



People Performance Strategy

The GSCC Organisation of the future

Workforce Planning Model

The Past
The Present
The Future (Where to from here)





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Executive Summary

In 2011 the Greater Shepparton Council employed a new Chief Executive Officer. Council provided instructions to the new CEO to examine the organisation, to ensure that it was the most effective and efficient it could be both in terms of the organisational structure but also in its ability to deliver value for money services to our Community.

Upon commencement in January 2012, the CEO commenced a review of the organisation.

His first impressions were:

- It was a good organisation
- There was a lot of hard working and dedicated employees
- There was a desire for strong leadership
- Councillors had concerns relating to the effectiveness of the organisation
- The organisation had many improvement opportunities

These improvement opportunities related to changing the organisational focus:

- From outputs to outcomes
- To improve individual management, team and organisational accountability
- To introduce employee performance management which would be sound, consistent and professional
- To ensure that we were servicing the needs of our community and key stakeholders and;
- To create a culture of leadership and support

With the above in mind, a process called an Organisational Scan was developed.

This process was undertaken and completed in June 2012. A new Organisational Structure was released at this time and a Transitional Management Plan was developed. This commenced the 'Good to Great' Journey.

The improvements as identified in the Transitional Management Plan are being implemented and the date for completion of all these improvements has been set at 30 December 2014.

Following the release of the transitional management plan, a considerable amount of work has been undertaken for our employees to ensure we have an organisation that is agile to enable GSCC to meet the challenges that lie ahead. Council needs to understand the current and future employment markets and how the issues of technology, the skills gaps that will exist into the future and how the fewer financial resources that will be available will influence our People Performance Strategy.

At the present time council has undertaken a number of initiatives that will support our current employees and to ensure that GSCC is an employer who will be looked favourably upon by prospective employees. These include:



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Into the future GSCC is moving into a consolidation of the organisation. This will occur with the introduction of a quarterly staff survey, regular reflection and celebration of improvement in performance. In addition, Council will be a participant in the MAV Workforce Planning Model in which a small number of Councils will work together to improve their workforce planning and develop a model that will be able to be introduced into Local Government across Victoria.

The Goulburn Valley Collaborative Alliance will continue to grow and provide exciting opportunities for our employees to assist neighbouring Councils, but also to grow professionally as they are exposed to a variety of situations that exist in these Councils.

Council will continue to measure the performance of its employees against its requirements and it therefore is incumbent upon it to provide it with the ability to meet these requirements.

As the organisation has now been through this process and a new Organisational Structure adopted and now settled, the next stage of the “Good to Great” journey can be commenced. This is the development of a People Performance Strategy to guide the development of an organisation that can meet the challenges that lie ahead for Greater Shepparton City Council, both for the community we serve but also as a highly functioning organisation.

The People Performance Strategy as detailed in this paper, provides the context of what has occurred over the last two years, but also provides the current situation as well as the key directions for the future. Where to from here will set a platform for leadership, accountability, and high performance standards, as well as the delivery to our community of premier citizen services.



The past 2 years

What was the Organisational Scan?

The objectives of the Organisational Scan were to identify where the organisation could improve its performance and sustainability through:

- Increased ownership and understanding of the Council plan
- Increased operating efficiency in service delivery
- Inform the service planning process
- Efficient deployment and ownership of assets

The desired outcome from the Organisational Scan was to:

- Detail areas where we believe the Council could gain efficiencies in service delivery
- Identify assets surplus to council's requirements
- Determine whether there was corporate capability to implement potential improvements or what support is required to deliver
- Identify where there are policy gaps inhibiting efficiency; and
- Recommend an appropriate Organisational Structure and changes in operation, systems and processes to improve the performance of the organisation.

The need to review culture:

To enable objectives and desired outcomes to be achieved it was vital that a cultural assessment be undertaken. Organisational culture is defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other.

The capacity and skills of the organisation's employees and the capacity of people to work in teams is paramount to high satisfaction and performance. The seven categories below describe the key elements of the *Business Excellence Framework* and these were examined as part of the *cultural assessment* of the organisation:

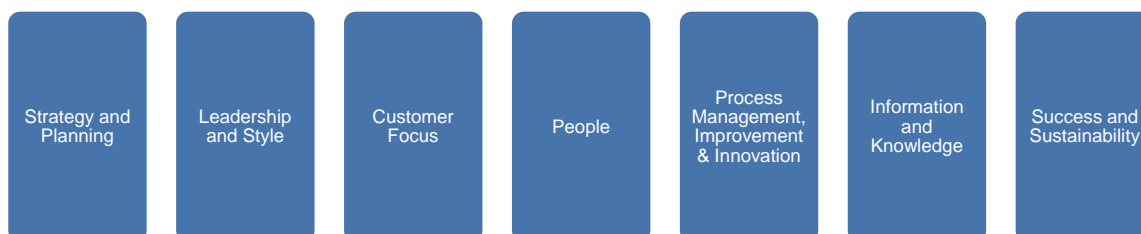


Table 1 – Culture review using the Business Excellence Framework



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Council has previously undertaken a significant amount of work on the values, and these were well regarded in the organisation, however in the interim period between CEOs these fell back, not all the way, but significantly as those who resisted this change become dominant without the required leadership.

Council has also trained, in the previous administration, a number of employees in the business excellence program. These champions were engaged to assist in the cultural assessment as well as the next phases of the organisational scan.

Council has previously used the Human Synergistics International Cultural Assessment Tool to determine the culture of the organisation (in 2010). This survey was again carried out in March 2012 and the results used to determine actions required to further develop the culture of the organisation.

Organisational Scan – the initial phase

CT Management was appointed to undertake the Organisational Scan in March 2012.

They commenced the process by undertaking a workshop with Councillors to obtain an agreement on the brief for the scan and the priorities from their perspective. Four of the seven councillors were interviewed individually.

The Senior Leadership Group (Directors and Managers SLG) were individually interviewed to gain a “corporate” perspective from the leaders and employees to determine the degree of alignment – are priorities, resources, strategy, plans and operations aligned. They were also asked how the values were embedded and how the business excellence principles are known and referenced in our organisation.

Individual employees were afforded the opportunity to have their say, during the process, if they desired and individual meetings were set up. A total of 220 employees took the opportunity to be interviewed by the consultants in a one on one session.

Focus groups of employees from across the organisation were also involved to ensure that all employees had ownership of the process. Workshops were undertaken with the operations employees (without supervisors present). Additional sessions were held at Aquamoves, Welsford Street and Doyles Road Complex. A further 100 employees were involved in the workshops.

A number of Consultative Committees and Employee Cross Functional Working Groups conducted workshops with the Consultants including:



Greater Shepparton City Council – People Performance Strategy

Customer Service and Innovation Working Group	
Sustainability and Environment Working Group	
Asset Management Working Group	
Community and Planning Working Group	
Organisational Development Working Group.	
HRCC	
Business Excellence Working Group	

Table 2 – Workshops involving cross functional working groups

The interviews were individual, with common themes and issues disclosed while the recorded individual contributions were not released.

Organisational Scan - the next phase

The next phase of the organisation scan was to:

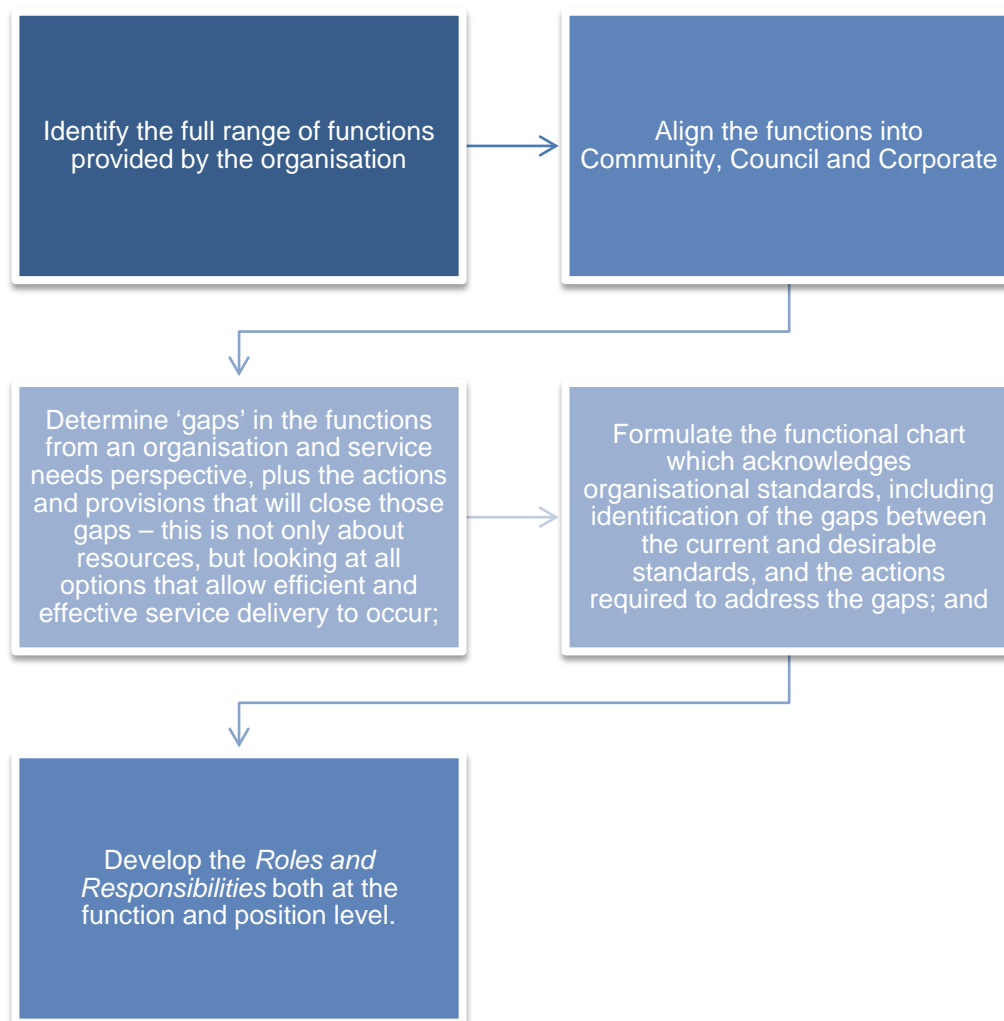


Table 3 – Phase 2 of the organisational scan

Following the completion of that task, the next task was to align the functions with the relevant corporate and strategic objectives and group them into 'core' functions, including specific reference to the *Levels of Service Framework*.

Recognition of the need to make changes for improved functional alignment, outcomes and relationships can be derived from this information.

The mapping process records the functional outcomes for continued future reference to sustain directions.

The Functional Charts were developed from all of this information based on the core functions, relationships and corporate directions.

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Roles and Responsibilities at both function and position level were then developed.

Following the development of the existing functional map for the organisation, discussion took place on the alignment, the effectiveness and efficiency or otherwise of the existing organisational structure.

The existing **Organisational Structure** was then amended to ensure that it was an extension of the agreed Functional Structure and Roles and Responsibilities, to ensure that there was:

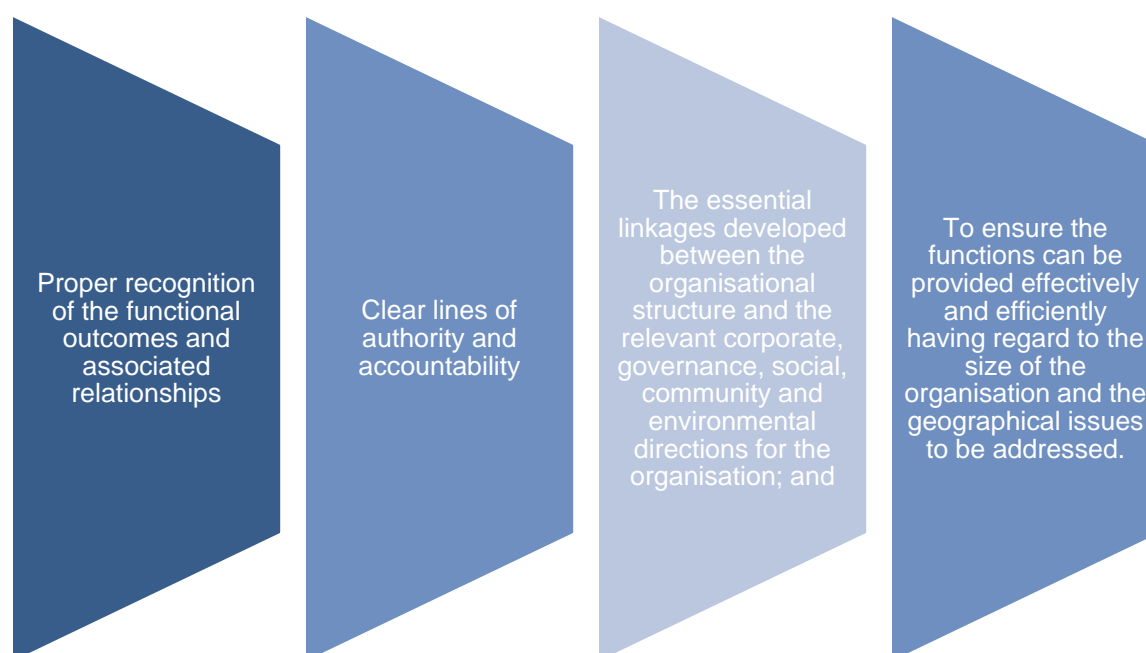


Table 4 – Review of the organisational structure

This process ensured that all positions required to provide the total suite of functions are identified, but balanced with the recognition of the 'need' for the services on behalf of the organisation and community, and any alternatives were identified to achieve the functional outcomes.

The total development process then provided the transitional steps required to implement the revised Organisational Structure and the associated changes. In essence this process ensured that:

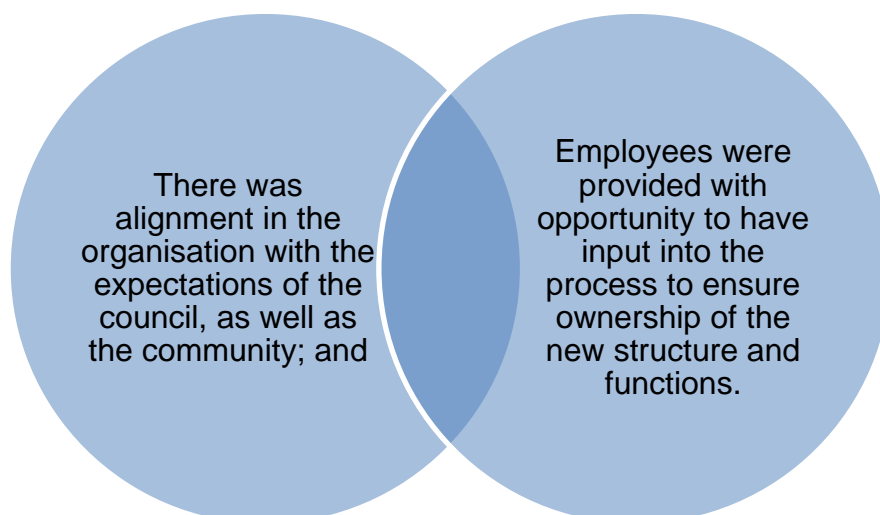


Table 5 – Meeting expectations of the community via employees’ consultation

Organisational Scan - The initial Findings

An interim report was prepared and released in May 2012.

A high level summary of the findings from the interviews and workshops, capturing the major issues and areas for improvements are detailed below. The detailed responses which were common themes and issues.

The following provides a high level summary of the findings from the interviews capturing the major issues and areas for improvement, based on the following headings:

1. Strategy and Planning
2. Leadership and Style
3. Customer Focus
4. People
5. Process Management, Improvement and Innovation
6. Information and Knowledge
7. Success and Sustainability
8. Destabilising Influences



Strategy and Planning

The *Council Plan* is not a focus of the organisation and is not reported against

Business Plans (Branch Plans) do not relate to the *Council Plan* and focus on operational tasks

Council Policies are expired in many instances and require review

Performance Management is poor and accountability low

There are examples of quality strategic work – e.g. Waste, Recreation, Parks and Economic Development

Capital Works program is short term and does not link with Council Service Strategies

Capital Works delivery is poor –averaging **70.3 per cent** of the Budget over the last four years

The *Strategic Resource Plan* does not adequately document and analyse the strategic capability of the organisation in financial and resourcing terms

The Budget “key result areas” do not link with the *Council Plan*.

Leadership and Style

There is an absence of leadership at second level – managers and employees are not focused and accountable;

The operating style is characterised around avoidance and passive resistance with not enough focus on outcomes;

Decisions are delayed and deferred; and

Corporate direction is not well led or supported with adequate performance reporting.



Customer Focus

The organisation lacks a customer focus – systems are fragmented and performance reporting is not undertaken;

Internal Customer Service is poor – employees hire sub contractors to “avoid” confrontation;

Service standards and response times need to be developed and reported against; and

Communication across the organisation is poor and “customer service” between departments and branches within departments is poor.

People

Commitment of employees is high and people want to do a good job;

Lack of leadership, focus and performance management inhibit this;

Workforce/Succession Planning is non existent;

A strategic assessment of the skills required for the organisation is required;

Employment policies are inadequate and outdated;

OH&S compliance and risk management need review;

Performance Management per se and a Performance Management System is an urgent requirement;

Identification of training needs and skills enhancement opportunities is a critical element of annual performance reviews and is urgently required; and

Mentoring and training will assist in the transition.



Process Management Improvement and Innovation

Duplication and replication of processes - eg. Customer Service Merit and Confirm;

A “common approach” reinforce responsibility and accountability;

Implementation of Corporate planning systems is urgently required – systems are at Council and need to be implemented;

Asset Management approach and systems need to be reviewed;

Implementation of policies, structures and systems is an urgent requirement;

Defect logging, assessment and maintenance management needs to be reviewed against the *Road Management Plan*;

Operational service delivery targets need to be established; and

Project Management processes urgently need to be reviewed as Council’s current practice is decentralised and inconsistent.

Information and Knowledge

Capturing of Information and knowledge is compromised by lack of succession planning and fragmented systems;

Far too much work is done in spreadsheet environment introducing unnecessary checks and balances;

Knowledge is embedded in individuals – knowledge is power;

Asset Management is fragmented from a strategic, systems and operational perspective;

Statutory compliance functions - Procurement, Contract Management, Risk, registers including Assets Register need to be urgently reviewed; and

Reconciliation of Assets Register and Balance Sheet is an urgent priority.



Success and Sustainability

Need to understand long term organisation capability - what is the organisation capable of in terms of service delivery and what are the targets;

Need to understand long term sustainability, including reference to long term financial plan, capital investment, renewal, development etc.;

Improved internal communication and external communication

Develop sustainable *Levels of Service*, resulting in consistent and predictable service.

Destabilising Influences

Items identified in the interim findings were also noted and categorised as '*destabilising influences*' for the organisation. These factors represented a considerable point of reference from the interviews, threatening to cause considerable disruption to employees, outputs and performance:

Senior management relationships and behaviour;

Inability to manage “difficult people” and a tendency to ignore or move problems to other branches;

Work practices designed around poor relationships;

Poor leadership leading to unsettled management and lack of professional supporting systems – a prime example is the Performance Management system;

Poor management and delivery of capital works arising through decentralisation and fragmentation of standards and deliverables; and

Branches where “culture of fear” reigned.



Organisational Scan – the next phase (New Structure)

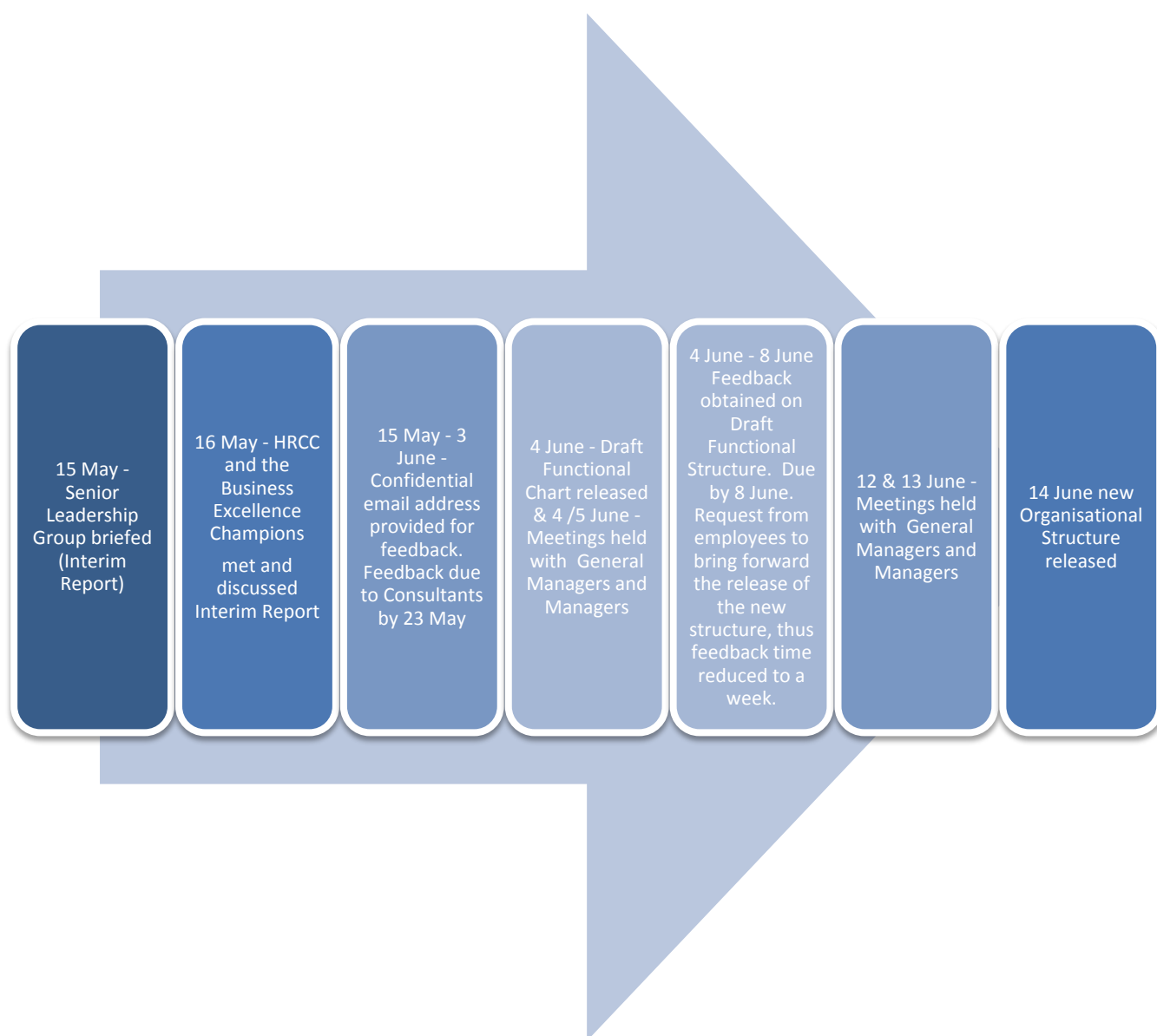


Table 6 – The Organisational Scan process 2012

The high level results of the organisational scan were provided to the Senior Leadership group on the 15 May and to all employees at the all employees meetings held on the 16 May. The HRCC and the Business Excellence Champions met on the 16 May 2012.

