Cultural Development Network

AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

Australian Government | Australia Council for the Arts

National Local Government Cultural Forum

Seven jurisdiction local government associations

ACT Government

WALGA

MAV — MUNICIPAL ASSOCIATION OF VICTORIA

LGAT — Local Government Association Tasmania

LGAQ — LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND

lga — Local Government Association of South Australia

LGANT — Local Government Association of the Northern Territory

LOCAL GOVERNMENT NSW

CITY of PERTH

CITY OF MELBOURNE

HOBART CITY COUNCIL

BRISBANE CITY

ADELAIDE CITY COUNCIL

CITY OF DARWIN

CITY OF SYDNEY

Eight Australian capital cities

ENGAGED AND EMPOWERED CITIZENS

Through
Measurable Outcomes in Planning
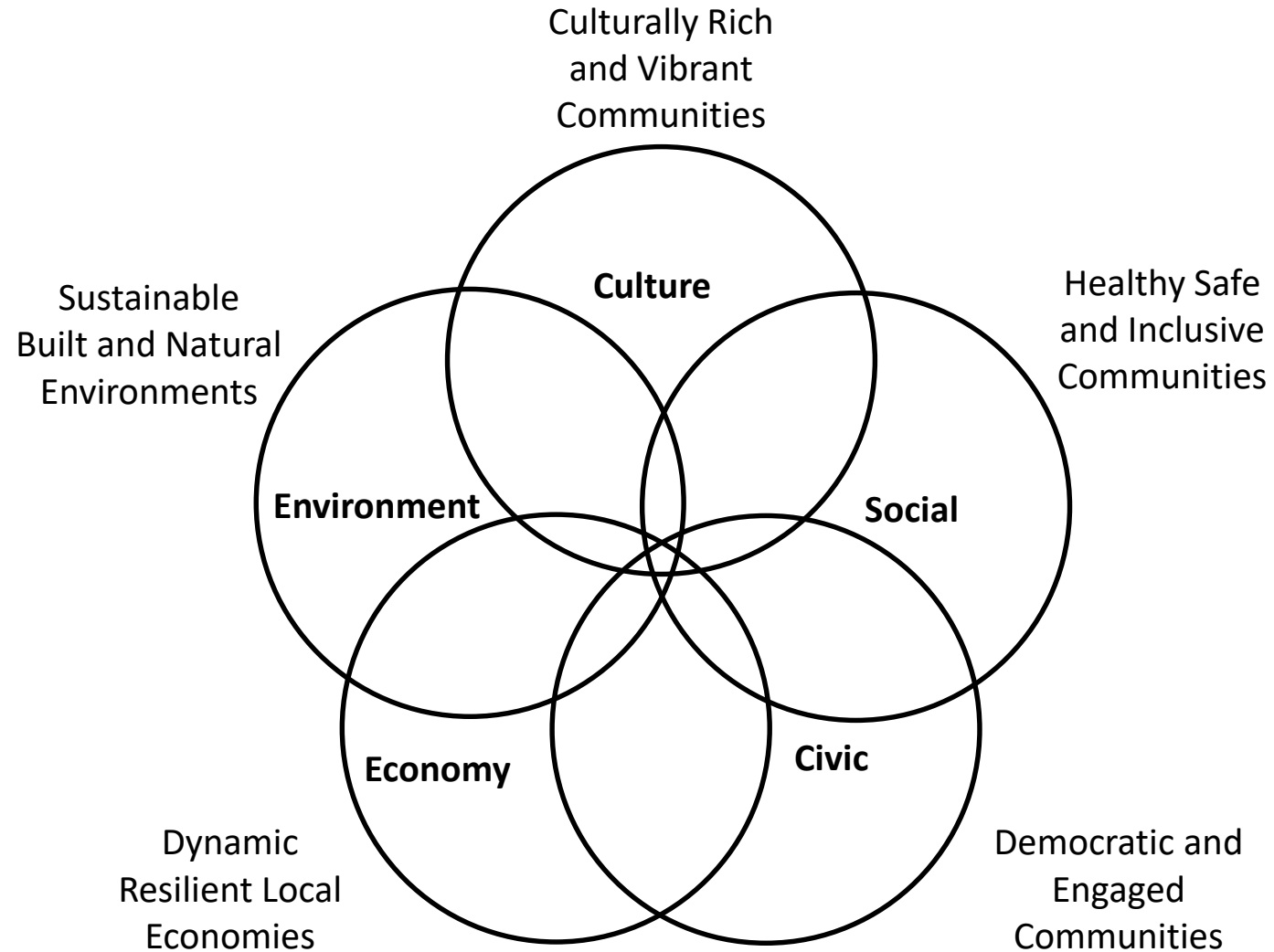
ENGAGED AND EMPOWERED CITIZENS

