


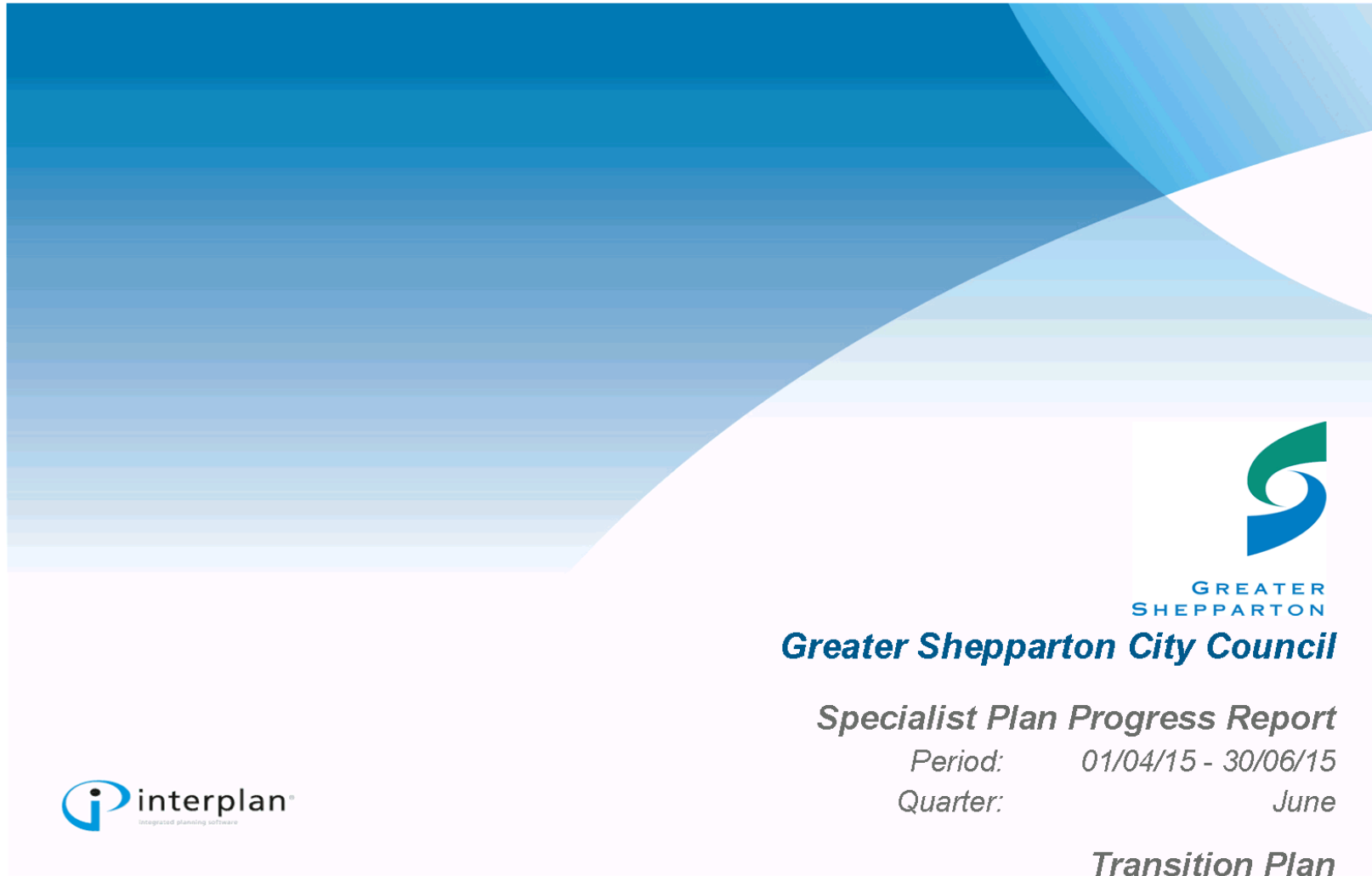
ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

16 June 2015

Agenda Item 5.2 Transition Plan Progress Report

Attachment 1 Transition Plan Progress Report - June Council Meeting 178



GREATER
SHEPPARTON


Greater Shepparton City Council

Specialist Plan Progress Report

Period: 01/04/15 - 30/06/15

Quarter: June

Transition Plan



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Greater Shepparton City Council (June 14/15)