An email address was provided for employees to make confidential comments. A total of 69 individual and team submissions were received via the email address. All feedback was provided to the Consultants on the 23 May 2012.



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A draft functional structure was released on the 4 June 2012 followed by meetings between the CEO and Directors/Managers to discuss what the implications of the functional structure were. From all the feedback on the Interim Report a draft organisational structure was produced and released on the 4 June, with presentations made to Council, the Senior Leadership Group as well as 4 employee sessions convened.

Submissions were also called for from employees on the draft functional structure, 100 submissions were received, which again was an excellent response from our employees, who showed their engagement with the process.

Feedback was requested on the draft structure by 8 June 2012.

Some submissions challenged the assumptions that had been made in the functional structure development, some submissions agreed with the intent and as a result amendments were made to the functional structure. However due to the commitment to release the Organisational Structure the following functions within the organisational structure would require future review:

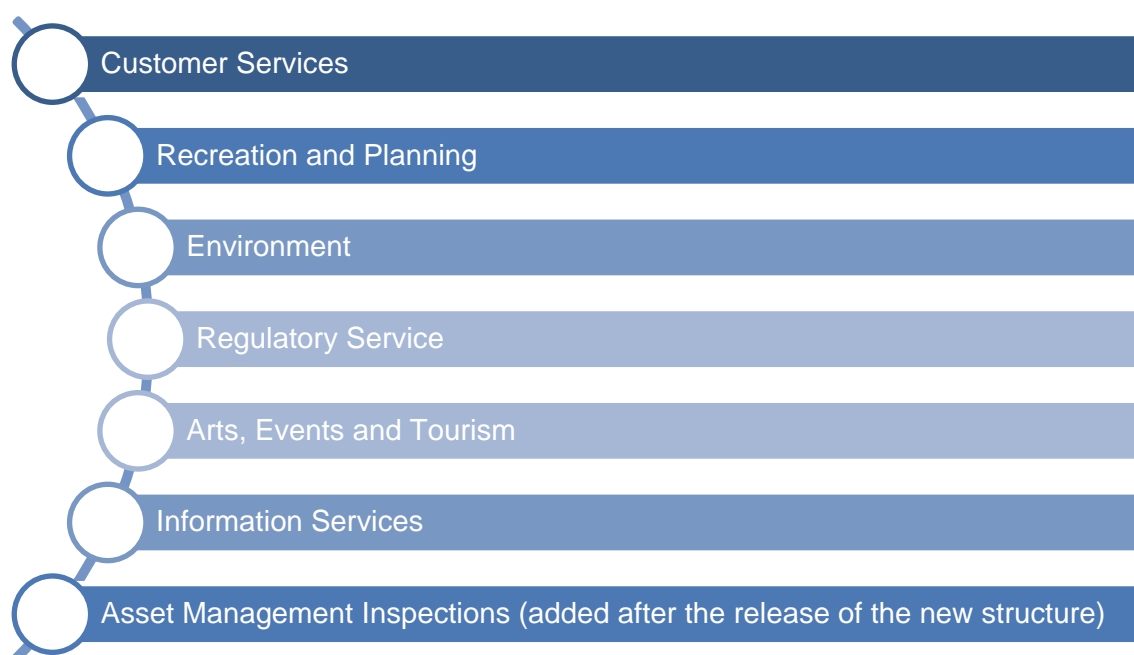


Table 7 – Functions to be reviewed in the next 12 months

In the lead up to the release of the Organisational Structure all Directors and Managers had individual meetings with the CEO and Manager of People, Culture and Development (now Manager of People Performance). These meetings were held on the 12 and 13 June 2012.

At these meetings the impacts of the revised structure were discussed as well as the expectations that the CEO had of them as Directors (Managers over the next three months). It is important to note that with the roles of individuals having changed in form and function



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two of the existing General Managers were advised that they would be appointed to acting positions with the newly created positions to be advertised.

On the 14 June 2012 the new organisational structure was released to all employees. A transition management process had also been put in place to assist the organisation transition to the new structure.

An appeals committee consisting of two external people as well as Council's Acting Manager People Performance was established for employees who felt individually aggrieved by the restructure was also established.

A considerable amount of work and effort was needed to review all current position descriptions, review the functional responsibilities, review and establish new financial charts, review and establish new Information Services file structure and review and renew delegations.

At the same time as the release of the new organisational structure the final Organisational Scan report was released. This included a Transitional Management Plan which detailed all the improvement opportunities that were identified by employees.

[Appendix A – Final Organisational Scan Report – CT Management.](#)

Other outcomes from the release of the Final Organisational Structure included:

Functional Location Review

- Need to examine location of Directorates and Departments in relation to location at both the Welsford Street and Doyles Road Complex.

Strategic Recruitment

- Newly created positions were progressively advertised over the first three to six months with the first of this recruitment being commenced on the 30 June.
- 4 Phases of executive recruitment - 2 completed internally
- Initiation of Business Case / Job Analysis for all vacant positions prior to any recruitment taking place.
- A freeze was placed on recruitment (save for urgent positions that were assessed on a case by case basis)



Table 8 – Outcomes from the final organisational structure

Transitional Management Plan

The final report, as indicated, contained a Transitional Management Plan. This plan provides for all the identified issues, who were responsible, what attention was needed, how our success was to be measured and what the outcome will be.

While this plan was already being actioned by employees it was important that the Council both adopt the plan but also requested that the CEO report on a quarterly basis to the Council on the implementation of this plan.

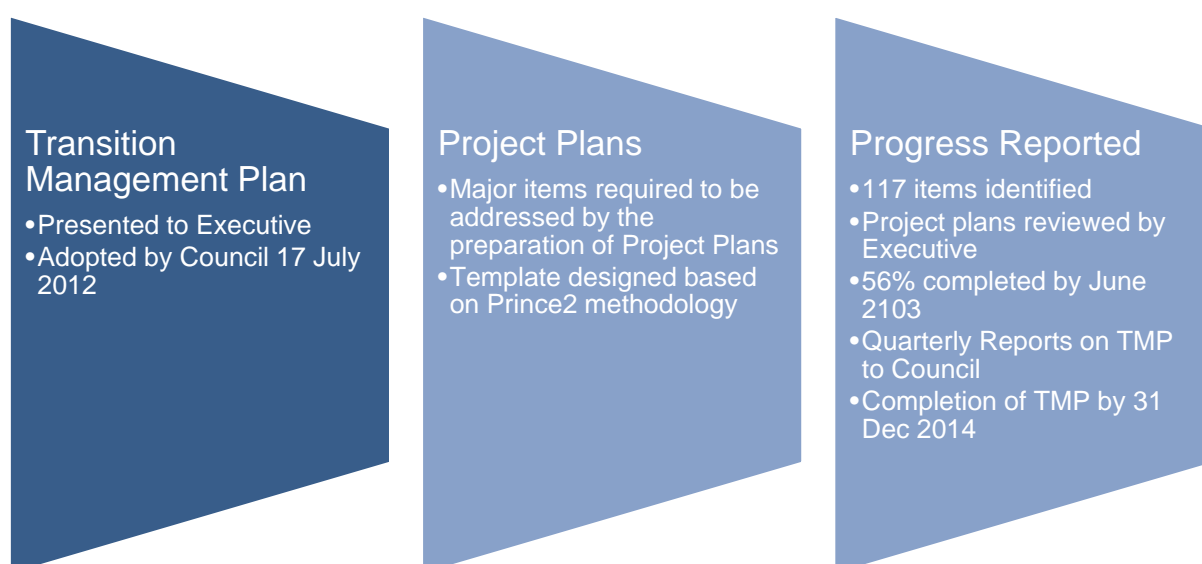


Table 9 - Steps to implement the Transitional Management Plan

Council adopted the plan at its 17 July 2012 Council Meeting.

It was a requirement for the majority of transition plan items that project plans were prepared and in many cases completed for each item in the transition management plan.

A Transitional Management Plan was adopted with 117 transitional tasks to be undertaken from June 2012 over the next two years. Each task identified required the preparation of a transition management project plan. As at June 2013, 56% of these project plans had been completed and with work commenced on all projects. Each task required a project plan with all plans to be completed by the 31 December 2014.



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Council receives a quarterly report from the CEO in which he provides an update for Councillors in the progress towards implementation of the Transitional Management Plan actions.

A considerable amount of work was undertaken to review all current Position Descriptions, review functional responsibilities, review and establish new financial charts, review and establish new Information Services file structure.

A review of the location of all functional Departments throughout the organisation has been completed and implementation has commenced with employees movement in order to bring all employees within individual Departments together for greater operational efficiency.

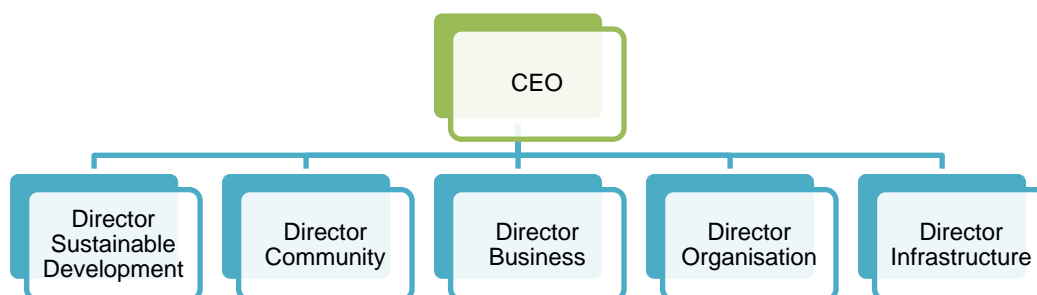
The New Structure – Overview

Since the restructure announcement on 14 June 2012, there were a number of senior positions advertised over four phases of recruitment, which were completed in January 2013. All senior vacancies resulting from this restructure have been advertised, filled or appointments confirmed.

As the organisation moves forward there continues to be opportunities to review existing structures, continue alignment with service outcomes and overall challenge the organisation to find efficiencies where possible. This will be done via the Job Analysis / Business Case process.

The new Organisational Structure that was implemented in June 2012, consisted of five Directorates, these were:

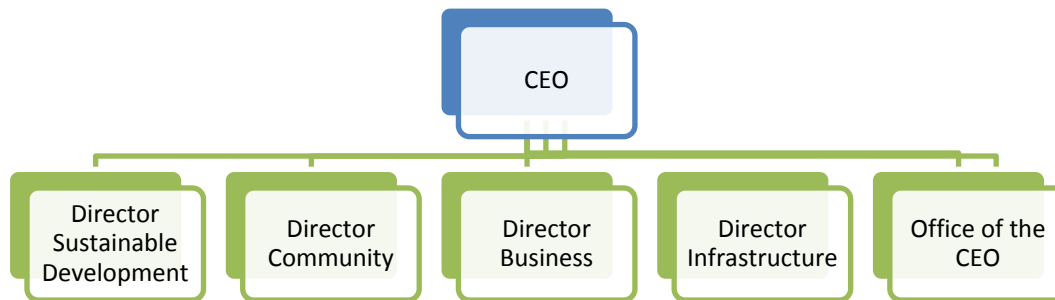
- Organisation
- Community
- Infrastructure
- Sustainability and Development; and
- Business





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Following the resignation of the Director of Organisation in March 2013, the Office of the CEO was created and the Organisational Directorate was removed from the structure. Therefore Council delivers services to the community through four Directorates and the Office of the CEO. Each Directorate is comprised of a number of Departments and Teams.

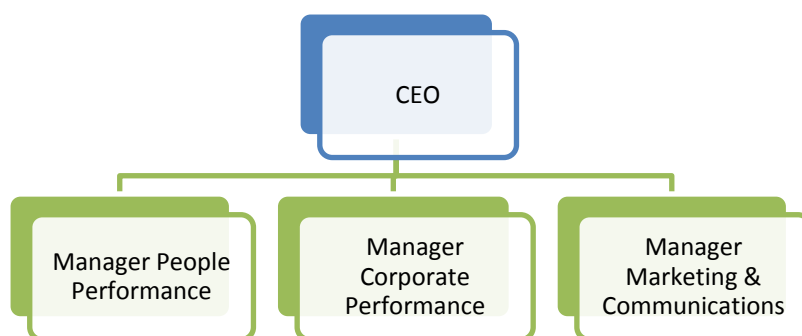




Office of the CEO

Functionality of Office of CEO:

Essentially the Office of the CEO facilitates the operation of the whole organisation and supports the internal services of the organisation.



Corporate Performance

- Provides support services to the Mayor and Councillors.
- Supports good governance
- Monitoring of the Transitional Management Plan
- Service and Business Planning
- Council Plan implementation

Marketing and Communications

- Oversees the communications and marketing activities for the organisation.
- Marketing and communication support to Mayor and Councillors
- Centralise and coordinate all marketing and communications functions for all Directorates.

People Performance

- Internal human resources consultation to Executive, Managers and employees
- Learning and Development coordination and strategic vision
- Employees wellbeing
- Performance Management
- Recruitment
- OH&S
- Payroll



Community Directorate

Functionality of the Community Directorate:

The Community Directorate provides for the Social and Community services to ensure Greater Shepparton City Council is a better place to live, work and play.



Active Living

- Oversees the operations of Aquamoves, council swimming pools, Kidstown & the indoor sports stadiums,
- Promoting improved health outcomes focussed through physical activity and healthy eating under Council's Healthy Communities Program.

Children's Services

- Responsible Maternal and Child Health
- Council's Kindergartens, Long Day Care, Occasional Care, as well as the Family Day Care.
- Council's Youth Services coordination.

Arts Events and Tourism

- Council's tourism promotion and activities including the operation of the Greater Shepparton Visitor Centre
- Events program which is aimed at generating an economic benefit and raises the profile of Greater Shepparton
- Shepparton Art Museum
- Performing Arts and conventions (Riverlinks).

Council's Neighbourhoods

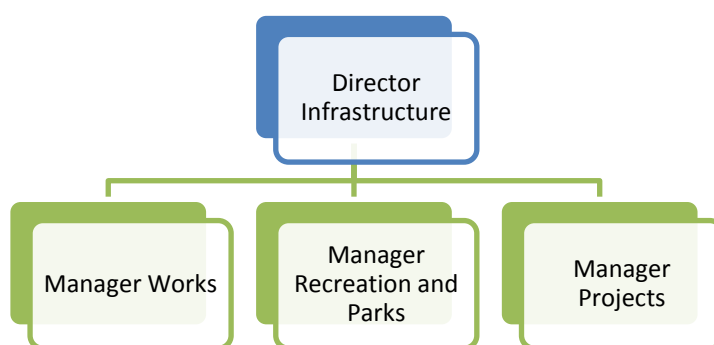
- Providing community development to ensure Greater Shepparton communities progress toward strong social environmental and economic sustainability for Greater Shepparton.

The Community Directorate also provides Council's Library and emergency management services

Infrastructure Directorate

Functionality of the Infrastructure Directorate:

The Infrastructure Directorate provide for the provision, maintenance and growth to the urban and rural infrastructure assets to enhance the performance of the municipality and to facilitate growth.



Works Department

- Responsible for the delivery of capital and maintenance functions within the road reserve.
- Management and maintenance of Council's buildings
- Management and maintenance of Council's fleet.

Recreation and Parks

- Provide for delivery of Capital and Maintenance functions within the Council Recreation reserves, sports facilities, public open spaces, lakes and wetlands.
- Strategic planning of these assets.

The Project Department

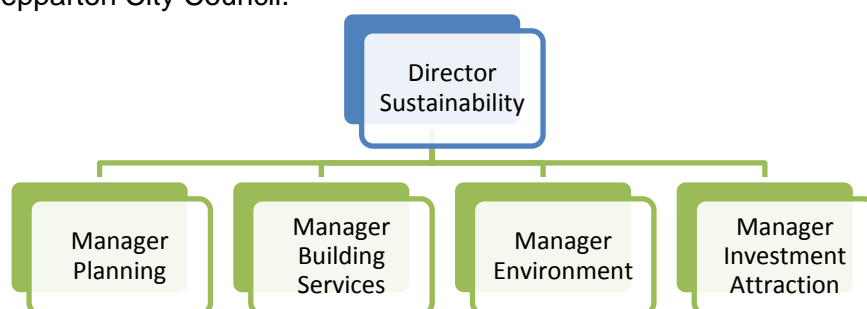
- Comprises specialist project managers design and construction.
- Shepparton Aerodrome
- Traffic management
- Drainage and flood planning,
- Development engineering.



Sustainable Development Directorate

Functionality of the Sustainable Development Directorate:

The Sustainable Development Directorate provide services that promote and enhance the current and future sustainable growth and environment strategies for the future of Greater Shepparton City Council.



Building Services

- Responsible for the efficient building control which includes Building Permits, inspections, enforcement and provision of information, Public Safety and Amenity as defined by the Building Act 1993.

Investment Attraction

- Work with, encourage and assist investment in our region, whilst working to develop employment and business opportunities for the established and emerging economic sectors within Greater Shepparton.

The Planning Department

- Responsible for the administration of the Planning and Environment Act, which includes statutory planning requirements of the assessment planning permit applications, enforcement and providing advice to the community.
- Strategic Planning team develop strategies, policies and frameworks to guide the growth of the Greater Shepparton community that enables sustainable growth for future generations.

Environment Department

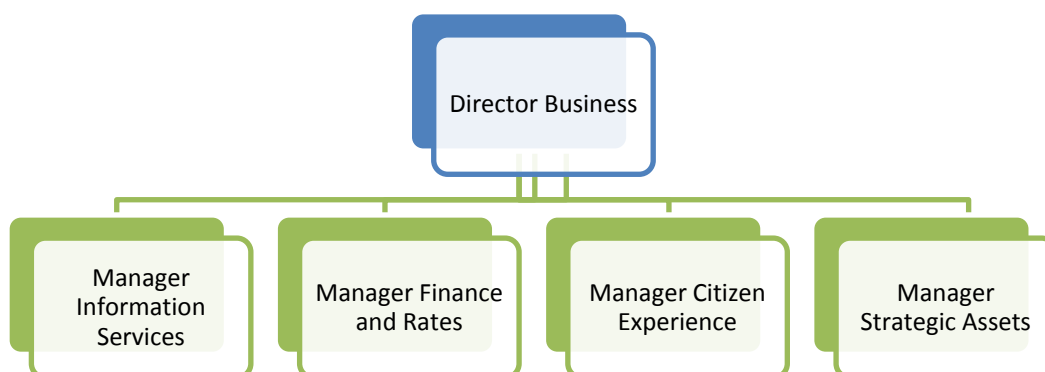
- Environmental Health is responsible for the administration of the Food Act, Public Health and Wellbeing Act and other Acts
- Providing advice to our community, the Sustainability and Environment team has the role of facilitating sustainable environmental growth and development in Greater Shepparton including energy management, information and advice, best practice information as well as RiverConnect.
- Waste Services is responsible for the provision of services to enable waste to be conveniently and safely managed in accordance with EPA requirements as well as achieving sustainable outcomes.



Business Directorate

Functionality of the Business Directorate:

The Business Directorate provides internal business services that support the organisation in its delivery of sound business practices and procedures.



Citizen Experience

- Responsible for council operations that have direct contact with our Citizens
- Provide face to face, online and telephone support.
- Information management who capture, record and audit all council activities.
- Regulatory Services with the Animal Management/Local Laws team.
- Parking enforcement teams responsible for the majority of the council's enforcement activities.

Finance and Rates Department

- Responsible for implementing the principles of sound financial management.
- Collection of Council's rate income
- Information Management maintaining and continuously improving Council information systems and Geospatial Information Systems to ensure that it is user friendly, and support organisational requirements.

Strategic Assets

- Responsible for collating and updating the knowledge base of all Council Assets
- Coordinate the periodic condition surveys.
- Model the renewal requirements.
- Manage the timely collection and analysis data relating to new Assets.
- Administration of property sales and acquisitions.
- Operations of the Shepparton Saleyards and Caravan Contracts
- Administration of the Shepparton Stock and Domestic community water scheme.



Greater Shepparton City Council - Our People

To commence the preparation of the Greater Shepparton City Council organisational structure it is important that we understand our current workforce and the Legislative framework that we operate under.

Legislation requires a Council to have an organisational structure and employees in place to effectively manage the operations in accordance with the Council Plan. The Council's existing organisational structure is based on functional activity and common objectives in order to meet the community's needs, provide quality and efficient services, support the stimulation and strengthening of the local economy and provide efficient and effective administration for the organisation.

Under the existing organisational structure, a range of full-time, part-time and casual employee members are employed, with a diverse skills base across a wide range of disciplines. The Council's 2011 Enterprise Agreement was certified by Fair Work Australia on 20 January 2012 and shall remain in force until 30 June 2014. The agreement encourages workplace flexibility and multi-skilling and delivers to employees sound terms and conditions of employment.