Focus on outcomes
And measure progress

Not inputs, *how much are we spending*
Not outputs, *and more activities*
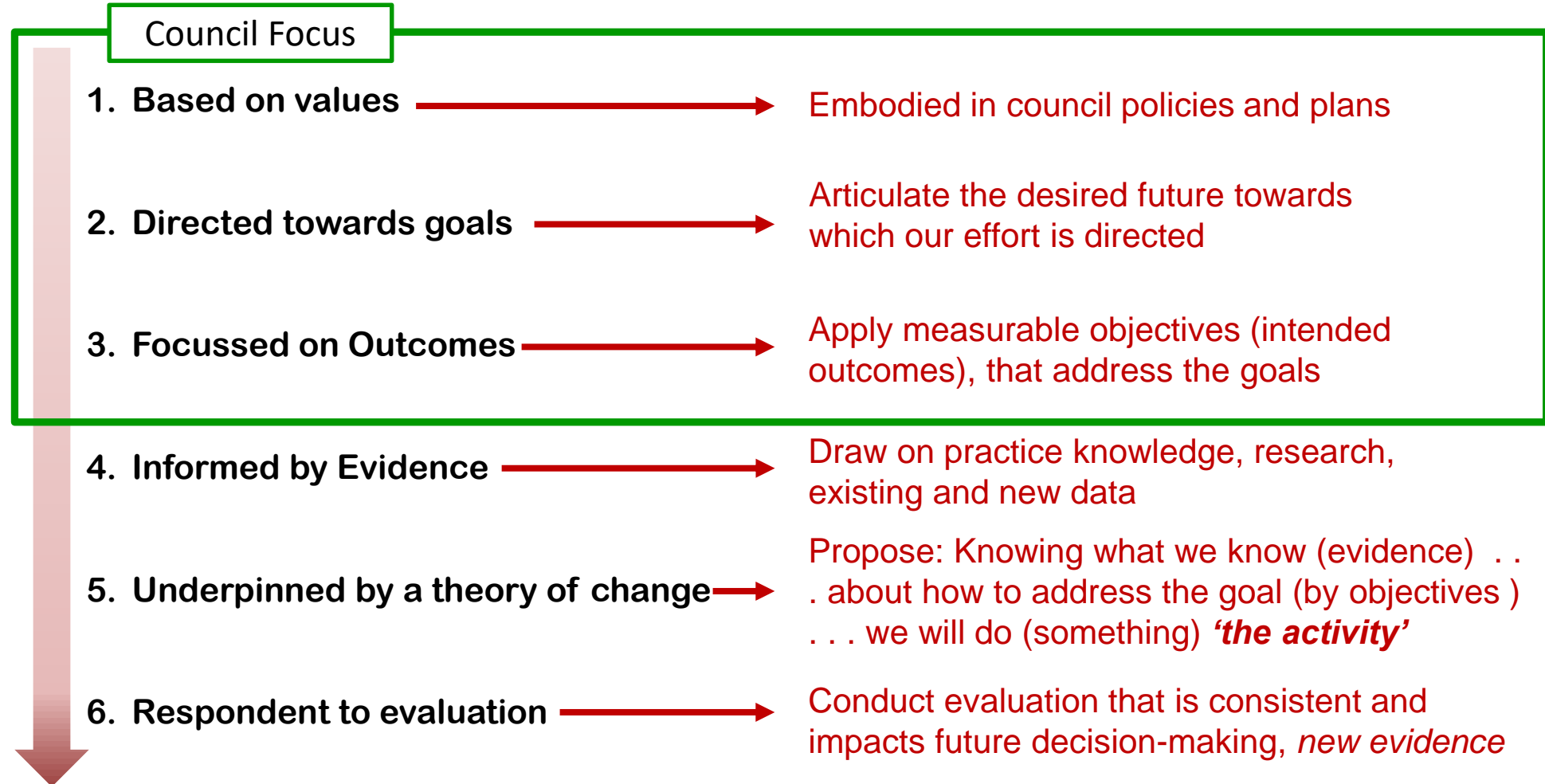
Domains of public policy