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.1.4 Develop effective partnerships with agencies to deliver improved community wellbeing (all age cohorts) outcomes.			
1.1.4.3 (TP115) Ensure that Council's Child care staff have input to service standards in Council's Childcare facilities and complete introduction of Universal Access . Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation. Outcome: Improved Child Safety	Completed	The Greater Shepparton Childrens services team have reported to Council on the progress to provide 15 hours of Pre-school to the children of the Greater Shepparton. This approved report has now seen the services to children improved as GSCC meets its obligation's to 15 hours of service and adequately qualified staff. The services provided by GSCC are all quality controlled and procedures audited according to State practice requirements. All childcare at recreation facilities are now managed by the Childrens services team.	31/10/2017



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Strategy: 1.4.2 Establish a Service map that provides information on the services that are available to our community ensuring it is demographic specific data.			
1.4.2.1 (TP116) Review Councils community development and community planning roles, relationships and responsibilities. Report to council with these recommended changes and Policy update. Outcome: Improved Community Development	Completed	Following an internal review, Council has received reports on the new Community Planning model and Revised Community Planning policy (November, December 2013). Improved utilisation and understanding of the new Neighbourhood structure has been approved. The small town community plans are completed with all plans being presented to Council for endorsement. When all of the Small town plans are complete the Community planning for localities will commence and then the City neighbourhoods will be embarked upon. The Neighbourhoods team are currently planning the process and timelines for this engagement, including how the Community Committees will be supported into the future. The Neighbourhoods team are also working with InfoXchange to establish a Greater Shepparton Community Services Directory and this project will be complete in June 2014.	31/10/2017
1.4.2.2 (TP43) 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. Undertake a review to clarify role, relationships and responsibilities along with performance targets for community development.	Completed	New structure has been approved. Recruitment has concluded and the team are undertaking business planning to achieve a successful community planning approach for GSCC. This has commenced with 3 small town plans being approved by council this year.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 1.4.4 Monitor and appropriately support the provision of quality services within the municipality.			
<p>1.4.4.87 (TP96) Revise Asset Management Strategy and determine what Asset Management Plans have been developed. 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.</p>	Completed	<p>The last Asset Management Strategy was Version 3, adopted by the Council on 21 December 2010. The current strategy is outdated and in need of revision. The revision of the asset management strategy and plans should form a separate action from this one as it is dependent on the roll out of service planning which will commence early 2015 and go for the next 12 months. In this time strategy and plans will be updated. A number of Asset Management Plans have also been adopted by Council at the 20 December 2011 meeting. These included:</p> <ul style="list-style-type: none"> - Buildings - Aquatics - Parks and Open Spaces - Urban Drainage - Transportation - Plant and Fleet. <p>Executive have approved the forming of a Services and Asset Management Group and new Terms of Reference to guide this group through service and asset plan drafts and reviews. All Asset Management Plans require revision and re-drafting and these will form part of the work delivered by the Services and Assets Working Group. Once the SAMWG meet a report on current status of asset management plans will be provided.</p>	30/06/2015

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 1.6.3 Renew and implement the Arts and Culture strategy (which includes public art).			
1.6.3.1 (TP113) Develop and implement an Arts strategy Review all strategic work available with respect to Arts and develop a cross functional team within the Arts, Events & Tourism department and engage other internal/external stakeholders to develop an Arts Strategy.	Completed	This item is now linked to Interplan item 1.6.6.1 relating to the feasibility of the proposed Art Museum.	31/10/2017

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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.1.10 Review and implement the Greater Shepparton City Council Roadside Management Plan.			
2.1.10.2 (TP40) Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable.	Completed		31/10/2017
2.1.10.3 (TP41) Review the effectiveness of the operations staff scheduling and its effectiveness in assisting Council meet its Road Management Plan obligations.	Completed	Program for new fortnightly scheduling commenced in March 2015. Confirm is used to manage all identified items for the Road Management Plan.	31/10/2017

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Strategy: 3.3.5 Review, adopt and implement the tourism and major events strategy to enable the breadth and quality of major events and tourism experiences to grow.			
3.3.5.2 (TP114) Review the Council's corporate role in tourism and transfer to Cultural Liveability department in the Community directorate. 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	Completed	The Cultural Liveability Department was created and trialled for 12 months and then reviewed. The review showed that the Tourism and Events team should be based in the Investment Attraction Department within Sustainable Development and Riverlinks and the Shepparton Art Museum show remain as a part of the Community directorate .	31/10/2017