Demographic and Performance Data

Greater Shepparton City Council is one of the region's largest employers. We employ 462.59 EFT employees in a variety of permanent and temporary roles on a full-time, part-time and casual basis. Eighty-five per cent of our employees also live within the municipality. This means our people are able to bring a local passion, perspective and knowledge to the services they provide.

Occupation type (full time, part time & casual employees)				
	Full Time	Part Time	Casual	Total
CEO	1	-	-	1
Directors	4	-	-	4
Managers	18	-	-	18
Other Employees	351	178	286	815
Total	374	178	286	838

Table 10 – GSCC Demographics

Over the last four years, our workforce has grown by approximately 4 per cent. While the number of employees at Greater Shepparton has grown this doesn't equate to a growth in equivalent full-time positions.



Employees Demographics and Data



Table 11 – Employee statistics

Employees Turnover

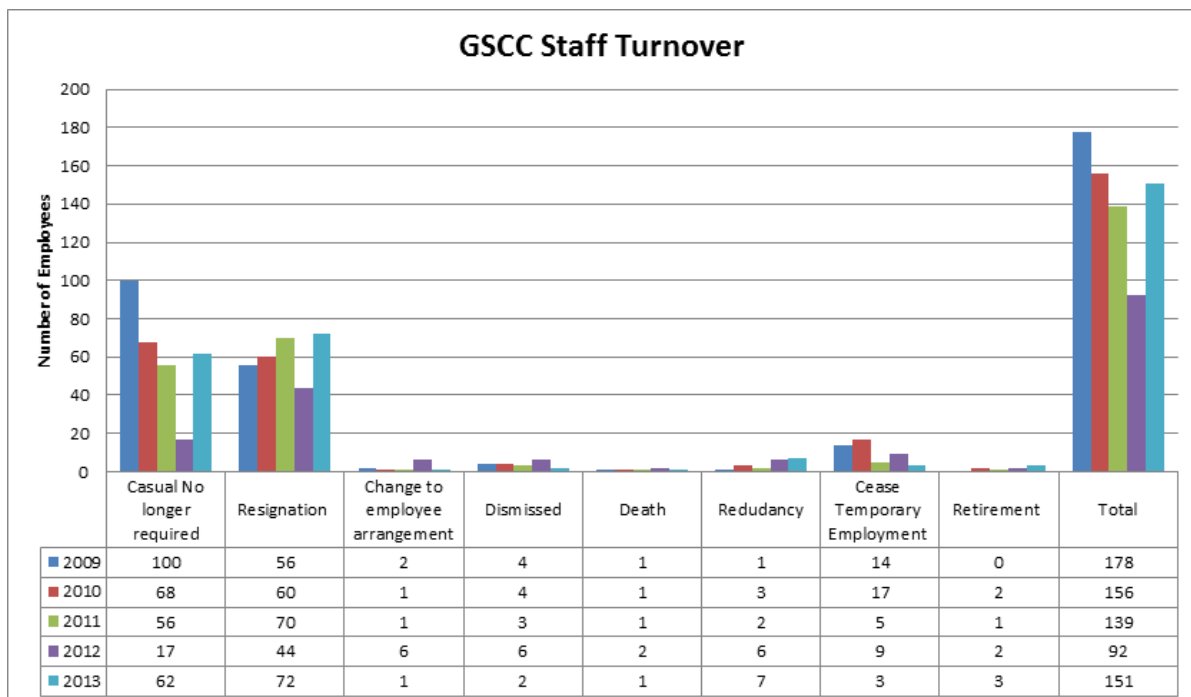


Table 12 – Employee Turnover Statistics

Council provides a range of flexible employment arrangements. The table below demonstrates a significant portion of the workforce is made up of part-time and casual employees at different levels within the organisation.



Workforce Growth

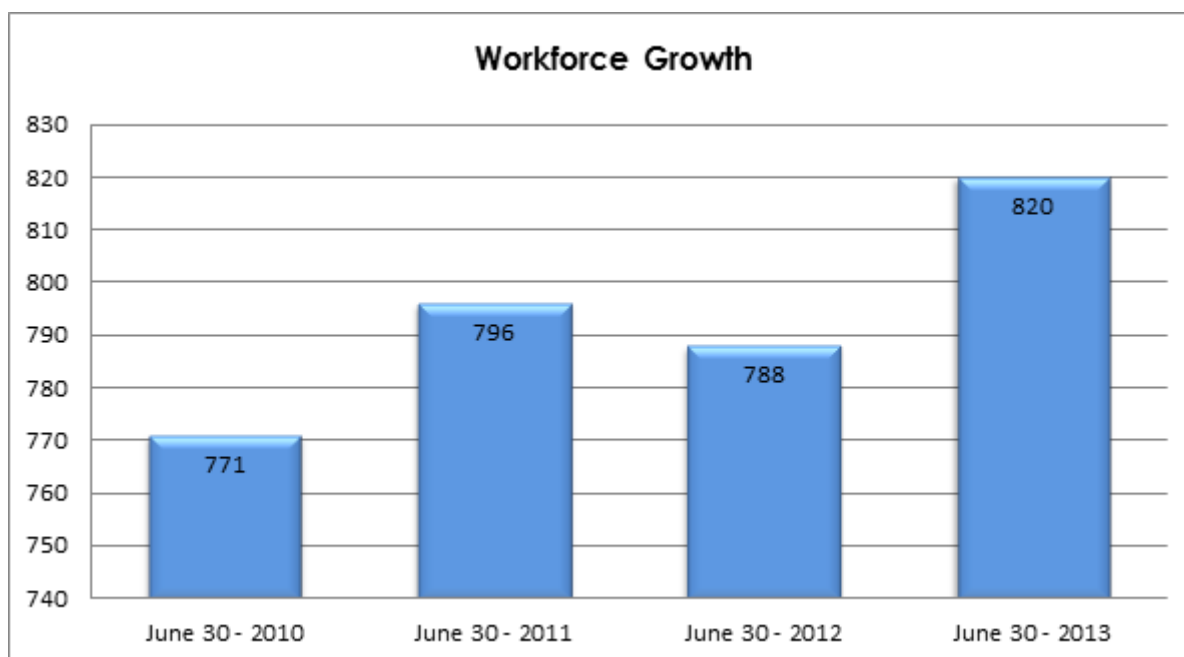


Table 13 – Workforce Growth

Casual Conversions

Due to an audit of Casuals and a requirement of the Local Authorities Award, Casuals who work for Council for longer than six months on a consistent basis, have the right to ask for a permanent role. The audit and subsequent review of these positions has been completed and Casual employees continue to be monitored to ensure consistency in our recruitment practices.

Constant review of aligning the organisation functionally will be conducted on a regular basis using a Job Analysis/Business Case template. Managers of Departments will be required to conduct a Job Analysis and prepare a Business Case for every role where there is an exit or termination and also to request a new position into the structure, including roles which are funded. This will allow for a review functionally for the position and take into account budget implications for Council.

In regards to the calculation of casual EFTs, previously Council has allocated an EFT of one hour per week for the purposes of calculating EFT. Examination of this has indicated that the methodology of calculation does not truly reflect the EFT within the organisation. This has been corrected for the 2013/2014 calculation with an average of seven hours per week now used to reflect EFT for casual employees.

Greater Shepparton City Council Workforce Plan

Introduction

Greater Shepparton have embarked on building their Workforce Plan, based on a number of phases to ensure we gather the best data possible and conduct a thorough review, to enable a successful gap analysis to be undertaken.



Table 14 – GSCC Workforce Planning model



Looking into the Future

Future trends in employment markets

To enable Greater Shepparton City Council to prepare a Workforce plan, it is a requirement that we look at the future trends that will exist for the Greater Shepparton community.

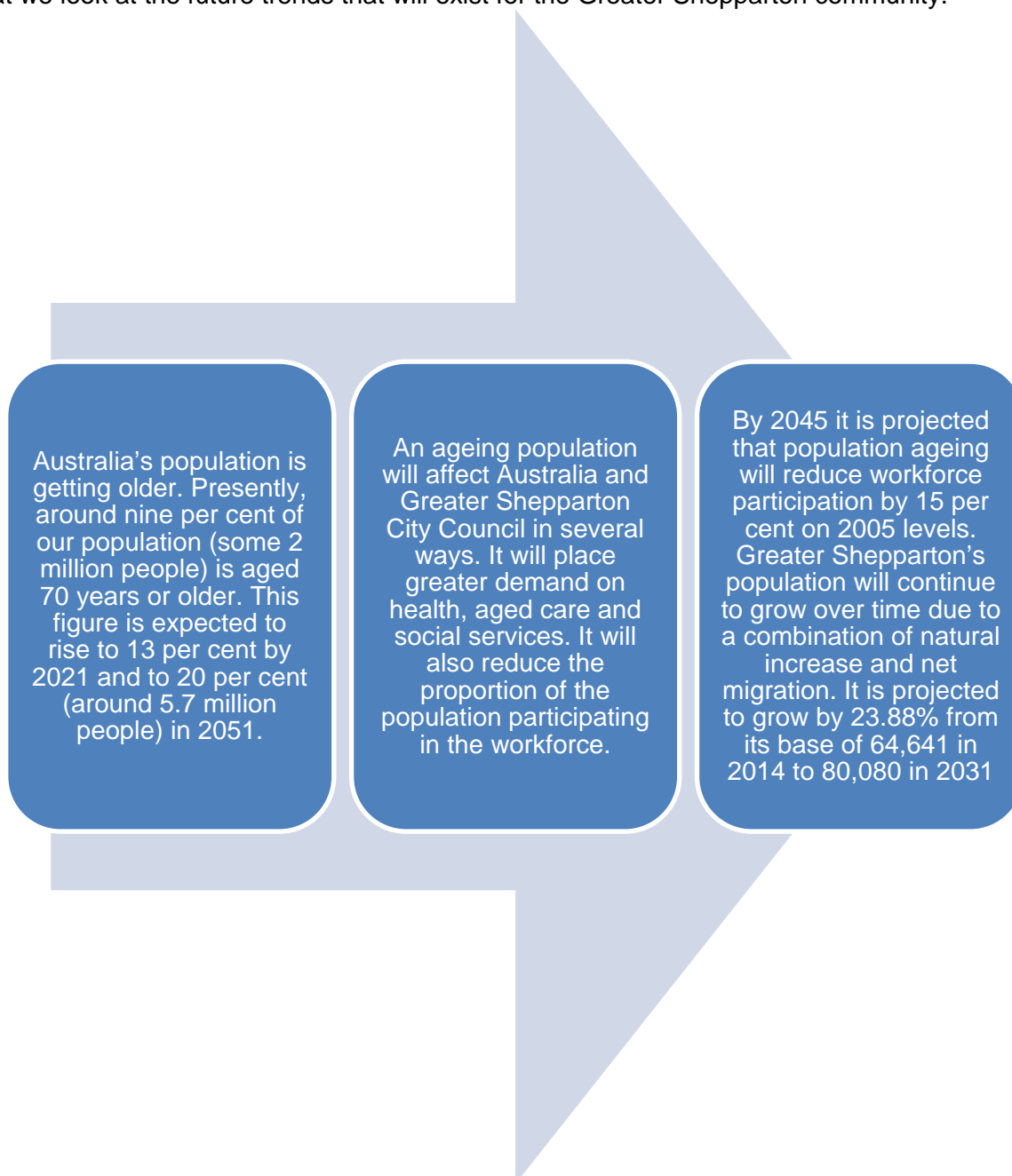


Table 15 – Relationship between population growth and workforce planning

Such growth will put pressure on infrastructure, services and the environment.

The Council will face many issues that could significantly test our ability to meet the challenges that a growing and ageing population will bring, these include:

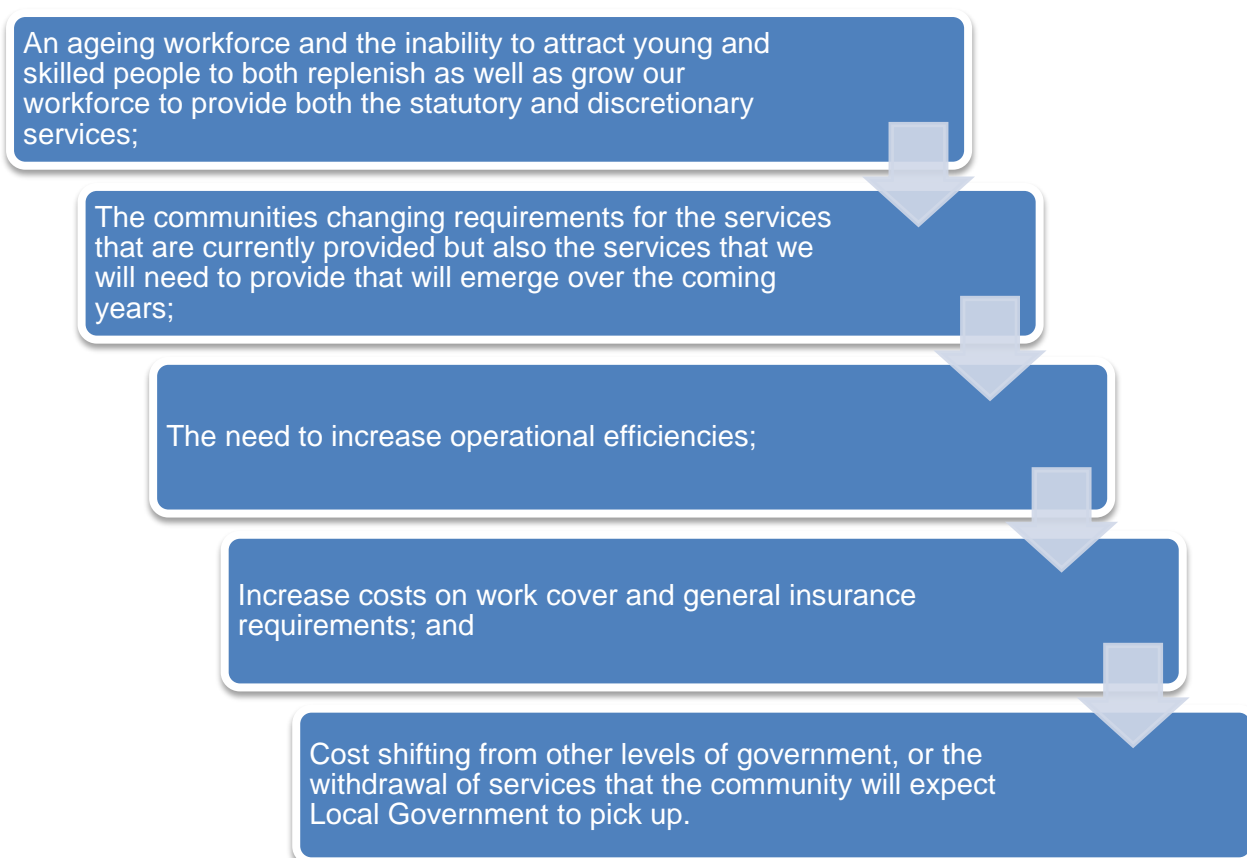


Table 16 – Issues facing GSCC in the future

Technology Impacts

An increased service delivery expectation from the community is a major theme impacting local government and Greater Shepparton City Council in upcoming years. Their need for 24/7 access to the Council in turn will lead to further development of emerging technology utilisation.

Suggestions of smarter customer response systems, electronic application systems, online payment systems and more interactive media are becoming a reality for Greater Shepparton City Council.



Greater Shepparton City Council – People Performance Strategy

With increased technology expectations comes the internal need for skilled employees. Greater Shepparton City Council will have to increase investment on training and development for all areas but in particular in systems and processes. This is ever more so with an ageing workforce, many who have not grown with the technology demands that currently exist.

The capacity to provide telecommuting and more flexible work arrangement options is an attraction and retention strategy that Greater Shepparton City Council has commenced embracing, however more work will need to be undertaken to ensure the demands of both the organisation and the community can be met.

Skill Gaps

High demand for services by our community brings about a demand to retain skilled, knowledgeable and specialist employees.

Longer term strategies within the concept of knowledge and talent management will need to be explored in the coming years to counteract skill gaps at Greater Shepparton City Council.

Fewer Financial Resources

In June 2012 Greater Shepparton City Council adopted a long term strategic plan which will guide the strategic direction of the council over the next 10 years.

It is important to note that over the next 10 years Council income is projected to increase by approximately \$53m (48%) and expenses are projected to grow by (46%). At the same time employee entitlements are projected to grow by approximately \$25m. In addition a rate increase of 0.67% is needed to allow for a 1% increase in employee costs.

The other major factor contributing to its strategic financial management is the growth in the renewal of assets. Over the next 10 years it is predicted that this renewal gap will be \$81m. This will mean that there will be a shortfall in the allocation to keep our assets in the conditions that they exist today.

It can be seen by these figures that one of the largest expense items for Council are its employee entitlements and this will require Greater Shepparton City Council to examine the services it delivers to its community, as well as plan strategically with its human resources so that they are skilled to provide these services in an effective and efficient manner.



Defined Benefits

In addition to the above Council, as part of its 2013/14 budget, was presented with a long term financial plan. The Council is a member of the Defined Benefit Superannuation Fund which is a legislated fund that compels Local Government to comply with any contribution obligations.

The Local Authority Superannuation Fund (LASF) defined benefit scheme (DBS) is a superannuation scheme introduced to Local Government in 1982. The scheme gives retired members a guaranteed pension based on a percentage of their earnings on the last few years of their employment. The basic fundamental of the scheme is that it needs the markets to perform well to ensure there was enough money in the DBS fund to pay out the entitlements of its retirees. This issue was recognised in 1988 and the State Government put in place a 30 year funding program to ensure that there were sufficient funds in the DBS.

However, in 1993, the State Government closed the DBS to new members and abandoned the 30 year funding program. This left a liability in the fund, which has remained since, despite a number of calls to top up the fund. Changes to both State and Federal Government legislation in 1998 required that liabilities in the DBS would be funded by the employer, being the local authorities.

Past calls on Defined Benefits from Local Government and Greater Shepparton City Council:

1996/97	2002/03	2009/10	2011/12
<ul style="list-style-type: none"> •\$321 m •\$3,386,256 	<ul style="list-style-type: none"> •\$127 mn • \$1,538,311 	<ul style="list-style-type: none"> •\$17m •\$1,033,006 	<ul style="list-style-type: none"> •\$453 million •\$5,631,820

Table 17 – Total call on Local Government and GSCC share of this call

At its meeting in September 2012 the Council was informed of the results of the latest actuarial investigation in relation to the Local Authority Superannuation Fund (LASF) Defined Benefit Plan and considered possible options to pay its liability.

The Council at its meeting in September 2012 approved early payment of the Defined Benefit Superannuation Liability for the Greater Shepparton City Council being \$5,334,220, from existing cash reserves to take advantage of a discount in the amount of \$297,600.

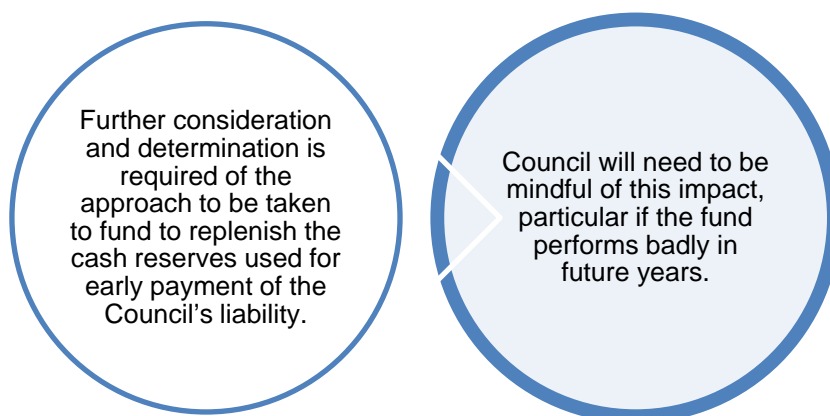


Table 18 – Need to plan for future Vision Superannuation payments

Service Planning

Council provides a range of services to the Greater Shepparton community as well as to other stakeholders. Service provision requires work to be done by one or more people for the benefit of others

A service provided by Greater Shepparton City Council is defined as a collection of tangible and intangible benefits that can be produced, consumed and enjoyed by others. Some services are external services that are aimed at both those in and outside the council boundaries while some services are internal services to benefit the organisation itself.

Integration, cooperation and aligning assets with service, finance, council and community expectations is essential to efficient management of assets. How service planning fits in the broader context of Council operations is illustrated in the diagram below:

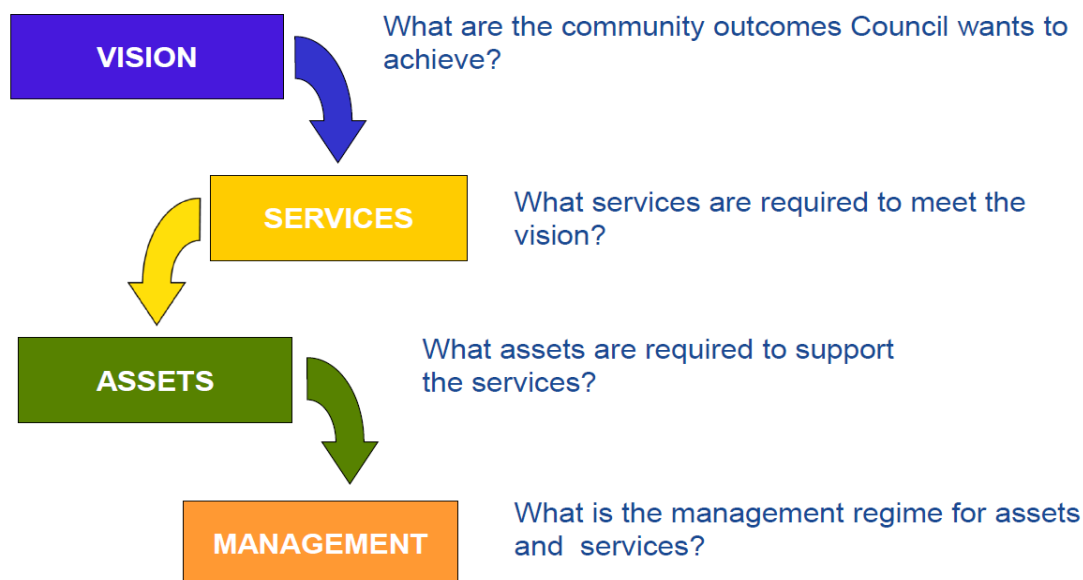


Table 19 – Service Planning Model

The completion of Service Plans will allow Council to focus on the provision of services to the community in the most efficient and appropriate manner. What are Service Plans?