Culturally Rich
and Vibrant
Communities

Culture

Healthy Safe
and Inclusive
Communities

Sustainable
Built and Natural
Environments

Environment

Social

Economy

Civic

Dynamic
Resilient Local
Economies

Democratic and
Engaged
Communities

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"Words matter"

Key terms, their meaning and use for consistency

Values	the collective *values* (positive and negative) of the community that will influence planning
Goal	the desired long-term future: the focus toward which effort is directed
Intended Outcome	a specific *objective* to achieve, within a timeframe and available resources, that addresses the goal
Evidence	What do we know about the state of the goal and this outcome, where are we now, what initiatives have been effective, what processes have contributed?
Theory of change	Knowing what I know about the best outcome that will address the goal, we will do this activity
Activity	the thing (output) done to reach an outcome through an application of resources (inputs)
Outcome	what actually occurs is measured to determine whether the objective (intended outcome) was reached.

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Six planning principles

How they are applied

Council Focus

1. **Based on values** ⟶ Embodied in council policies and plans

2. **Directed towards goals** ⟶ Articulate the desired future towards which our effort is directed

3. **Focussed on Outcomes** ⟶ Apply measurable objectives (intended outcomes), that address the goals

4. **Informed by Evidence** ⟶ Draw on practice knowledge, research, existing and new data

5. **Underpinned by a theory of change** ⟶ Propose: Knowing what we know (evidence) . . . about how to address the goal (by objectives) . . . we will do (something) *'the activity'*

6. **Respondent to evaluation** ⟶ Conduct evaluation that is consistent and impacts future decision-making, *new evidence*

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1. Based on values

. . . we cannot know what a society's values are, except by observing their manifestation. (Hawkes, 2001)

NOTE: Distinct from the operational values of the council that are about how they do their business, with terms such as transparency, efficiency, responsibility. These form the basis of how organisations work, but not what it works for.

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1. **Based on values**
   Community values vary in degrees from positive through to negative

- participation, engagement and democracy;

- tolerance, compassion and inclusion;

- freedom, justice and equality;

- peace, safety and security;

- health, wellbeing and vitality

- creativity, imagination and innovation;

- love and respect for the environment.

(Hawkes, 2001)

Four ways the council ingest the values from across the community

- community consultation (meetings, surveys etc.);

- elected representatives;

- council executive and staff;

- existing documentation, i.e. council plans;

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2. Directed towards goals
Introducing the Wonderland Shire

- A model council
- Population 19,500
- One main township and several villages
- Coastal economy (tourism, seafood and agricultural export)
- Two hours from a capital city

2. Directed towards goals

Wonderland Shire is a municipality with the following goals:

- A safe, clean and healthy environment
- Abundant local jobs and economic opportunities
- Strong, clear and transparent corporate governance and leadership
- Effective and valued civic and cultural infrastructure
- A resilient and connected community
- A connected and creative community with improving health and wellbeing

How do we measure progress towards those goals?