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Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.			
5.1.2.10 (TP79) Ranking of candidate projects for capital evaluation and designation to the capital works program. 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	Completed	Project Assessment Guidelines have been reviewed and approved by Executive	30/06/2015
5.1.2.11 (TP91) Design and implement a Capital Works report 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.	Completed	IPM now has report detailing progress. Report can be run as regularly as daily. Projects department meet on a fortnightly basis to review progress with individual Project Managers updating projects on a daily basis.	30/06/2015
5.1.2.2 (TP117) Examine the role Environmental management in Council's operations. 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.	Completed	A cross functional working group is currently operating with an action plan reviewing sustainability actions across the organisation.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.			
5.1.2.3 (TP47) Examine the number of unresolved and not implemented systems and processes within the organisation. 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.	Completed	TP47 and TP94 linked, and included within the new ICT Strategy 2013-2018. As per the direction of the adopted ICT strategy, improved ICT governance was implemented. The ICT Strategy Steering Committee and Application Steering Committees were formed and meet on a monthly basis to discuss and manage ICT issues.	31/10/2017
5.1.2.4 (TP21) Continue to support the newly formed Arts, Events and Tourism Department. Assist in the development of strategic plans for each participating group.	Completed	Department has been established and renamed the Arts, Events and Tourism department. Business planning has commenced and will be concluded through the Interplan software. An over-arching department plan is in draft form. An independent review of the functionality of the department was undertaken in June 2014.	31/10/2017
5.1.2.6 (TP31) Build Executive team by establishing a Code of Conduct/Values. Executive to develop and adopt a Code of Conduct.	Completed	Code of Conduct prepared and all Council staff have now signed off.	31/10/2017
5.1.2.7 (TP55B) Clarify the roles and responsibilities of the council and the CEO and executive 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.	Completed	Induction program for new Councillors provides a process for this item. Executive and Councillors meet regularly. Process advice provided to Councillors on a regular basis by CEO	31/10/2017

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Strategy: 5.1.2 Review, adopt and implement council's community engagement strategy.			
5.1.2.8 (TP50) Implement the Aurion "Timekeeper" module 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.	Completed	Project scheduled for 2015/16. Action will be tracked in IPM as a capital project.	31/10/2017
5.1.2.9 (TP78) Develop a Project Delivery Process Directive Work with CEO to develop a Project Delivery process Directive. Clarify the directive. Draft CEO directive for Executive approval.	Completed	Project Delivery Framework has been developed and reviewed in IPM where all capital projects are created. CEO Directive has been drafted and approved by Executive.	30/06/2015

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Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.			
5.1.3.1 (TP52) Implement revised customer service standards for each council service as part of the service planning exercise.	Completed	Service Planning project is currently underway. As a part of this project customer service standards will be reviewed across the organisation.	31/10/2017
5.1.3.2 (TP53) Undertake a review of Council's Customer Service Charter, "Customer First"	Completed	Manager Citizen Services has commenced engaging with line managers across the organisation.	31/10/2017
5.1.3.3 (TP54) Investigate the integration or migrate the Customer Service system(s) into one. 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.	Completed	ICT Steering Committee have been successful in obtaining budget to rollout the Pathway CRM Module in 2014 / 2015.	31/10/2017
5.1.3.4 (TP8) Undertake a further review of the provision of customer service across the organisation Work to develop Terms of Reference, 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.	Completed	Restructure of customer service across the organisation has been completed.	31/10/2017