Service Plans define programs and projects which need to be undertaken to deliver the service and include service levels (community and technical), service cost, service targets, which provides the service, key performance indicators and the reporting framework.

Each Service Plan must include the details of the manager(s) responsible for the delivery of the technical and community levels of service. Unless unusual circumstances apply, the responsibility for developing community levels of service should reside at least at departmental manager level.

The range and level of services a Council should, or is capable of, or wants to provide is a difficult decision and should be made in consultation with the users of this service provided. This will ensure that the council in providing this service is meeting the expectations of the users of this service. In addition this same range and level of services Council provides the community should be reviewed regularly based on the outcome of community consultation undertaken.

However in some cases the community may not be prepared to pay for the service standard they require. However in consultation with the wider community the level of affordable service provision should be able to be determined

Once the service standard is determined the service provision is finalised through the annual budget process with the Strategic Resource Plan providing preliminary guidance based on the service delivery model adapted and improved from the previous year.



Greater Shepparton City Council – People Performance Strategy

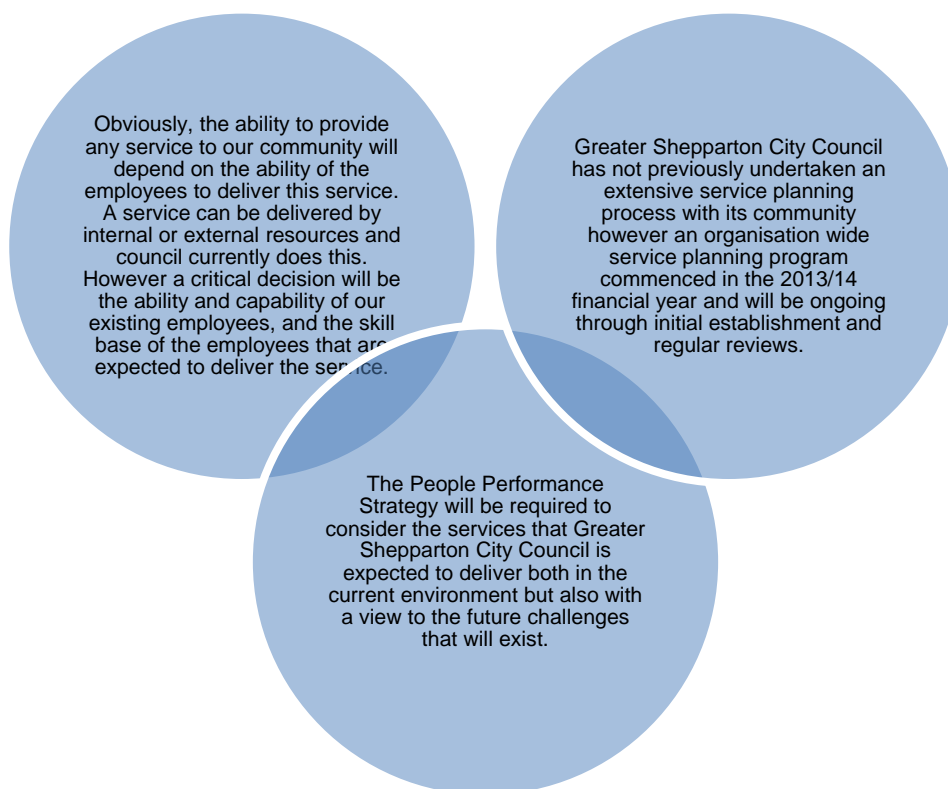


Table 20 - - Link between Service Planning and community expectations and the Council Plan



The Components of the Greater Shepparton City Council Workforce Plan

Employees Support and Wellbeing

Work life balance is an increasingly important phenomenon in modern-day times. Having an employer who is supportive, committed and flexible creates an opportunity to adjust work arrangements to meet individual circumstances. This results in many benefits for the employee while creating significant wins for Council; improved productivity, engagement and retention, and the ability to attract engaged employees.

Occupational Health and Safety

Council takes its responsibilities for providing a safe work place for its employees very seriously. To that end the following initiatives have been introduced in the last 12 months:



Table 21 – GSCC wellbeing initiatives



Greater Shepparton City Council – People Performance Strategy

Council has an Employee Assistance Program (EAP) which provides free and confidential counselling and support to all employees and immediate family members 24/7. EAP is also made available to employees via regular communication and on-site visits by Counsellors.

At Council, we examine the merits of moving towards SafetyMap accreditation OHS Management System which is "that part of the overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures and resources for developing, implementing, achieving, reviewing and maintaining the OHS policy and so managing the risks associated with the business of the organisation."

OHS needs to be managed strategically like other critical aspects of a business and the best way to do it is to adopt a systematic approach. Having systems in place makes it easier to manage parts of business such as quality, productivity, finance, accounting, industrial relations, insurance etc.

OHS Committee

The OHS Committee is valuable for our organisation, with the aim to:

- Facilitate a culture of safety throughout Greater Shepparton City Council and promote the health, safety and wellbeing of all employees, customers, contractors, volunteers and visitors within all workplaces;
- Formulate, review and communicate health, safety and wellbeing policies, procedures, and programs to be applied within Greater Shepparton City Council workplaces;
- Ensure that employees dealing with contractors, volunteers or customers are provided with the necessary information and tools to enable them to comply with Council's health and safety management systems;
- Ensure all employees of the Greater Shepparton City Council have the opportunity to provide input to occupational health and safety committee and operational safety matters;
- Resolve through consultation, health and safety issues placed before the committee;
- Assist as required, on proposed changes to the workplace, and purchasing of plant and equipment to ensure the health, safety and wellbeing in the working environment;
- Set achievable, measurable occupational health and safety objectives and targets;
- Review, monitor and act upon incident findings and statistics;
- Develop relevant occupational health and safety training programs.



Early Intervention and Strategic Work Cover Management

Council has commenced actively managing its work cover claims not only in an effort to reduce its work cover premiums, but more importantly to ensure that those employees impacted by work related injuries do not have any time away from the work place, and if they do that time is minimised.

The results of this action will include a better workforce, up-skilled managers, improved work culture and reduced workers compensation costs. The aim of this program is to align the performance of GSCC employees with the organisational demands that are placed upon them. It will also provide management with the tools to managing the reality of the ageing workforce.

The aim is to allow the executive team of GSCC to implement a self-insurance approach to tackling GSCC injury management and the associated claims costs.

Part of this approach is to provide for all employees a health and wellbeing initiative that enables employees to access a provider of injury treatment and management, with results that indicate that with three to four treatments over 90% of employees are able to remain on full duties and full hours throughout the treatment period.

The providers of this service are all primary health care professionals who are focused on workplace health, and are additionally qualified in Active Release Techniques (ART) – the treatment that is proved to fix 75% of people quicker on average.

ART is a patented, state of the art soft tissue system/movement based massage technique that treats problems with muscles, tendons, ligaments, fascia and nerves.

This service has been extended from workplace injuries to any injury that has been sustained by an employee, as GSCC recognises that ensuring employees are available to work at full capacity will provide the best service and outcomes to the Greater Shepparton community.

All treatments sessions are backed up by detailed web based notes ensuring that the executive are able to track the treatment progress, produce reports and provide an audit trail of employees who are receiving treatment.

In addition to the above, to ensure employees are fit for the tasks they are being asked to achieve, pre-employment assessments are now being undertaken. Council will also carry out fit for task assessments, as well as mini-medical health checks as required.

The introduction of the Early Intervention Program has been critical to Council as it has been able to deliver one of the most effective workplace support systems for sprains and strains available. It delivers services on-site, using a proven process developed from over 50,000 workplace injuries, with the goal of ensuring people are able to remain in their roles, pain free, and on full duties.



Greater Shepparton City Council – People Performance Strategy

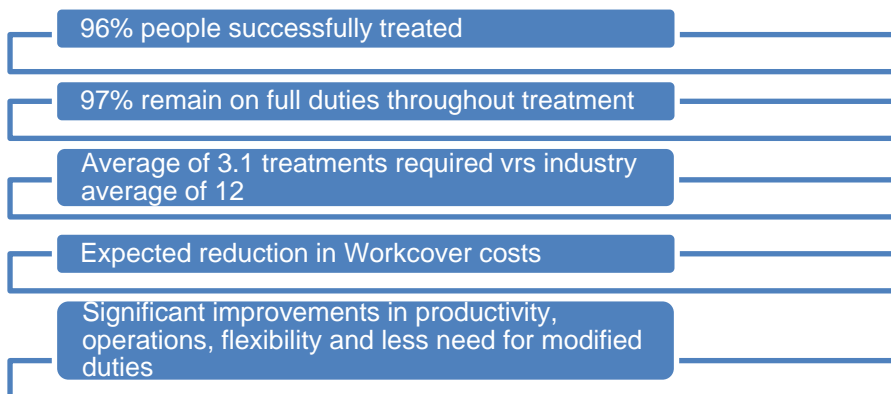


Table 22 – Expected outcomes from the Early Intervention Program

The same applies to health and safety. Good health and safety management systems are good business. We will review the opportunities for Council to move to this model over the next 12 months.

Employee Assistance Program

Council provides employees and family members the ability to access a confidential professional service to enable them to discuss matters of either a work related or family matter that may be impacting on their work or personal lives.

In addition to this confidential phone or in person service a number of factsheets and programs form part of an extensive library that are an excellent resource for employees and family members who may not otherwise access the EAP due to time constraints or other barriers to counselling or just want good information on everyday issues.

The factsheets provide advice and information on how to plan and prepare for the challenges of everyday life. There are also links to external websites, offering additional information on your particular area of interest and 5 step programs designed to help you improve aspects of your personal life, work life and health and wellbeing.

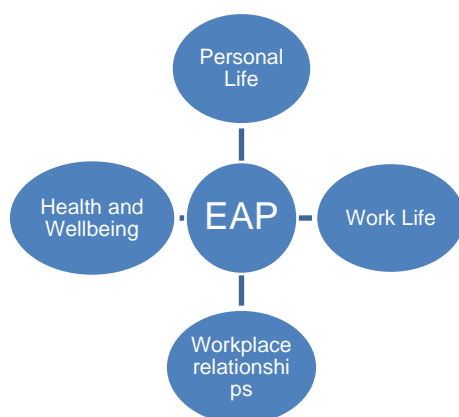


Table 23 – Areas of focus for the Employee assistance program

Learning and Development – A Learning Organisation

In the last two years Council embarked on enabling and positioning itself as a learning organisation, one which is committed to providing on-going learning and development opportunities for all employees. The strategic vision is to enable its employees to achieve multi skilling, increase flexibility, and enhance productivity, performance, personal development and career development opportunities.

Council will continue to provide learning and development opportunities to:

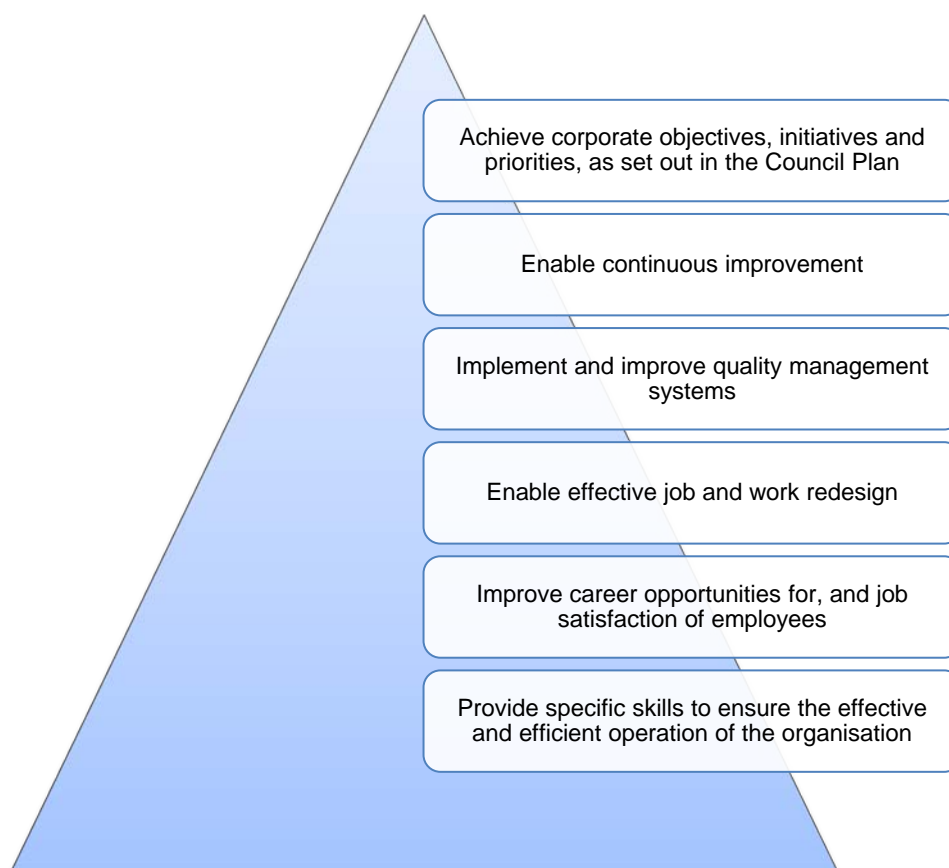


Table 24 – outcomes from a strategic Learning and Development program

One of the purposes of learning and development programs is to ensure that employees acquire and utilise the specialist skills and knowledge, managerial and interpersonal skills to perform the duties of their current position and to prepare them for the future requirements of Council in meeting the needs of the community.

This will assist in meeting the skills gaps as outlined earlier and meeting the demands of Council into the future.



Professional Development

Some of the initiatives which have been introduced include:

Leadership Development Program

- A 12 month Diploma of Management program, being undertaken by 15 cross functional employees members who are predominantly in a Team Leader role.

Emerging Leaders Program

- A 12 month Certificate 4 in Frontline Management program, being undertaken by 15 cross functional employees members from various levels in the organisation, who are showing the potential to step up into a Team Leader's role.

Centralisation of First Aid

- All First Aid Level 2, CPR, Asthma and Anaphylaxis was centralised to the one training provider, and run in-house at regular intervals.

Corporate Mentor Program

- 26 employees, Team Leaders and Managers took part in a 3 month internal mentoring program. Employees were paired with a member of another department, to maximise the cross functional networking.

Emotional Intelligence assessments

- One on one assessments with employees, to understand how their emotions affect the way that they behave, perform in the workplace, and make decisions.

150 employees attended Equal opportunity/LEAD training

- This training was designed to raise awareness in the important areas of equal employment opportunity. As we are a multicultural society, it is vital that as individuals we are culturally competent and that Council has the ability to provide appropriate access and service to people from a range of cultural backgrounds.

Life Styles Inventory (LSI) assessments

- One on one assessments with employees, to assess how they spend their energy, in terms of 12 behavioural styles. To gain an insight into the motivations behind a person's behaviour, and understand how each behaviour helps them, and holds them back.

Corporate Training Program and Workshops

- Various workshops were offered throughout the year, to provide professional and personal development to all employees. Some of these workshops included Conflict Resolution, Emotional Intelligence, Manage Your Life, Customer Service, Train the Trainer, Effective Communication, Cultural Diversity.

In-house systems training

- Departments ran systems training for in-house programs to all employees members, these included TRIM, EPO, Powerbudget and General Finance.

Mandatory Training

- The organisation rolled out training sessions in Freedom of Information, Equal Opportunity and LEAD, Fraud Awareness, Information Privacy and OHS.



Employee Recognition

Recognition Awards

Council recognises and values the service of its employees and the importance of celebrating achievements. This contributes to Council being an employer of choice, promotes greater job satisfaction, increases employee motivation, creativity and productivity, and improves attraction and retention rates.

Appropriate service recognition supports the development of behaviours and capabilities that are central to building on a culture of continuous improvement and organisational success. Service recognition supports and reinforces the Council's goals, values and vision, and will be applied fairly, equitably, transparently and consistently across Council.

Good to Great

Good to Great is about acknowledging those exceptional efforts made by our employees who make a significant contribution to our Council priorities and to our ultimate goal of achieving outstanding public services. You can nominate individuals or teams for a single action or for work over a period of time.

There are seven categories of award to reflect the different contributions that can be made by our employees. These categories are:



Table 26 – Good to Great Recognition Award categories



Career Planning and Performance Management

Succession Planning

As part of the Workforce Planning work, Council is working on completing a Succession Action Plan which will outline an implementation plan for senior management positions and all other positions (and position groups) which are identified as critical.

Succession planning is the consideration of current and future organisational capability and staffing needs, and strategies to ensure that these can be met. This is a major issue for Greater Shepparton City Council as with an ageing workforce (in some parts of our operations), which is intensified by the need to attract and retain younger workers who are seen to be mobile by nature.

Our Succession Planning will focus on identified critical roles, specifically the skills that make these roles critical, and seek to ensure there is current and future capacity for these positions to be filled with appropriately skilled in-house staff.

Our Succession Planning will include reviewing processes to determine if there are more effective ways to deliver services and therefore train our employees accordingly. It is also important that GSCC implements staff learning and development strategies which are aimed not only at ensuring that employees have the skills to deliver the Council Plan and Council's strategic and operational goals, but also to ensure that GSCC has a generous flow of internal candidates to fill senior roles as they become vacant.

All positions/position groups will also be assessed in terms of current risk and anticipated residual risk following the implementation of identified action plans. Risk assessment will be based upon a risk assessment matrix to be developed in accordance with this process.

Performance Management

Greater Shepparton City Council prior to 2013 undertook Performance Reviews of all employees based on a paper based system. To improve the efficiency of the reviews a computer based system was introduced in 2013. The Performance Evaluation System (PES) enabled a greater percentage of reviews to be completed on time.

This system also provided for employee's training requirements to be recorded, which in turn enables the Learning and Development team to develop a training program for the organisation as well as set a budget to enable this program to be developed.

In addition Council moved to a common review date for all employees, being 30 June, which coincided with the increase as set by the Greater Shepparton Enterprise Agreement. The date for completion of all reviews was 30 September.

The date for increases in the levels within the bands has remained at the anniversary date of the employee's commencement at Greater Shepparton City Council.



Managing Poor Employee Performance

One of the major findings of the organisational scan was that the organisation has been poor at managing the performance of its employees. Matters of poor performance were ignored and were not addressed by those in supervisory positions.

A major focus over the last 18 months has been the need for poor performance to be addressed. This has meant that a number of external and internal investigations have been undertaken, and resultant recommendations have been implemented.

Training has also been undertaken in “Having Difficult Conversations” for supervisors to build their skills in this area.

Under the Enterprise Agreement employees who are aggrieved by the process, or aggrieved by any employment matter can avail themselves of the Grievance Process as detailed in the Enterprise Agreement. In summary, matters are required to be escalated through the supervisory levels and if the employee gains no satisfaction and is still aggrieved may request a Grievance Panel to be formed. This panel generally allows for the matter to be determined, however if either party is not satisfied they may take the matter to Fair Work Australia.

Employment Agreements

Prior to 2012, Greater Shepparton City Council did not implement the requirements of the Local Government Act in regard to the Senior Officers and Senior Executive Officers.

The Act requires that employees who are on a Total Remuneration Package (TRP) of greater than \$133,000 (effective from 1 March 2014) are required to be employed on a performance based contract for up to 5 years. There is some allowance for those employees who exceed the threshold following natural creep in TRP due to Enterprise Agreement increments.

Following an examination of those employees who were over the threshold, all employees required to be placed on Senior Officer Contracts have been converted. In addition all employees who enter the workforce above the threshold are required to sign a Senior Officer Contract.

In relation to Senior Executive Officer agreements, those employees who have a TRP greater than the end of Band 8, but lower than the Senior Officer Threshold should be on such an agreement. These have been introduced to the organisation as required with the recruitment of new positions.

Many employees of Greater Shepparton City Council have availed themselves annualised salaries. These individual employee agreements have allowed for the buyout of Rostered Days Off, vehicles etc. These will not be offered into the future by Council.

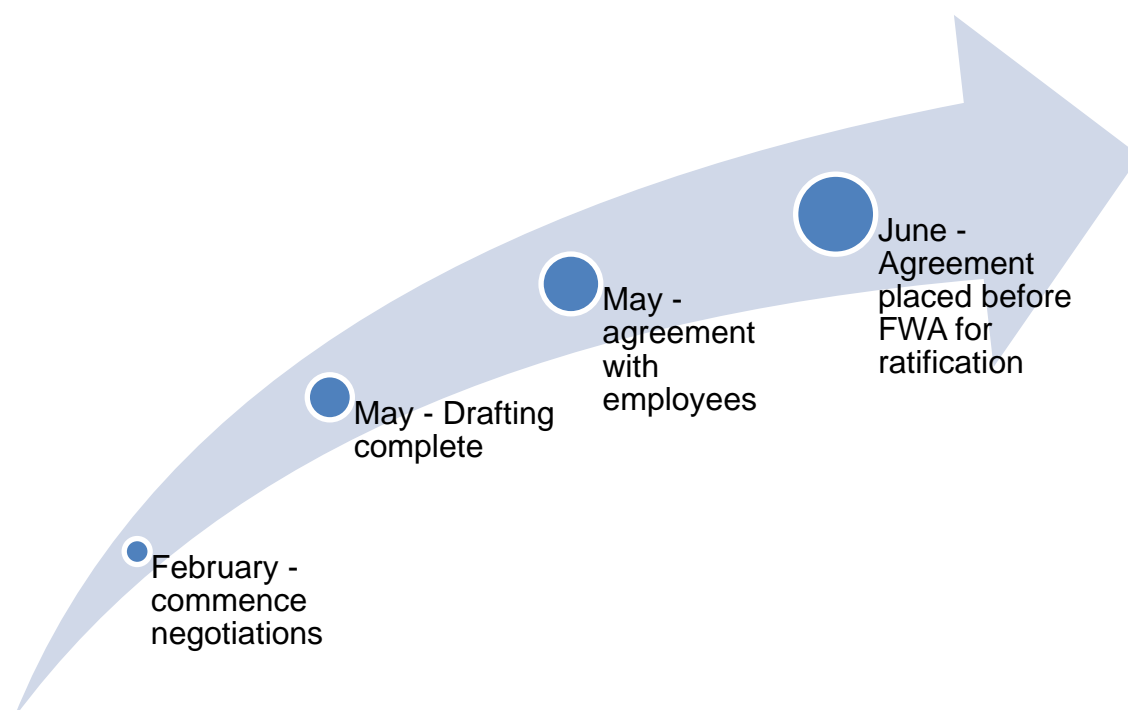


Table 27 – Enterprise Agreement process for 2014

Strategic Recruitment

A focus of the change process was the requirement of Directors/Managers to prepare a Job Analysis / Business Case for all vacant positions prior to any recruitment taking place. A freeze is placed on recruitment (an exception for urgent positions that were assessed on a case by case basis) and if the Job Analysis / Business Case is approved, recruitment for these positions will take place.