Draw on measures from the public policy domains
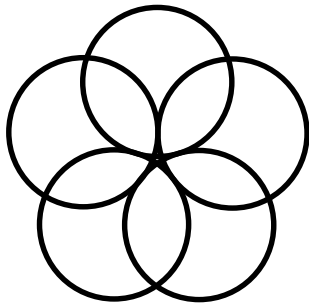
Cultural: Culturally Rich and Vibrant Communities

Social: Healthy Safe and Inclusive Communities

Economic: Dynamic Resilient Local Economies

Environmental: Sustainable Built and Natural Environments

Civic: Democratic and Engaged Communities

2. Directed towards goals
Aligning council goals to domains of public policy

Wonderland Shire aims to be a municipality with:

- A safe, clean and healthy environment
    Environmental
- Abundant local jobs and economic opportunities
    Economic
- Strong, clear and transparent corporate governance and leadership
    Civic
- Effective and valued civic and cultural infrastructure
    Civic – Cultural
- A resilient and connected community
    Social
- A connected and creative community with improving health and wellbeing
    Cultural - Social

If council's goals are not clearly articulated, they need to be found

CULTURAL TOURISM DEVELOPMENT PLANNING

CIFAL Jeju, UNITAR, South Korea May 2017

## 1. Based on values and 2. Directed towards goals
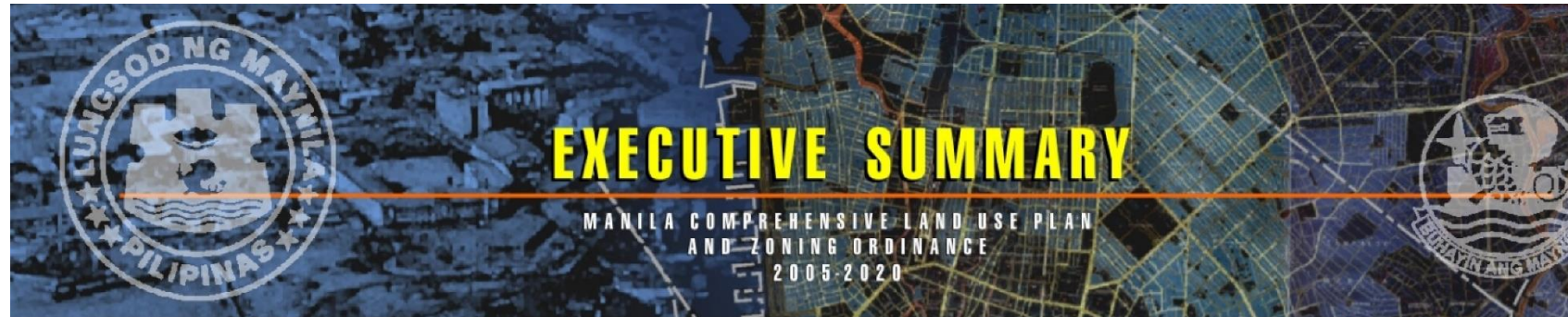
Along with creating new opportunities to <mark>improve the quality of life</mark> and the <mark>economic well-being of a city, growth and change,</mark> if not well-managed, can threaten the elements of a city <mark>that its residents cherish the most.</mark> The challenge, which the city is faced with, is the continuance of the waterfront development and pushing it into the inner core of the city and spreading it evenly on the whole city. As the city appreciates again the <mark>beauty of Manila Bay,</mark> the Manileños stand ready to rediscover the waterfront, to link it once again to its downtown and the rest of the city via a network of open spaces and the redevelopment of the Pasig River.