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Strategy: 5.1.3 Implement a "Citizen first" commitment to the delivery of our services.			
5.1.3.6 (TP67) Lack of knowledge of staff of who is responsible for service delivery across the organisation. 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.	Completed	Enhancements to Insite have been undertaken to deliver the required functionality. This system takes our previous Insite phone directory and also utilises People Performance data within Aurion along with customisable user input to deliver a detailed employee index .	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.2.4 Develop, Adopt and implement a service planning model for the services that council provides for the community.			
5.2.4.1 (TP18) Rebrand Organisational Improvement Team (Business Excellence) with a focus to drive department development of service reviews and develop a timetable and commence service planning for all Council services.	Completed	Was deferred until Service Planning started across the organisation . With the Service Planning Model that GSCC is rolling out across the organisation the proposed OIT will not be required	31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.1 (TP106) Facilitate move of Cemeteries to Property/Revenue Branch. Revise and document processes for cemeteries administration. Advise customer services on process as well as relevant external stakeholders.	Completed	Cemeteries was relocated to Business Directorate. Recently incorporated into Recreation and Parks Department within Infrastructure Directorate.	31/10/2017
5.3.1.10 (TP65) Improvement in the councillors knowledge of organisational operational activities	Completed		31/10/2017
5.3.1.11 (TP68) Privacy in Council's Meeting Rooms	Completed		31/10/2017
5.3.1.12 (TP69) Council has no policy on Local Content in its Purchasing	Completed		31/10/2017
5.3.1.13 (TP70) Council has no policy on Green Purchasing	Completed		31/10/2017
5.3.1.14 (TP71) Review Procurement Delegations and develop Policy and Directives	Completed		31/10/2017
5.3.1.15 (TP73) Lack of consistency in Policy Development and CEO Directives	Completed		31/10/2017
5.3.1.16 (TP74) Develop and implement a Corporate Reporting system	Completed	Info Council and Interplan have been implemented	31/10/2017
5.3.1.17 (TP75) Develop and implement a progress report against Council Plan Objectives	Completed	Interplan has been implemented to manage corporate reporting	31/10/2017
5.3.1.18 (TP77) Major review of Procurement processes and Contract Performance Management	Completed	Major review has been completed with new policies and CEO Directives now in place	31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.19 (TP80) Review and establish Preferred Provider Panel to provide efficiency in purchasing	Completed	Major review has been completed with new policies and CEO Directives now in place incorporating Preferred Suppliers	31/10/2017
5.3.1.2 (TP100) Review currency and relevance of Local Laws 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.	Completed	Council's Local Laws do not sunset until 2018. Both Governance and Regulatory Services have completed Better Practice Local Laws Program and all relevent laws will be reviewed at this time.	31/10/2017
5.3.1.20 (TP81) Section 86 Committees to be reviewed	Completed	Committees and processes have been reviewed with new processes in place	31/10/2017
5.3.1.21 (TP82) Review the roles and resourcing in Governance to ensure that all Council governance requirements are being met	Completed		31/10/2017
5.3.1.22 (TP83) Full review of all Risk Management processes	Completed		31/10/2017
5.3.1.23 (TP87) Examine reasons for excessive Freedom of Information (FOI) requests	Completed	Process has been reviewed and Freedom of Information requests are now processed via the Corporate Performance department. Requests for Information are now declining in number.	31/10/2017
5.3.1.24 (TP88) Complete Business Continuity Plans	Completed	All Business Continuity Plan are now in place	31/10/2017
5.3.1.25 (TP89) Provision of a Legal Services Strategy	Completed		31/10/2017
5.3.1.26 (TP93) Continuous Improvement Template / Program and Procedure Manuals for all processes	Completed	Manual for process has been completed. All Templates have been updated. Schedule now in place for all programs to be reviewed.	31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.27 (TP98) Improve Contract Management and understanding of roles	Completed	The Procurement Policy and Guidelines have been amended and adopted.	31/10/2017
5.3.1.3 (TP86) Examine centralisation of Facility Management. 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.	Completed	As per 5.3.1.1 - organisational wide review currently underway. Centralised facilities bookings model has been developed and approved by the Executive. 6 month secondment to project manage transition to centralised operation.	31/10/2017
5.3.1.30 (TP85) Review Events and the management of community facilities 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.	Completed	Facilities Management Officer Secondment to commence Monday 9th February 2015. Currently working with Bill Hayward to determine which components of the facility management role can be centralised. Bill Hayward progressing.	31/10/2017
5.3.1.31 (TP60) Review and improve internal staff communications Develop a communications strategy/framework for the organisation particularly in support of Good to Great initiative.	Completed	Please refer to 6.5.1.1 (TP30) as these are the same project. Draft internal communications framework has been prepared but is yet to be reviewed by the Marketing and Communications team prior to it being presented to Executive for endorsement. The ExecSpeak format is to be redesigned utilizing the good to great branding as the basis.	31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.32 (TP9) Undertake a further review of the provision of recreational planning for the organisation	Completed		31/10/2017
5.3.1.33 (TP61) Perception that the management of personnel issues needs to be improved. 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	Completed	Performance Management training has been undertaken in the 12 month period however further training is required over the next twelve months.	31/10/2017
5.3.1.34 (TP7) Develop work plans for each manager in accordance with your transitional management plan.	Completed		31/10/2017
5.3.1.35 (TP58) Examine councillor representation on the internal development hearing panel. 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.	Completed	A Councillor has been appointed to the Development Hearing Panel. Advertised for two independent qualified professionals.	31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.36 (TP104) Urgently adopt the Draft Vehicle Policy, CEO Directive and Operations Manual	Completed	CEO Directive - Fleet was adopted 12 November 2012	31/10/2017
5.3.1.37 (TP105) Centralise all property maintenance to a building maintenance department. 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.	Completed	Examination of a Facilities Management approach underway. Executive brief conducted. Project methodology agreed. Project commenced with Staff Analysis component underway. Communication Strategy agreed and documents ready for release. Data review commenced October 2014 with impact review commenced with responsible Directors 01 December 2014. Meeting held with Director Community on 10 February to discuss feedback. Building Hierarchy drafted with high level service levels for further consideration and review and provided to consultant for inclusion in draft service levels documentation currently underway. Review of building assets data in comparison with condition audit, lease/licensed properties and committee managed properties undertaken. Further data review is currently being completed as part of definition needs relating to future building/structure classification to be covered by building maintenance. Building Maintenance requests have been included in the development of "Pathways" providing appropriate scheduling and escalation linking to "Confirm" Asset Management to allow improved planning and documentation of maintenance activities and spend. Tenders currently advertised for the formation of a Trades Services Panel of contractors to improve compliance and resource management. Draft Cleaning contracts currently being revised following review. Draft Service Level discussion paper under review prior to presentation to Executive. This project has moved to daily operations and will be further tracked via 1.4.4.92.	31/12/2015
5.3.1.38 (TP108) Investigate the implementation of a coordinated branch / centralised vehicle booking system	Completed	Centralised Vehicle Booking is now completed through Microsoft Outlook . Key registers have been centralised across the organisation.	31/10/2017
5.3.1.39 (TP109) Facilitate options paper for separation/or not of the plant and fleet functions with fleet possibly transferred to corporate services.	Completed		31/10/2017