This was an important part of the strategic human resource management focus which has been introduced over the last eighteen months.

The Job Analysis is developed by Managers to assess the justification of the position to be filled after vacancy or for a new position, as it is an opportune time to think about how you might reallocate or recombine duties and responsibilities in order to make better use of the rest of the team's skills and abilities and to accommodate any other employee's desires to take on additional or different duties or responsibilities.

Therefore a Job Analysis / Business Case is required to be developed to:

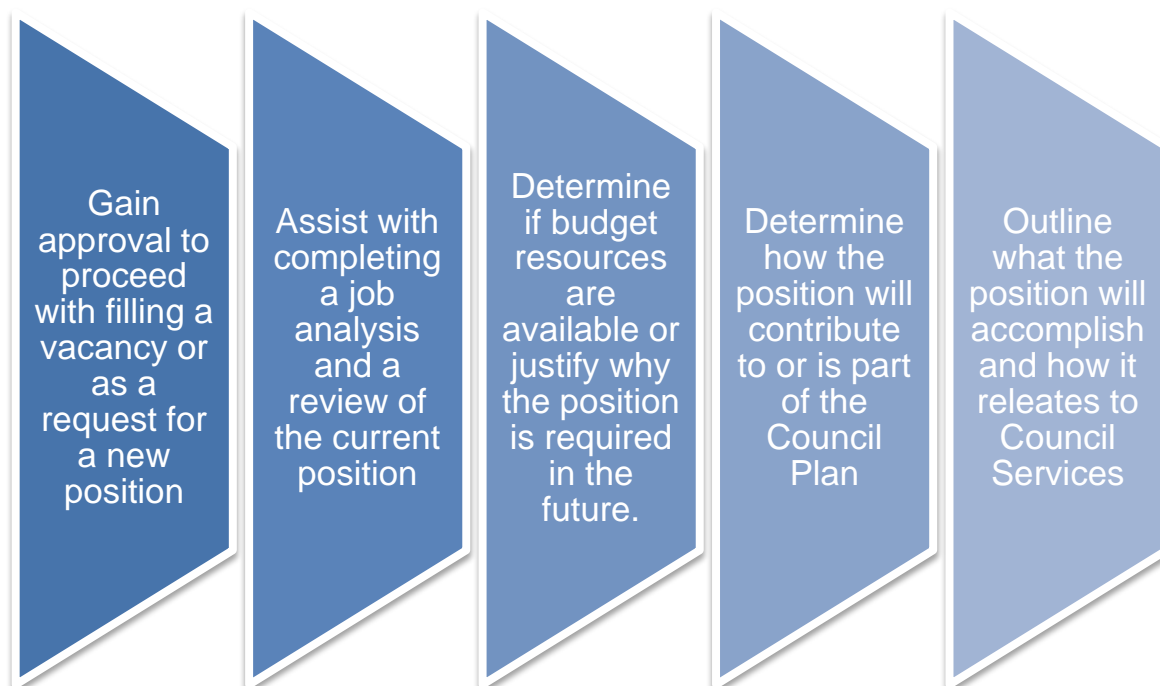


Table 28 – Purpose and process for Job Analysis/Business case

The document enables the CEO to approve the resources and to analyse the rationale for the position and for an informed decision to be made as to whether or not to fill the vacancy.

A Job Analysis / Business Case is required to be completed for all roles prior to advertising the position and requires the updated or proposed Position Description to be attached.

The completed Job Analysis / Business Case is sent to People Performance for review prior to being given to the CEO for approval. If approved the Directors or Manager will work with People Performance to finalise the Position Description and commence advertising.

A Job Analysis is the systematic process of gathering and interpreting information about the essential duties, tasks and responsibilities of a job and requires Directors/Managers to consider work activities; skills and knowledge required to do the job, performance standards, working conditions and have a clear picture of what kind of person would be required to meet the needs of the organisation.

The job analysis will assist to identify where changes to the position would allow people to work more smoothly or efficiently and where additional resources such as equipment might be needed.



Greater Shepparton City Council – People Performance Strategy

It is vitally important for Directors/Managers to remember that they are looking at the role and what they want achieved in this role, rather than the previous incumbent or person currently in the role.

Talent Management

It is vital for GSCC future that we focus on strategic talent management of those employees who we need to develop, foster and promote, to secure our intellectual property and value this growth for years to come, based on our strategic learning culture.

Preparing for the future at GSCC will mean developing a talent pool. Effective leadership and talent development requires a long term view. While it's important to have learning and development programs in place to address short term needs, what's more important is to address longer term needs. And one of the best ways to do that is through talent pool development.

The GSCC talent pool leadership program will identify high performing, high potential employees in all areas of our organisation, and assign them development plans to prepare them for career advancement, and periodically assess their progress. What's important here is to develop a talent focus for all areas of Council business, leadership being only one of those.

We will start by looking at the Council Plan, the strategic resource plan and work through by identifying knowledge and experience areas that will be important to future success and competitiveness, develop competency models for each of these areas, and design learning paths/curricula to develop these competencies in increasing degrees.

We will then match our high performing, high potential employees to the areas that best suit them, and start developing them. In line with our succession plan and learning and development strategy, as well adhering to the Local Government Act we will end up with a talent pool of employees at varying stages of development/readiness for advancement – which is exactly what we will need to ensure success for GSCC for the future, as well support growth, and attract, engage and retain top talent to our organisation.



Goulburn Valley Regional Collaborative Alliance

Over the last 18 months Greater Shepparton City Council, Strathbogie Shire Council and Moira Shire Council have been examining an Alliance that will via collaboration:



Table 29 – Goulburn Valley Regional Collaborative Alliance strategic focus

On 27 November 2012 all councils ratified a statement of intent to enter into the Alliance with the vision of building stronger and successful communities. As part of this membership the Municipal Association of Victoria assisted with the preparation of a business plan that would incorporate a program to support regional collaboration across the state.

On the 6 December 2012 a number of regional collaborations were contacted and discussions held around their learning and this assisted in the development of a business plan.

A Strategic Alliance Agreement has been drafted as well as the methodology that will allow the Alliance to operate has been established.



Greater Shepparton City Council – People Performance Strategy

It should be noted that the Alliance is not aimed at reducing employees at any of the member councils, however when employee vacancies occur, the possibility of sharing resources will be examined. It is aimed at making the limited dollars, which the member councils have, being used as effectively and efficiently as possible. It will also assist with skill shortages that will from time to time exist in member councils, as well as assist with our ability to attract and retain professional employees.

Governance Structure:

Project Board	Project Control Group	Project Working Group	Project reference groups
<ul style="list-style-type: none"> • Consisting of the respective CEOs which will oversee the Alliance activities; 	<ul style="list-style-type: none"> • Which provides direction to the Project Control Working Groups, makes recommendations to the PCB, and has a strategic oversight of the Alliance; 	<ul style="list-style-type: none"> • Which is responsible for project delivery and coordination, provides reports and advice to the PCG; and 	<ul style="list-style-type: none"> • Which are formed as required and will provide advice to the PWG

Table 30 – GVRCA Governance structure

The Project Group has been formed and at this initial stage the following services will be examined:

- Asset management
- Legal services
- Road servicing

In addition to these services discussions have commenced between Greater Shepparton City Council and Strathbogie Shire Council, to examine Greater Shepparton providing partial People Performance functions to Strathbogie Shire.

Unfortunately Moira Shire Council, withdrew from the Alliance, before any benefits could be accrued by the Alliance, however in the coming months a larger Alliance that may involve Benalla City Council, The Rural City of Wangaratta, and Mansfield Shire Council will be examined.



Policies and Procedures

A review of all policies and procedures is currently being undertaken. It is vital that Greater Shepparton City Council has up to date documentation to both enable the ease of understanding by all employees, but also these documents form the basis for any issue that may arise from a grievance or referral to Fair Work Australia.

As part of the Organisational Scan it was identified that Council had too many policies and most procedures (now CEO Directives) and guidelines required some attention. The number of policies will be reduced and all CEO Directives and Guidelines have been or are in the process of being modified.

The process for examination of these documents is that they are drafted and provided to the Human Resource Consultative Committee for review and oversight, prior to being presented to the Executive for consideration. The Council is required to adopt policies via a formal council meeting process with the Executive approving CEO Directives and the Guidelines.

The HRCC is a formal committee as established under the Greater Shepparton City Council Enterprise Agreement and has a representative membership from across the Organisation. It considers general employee concerns, matters relating to award conditions and the review of the documentation as described. It is chaired by the Manager of People Performance.

It is proposed that by 31 March that all Policies, CEO Directives and Guidelines will be approved and be in operation.

Whole Brain Thinking Model

Over the coming months it is proposed to introduce Whole Brain Thinking into the organisation to assist Executive, Managers, Team Leaders and all employees. As we know results drive success of the organisation. The faster and smarter we can reach our critical organisational goals, the quicker we will see a return on the organisations efforts.

But it is critical that we need to have every aspect of our combined organisational intelligence working for us, from our problem solving abilities and creativity, to technical expertise and management discipline, otherwise as an organisation we will not have the advantage we need to be effective and efficient in today's ever changing and challenging environment.

To enable this to occur it is planned to introduce Herrmann International's Whole Brain Technology® which is based on proven research into the organisation to assist all employees to understand how people think and communicate differently. By drawing on the combined analytical, organisational, strategic and interpersonal skills that it takes to succeed today, Greater Shepparton City Council as an organisation will be able to harness the thinking styles of every individual.

Whole Brain® Advantage.

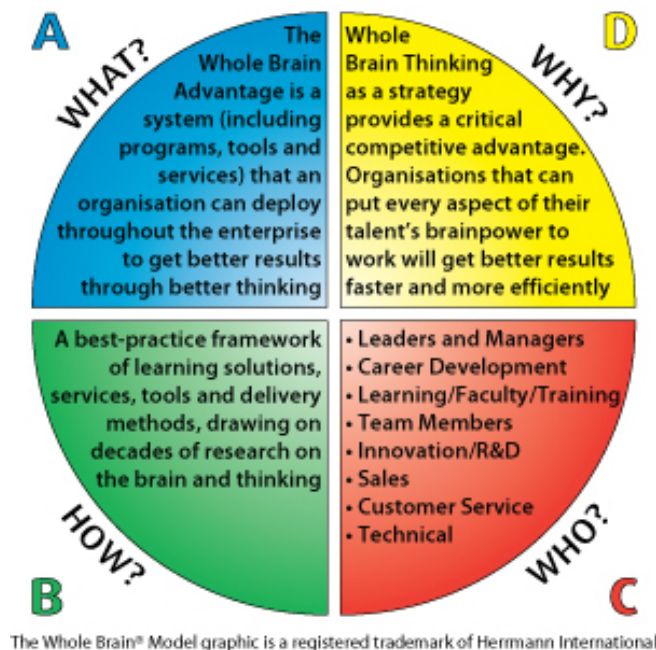


Table 31 – Whole Brain Thinking Model

The Whole Brain® Advantage will give our employees:

- insight into their own and others’ thinking styles
- tools to leverage their natural preferences
- the skills they need to operate outside their preferences when the situation arises.

When employees put Whole Brain Technology® to work, they will approach problems, communications and planning more effectively, and will break out of their individual self-limiting patterns that interfere with their individual productivity, innovation and creativity. With better thinking across the whole organisation we will get better results for our community.

This thinking is well used across the world with nine out of ten Fortune 100 organisations relying on the Herrmann Whole Brain® Advantage as a strategic approach. It helps these organisations remain successful and nimble, even with the changing world and the issues and challenges that organisations face.



Greater Shepparton City Council – People Performance Strategy

Whole Brain Thinking Model – What it will mean for our employees

Workshops	
HBDI Individual Profiles and briefings	
Team Building	
Rolled out for all employees	
Profiles for new employees	

Table 32 - Whole Brain Thinking Model – What it will mean for our employees



Consolidation

Following any period of sustained change it is important to consolidate these improvements and provide employees with a clear understanding of what the future holds. While the majority of the structural changes have been made and settled down, it is an imperative that at all times we continually improve as an organisation. Therefore, from time to time, as the opportunity exists, or if it is required, further structural changes may occur.

The initiatives that have been detailed in this strategy will be further developed within the organisation and it is expected that they will provide significant improvement to the organisation performance.

MAV Workforce Planning Model

Council will be a participant in the MAV Workforce Planning Model in which a small number of Councils will work together to improve their workforce planning and develop a model that will be able to be introduced into Local Government across Victoria.

Goulburn Valley Collaborative Alliance

The Goulburn Valley Collaborative Alliance will continue to grow and provide exciting opportunities for our employees to assist neighbouring Councils, but also to grow professionally as they are exposed to a variety of situations that exist in these Councils.



APPENDICES

Appendix A – Final Organisational Scan Report – CT Management (M12/40648)

ANNEXURE B: FUNCTIONAL SPAN MAPS

Appendix A

June 2012

GREATER SHEPPARTON CITY COUNCIL ORGANISATION SCAN GOOD TO GREAT Final Report



Prepared by
CT Management Group
For the
**Greater Shepparton
City Council**

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1. EXECUTIVE SUMMARY

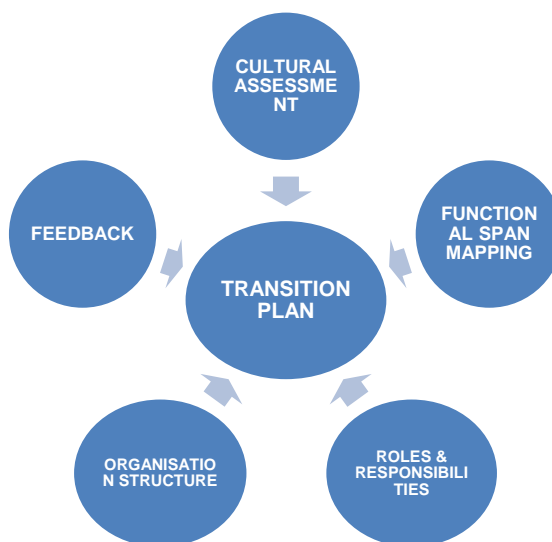
The *Organisation Scan* has resulted in the Council, 4 individual Councillors, CEO, Directors and over 320 employees (62 per cent of EFT's) of the *Greater Shepparton City Council* being interviewed to provide their perspective on where the Council could improve its service delivery and overall performance.

An *Interim Report* or issues paper was produced for presentation to staff, to communicate the issues raised during the individual consultations and workshops. This issues paper was a critical analysis of the organisation, and provided a series of recommendations' on how the organisation could improve. Employees for the *Greater Shepparton City Council* showed both honesty and courage in their openness and willingness to provide commentary to the consultants. Following presentation to staff over 69 submissions were received to the *Interim Report* providing responses to the specific participant feedback. In the next stage, the CEO produced a functional chart for consideration by staff, where the functions (products, services, systems and processes) were identified. Following this stage over 93 submissions were received from individuals and departments.

Though we initially found the organisation's leadership, accountability, systems, governance and focus in need of reinvigoration; we also found an organisation ready to meet this challenge. The leadership brought by the new *Chief Executive Officer* has sparked a positive response from many of the staff as recorded in the many interviews and responses at the different stages. This has resulted in many of our initial recommendations being challenged and reframed by the *Chief Executive Officer* following consideration of employee input. This we believe will lead to greater ownership, smoother transition and more importantly an organisation moving from "good to great."

Councillors and staff are demanding more in terms of leadership, communication, performance and accountability. The organisation acknowledges the need for a greater focus on getting basic requirements in place – improved Asset Management, Organisation Development, Performance Reporting, Capital Works delivery, Governance, reporting against the Council Plan, improved Budgetary control etc.

These and many other issues have been raised by the participants in the *Organisation Scan* and our recommendations in the form of a *Transition Plan* are detailed in *Annexure A* to this report. In *Annexure B* we have detailed the *Functional Span Maps* that depict the functions and services provided and systems and processes supporting these in the proposed organisation. In *Annexure C* we have detailed the *Chief Executive Officer's Organisation Structure* arising from the functional structure. *Annexure D* details the changes to individual positions in the *Organisation Structure*.



The process utilized is shown in **Figure 1** above. The process commenced with a *Cultural Assessment* where 320 employees were directly, or in a facilitated team environment, asked for their views about the organisation. The questions were based on the seven principles of the *Business Excellence*

Framework (see 5.1) and specific recommendations were made to the organisation based on the staff input and the initial draft of the *Functional Span Maps*.

The *Functional Span Mapping* (FSM) process (see 7.1) was developed to record the functions provided by Councils across the range of services provided to the community.

The process records the functions as:

- Products and Services (Outputs); and
- Processes and Systems (inputs, including relationships).

The *Chief Executive Officer* spent considerable time reviewing the submissions to both the *Interim Report* and the *Functional Span Maps* before determining the final shape of the *Organisation Structure*.

156 submissions to the *Chief Executive Officer*, speaks well of an organisation culture, that is “change ready” and able to strategically respond to a process that was deliberately designed to encourage staff participation.

We believe this will strengthen ownership of the final result and create a participative transition process. Finally rather than make recommendations that could not be fully supported or justified, or where concerns had been raised that we could not be fully answered, the *Chief Executive Officer* has referred the following issues to the *transition* process to undertake a further review of the provision of:

- *Customer Service* across the organisation;
- *Recreational Planning* for the organisation;
- Plant and fleet management for the organisation;
- *Environment and regulatory services* locations within the organisational structure;
- *Centralised Booking System* for the organisation; and
- *Centralised Information Services* department for the organisation.

The *Organisation Structure* finally determined by the CEO, following extensive staff engagement comprises **5** Directors with **20** managers that are **4** managers per Directorate who have responsibility for the departments.

This structure has responded to the staff submissions, has been developed by the *Chief Executive Officer*, in that way we believe will have sound and broad ownership throughout Council and the organisation.

Whilst the *Chief Executive Officer* believes in the integrity of the recommendations reflecting the consultative approach this project has taken, he also feels that in the coming three months, if staff below managers, determine there is in fact a more effective place for their, or their teams role ,to be placed in the organisation structure then this should be considered.

The *Chief Executive Officer* has advised there was no deliberative intention to make available redundancies to staff with future operational changes proposed intended to address improvements to service delivery, performance and customer service. This is not to say that at some stage in the future, following rigorous review that redundancies will not be made available, however the primary task is not to identify redundancies.

This reflects the *Executive’s* commitment to continuous improvement and also acknowledges that some of the operational detail may require refinement.

In conclusion the organisation has enthusiastic people who have the capability to make a greater contribution in the future – their enthusiasm, knowledge, leadership and commitment will assist the organisation to move forward.

2. INTRODUCTION

The *Greater Shepparton City Council (Council)* engaged *CT Management Group* to conduct a comprehensive and independent scan of the organisation and to recommend changes to improve and sustain efficient service delivery.

We have provided an honest and independent analysis of the organisation's performance and operations, based on participant feedback, identifying areas for improvement.

As part of this review, we have undertaken the following activities:

- A *Cultural Assessment*;
- A services and functions assessment through the '*Functional Span Mapping*' process; and
- Assist the *Chief Executive Officer* develop the *Organisation Structure* arising from the functional span maps and staff feedback from the *Interim Report*.

We acknowledge the cooperation and assistance from the *Chief Executive Officer (CEO)*, General Managers and Managers with respect to informing this process with their experience, data and views on how best to address these future challenges.

This, of itself, speaks well for the commitment and willingness of the current staff to provide a good service to the Council and community.

We also acknowledge the leadership and direction which was provided by the Councillors and the *CEO* as part of the Council's briefing at the commencement of the review process, along with their support provided during the multiple briefing and feedback sessions.

3. REVIEW OBJECTIVE

The major objective of this review is to identify where the organisation can improve its performance and sustainability through:

- Increased ownership and alignment to the *Council Plan*;
- Increased operating efficiency in service delivery;
- Inform the *Service Planning* process; and
- Efficient deployment and ownership of assets.

4. REVIEW OUTCOME

In summary the proposed outcomes are to:

- Detail areas where we believe Council can gain efficiencies in service delivery;
- Determine whether there is corporate capability to implement potential improvements or what support is required to deliver;
- Identify where there are policy, skill and other gaps inhibiting efficiency; and
- Recommend an organisation structure and changes in operations, systems and processes for discussion, to improve the performance of the organisation.

5. CULTURAL ASSESSMENT

5.1 Introduction

Organisation culture is defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other. The distinguishing feature of a leading Council is its culture; the norms and expectations that encourage performance oriented behaviour rather than

security and mediocrity. The capacity and skills of the organisation's staff and the capacity of people to work in teams is paramount to high satisfaction and performance.

The seven categories below describe the key elements of the *Business Excellence Framework* and these were examined as part of the *cultural assessment* of the organisation:

- Strategy and Planning
- Leadership and style
- Customer Focus
- People
- Process Management, Improvement & Innovation
- Information and Knowledge
- Success and Sustainability.