Goal: A quality of life cherished by its residents

Goal: Sustainable economic growth and change (replacing well-being with sustainability)

1. Based on values and 2. Directed towards goals

EXECUTIVE SUMMARY
MANILA COMPREHENSIVE LAND USE PLAN
AND ZONING ORDINANCE
2005-2020
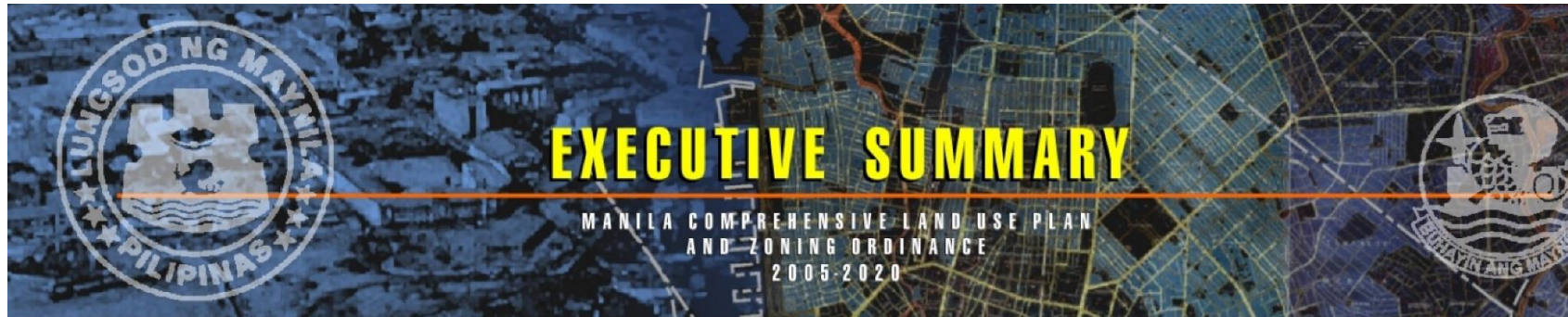
After a thorough review and inspection of the city, it is recognized that the City of Manila has been transforming from one image to another that is trying to ==recapture its past glory as one of the most beautiful cities in the world==

Goal: One of the most beautiful cities in the world

2. Directed towards goals

Aligning council goals to domains of public policy

Goal: A quality of life cherished by its residents

Cultural **-** **Social**

Goal: Sustainable economic growth and change

Economic

Goal: One of the most beautiful cities in the world

Environmental **-** **Cultural**

3. Focussed on outcomes
Selecting measurable outcomes to address the goal

✓ **1. Based on values** ⟶ Capture in council policies and plans

✓ **2. Directed towards goals** ⟶ Articulate the desired future towards which our effort is directed

3. Focussed on Outcomes ⟶ Apply measurable objectives (intended outcomes), that address the goals

4. Informed by Evidence ⟶ Draw on practice knowledge, research, existing and new data

5. Underpinned by a theory of change ⟶ Propose: Knowing what we know (evidence) . . . about how to address the goal (by objectives) . . . we will do (something) *'the activity'*

6. Respondent to evaluation ⟶ Conduct evaluation that is consistent and impacts future decision-making, *new evidence*

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3. Focussed on outcomes
Consider intended outcome to address the goal

