partnerships and or community networks were developed as a result of the initiative

In less than 200 words, what individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? What strategic partnerships and/or community networks, if any, were developed?

For any strategic plan to work the CEO or senior administrator must be pro-active, an active computer dashboard user and a visionary! The whole project involved the CEO, every senior Manager/Director and every team leader with staff under them, all working with our consultative team either via GoToMeeting training or group training onsite plus some sensitive meetings to produce the endgame.

The reporting, tracking and management became a regimented task that once they got the process right, the end result was inevitable. There will always be procrastinators and the only way we continually overcome those situations is to place it back on the CEO to do his or her job and "lay down the law" as a result.

Our platform does expose non-staff performance and remember in Australia where English union systems are powerful, yet we circumnavigated around that, where eventually staff came onside knowing a positive result would benefit them. Our application has a public web output so the reports that were generated for the public again was instant in realtime and the public love as it showed transparency and a "new" vigour in the life of the city through the cities initiative to introduce strategic planning and execution

If a private consultant was used please describe in detail their involvement, identify the consultant and/or firm and provide contact information. Maintain a 100 word maximum.

PMH Insights Inc was the consulting implementation partner for Townsville City's transformation. Based in Canada, the USA and Australia PMH Insights has been growing at a rate of over 30% year on year due to our successful implementation methodology.

Significance

Criteria:

- Initiative addresses an area of concern for the majority of local government organizations.
- Initiative can serve as a model and replicated in other jurisdictions.

Please describe the extent to which you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please also provide verification of the replication.

PMH Insights has over 38 sites globally across both cities and district school zones and we believe our success is based on the fact we have to have the complete confidence in the CEO that he/she will be involved 100%. We

always have a confirmation that the CEO and all the senior management team are onboard. We ensure they understand our implementation methodology and our services program which is very strict on time management, document release, availability of staff for short periods to extract valuable information that will produce maximum benefits for that city.

The biggest asset we have is the ability of our highly trained staff to assist all senior managers in our T&C (Training and Coaching) program where our consultants assist senior managers, not strong in developing strategic goals or aligned tasks, become skilled and in line with the capabilities of their teams. They are trained on creating valuable reports on a dashboard system that encourages valuable data in = excellent reports out. Hence that is why we can claim to have Boardroom level reporting available within minutes with our system once established and bedded in.

Strategic planning and execution must be a priority for all cities!

Effectiveness

Criteria:

- Initiative addresses a community or organization need.
- Initiative has achieved tangible results.
- Initiative improved the organizational culture or the traditional approach to problem solving.
- Initiative has received recognition for its achievements, i.e. independent evaluation, national recognition, local press, etc.

Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain?

The most significant problem is the senior manager that unwittingly undermine a strategic program rollout subconsciously. They become cynical because for years they have seen the external consultants' reports on fixing the many problems a city has to encounter and without success due to no follow-up or external training or the plan was not a co-operative effort from "all staff"

They see the massive waste of staff going off on a tangent producing isolated projects. They see the "empire builders" that create their own teams to self-elevate their position. I know it sounds harsh but that is what the senior staff think in the background as you implement "just another system to learn" program.

The finite point is for the provider to be upfront, show what you what the system can do and how you will use it. Make it clear enough that the CEO and all senior managers are stakeholders in this project and after it is completed you will never look back. You will review with pride on how your city was transformed using a proven strategic planning and execution methodology that does exist and has merit beyond the wildest dreams of what is possible in a city.

What outcomes did this program or policy have? Could you share one or two objective measures that demonstrate these outcomes? Ultimately, how did you measure the change based on the intervention, and why do you believe in the credibility of this assessment?

By ensuring CEO control and protection of the project, the outcomes were always going to be in the positive. You see many staff actually want a tough CEO that makes decisions. Several objectives were achieved from:

1. All the current strategic goals were tested and proven and/or adjusted so they were aligned with the cities goals,
2. Several managers that worked their way up from the floor and had no skills in creating strategic goals or report writing eventually had basic skills they could mature and develop reports that the CEO could use unaltered in the Mayor's report or Board report. This was part of the ongoing T&C program which is still going on today as part of the four-year program.
3. The four-year program ensured continuity, encouraged senior managers to do their reports weekly or monthly as required with confidence. It developed a better relationship between the executive office and the council elected members due to accountability that was documented through tracking, reporting and managing all the projects and tasks on hand.
4. Even when senior staff left, the role-based system proved invaluable in measuring whether a position needed replacing and if they did, the new staff member would be up and be running quickly saving thousands in reduced orientation programs.
5. Cascade our preferred application has full risk management, project management and most importantly a personal appraisal module. The assessment had both self-assessment and senior manager assessment and this proved to be very successful for mutually agreed results.
6. Most importantly, the implementation validated all city projects in construction, marketing and many other initiatives that were carried out within budget and "on time" because everyone became accountable. It was all on the dashboard through daily reports and so this had a million dollar value on its own!

Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage.

No Press Release to date

Presentation

Criteria:

- Presentation will be delivered by a team.
- Presentation will be highly interactive and engaging.

Example Social Media Post

Townsville City makes strategic planning and execution happen in style. CEO Adele Young was beaming as the first year role for strategic planning & execution project through PMH Insights using "Cascade" as the #1 choice for Townsville City.

Please write an abstract or short description for your innovation that would make conference attendees say "Well, I need to attend this session!"

Do you want to see strategic planning and execution methodology that really works! Had enough of consultant reports, never-ending planning meetings that go nowhere or projects completely out of whack with the rest of the city? The time is now to check out the project methods used by PMH Insights to successfully assist cities in achieving their ultimate goal of control, budget management, risk management, strategic and operational planning

that is transparent and aligned with all senior managers onboard eager to do "your" city justice. Imagine having a dashboard that shows the CEO all the reports from every department, up to date, showing real-time budgets and an accurate reflection of what is going on by a department or by business unit. Imagine being able to see the personal appraisal of all staff and the task completion rates they are achieving and producing solid work ethic in the city confines. Now is the opportunity to see and hear about a successful case study on strategic planning and execution from wow to go and in a city a long, long away from the USA but so so relevant to the USA today!

A session not to be missed by any city CEO!

How will you make the session creative and unique?- How do you plan to be both entertaining and educational?- Include a description of how your session will facilitate group activities and/or interaction.- What will attendees be able to have as an actionable "takeaway" from the session?

People do not want to hear all the motherhood words nor the embellishment of a simple case study that gets blown up all out of proportion. They want raw facts, ground roots points of cause and effect. How, what, when, where and why has not changed. Give this is presentation in a lite informative way, and with an Australian accent to a US audience and watch the results happen. It will be the show stopper you expect.

We are only a small company grew rapidly from experience as we challenged the thirty plus strategic planning and execution applications available worldwide. PMH Insights then picked the best after years of testing, using, installs and customer feedback on what they liked and needed. The successful outcome came without being bogged down with either a highly customized product they thought of, or a product that was too heavy in, click and go, data entry. We then set about developing our unique implementation program like no other, why? The others we saw were failing the customer and the customer could see it and hence we came up with the complete four-year program. It's not for everyone and then again not everyone wants to succeed!

Anything else you would like to add?