5.2 Consultation Program

5.2.1 Councillors

Developing and reaching agreement with Council on the brief and agreeing on priorities was the initial task. We conducted a workshop with Council to:

Initiate project - Define, develop and reach agreement on the objectives and outcomes.

Clarification of the brief, including activities of high/low importance.

This was an essential element to ensure Council has agreement on the proposed approach and outcomes.

We spoke to 4 of the 7 Councillors individually.

5.2.2 Management and Staff

We interviewed Senior Management (General Managers and Managers) around the *Business Excellence* categories to gain a "corporate " perspective from the leaders and staff to determine the degree of alignment - are priorities, resources, strategy, plans and operations aligned? These interviews were structured and responses were documented under the seven key elements – whilst individual contributions were recorded, we have disclosed common themes and issues arising to maintain the confidentiality.

CT Management's recommendations are detailed in *Annexure A – Transition Plan* where we have detailed these along with the action, measure and outcome envisaged against each recommendation. The *Interim Report* provided the specific feedback from participants to support these recommendations and 69 submissions were received. Over 93 submissions were received with respect to the functional organisational charts.

These submissions have significantly influenced the *Chief Executive Officer* shape the final functional and organisation structures.

5.3 Cultural Assessment Findings

The following provides a high level summary of the findings from the interviews capturing the major issues and areas for improvement.

5.3.1 Strategy and Planning

- The *Council Plan* is not a focus of the organisation and is not reported against;
- Business Plans (Branch Plans) do not relate to the *Council Plan* and focus on operational tasks;
- Council Policies are expired in many instances and require review;

-
- Performance Management is poor and accountability low;
 - There are examples of quality strategic work – e.g. Waste, Recreation, Parks and Economic Development;
 - Capital Works program is short/medium term and does not link with Asset Management Plans;
 - Council has been a difficult forum to provide quality advice in due to behavioural issues of Council;
 - Capital Works delivery is poor – averaging **70.3 per cent** of the Budget over the last four years;
 - The *Strategic Resource Plan* does not adequately document and analyse the strategic capability of the organisation in financial and resourcing terms; and
 - The Budget “key result areas” do not link with the *Council Plan*.
 - Having said that Council does have a number of key strategies in place including waste, town planning, economic development and recreation and provides significantly high levels of service in many of these areas.
 - In some instances the issue is one of improved corporate communication both upward to Council and across the organisation.

5.3.2 Leadership and Style

- There is an absence of leadership at second (General Manager) level – managers and staff are not focused and are not held accountable for their actions;
- The operating style is characterised around avoidance and passive resistance with not enough focus on outcomes;
- Decisions are delayed and deferred ;and
- Corporate direction is not well led or supported with adequate performance reporting.

The overall leadership has lacked confidence and direction and with the appointment of a new CEO some of that will be regained and supported.

5.3.3 Customer Focus

- The organisation lacks a customer focus – systems are fragmented and performance reporting is not undertaken;
- Internal Customer Service is poor – staff hire sub contractors to “avoid” confrontation;
- Service standards and response times need to be developed and reported against; and
- Communication across the organisation is poor and “customer service“ between departments and branches within departments is poor.

Individuals are committed to serving the customer, however corporately there is a lack of systems and analysis to support the organisation and Council in reviewing performance and establishing priority strategies.

This will be a significant challenge to improve from a systems perspective, however with a willingness and commitment, will be met.

5.3.4 People

- Commitment of staff is high and people want to do a good job;
- Lack of leadership ,focus and performance management inhibit this;
- Workforce/Succession Planning is not existent;
- A strategic assessment of the skills required for the organisation is required;

- Employment policies are inadequate and outdated;
- OH & S compliance and risk management need review;
- Performance Management per se and a Performance Management System is an urgent requirement;
- Identification of training needs and skills enhancement opportunities is a critical element of annual performance reviews and is urgently required; and
- Mentoring and training will assist in the transition.
- People care and are committed to the *City of Greater Shepparton*.

They are also committed to the objectives of this exercise as evidenced in the participation rate -**320** interviews/forums **69** submissions to the issues paper and **90** submissions to the functional organisation structure.

With the support of a resourced and skilled Organisation development Directorate we would anticipate many of the policy, procedural and system issues would be resolved.

5.3.5 Process Management, Improvement and Innovation

- Duplication and replication of processes- e.g. Customer Service Merit and Confirm;
- A “common approach” reinforce responsibility and accountability;
- Implementation of Corporate planning systems is urgently required – systems are at Council and need to be implemented;
- Asset Management approach (renewal calculation, condition assessment, valuations Asset Register) and systems need to be reviewed;
- Implementation of policies, structures and systems is an urgent requirement;
- Defect logging, assessment and maintenance management needs to be reviewed against the *Road Management Plan*;
- Operational service delivery targets need to be established; and
- Project Management processes urgently need to be reviewed as Council’s current practice is decentralized and inconsistent.

Processes and systems need to be reviewed carefully and feature in the *Transition Plan* as challenges to be met. While the organisation has a number of cross functional teams these are not utilized effectively for the benefit of the organisation. In many instances the organisation needs to utilize these cross functional teams as a means to correctly scope corporate requirements, train staff on system use, and to increase a corporate approach rather than isolated departmental approaches that cause duplication and confusion.

5.3.6 Information and Knowledge

- Capturing of Information and knowledge is compromised by lack of succession planning and fragmented systems;
- Far too much work is done in spreadsheet environment introducing unnecessary checks and balances;
- Knowledge is embedded in individuals – knowledge is power;
- Asset Management is fragmented from a strategic, systems and operational perspective;
- Statutory compliance functions - Procurement, Contract Management, Risk, registers including Assets Register need to be urgently reviewed; and
- Reconciliation of Assets Register and Balance Sheet is an urgent priority.

This element will improve with a succession and workforce plan and time dedicated to passing on system and service knowledge. Council needs to prioritise this across the organisation and in particular in the Operations/Works area where key operating skills are held by older workforce members.

There is a willingness to pass these skills on and a desire to learn so the process and management of succession planning needs to be implemented.

5.3.7 Success and Sustainability

- Need to understand long term organisation capability- what is the organisation capable of in terms of service delivery and what are the targets;
- Need to understand long term sustainability, including reference to long term financial plan, capital investment, renewal, development etc.;
- Improved internal communication and external communication; and
- Develop sustainable *Levels of Service*, resulting in consistent and predictable service.

The long term position of Council with respect to infrastructure renewal, financial position, levels of service, future capital investment etc. will all be better forecast with the improvements recommended following implementation of the *Transition Plan*.

5.3.8 Destabilising Influences

Items identified in our findings were also noted and categorised as '*destabilising influences*' for the organisation.

These factors represented a considerable point of reference from the interviews, threatening to cause considerable disruption to staff, outputs and performance:

- Senior Management relationships and behaviour;
- Inability to manage "difficult people" and a tendency to ignore or move problems to other branches;
- Difficult behaviour
- Work practices designed around poor relationships;
- Poor leadership leading to unsettled management and lack of professional supporting systems – a prime example is the *Performance Management system*;
- Poor management and delivery of capital works arising through decentralisation and fragmentation of standards and deliverables; and
- A Branch where a "culture of fear" reigned.

5.3.9 Positive Influences

The following factors were seen as '*positive influences*' on the organisation:

- Honesty of staff and their preparedness to openly participate, and the professional approach adopted by all who were interviewed, or made a submission. Of the **320** participants, **69** responses to the *Interim Report* and **93** responses to the functional organisational structure, there were many ideas/initiatives that we have used to form our recommendations.
- There is a real commitment to the organisation and the community it serves.
- There are initiatives in the Waste area that are noteworthy and best practice and the organisation needs to look for these opportunities to promote the quality of its services to the community and broader local government sector.
- The Council provides high quality recreation services through its sporting facilities, recreation parks and gardens and maintains a well presented city.

- There are Branches where service culture is predominant.
- People are change ready and enthusiastic as to what the future holds for them and the organisation with a new approach.

6. ADDITIONAL ASSESSMENTS

6.1 Introduction

Two alternative assessments have been made by independent companies (*Human Synergistics* and *Auspoll*) with respect to the culture and performance of the organisation. *Human Synergistics* undertook a survey of **471** staff to complete an *Organisation Cultural Assessment*; whilst *Auspoll* surveyed **2600** community representatives (**360** returned surveys). Both survey's findings are consistent with the staff's feedback to the *Cultural Assessment* undertaken by *CT Management Group*.

6.2 Human Synergistics - Organisation Culture Inventory

Greater Shepparton Council engaged *Human Synergistics* to administer the Organisation Culture Inventory (OCI) and the Organisation Effectiveness Inventory (OEI) to **471** of its staff in April 2012.

The OCI was used to measure the effectiveness of the current operating culture, whilst the OEI measured the impact of these factors at the individual, group and organisational level.

As measured by *Human Synergistics* the OEI, all respondents' results are:

- **Below average** in the area of **Articulation of Mission** (the extent to which the organisation's mission is clearly defined, illustrated by members, communicated by management, and understood by employees).
- **Below average** in the area of **Customer Service Focus** (the extent to which members believe that they are responsible for identifying and satisfying the needs of customers or clients).

The report indicates the current culture is characterized passive/defensive, where people interact in a cautious and tentative ways to protect their own security. Overall, according to *Human Synergistics*, the largest discrepancies between employees current operating culture and the preferred culture is in expectations around goal setting, establishing plans, and pursuing them with enthusiasm, and the satisfaction staff expect from their work.

The organisation is predominant in the passive /defensive cluster with gaps in achievement and self actualization. The primary operating style is a human encouraging style with a secondary avoidance operating style. The secondary style typically works with the primary style or is expected when the behaviors associated with the primary style cannot be enacted. These findings are reflected, and consistent with, the staff's feedback as detailed in the *Cultural Assessment*.

6.3 Auspoll - Community Satisfaction Measurement Survey

Auspoll is an independent *Community Satisfaction Measurement Survey* undertaken in 2012. The Community Satisfaction Measurement Survey offers Council a powerful means of monitoring its performance. The system provides Council with an **Important Index**, a **Performance Index** and a **Community Satisfaction Index** for **14** Service Areas grouped in **5** broad service categories.

The service indices are compared to the last year's survey results in 2010 and benchmarked against the results from Auspoll's wider data base of Council results from rural Victoria and all Victorian Councils over a 10 year period. A postal survey was sent to **2600** households randomly selected from Council's voters 'roll between 5 April and 20 April 2012. Completed surveys were received from **360** respondents.

6.3.1 Community Perception of Organisation- AUSPOLL

The community's perception of the organisation as reported by Auspoll is summarized as follows:

- The overall services area satisfaction score for Shepparton in 2012 was **57** out of **100**. This was down from a score of **61** in 2010 and is below the Victorian rural average score of **62**.
- The service areas where Council is performing strongly in terms of achieving high satisfaction levels include:
 - Cultural and Community Services
 - Waste Management
 - Home Care Services
 - Sporting Services.
- The service areas that presented particularly low satisfaction levels and require the most urgent attention included:
 - Engineering Services
 - Traffic Services
 - Planning and Building
 - Economic Development
 - Information Services.
- The overall **Corporate Services** score has declined since 2010, shifting from **65** to **61** meaning it remains lower than the rural Victorian average score of **63**.
- Respondents attached a moderate importance level to Council being a community leader in environmental protection and sustainability and considered Council's performance in this area to be in the low to moderate range.

Interestingly the community's perception and the staff's feedback are aligned.

7. FUNCTIONAL SPAN MAPPING

7.1 What is Functional Span Mapping?

The *Functional Span Mapping* (FSM) process was developed to record the functions provided by Councils across the range of services on behalf of the community.

The process records the functions as:

- Products and Services (Outputs); and
- Processes and Systems (inputs, including relationships).

The FSM process enables an improved appreciation of the fundamentals of 'services', which are realistically the cornerstone of the reason for Local Government.

The *Functional Span Charts* used to represent the functions are derived from software, which displays the results pictorially for a better appreciation of the functional links and relativities between the products and services and processes and systems.

7.1.1 Greater Shepparton City Council – Functional Span Maps

The *Greater Shepparton City Council Functional Span Maps* are attached as *Annexure B* and record the current functions as arranged in the proposed organisation.

These *Functional Maps* vary from those presented in the *Interim Report* and changes were made by Council's *Chief Executive Officer* based on the information provided in the **162** submissions. The *Chief Executive Officer* took a lead role in the consideration of the submissions and directed the subsequent changes arising from the staff input.

8. ORGANISATION STRUCTURE

8.1 *Recommended Structure*

The Chief Executive Officer's recommended Organisation Structure is attached as Annexure C to this report.

The organisation structure comprises 5 Directors with 20 managers, that is 4 managers per Directorate who have responsibility for the departments.

This structure has responded to the staff submissions and been developed by the *Chief Executive Officer*, in that way we believe will have sound and broad ownership throughout Council.

8.1.1 Sustainability Directorate

The **Sustainability Directorate** has the Strategic Waste, Investment Attraction, Building, Planning and Development and Sustainability and Environment as its key departments.

Strategic Waste Management, Environmental Health, Sustainability Statutory and Strategic Planning, Local Laws, Animal Management and Parking Enforcement and Building are examples of services provided from this Directorate.

8.1.2 Organisation Directorate

The **Organisation Directorate** has the Communications and Marketing, Corporate Performance and People and Performance as its key departments.

Communications, Marketing, Customer Service, Governance, Service Planning, Human Resources, Payroll, Governance and Risk are examples of services provided from this Directorate.

8.1.3 Business Directorate

The **Business Directorate** has the Assets, Finance and Rates, Information Services and Property and Procurement as its key departments.

Asset Management, Financial Management, Rates, and Valuations, GIS, Records, Contracts and Procurement, Leases and Cemeteries are examples of services provided from this Directorate.

8.1.4 Infrastructure Directorate

The **Infrastructure Directorate** has the Project Design and Delivery, Recreation and Parks, Works/Roads, and Fleet and Buildings as its key departments.

Design services, Major Projects, Parks, Recreation Reserves, Road Construction, Maintenance, Building Maintenance and Plant are examples of services provided from this Directorate.

8.1.5 Community Directorate

The **Community Directorate** has the Youth and Children, Cultural Liveability, Recreational Liveability and Neighborhoods as its key departments.

Early Childhood, Aquamoves, Maternal and Child Health, Emergency Management, Community Strengthening and Community Planning are examples of services provided from this Directorate.

8.2 *Continuous Improvement – Unresolved Issues*

The following issues require further work to be undertaken to clarify the "best fit" for the organisation going forward.

Rather than make recommendation we could not fully support, or where concerns had been raised that we could not fully answer, we are recommending these matters be referred to the *transition* process to undertake a review of the provision of:

- Customer Service across the organisation;

-
- Recreational Planning for the organisation;
 - Plant and Fleet management for the organisation;
 - *Environment and regulatory services* locations within the organisational structure;
 - Centralised booking system for the organisation; and
 - Centralised Information Services department for the organisation.

This will enable more opportunity for further consultation and ideas and reinforces the culture of continuous improvement that will be a mainstay of the organisation going forward.

These and other Establishment issues are detailed in Annexure A Transition Plan.

Whilst the *Chief Executive Officer* believes in the integrity of the recommendations reflecting the consultative approach this project has taken, he also feels that in the coming three months, if staff below managers, determine there is in fact a more effective place for their, or their teams role, to be placed in the organisation structure then this should be considered.

The *Chief Executive Officer* has advised there will be no redundancies made available for staff – any future operational changes proposed, are intended to address improvements to service delivery, performance and customer service.

This reflects the *Executive's* commitment to continuous improvement and also acknowledges that some of the operational detail may require refinement.

8.3 Transition Management

The *Transition Management Plan* is attached as *Annexure A* and comprises the recommendations from the *Organisation Scan* and presents them as a series of independent tasks to be completed.

These recommendations from the implementation plan and have been assigned to various Directors to implement.

We recommend to the *Chief Executive Officer* that an independent *Transition Manager* be appointed to assist the organisation deliver the outcomes as specified.

We also recommend an *Appeals Process* be designed and implemented for any staff who wish to express concerns regarding decisions that impact upon them.

9. CONCLUSION

The final organisation structure and implementation plan will be announced on Thursday 14th June 2012 and the *Transition Manager* will be introduced to staff.

From there the implementation phase will commence along with the appointment of temporary Directors and Managers (in some instances) with the recruitment phase beginning in the coming weeks.

All affected employees have been spoken to by the CEO and final appointments to positions on a temporary basis will be confirmed in the coming week.

Finally we believe the future for the *City of Greater Shepparton* is bright and the organisation will be reinvigorated and focused to move from “*Good to Great*” in the coming **12 to 36** months.

The ultimate result will also be conditional on resource approvals from Council through the annual Budget process.

10. ANNEXURE A: RECOMMENDATIONS

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Establishment/Foundation									
Implement the new Organisational structure in your Directorate/department including the orderly transfer of documents and methodology from on directorate to another	ALL	Meet with all Directorate staff and then each department. Request each manager to develop an implementation plan regarding this transition plan, documents and seating etc.	Timeliness of implementation, understanding of all in the department of the transitional plan and their involvement. Efficiency of implementation in Directorate/department.	New structure implemented within each department.	30-Jun-12			Medium	
Review the functional charts as they relate to your individual Directorate/department and provide feedback	ALL	Meet with all Directorate staff and then each Manager with their department. Request each manager to examine the functional charts as provided by CT Management and make appropriate amendments for completion of charts	Efficiency of implementation in Directorate/department.	Feedback to Director	22-Jun-12			Medium	
Review all staff delegations and provide a training program for staff on exercising delegations.	ALL	Desktop audit and make necessary amendments of all of the current delegations as previously resolved by council. Examine all other delegations and appointment letters such as CCP coordinators, Whistleblower coordinator etc as required under other legislative instruments	Delegates authorised to make decisions on behalf of Council.	All delegations correctly in place.	30-Jun-12			Medium	

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Immediately place Budgetary control directly with the Department Manager and revise Chart of Accounts based on new organisation structure.	ALL	Revise responsible officer and implementation a new chart of accounts for the newly formed Council Departments	New cost centre responsibilities allocated	Responsibility for Budget accountability allocated. Revised expenditure delegations per employee, where applicable.	30-Jun-12			Medium
Review the office layout to ensure that employee location/efficiency is maximised.	ALL	Review, revise and implement a new setting layout for the Welsford St and Doyles Road Complex based on new organisation structure.	Completion of the review and the smooth transition and implementation of the new seating arrangements.	Improved efficiency.	30-Jul-12			High
Review staff PDs with HR to ensure that they align with the new organisational structure	ALL	Review all staff PDs with HR to ensure that they are of a consistent layout and align with the new organisational structure	Completion of the review of all Position Descriptions that are consistent and more accurately reflect key roles and responsibilities.	Alignment with new organisation structure	30-Jun-12			High
Develop work plans for each manager in accordance with your transitional management plan.	ALL	Meet with Manager and Transition Manager to develop work plans from the transitional plan.	Completed work plans that contains actions, measures and milestone dates.	Work Plan approved by EXECUTIVE.	30-Jun-12			High
Undertake a further review of the provision of customer service across the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of customer service. Examine the best location for customer services and the need for a customer service manager within the organisational structure.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High
Undertake a further review of the provision of recreational planning for the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of council's recreational planning	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Undertake a further review of the provision of a centralised booking system for the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of a centralised booking system for the organisation that will provide a seamless process for the community.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High
Undertake a further review of the provision of a the plant and fleet services for the organisation		Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of plant and fleet including ordering, plant hire rates as well as the plant fleet council owns or leases.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO					
Undertake a further review of the provision of the environment and regulatory service department.		Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of the Environment and Regulatory Services department including the separation of the department into two departments.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO					
Strategy and Planning								
Strategic								

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Develop a comprehensive Strategic Resource Plan that provide clear articulated and transparent finance and resource allocation and undertake a structured strategic on the "capacity" of organisation to deliver	DB	Review Wodonga, Moira and LGS template and draft chapters as well as provide new chapters on Asset management, community development and developer contribution plans for Executive consideration. Present a chapter or two to Council at each briefing and request input as to the strategies the Council wishes to establish as well as presenting the options via the LTFP were applicable to show impacts of the council	A forward program of consultation is adopted by executive, commence the review and the completion of the comprehensive SRP that provides strategies and policies that provide outcomes in accordance with Council and State Prudential Guidelines	New SRP is prepared as a draft to enable presentation to the newly elected council.	30-Oct-12			High	
Commence a discussion with Council regarding priority and strategic areas, (including Council Plan) to develop a forward programmed agenda for briefings and Council meetings.	DB	Develop a forward agenda for EXECUTIVE and briefings with the objective of providing a program for discussions with council. The forward planning agenda is aimed at unearthing where Council may want to participate and provides time for any necessary cross functional teams to be developed in response to an issue.	The forward agenda is adopted by executive and discussion has commenced with Council.	Improved resource planning and 100 per cent compliance to planned timetable.	30-Aug-12			Low	
Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan.	DB	Examine the 2012/13 budget documentation to ensure that the KSA's are reflective of the council plan strategies and that they are both achievable and measurable.	Examination has taken place and the KSA's as detailed in the budget are responding to Council Plan strategies and are measurable	An improved alignment between Council Plan and Budget.	30-Sep-12			Medium	
Tactical									
Review Council's project delivery processes across organisation	DI	Develop and advise the services, systems and processes to ensure all major Council projects are managed and delivered on time and within budget in accordance with "client" expectations.	Completion of the review, approval by executive and implementation of the revised project delivery process	All major Council projects delivered through the project delivery department.	31-Aug-12			High	