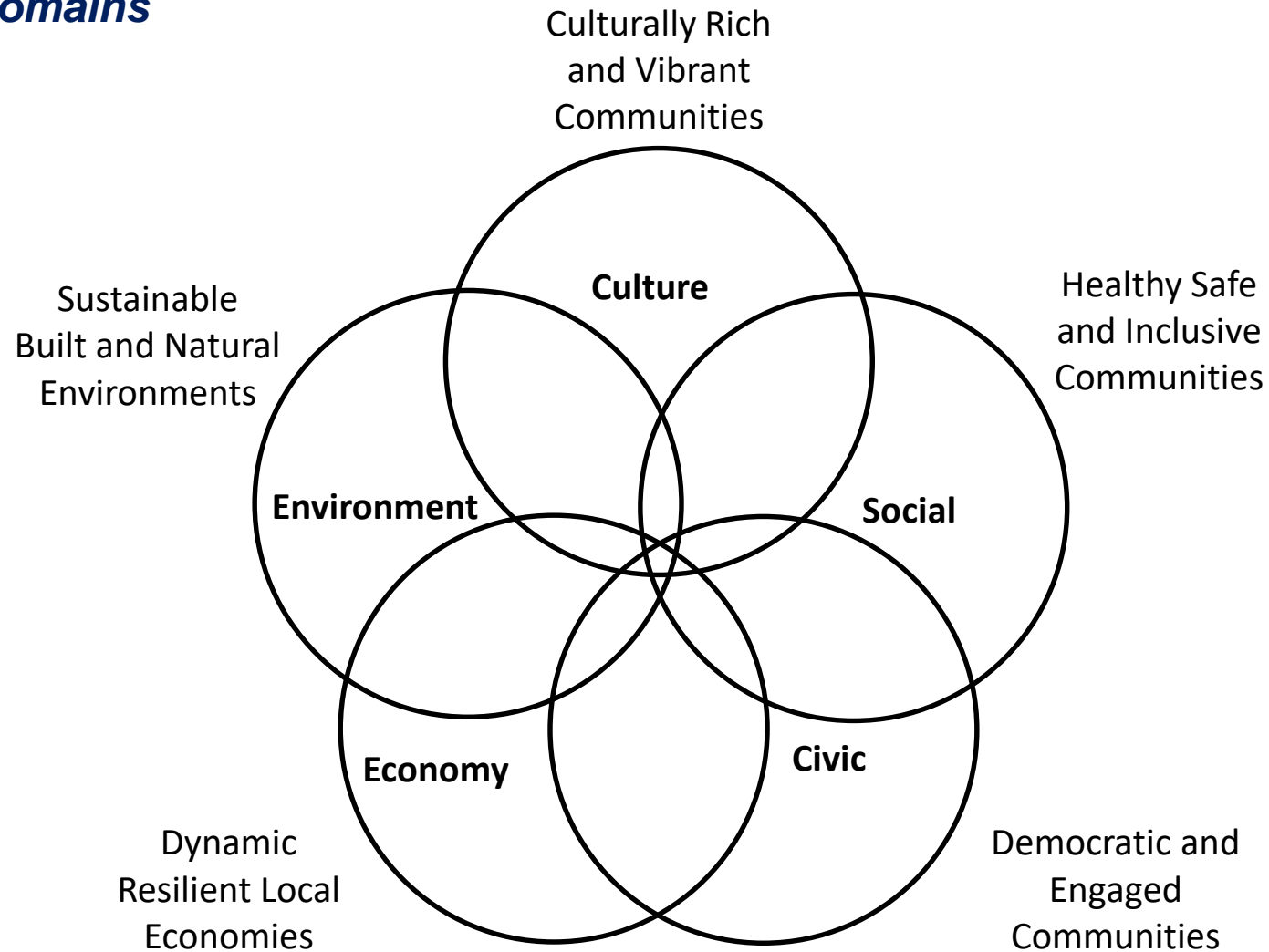What you aim to achieve within a timeframe and available resources?

Outcomes are often confused with activities (outputs)
For example, 'to run a festival' is not an outcome. This is an activity, through which a council might realise a particular outcome.

2014 - Desktop survey of 95 Australian cultural datasets told us little about local government's contribution to Australia's cultural life. The Cultural Forum agreed start the process of designing a new dataset.