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Rebrand Business Excellence with a focus to drive department development of service views and develop a timetable and commence service planning for all Council services.	DO	Develop an agreed corporate approach to defining levels of service, identifying unit costs, methods of community consultation and design a process to ensure engagement of the Council in the required decisions. Engage with the Organisational Improvement Team (OIT) with agreed Terms of Reference to firstly define methodology for service planning at GSCC. Design appropriate template(s) for corporate usage and commence organisational service planning	the proposed service planning methodology and processes is adopted by executive, council briefed and the service planning process has commenced.	Improved level of service /reduction in unit costs/meeting agreed community expectations.	30-Sep-12			High
Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers.	DI	Ensure the transition to the Works-Roads department, Fleet and Buildings, and Works-Parks department in the Infrastructure directorate is managed and all staff are clear on reporting lines and accountabilities. Ensure Position Descriptions are amended, reporting lines are clear and systems for scheduling, payroll, incident reporting etc. are in place. Develop Business Plans for each department.	Smooth transition and minimal disruption to workforce and community.	Improved operational performance, updated Position Descriptions with clear accountabilities for all employees.	30-Aug-12			Medium
Engage with the HRCC in the development of employee procedures and directives.	DO	People Performance department in conjunction with the HRCC to a timetable for, and commence the review, of all HR policies and directives.	Timetable for the review adopted by executive and commencement of the timetabled policies and directives. All reviews completed within targeted timelines.	updated list of policies and directives	31-Aug-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Establish the Cultural Liveability Department by centralising the operations Riverlinks, SAM, Events and Festivals and Tourism and Library and ensure that the relationship maximising the benefits of all facilities to the community.	DC	Establish the Cultural Liveability department by consulting with teams and individuals and resolve any issues that may exist. Develop a Cultural Liveability Business Plan for the department that details the improved cross utilisation of facilities and services.	Completion of a business plan measures related to the Council Plan and other council strategies. Increased number of events where facilities are cross utilised. Improved utilisation of SAM and Riverlinks.	Establishment of the Cultural Liveability department with Business Plan and individual role clarity, which provides improved community usage, visitation at lower costs to council.	31-Aug-12			Medium
Make the Web site (content) development and amendments the responsibility of the Communications Branch.	DO	Review of Council web site to ensure that it provides an easy to use both from the customer lens as well as intern to the organisation. Research on how Councils internationally are using their web sites and integrating with social media etc	Proposal to redevelop/improve the Council web site is adopted by executive. Website developed and launched.	Proposal presented to the Council EXECUTIVE and briefing	30-Sep-12			Medium
Transfer the Grants Officer to Investment attraction.	DB	Review Position Description and advise all Council employees of the Grant's officers role, how they can utilise and work with the Grant's Officer. Develop a priority listing for the Grants Officer based on the Council Plan and the Budget 2012/13 priorities.	An increase in the number of grants applications made.	More externally funded projects and activities.	30-Jul-12			Low
Operational								

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review the annual Budgeting processes to ensure staff accountability to remove the poor "attitude" towards the use of commitment costing and the high risk approach; align Budgets with the Organisation Structure; Implement Monthly budget reporting to EXECUTIVE at sub activity level.	DB	Document a new process to develop annual Budget in the form of a Budget Manual and test through a cross functional team. Develop a new budget format based on presenting to council of a program budget that provides for a better understanding of the operational budget by the council, staff and the community. Budget Manual presented to each department within each Directorate. Departmental briefings within each directorate ensuring adherence to employee delegations. Program budget developed and presented to council. Develop a program to ensure that the Electronic Ordering Program is used by all staff.	Commitment costing utilisation at 95 per cent with 100 per cent compliance to employee delegations. Implement monthly budget reporting at sub activity level	Budget Manual 2013/14. Electronic Ordering utilisation increased. Budget Manual 2013/14 takes account of the improved requirements. A new format program budget is implemented	30-Aug-12			Medium
Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management.	DI	Document and train all stakeholders in the use of Prince 2. Dedicate resources from Project Delivery to facilitate training. Modify the PRINCE 2 forms to enable use by the whole organisation.	Utilisation of PRINCE2 for all major projects, both capital and operational. The extent of improved cost control and delivery for council projects.	95 per cent of capital program delivered in accordance with approved Budget @ 30 June 2013.	30-Jul-12			High
Review the current recruitment processes to ensure an effective ,efficient and transparent process is implemented which will minimise the time taken.	DO	People Performance to review the current recruitment processes and practices and ensure all within the organisation understand and implement to revised processes. Establish service standards and timelines for recruitment the organisation.	Process that satisfies stakeholder requirements in that it is accurate, timely and supports the organisational requirements.	Processes and practises reviewed and adopted by executive after consultation with the HRCC.	30-Sep-12			Low

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Discuss the process for the development of the 2012/16 Council Plan with Councillors which also provides for a "Bottom Up" input from staff .	CEO	Schedule time for Executive to discuss process and brief Council via a report. Consult with managers and staff and have them commence listing priorities from their perspective.	Process adopted by Council in July 2012	Completion of data collection by October 2012	30-Sep-12			High
Examine the combining of the Social Clubs so that they host functions for <u>all</u> staff.	DC	Consult with indoor and Outdoor Social club committees	Completion of the examination and report to executive.	Improved collaboration, joint events and improved staff morale as a result.	30-Sep-12			Low
Leadership and Style								
Strategic								
Develop and implement a comprehensive Performance Management System and provide training in Performance Management for management and employees.	DO	Complete the processes and practices to develop a new performance management system. People performance in consultation with the Organisational Improvement Team review the current process, existing content and annual timeline and commence implement the agreed Performance Management system and investigate the develop the proposal for a common performance review date and report to executive. The new system is adopted by executive. Review all staff KPIs in line with the new organisational structure.	New Performance Management system implemented. All Performance Plans for the new structure completed.	KPI's set for all employees that relate to annual Budget and Council Plan.	30-Sep-12			High
Develop and implement an Internal communications strategy.	DO	Develop newsletters, social media other mechanisms to improve internal communications.	Improved internal Communication.	Staff better informed of Council issues.	30-Jul-12			Low
Tactical								

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Build Executive team by establishing a Code of Conduct/Values.	DO	Executive to develop and adopt a Code of Conduct.	Adherence to values as perceived by managers and staff.	Unified EXECUTIVE that demonstrates behaviours that support values	30-Jun-12			Low
Transfer Assets to Business Services to ensure the branch outputs align with financial standards and corporate objectives.	DB	Manage the transfer of the relevant staff ensuring responsibilities and accountabilities are clear .Ensure Position Descriptions are amended, reporting lines are clear and systems are in place .Develop a timetable for implementation of a comprehensive asset management system that will enable council to make strategic decisions relating to the required level of investment in assets from a condition based perspective.	Smooth transition and minimal disruption to workforce and community. Clearly articulated implementation plan is adopted by executive, Implementation is commenced and completed	Updated Position Descriptions. Clear accountabilities for employees. Business Plan for Assets Department. Council uses condition based data to provide strategic decisions to be made on asset investment.	31-Aug-12			Medium
Provide training for General Managers, Managers and supervisors in best practise in supervision and management of staff, presentation skills (to councillors) as well as the legal/industrial issues associated with the relationship between employers and employees.	DO	Organise, adopt and implement a comprehensive training program and schedule for General Manager, Managers and supervisors.	All General Managers, Managers and supervisors complete the training program.	Improved knowledge of participants.	30-Sep-12			Low
Consolidate the Council's training budget to enable a strategic organisational training to be undertaken.	DO	Prepare a report for consideration by Executive on the advantages and disadvantages on the consolidation of the organisational training budget into the Organisation Directorate.	Report prepared. Implementation of the decision by executive on the report	Training arising from Performance Reviews coordinated by People Performance to maximise efficiency of expenditure.	30-Jul-12			Low

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Implement a system from which Training and Development is established from outputs of Performance Management system.	DO	Prepare a report for executive on the training requirements from an inventory of all current training obligations, collated and developed from the organisation training requirements. These training requirements to be based on outcomes of Performance Management feedback. Adoption of the report by the executive. Organise groups for training and development to achieve best value for delivery. Ensure all OHS and ticket currency training is undertaken annually.	Report for Executive prepared. Organisational training program developed and implemented. Training program delivered to meet agreed training requirements of the organisation.	Improved productivity arising from training.	30-Sep-12			Medium
Undertake a review of the Engineering design service scope .	DI	Detail the services provided by new department to the balance of organisation	Detail of services provided. Feedback from staff and Design Engineers.	Improved capital works delivery to support the 95 per cent delivery target.	30-Jul-12			Medium
Implement a common anniversary date (pre Budget) 28/2 each year for all employee Performance Management & Training Plans.	DO	Prepare a report on the establishment of a common anniversary date for the 2013 organisational wide performance appraisals. The report to look at the advantages and disadvantages and to involve consultation with the HRCC. Performance appraisals for the any new directors and managers to be completed on a common anniversary date. Directors and managers Performance appraisals to be completed with short and medium term goals.	Report prepared for Executive. All performance appraisals completed with a clear and measurable KPIs for each employee.	Focussed Directors and Managers.	30-Jun-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review and amend if required, Council's Induction Program for all new employees.	DO	Continue to improve and review the organisations new employee induction program for employees and contractors. That the process for the induction program be discussed at the HRCC.	A post induction survey be undertaken from recent Inductees and suggested improvements implemented.	Efficient induction of new employees/contractors.	30-Jun-12			Low
Develop and implement a Workforce and Succession Plan.	ALL	Prepare a report to executive that provides for an action plan for the preparation and development of a workforce/succession plan. Once adopted by executive commence preparation of the plan.	Report presented to Executive Detailed schedule of work for development and implementation of the workplace/succession plan developed. Commencement of work on the plan.	Completed work plan.	30-Sep-12			High
Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable.	DI	Organise independent audit of the plan, receive the report and implement any recommendations from the report.	Audit completed and recommendations actioned and completed.	Correct alignment between Road Management Plan and Council standards.	30-Oct-12			High
Review the effectiveness of the operations staff scheduling and its effectiveness in assisting Council meet its Road Management Plan obligations.	DI	Identify the current response (scheduling, levels of service etc) against the current Road Management Plan. Identify the "gap" between the current service level and the required/prescribed level of service as detailed in the Council's Road Management Plan. Review staff scheduling, in consultation with operations staff, to determine if any improvements can be made and commence implementations of any recommendations. Prepare a report on the findings of the review and recommendations implemented.	Documented gaps corrected and recommendations implemented. Report to Executive detailing improvement opportunities and how they have been implemented..	Road Management Plan that Council is able to meet its obligations under.	30-Sep-12			High

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Develop and implement a Plant Operators Succession Plan.	DI	Develop a plant operators succession plan in consultation with operations staff. Call for expressions of interest from interested roads/parks staff to be involved in a cross functional team. Prepare a report for executive consideration.	Participation by operations staff in the preparation of the plan. Plan adopted by executive. Implementation of the plan. Nominees and a structured implementation plan.	Outcomes to be part of the individual employees Performance Management Plan	30-Sep-12			Medium	
Undertake a review of the approach/roles, responsibilities and relationships for community planning and community development within Council's community capacity program. Undertake a review of the resources in community development department.	DC	Undertake a review to clarify role, relationships and responsibilities along with the performance targets for community development.	Report detailing proposed roles and functions to Executive.	Performance targets achieved. Business Plan for community development completed.	30-Aug-12			Medium	
Undertake a review of, and benchmark staff turnover (including "internal turnover/redeployment)	DO	Prepare a report in consultation with the HRCC, which benchmarks GSCC against other regional city councils for consideration by executive. Such report to provide conclusions and any relevant recommendations. Implementing an exit survey for those employees leaving the organisation. Gather data from the MAV for benchmarking information. Gather sample EXIT interviews from NERDS group or Special interest LG Pro Group.	Produce report for consideration by executive. Implement any adopted recommendations from the report. Conduct exit interviews for staff.	Report analysing benchmarks	30-Jul-12			Low	
Operational									

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Provide Directors with mentoring opportunities.	CEO	Discuss mentoring requirements with each Director. Determine suitable mentors based on the agreed needs. Examine the suitability of the LG Pro mentoring program.	Mentoring for directors established. Improved knowledge and performance from each director.	Improved performance for organisation.	30-Jul-12			High
Benchmark all senior management remuneration to like size Councils.	DO	Prepare a report that benchmarks senior management remuneration for consideration by the CEO with recommendations for action.	Report prepared and presented to the CEO	Report analysing benchmarks	30-Jul-12			Medium
Examine the number of unresolved and not implemented systems and processes within the organisation.	ALL	Prepare a report for executive that identifies all unresolved or non implemented systems and processes. Such report to have recommendations to implement the unresolved or non implemented which includes the priority for action, resource requirements and an implementation plan. Adoption of the report by executive and commencement of implementation of the approved recommendations.	Report presented to Executive of all unresolved systems and processes documented, implementation plan adopted, resources allocated and commencement of that implementation plan. Work Plan to resolve/prioritise action implemented	Work Plan to resolve/prioritise action. Efficiency gained with improved systems and processes	30 Sept-12			High
Develop an employee membership program at Aquamoves.	DC	Review the current and develop a new employee membership program. Promote the membership program across the organisation.	Program developed and communicated to staff	Improved membership from employees at Aquamoves. Improved fitness of council employees.	30-Jun-12			Low

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Ensure that all new employees are subject to pre-employment medicals which includes hearing tests for those staff who may be subject to excessive noise including all outdoor staff.	DO	Review process with the HRCC, consider amendments for pre employment medicals, which includes hearing tests for those staff who may be subject to excessive noise, including all outdoor staff. Report to executive of the findings from the review and recommend amendments to the current processes. Implement recommendations as adopted by executive.	Review completed. Report prepared and presented to executive. Implementation of the adopted recommendations.	Implement for current and future employees	30-Jul-12			Medium	
Implement the Aurion "timekeeper" module	DO	Undertake a review of all off site payroll centres and review current processes and timesheets. Prepare an implementation plan including training of staff and software roll out. Commence implementation of the Aurion "timekeeper" computer module.	Aurion "timekeeper" implemented. Efficiency gains from electronic timesheets.	Automated payroll system.	30-Sep-12			High	
Undertake a review of Outdoor staff ticket currency and implement a process to ensure that all required tickets are renewed as required.	DI	Review and document the list of current "Tickets" for operations staff. Examine the currency of these "tickets". Implement a process to ensure all required tickets retain their currency.	Updated list of current required "tickets". Process to ensure currency is maintained is implemented.	Outdoor staff ticket currency maintained.	30-Jun-12			Low	
Customer Focus									
Strategic									

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Implement revised customer service standards for each council service as part of the service planning exercise.	DO	Work with the Organisational Improvement Team to define service standards and response times for all Council services by reviewing and documenting the current service standards and systems and decision processes for service responses. Review current level of reporting of the customer services standards and recommend improvements in reporting. Preparation of a business plan detailing the solution and investment required to provide a professional contemporary customer service system. Report to executive with recommendations on reporting. Implementation of adopted recommendations.	Report to executive. Implementation of adopted recommendations. Business plan adopted. Regular reports on performance against adopted standards provided to executive. Definitions and system improvements providing certainty and consistency to customers and Council.	Improved customer service.	30-Sep-12			High
Undertake a review of councils Customer Service Charter "Customer First"	DO	Work with the Organisational Improvement Team to review the "Customer First Charter". Preparation of a report to executive. Present a briefing paper for council to enable council input to review the charter and systems. Adopt an amended charter and training of all staff in the requirements of the charter.	Review of and implementation of a revised "Customer First" charter that is better understood and factored into the operational systems and the way council business is done.	Improved customer service. Business Plan detailing the solution and investment required to provide a professional contemporary customer service system.	30-Sep-12			High
Tactical								

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Investigate the integration or migrate the Customer Service system(s) into one.	DO	Prepare a report on an analysis of the current customer service systems Merit and Confirm to determine if they can be integrated. Such a report to be compiled following liaison with users to determine where integration is required as well as what is able to be achieved and the resources required. Presentation of the report to executive and implementation of adopted recommendations.	Presentation of the report to executive and implementation of the adopted recommendations.	Improved efficiency.	30-Sep-12			High	
People									
Strategic									
Review all Policies with Council (and CEO directives)	DO	Review all current council policies and operational policies for currency. Develop a timetable for review of all council policies and operational policies. Review the format for existing policies including the renaming of operational policies to CEO directives. Report to executive with the timetable for review. Commence the review of all policies that are or are about to expire. Provide training to appropriate staff in policy writing. Commencement of the review of policies.	Commencement of the review and adherence to timetable for executive and Council adoption. Policy timetable developed for Council and executive.	Updated and comprehensive policy register.	30-Sep-12			High	

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Clarify the roles and responsibilities of the council and the CEO and executive	CEO	Develop a program that clarifies the roles and responsibilities of the council and the CEO and executive Undertake planning for the existing council as well prepare for a facilitated session with the newly elected Council and executive to discuss roles, responsibilities, relationships and expectations.	Facilitated sessions undertaken. The roles, relationship and responsibility of councillors, the CEO and the Executive clarified.	Agreed and documented paper on the roles, relationships and responsibilities between the councillors, CEO and the executive.	30-Sep-12			High	
Tactical									
Develop and implement an accountability framework for each Department, Branch and individual employee(s).	ALL	Implementation of a series of facilitated sessions with each department Director and manager and key staff to develop the accountability framework. Incorporate this framework as part of the Performance Management framework for the organisation.	Sessions completed. Documented accountability framework inserted into the performance management framework.	Improved accountability	30-Sep-12			High	
Implement a system that documents developer contributions from receipt of contribution/asset through to capital delivery.	DB	Investigate and report on an internal system that documents the provision of developer contributions to council, from receipt of the contribution/asset through to capital delivery. Such investigation to include a facilitated session with key managers and operatives, which will review the current and recommend a preferred process, including trust, capex, delivery etc. Report to be presented to executive with recommendations for improvement. Implementation of adopted recommendations.	Report presented to executive. Adopted new process implemented. Improved traceability and transparency of funds and projects.	Improved accountability and certainty of developer works.	30-Sep-12			High	

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Examine councillor representation on the internal development hearing panel.	DS	Investigate and report to executive on the possibility of providing councillors to be represented on the internal development hearing panel. Such report to include the advantages and disadvantages of such representation. Following presentation to executive, present the report to Council briefing.	Report presented to councillors. Adoption of the recommendations of the report. Improved knowledge and improved councillor satisfaction with the planning system.	Improved ownership of decisions.	30-Jun-12			Low	
Review/ develop a comprehensive 10 year CAPEX Program.	DI	Appoint a cross functional team to develop a corporate process that enables the preparation of a comprehensive capital works program that includes an Project Assessment Model which prioritises all proposed capital works projects. Review all strategies and management plans and verify/vindicate candidate projects. Present the proposed model to council for adoption. Communicate this model, when developed to all departments to ensure all staff are aware and able to access the process. Inclusion in the SRP of the comprehensive 10 year capex program.	Adoption of the Project Assessment Model. Insertion of a chapter on capital works in the SRP. Increased participation in the development of the CAPEX program from employees and Councillors.	Improved candidate list and prioritisation.	31-Aug-12			High	

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review and improve internal staff communications	DO	Develop a communications strategy for the staff, particularly over the coming three months, by involving the Organisational Improvement team a strategy around reporting progress on the transition plan. Such review to include a review of COGSPEAK to improve communications relating to strategic issues as well as providing a monthly departmental/branch profiles in staff newsletter. Report to executive on the proposed internal communications strategy. Implementation of the strategy once adopted by executive.	Weekly /fortnightly newsletter on the implementation of the transitional plan to be published. Report on the internal communications strategy to be presented to executive, implementation commences following its adoption.	Improved knowledge of the organisational matters by staff. Improved staff morale.	30-Jun-12			High
Perception that the management of personnel issues needs to be improved.	DO	Design and implement a process that ensures the management of personnel issues is process driven and the issues resolved and managed. Implement training to all employees in supervisor positions to assist in the management of difficult issues. This training to be part of performance management training and normal feedback process. Report to executive on the process and an implementation plan	Process designed and implemented. Report adopted by executive. General managers, managers and supervisors more confident and consistent in the execution of performance feedback.	Improved performance management- "on the spot."	30-Jul-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
The need to improve employee application knowledge.	DO	Work with the HRCC to undertake Training Needs Analysis for council's corporate systems. Design a training program to assist in improving employee understanding and efficiency in use of the corporate systems. Report to executive on the training program and commence implementation once approval is given.	Training needs documented for departments and employees. Report provided to executive. Implementation commenced.	Improved and targeted training. Improved knowledge of and efficiency of use of councils corporate systems	31-Aug-12			Medium
Operational								
No quarterly reports to council on the progress against Council Plan strategies.	DB	Develop and implement a reporting process to inform council of progress against Council Plan at least quarterly to Council by engaging directors and managers . Investigate possible corporate systems that would enable this reporting to be achieved. Report to executive on the preferred process and system. Purchase (if requires) and implement the corporate system and provide training to EA's on input into the system.	Report prepared for executive. Purchase of a new corporate system if required. Training of EA's and implementation of quarterly reports.	Improved accountability to Council.	30-Sep-12			High
Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings.	DO	Investigate, purchase and implement by training EA's on usage as well as and establishing timetable for submission of agenda items for all Council meetings/briefings and executive meetings.	Investigation completed and system purchased. Implementation of the system. Timetable for agenda items developed and implemented. Improved efficiency with respect to agenda production.	Efficient delivery of agendas and content.	30-Jun-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Improvement in the councillors knowledge of organisational operational activities	DB	Report to executive on the design of and provision to Councillors with regular reports on: progress of capital works, major planning permits, planning scheme amendments, community consultation etc.etc. Once approved commence implementation and provision of the information.	Report adopted by executive. Provision of regular reports delivered on time and accurate to Council and executive.	Improved performance knowledge.	30-Sep-12			High
Difficulty in the process to update Intranet content and existing access requirements.	DB	Examine and report with appropriate recommendations to executive on the current access difficulties. Once adopted by executive, implement the recommendations.	Report to executive. Implementation of recommendations.	Improved satisfaction and access to information.	30-Jun-12			Medium
Lack of knowledge of staff of who is responsible for service delivery across the organisation.	DB	Working with a cross functional team understand requirement and current deficiencies of staff knowledge. Report to executive on the ability to implement a staff role (as employment responsibilities) search system on intranet. Implementation of the adopted recommendations.	Cross functional team formed. Examination completed. Report to executive provided. Adopted recommendations implemented.	Improved knowledge of staff roles.	31-Aug-12			Medium
Privacy in council meeting rooms.	DB	Examine the re- lamination or provision slim blinds to meeting rooms to ensure adequate privacy in provided. Engage suitable tradesman to undertake the work.	Work undertaken.	Improved privacy and confidentiality.	30-Jun-12			Low

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Process Management Improvement and Innovation									
Strategic									
Council has no policy on local content in its purchasing.	DB	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of local content. Once approved present a briefing paper for Council consideration options for local content purchasing. Preparation and presentation to a council meeting on this policy. If adopted, implementation of the policy	Development of options for local content policy. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy.	Advise staff and traders of Council policy.	31-Aug-12			High	
Council has no policy on green purchasing.	DB	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of "green" products . Once approved present a briefing paper for Council consideration options for "Green Purchasing".	Development of options for "green" purchasing. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy. Development of Policy and Directives.	Advise staff and traders of Council policy.	31-Aug-12			High	
Review Procurement Delegations and develop Policy and Directives	DB	Work with the Council and CEO to review the "Procurement Delegations". Deliver options report for executive. Once approved present a briefing paper for Council consideration options for "Procurement".	Review of Procurement Delegations and development of options for "procurement" delegations policy completed. Report to Executive, Council briefing and council meeting. Implementation of and adopted policy. Development of Policy and Directives	Advise staff of delegation.	30-Jul-12			Medium	

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review and rationalise all Human Resource Policies.	DO	Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management. Report to Executive.	Cross functional team formed. Development and Improvement of Human Resource Policies that strengthen Policy and Process Management issues. Report to Executive on the process as well as the recommended policies for adoption. Improved suitable Human Resource policies for access by employees.	Full suitable suite of policies accessible by employees.	30-Sep-12			High
Lack of consistency in Policy Development and CEO directives.	DO	Develop a methodology template for policy development and CEO Directives to provide greater consistency in look and content. Report to executive. Once approved implement the adopted template	Development of methodology template for Policy Development and CEO Directives. Approved by Executive. Implementation of approved Methodology Template.	Greater consistency in policy development and CEO Directives	30-Jun-12			Low
Tactical								
Develop and implement a Corporate Reporting system.	DO	Develop a Corporate Reporting System and define statutory and management requirements and improve compliance and accountability by seeking agreement on what content and what frequency reporting will be undertaken for the Corporate Reporting System. Confirm system and improvements with Executive Managers and Council. Implementation of the adopted system.	Development and implementation of Corporate Reporting System that meets statutory and management requirements and provides Improved compliance and accountability. Approved by Executive. Adopted system being consistently applied.	Risk minimised and knowledge for decision making improved,	30-Jul-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Develop and implement a progress report against Council Plan objectives.	DO	Develop and implement a reporting process to reports on progress against Council Plan objectives monthly to executive and quarterly to Council. Engage All Directors and Managers. Review reporting process options with OD Directorate. Determine system for reporting. Implementation of the adopted system.	Development and implementation of a reporting process on progress against Council Plan objectives. Provision of regular reports delivered on time and accurate to Council and executive. Options reviewed with OD Department. Reporting system determined. system Implemented and applied consistently.	Improved knowledge.	30-Jul-12			Medium
Review and link all "corporate and strategic" plans to staff KPI's	ALL	Review all "corporate and strategic" plans and directorate/departmental strategies. Prepare a report to Executive on the linkages between these plans including resource requirements. Link staff KPI's the plans and strategies as part of Performance Management process. Discuss as part of Performance Management process.	Review of all "corporate and strategic" plans and directorate/departmental strategies completed. Plans and strategies linked to staff KPI's. Report provided to Executive. Discussed as part of Performance Management process.	Improved planning/delivery of Council strategies.	30-Sep-12			High
Major review of Procurement processes and performance management	DB	Develop scope for a cross functional team that includes representatives from the departments to examine issues around procurement processes and performance reporting. Define Procurement personnel roles, responsibilities, corporate processes, policies, directives and management.	Scope of Review established and Cross functional team formed. Procurement issues identified. Defined Procurement personnel roles, responsibilities, corporate processes, policies, directives and management. Report to Executive. Agreed procurement processes and performance reporting.	Improved procurement and risk management.	30-Jul-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Develop a Project Delivery Process Directive	DI	Work with CEO to develop a Project Delivery process Directive. Clarify the directive. Draft CEO directive for Executive approval.	Development and clarification of Draft CEO Project Delivery process directive. Approved by Executive.	Improved understanding of role of department.	30-Jun-12			Low
Ranking of candidate projects for capital evaluation and designation to the capital works program.	DI	Develop Project Assessment Model to determine the ranking of candidate projects for capital evaluation and designate them to the capital works program in the relevant year. Review current process and determine if assessment criteria are aligned to Council Plan and represent best practice. Report options for assessment to executive. Report to Council for adoption. Implement agreed Assessment Model.	Development of a Project Assessment Model. Current Process Reviewed. Alignment of assessment criteria to Council Plan representing Best Practice. Options Report to Executive approved. Implementation of Agreed Options. Report to Council for adoption Breadth of participation in process by staff and variability arising in model.	Improved agreed ranking system.	30-Sep-12			High
Review and Establish Preferred Provider Panel(s) to provide efficiency in Purchasing	DB	Review and update current panel of providers. Engage all departments to capture corporate requirements. Establish a preferred provider panel(s) for trades, plant hire, professional services and other services, e.g.: printing.	Up to Date List of Preferred Provider Panel(s). All corporate requirements captured. Provider panels established for trades, plant hire, professional services and other services. Degree of coverage.	Improved efficiency in purchasing.	30-Jul-12			Medium
Section 86 Committees to be reviewed.	DO	Review of S86 Committees involving staff with responsibility, analysis of delegations and determining the currency of the status of those Committees. Preparation of Operating Manuals. Provide Training of those committees as to as to their collective and individual responsibilities.	Review of S86 Committees including analysis of delegations and currency of status of Committees completed. Development of s 86 Operating Manual. Training to S86 members in their collective and individual responsibilities completed.	Improved risk management. Improved performance of s86 Committees.	30-Sep-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review the roles and resourcing in Governance to ensure that all council governance requirements are being met.	DO	Review the roles and resourcing in Governance to ensure that all council governance requirements are being met. Identify the "gap" between the current compliance and the required/prescribed level of compliance as detailed in legislation. Undertake a risk assessment on all of Council's governance functions.	Review of the roles and resourcing in Governance completed. Identification of the "gap" between the current compliance and the required/prescribed level of compliance completed. Risk assessment on all governance functions of Council's Governance functions completed. Improved understanding and compliance. Report provided to Executive, with adopted recommendations implemented.	Improved risk management	30-Sep-12			High
Full review of all Risk Management processes	DO	Undertake a full review of all Risk Management processes including: Policy strategy, risk register, identification of primary, secondary and tertiary risks, Risk and Audit committee. Undertake a Gap analysis and consult with the various departments. Establish an internal audit function, operational risk committee and training of all staff in risk management. Undertake a risk assessment on all of Council's governance functions. Report to Executive. Implement agreed outcomes.	Full review of all Risk Management processes completed. Gap analysis completed. Internal Audit function and operational risk committee established. All staff trained in risk management. Risk Committee Training in collective and individual responsibilities completed. Following a report to Executive the agreed risk management processes are implemented.	Improved risk management and staff awareness.	30-Sep-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Centralise the various marketing functions into Organisation Directorate	DO	Working with a cross functional team of marketing operatives develop processes to centralise the various marketing functions into Organisation directorate. Identify improvements in branding, utilisation of facilities and knowledge of COGS. Develop a Business Plan for Marketing. Report to Executive. Implement agreed outcomes	Cross functional team formed. Marketing functions centralised into Organisation directorate. Report to Executive with the Business Plan for Marketing developed and Implemented. Implementation of agreed processes. Improvement in marketing and consistency in communications.	Improved branding ,utilisation of facilities and knowledge of COGS. Business Plan for marketing.	31-Aug-12			High
Review Events and the management of community facilities	DC	Undertake a review of Events and Management of Facilities and determine a method to separate Events from Management of Facilities. Clarify Roles and define responsibilities for Events and Management of Facilities. Consult with the events and building maintenance operatives. Develop a Business Plan for Events and identify "nominated" group to manage facility. Report to Executive.	Review completed. Events and Management of Facilities separated and roles and responsibilities defined. Report to Executive with the Business Plan for Events developed. Group to manage facility identified and 'nominated'.	Business Plan for Events. Nominated group to manage facility.	31-Aug-12			Medium
Examine centralisation of Facility Management.	DC	Conduct an examination of the possible centralisation of Facility Management. Consult with building maintenance and other facility managers to separate and clarify "occupancy" from "Landlord" or ownership of building. Review and report to Executive on the outcomes of examination and consultation.	Examination of Centralisation of Facility Management completed. Clarification of tenant and owner. Report to Executive and implementation of adopted recommendations.	Improved services and building maintenance.	31-Aug-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Operational								
Examine reasons for Excessive FOI requests	DO	Conduct an examination and identify the reasons for the excessive FOI requests being made and review those requests to determine the content and range of issues. Develop strategy to reduce the number of FOI requests. Review with Records Department and Report to Executive.	Examination of Reasons for requests and strategy to reduce requests completed. Range of issues determined. Approved by Executive	Reduction in FOI requests.	31-Aug-12			Medium
Complete Business Continuity Plans.	DO	Working with the Management Team as a cross functional team review inventory of Business Continuity Plans and determine where there is a need for additional Business Continuity Plans. Develop required Business Continuity Plans. Report to Executive. Implementation of Agreed recommendations.	Cross functional team formed. Review of Inventory of BCP's completed. Development of required BCP's. Reported to Executive. Agreed recommendations implemented	Comprehensive Business Continuity Plans for Council.	31-Aug-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Provision of a Legal Services Strategy	DB	Undertake a review of all legal costs in the 2010/11 general ledger where legal expenditure is incurred to determine if an in house legal counsel or Para legal can be justified. Validate need for advice – risk management exercise. Quantify expenditure per functional and prepare report on alternative options. Report to Executive. Implementation of Agreed Options/Strategy	Review of Legal costs completed. Quantification of expenditure per function. Validation of need for Advice - Risk Management. Report on alternative options to Executive. Agreed options implemented.	Legal services strategy.	31-Aug-12			High
Review Long Term Financial Plan to improve long term financial projections.	DB	Review of Long Term Financial plan including population of new figures into LTFP. Post renewal recalculations. Review of operating costs. Reconfigure LTFP as part of the SRP review. Working with Executive and Council review financial policies via the SRP. Report to Executive and Council. Implementation of agreed recommendations and policies.	Review of LTFP and update with current figures completed. Review of Operating Costs completed. LTFP configured to SRP and financial policies reviewed and aligned with the SRP. Approved by Executive and Council. Agreed recommendations implemented.	Improved long term financial projection. Sustainable municipality.	30-Sep-12			High
Design and implement a Capital Works report	DB	Review the budget monitoring of Capital Works including financials, (per project) for Council and Executive to improve cost control. Design and implement a weekly capital works report to mitigate the high risk approach and to improve employee accountability. Develop Report format and distribution list.	Review of Capital Works budget monitoring including financials completed. Improved cost control. Weekly reporting. Increased accountability. High risk approach mitigated	Improved cost control.	30-Jun-12			Low

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Training program for TRIM for all employees	DO	Working with Organisation Directorate and cross functional team to develop a training program for TRIM. Implement an annual training program in the operation of TRIM for all employees who use the system.	Cross functional team formed. TRIM training program developed and implemented. Annual Staff TRIM Training program established. Improved knowledge of TRIM.	Improved efficiency and consistency of records.	31-Aug-12			Medium
Continuous Improvement template / program and Procedure Manuals for All Processes.	ALL	Develop a continuous improvement template/ program for all service areas. Applying Best Value principles review all service areas on an ongoing basis. Develop procedure manuals within Teams and Standard Operating Procedures for all processes. Report to Executive and Council. Implementation of agreed recommendations and policies.	Continuous Improvement template/program for all service areas established. All service areas reviewed on an ongoing basis. Procedure manuals for all processes. Approved by Executive and Council. Implementation of agreed recommendations and policies.	Improved service efficiency.	30-Sep-12			Medium
Information and Knowledge								
Strategic								
Audit of Software Applications and Support Arrangements.	DB	In consultation with department managers and the IT Department conduct a software audit, collation of applications, support arrangements and costs per application and department. Review and document the responsibility for all software and applications within the organisation. Align budget to responsibility area.	Software audit completed. Documented responsibilities for all software and applications. Accurate inventory of applications, support arrangements and costs per application. Budget aligned to responsibility area. Improved knowledge.	Improved knowledge and possibility for economies of scale.	31-Aug-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Develop and implement a social media strategy	DB	Research options for Council to utilise social media. Develop cross functional team and review other Councils and the LG Pro SIG for options of use of social media. Work with CEO to develop a Social media CEO directive and social media utilisation. Clarify the directive. Draft CEO directive for Executive approval.	Cross functional team formed. Social Media research completed. Review of other Councils and LG Pro SIG completed. Social media CEO directive developed. Approved by Executive. Agreed options and policies implemented.	Improved engagement ,marketing and consultation via social media.	30-Sep-12			Medium
Revise Asset Management Strategy and determine what Asset Management Plans have been developed.	DB	Review the Asset Management Strategy status and examine what Asset Management Plans have been formally adopted by Council. Verify these documents have been adopted by Council. Prepare a detailed results report to Asset Management Working Group with recommendations. Report to Executive with Implementation of agreed recommendations.	Asset Management Strategy updated status and identification of formally adopted Asset Management Plans. Approved by Asset Management Working Group. Identification of precise status and quantity and quality of AMS and AMP's. Report to Executive with Implementation of agreed recommendations.	Precise status of AMS and AMP's.	30-Aug-12			Medium
Tactical								
Document Project Management roles and responsibilities.	DI	Introduce and reinforce concept of Project Sponsor/Owner and Project Delivery/Manager and continue the roll out of Prince 2. Consult with managers and department project clients to reinforce roles, relationships and responsibilities for Project management.	Continued roll out of Prince 2. Project Management roles, relationships and responsibilities clarified. Improved Project Delivery	Project delivery improved	30-Aug-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Improve contract management and understanding of roles.	DI	Develop a training program for contract management. Seek quotation for provision of training in Contract Management including the requirements and responsibilities of contract supervision, superintendent role and the management of the Contracts Register. Seek quotation for development of a "kit" for contract staff and all staff involved in contract management. Identify issues of compliance in new procedures. Report to Executive. Distribute "kit" to all contract staff and all staff involved in contract management. Implementation of agreed recommendations.	Contract Management training completed. Contract Management "kit" completed and distributed to all contract staff and all staff involved in contract management. Approved by Executive. Improved understanding of roles and responsibilities. Compliance to new procedures.	Improved contract management and understanding of roles.	30-Sep-12			High
Immediate implementation of a new Chart of Accounts in the Infrastructure Department	DI	Place Budgetary control directly with the Department Manager and revise the work flows resulting from this – e.g.. Customer requests directly to Operations and not via Assets. Revise the responsible officer for accounts in accordance with the new organisation structure. Allocate new cost centre responsibilities. Report to Executive. Implementation of agreed recommendations and responsibilities.	Budgetary control placed directly with Department Manager. Work flows revised and implemented. New cost centre responsibilities allocated. Approved by Executive. Budget accountability allocated.	Responsibility for Budget accountability allocated.	30-Jun-12			Medium

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Review currency and relevance of Local Laws	DS	Review Council's local laws and how Council polices and monitors compliance via desktop review and consultation. Review to provide accurate and relevant up-to-date Local Laws.	Review of local laws and policing and monitoring of compliance completed. Accurate and relevant Local Laws.	Updated Local Laws.	30-Sep-12			Medium
Review EA structure within Governance area.	DO	In consultation with EA's and Executive, review role and reporting relationship between Mayor and CEO EA's. Clarify roles and responsibilities in the EA structure within the Governance area. Report to Executive. Implementation of Agreed recommendations.	Review of roles and reporting relationships completed. Roles and responsibilities clarified in the EA Structure. Approved by Executive. Agreed recommendations implemented. Efficiency improved for EA support.	Clarity of roles and responsibilities.	30-Jun-12			Low
Undertake a review of the Asset Valuation schedule and standards to ensure all the required documentation is in place.	DB	Review current Asset valuation timetable and draft the use of Greenfield valuations and Brownfield's valuations. Confirm the current practice is in accord with the draft. Ensure the associated process (depreciation review) are undertaken.	Council is meeting timetable and reporting to Audit Committee.	Improved accuracy of financial information/Balance Sheet and depreciation charges.	30-Jun-12			Medium
Amend the asset renewal modelling by applying a condition assessment to calculate renewal annuity and discontinue the current practice of basing renewal demand calculations per asset category on the financial depreciation figures.	DB	Determine quality/quantum of condition data. Post renewal condition assessment status apply the results to the recalculation of the renewal gap. Apply the Moloney model to derive the renewal calculation based on realistic intervention levels. Report results to executive post the review.	Correct renewal demand based on condition and input into LTFP. Report outcome to executive.	Calculation of the renewal demand. True long term financial position.	30-Sep-12			High

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Urgently adopt the draft vehicle policy, CEO Directive and Operations Manual.	DB	Develop a vehicle policy for Council consideration with approval of executive prior to presentation to Council. Develop a CEO directive on how the policy will be operationalised including elements such as vehicle classification, contribution rates, BT requirements etc. Finally develop an Operations Manual detailing cleaning standards etc. and the process for audit.	Clarity of policy and operations for vehicle management and useage.	Documented policy and CEO directive.	30-Jun-12			High	
Operational									
Centralise all property maintenance to a building maintenance department	DB	Develop procedures for the delivery of building maintenance, including registration of maintenance requirements (confirm) and develop a prioritised response process and scheduling of maintenance needs. Also develop proactive inspections and schedule maintenance requirements on a routine basis. Advise all department managers of the process and system to log building maintenance requirements.	Improved Communication and procedure.	Efficient property maintenance.	30-Jun-12			Medium	
Facilitate move of Cemeteries to Property/Revenue Branch.	DB	Revise and document processes for cemeteries administration. Advise customer services on process as well as relevant external stakeholders.	Process understood by internal and external stakeholders.	Efficient service with no disruption to Customers.	30-Jul-12			Medium	
Define and implement an effective plant FBT Process.	DB	Revise and document processes for FBT administration and advise the infrastructure department on processes.	Process understood by internal stakeholders.	Efficient service with no disruption to services.	30-Jul-12			Medium	

City of Greater Shepparton		Transition Management							
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Investigate the implementation of a coordinated branch/centralised Vehicle booking system.	DB	Develop an electronic corporate booking system for vehicles in consultation with the IT department. Implement system in each department .	Booking system implemented. Ease and efficiency of use.	Improved vehicle management.	30-Jun-12			Medium	
Facilitate options paper for separation/or not of the plant and fleet functions with fleet possibly transferred to corporate services.	DB	Develop an options paper for executive consideration detailing the benefits and disbenefits of combining fleet and plant management from the ownership (acquisition and disposal),funding, maintenance and operational perspectives.	Development of the options paper for presentation at Executive, implementation of adopted recommendations. Improved management including funding, utilisation and access for operations.	Efficient vehicle management.	30-Jun-12			Medium	
Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service.	DB	Undertake a skills analysis with respect to CONFIRM in the finance and assets departments and develop specific training program for this software.	Development of and implementation of the training program. Improved CONFIRM usage and knowledge.	Improved asset management.	30-Jul-12			High	
Introduce a project implementation process for all software implementation .	DB	Cross functional team to develop project implementation project template and as a method to implement all future software into the organisation.	Development of the template. Improved efficiency in software implementation.	Lees downtime due to rework and replication of software.	30-Sep-12			High	
Success and Sustainability									
Strategic									
Review the Corporate Style Guide together with a branding strategy.	DO	Review and make recommendations to Executive with respect to changes to improve branding and presentation of the municipality. Ensure all current stakeholders who utilise the CSG are engaged in this process. Develop a revised corporate style guide for approval of the	Implementation of adopted recommendations. Conformance to the Corporate Style Guide.	Improved branding and recognition. Revised Corporate Style Guide.	30-Aug-12			High	

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
		EXECUTIVE.						
Develop and implement an Arts strategy .	DC	Review all strategic work available with respect to Arts and develop a cross functional team within the Cultural Liveability department and engage other internal/external stakeholders to develop an Arts Strategy.	Strategy to also reflect greater liaison and cross utilisation of other cultural facilities. Presentation of the Arts strategy to Council.	Arts Strategy promoting the Gallery and arts in the community.	30-Sep-12			High
Tactical								
Review the Council's corporate role in tourism and transfer to Cultural Liveability department in the Community directorate.	DC	Develop Business Plan/Tourism strategy that addresses Council Plan requirements and defines the roles, responsibilities between Regional Tourism, Council and the new areas (SAM, Eastbank and Performing Arts) at Council. Report to Council	Report presented to Council and implementation of agreed recommendations. Clarity of Council's role and required investment.	Improved clarity.	30-Aug-12			High

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Ensure that Council's Child care staff to have input to service standards in Council's recreation facilities.	DC	Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation..	Recommendations for any required improvements.	Improved child safety.	30-Jun-12			Low
Operational								
Review communication and roles in community development.	DC	Review and if required recommend improvements to the councils community development and community planning roles ,relationships and responsibilities need to be clearly defined and communicated across the organisation. Report to council with these recommendations.	Review and report completed. Report to council provided. Improved utilisation and understanding of roles.	Improved community development.	30-Jul-12			Medium
Examine the role Environmental management in Council's operations.	DS	Review and report to executive on councils role in environmental management while referring to the Council Plan and branch plans. Collate all of Council's environmental issues. Develop a Business Plan for the environmental issues and develop a cross functional team to gather all perspectives.	Approved Business Plan by the executive. Business case for environmental management in the municipality.	Improved environmental management.	30-Aug-12			Medium

Table Legend:

DB	Director Business
DI	Director Infrastructure
DS	Director Sustainability
DC	Director Community
DO	Director Organisation
ALL	Executive Management Team

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