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Measurable inputs, outputs and outcomes of engagement in cultural development activities

**Planning foundation 1.**
*There are five domains
of public policy*

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and Vibrant
Communities

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Planning foundation 2.
There are three key datasets that provide the metrics for evaluation

Dataset	Definition	Examples
Inputs	The resources that are available	• Buildings, collections, significant sites • Financial and human resources
Outputs	The commitments and actions	• Plans and policies • Activities i.e. projects and programs
Outcomes	The consequences of commitments and actions	• Milestones toward desired future • Intended outcomes is reached

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Five public policy domains

economic, social, environmental, civic & cultural

Dataset	Definition	Examples
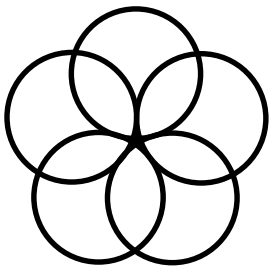
Three dataset types

inputs, outputs, outcomes

Economic	Social	Environmental	Civic	Cultural
Inputs	Inputs	Inputs	Inputs	Inputs
Outputs	Outputs	Outputs	Outputs	Outputs
Outcomes	Outcomes	Outcomes	Outcomes	*Intrinsic*

?

Instrumental

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Measurable cultural (*intrinsic*) outcomes of engagement in cultural development activities

Creativity stimulated (Stimulation)

Sparking of the imagination, creativity, curiosity;
resulting in increased desire to participate more and/or create new cultural works

Aesthetic enrichment experienced (Enrichment)

Experiences (familiar or unfamiliar) that come through the senses and are special and outside the everyday; feelings of being moved that are evoked by experiences such as beauty, joy, awe or wonder.

New knowledge, insights and ideas gained (Insight)

Generation of intellectual stimulation, critical reflection and creative thinking experiences.
Desired endpoint is deeper understanding, which is unlimited and can be continually generated.

Cultural diversity appreciated (Appreciation)

Appreciation of different forms of cultural expression: the diverse ways that people express themselves from their life experience and interests, and the interactions between those expressions are valued.

Sense of belonging to shared heritage experienced (Belonging)

Illumination of the present through a sense of continuity with the past, and a pathway to the future, through connections to present and past. History, heritage, cultural identity shared.

www.culturaldevelopment.net/outcomes

What are the measurable outcomes of engagement in cultural development activities across the other domains of public policy?

Measurable *economic* outcomes of engagement in cultural development activities

Measurable *social* outcomes of engagement in cultural development activities

Measurable *environmental* outcomes of engagement in cultural development activities

Measurable *civic* outcomes of engagement in cultural development activities

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What are the measurable outcomes of engagement in cultural development activities across the other domains of public policy?

Measurable *economic* outcomes of engagement in cultural development activities

- **Employment-enhancing skill development facilitated**

- **Individual economic benefit obtained**

- **Direct employment provided**

- **Indirect employment stimulated**

- **Local business patronised**

* Refer to current council measures and measurable outcomes if they exist

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What are the measurable outcomes of engagement in cultural development activities across the other domains of public policy?

Measurable *social* outcomes of engagement in cultural development activities

- **Good physical and mental health stimulated**

- **Sense of safety and security supported**

- **Recognition from valued others experienced**

- **Social capital increased (bonding, bridging or linking)**

* Refer to current council measures and measurable outcomes if they exist

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What are the measurable outcomes of engagement in cultural development activities across the other domains of public policy?

Measurable *environmental* outcomes of engagement in cultural development activities

- **Positive sense of place in the built and natural environment engendered**
- **Valued connection to the natural world inspired**
- **Awareness of ecological issues raised**
- **Contribution to neighbourhood character, including regeneration, made**

* Refer to current council measures and measurable outcomes if they exist

What are the measurable outcomes of engagement in cultural development activities across the other domains of public policy?

Measurable *civic* outcomes of engagement in cultural development activities

- **Sense of community belonging or civic pride enhanced**

- **Useful connections between groups in the community increased**

- **Sense of a positive future for community inspired**

- **Active citizenship, leadership stimulated**

* Refer to current council measures and measurable outcomes if they exist

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