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Strategy: 5.3.1 Complete the implementation of the transition management plan.			
5.3.1.40 (TP11) Undertake a further review of the provision of a the plant and fleet services for the organisation	Completed		31/10/2017
5.3.1.41 (TP110) Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service	Completed		31/10/2017
5.3.1.5 (TP15) Commence a discussion with Council regarding priority and strategic areas, (including Council Plan) to develop a forward programmed agenda for briefings and Council meetings.	Completed	InfoCouncil software implemented which allows agenda creation, minute taking, action tracking for Council Meetings, Council Briefings and Executive Meetings	31/10/2017
5.3.1.6 (TP27) Discuss the process for the development of the 2012/16 Council Plan with Councillors which also provides for a “Bottom Up” input from staff .	Completed		31/10/2017
5.3.1.7 (TP55A) Review all Policies with Council (and CEO directives)	Completed		31/10/2017
5.3.1.8 (TP63) No quarterly reports to council on the progress against Council Plan strategies.	Completed	Interplan software in place to deliver organisation wide reporting against Council Plan	31/10/2017
5.3.1.9 (TP64) Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings.	Completed	InfoCouncil is now fully implemented removing all manual preparation.	31/10/2017

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Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.11 (TP59) Review / develop a comprehensive 10 year CAPEX Program.	Completed	IPM now has capability to prepare a 10 year capital report.	31/10/2017
5.3.2.13 (TP102) Undertake a review of the Asset Valuation Schedule and Standards to ensure all the required documentation is in place.	Completed	Completed	31/10/2017
5.3.2.14 (TP103) Amend the asset renewal modelling 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. 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 and report results.	Completed	Condition based renewal modelling prepared and included in the adopted Strategic Resource Plan 2013-2023 and used as the basis for the 2013/14 capital works renewal budget.	30/06/2015
5.3.2.3 (TP107) Define and implement an effective plant FBT Process. Revise and document processes for FBT administration and advise the infrastructure department on processes.	Completed	Project completed.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.4 (TP14) 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. 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 briefing and request input as to the strategy.	Completed	Council Plan 2013-2017 which incorporates the Strategic Resource Plan 2013-2023 adopted by Council in June 2013.	31/10/2017
5.3.2.5 (TP24) 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. 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.	Completed	Electronic purchase order staff training undertaken and organisational procurement requirements included in procurement guidelines issued to all staff. Percentage of orders raised after invoice received reported to management monthly. Further consultation was undertaken to identify barriers and solutions to the effective use of the existing electronic purchasing system by staff. Gaps with current system have been identified and forming part of a review of the finance systems going forward. Budgets aligned with the organisation structure and monthly budget reported to the Executive at sub activity level. Budget guidelines document updated and issued to Managers. Program Budget included in 2013/14 Budget. The draft Program Budget for 2014/2015 has been briefed to Council and will form part of the 14/15 Budget document that will go out for public submission during June/July.	31/10/2017

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Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.6 (TP4) Immediately place Budgetary control directly with the Department Manager and revise Chart of Accounts based on new organisation structure. Revise responsible officer and implementation a new chart of accounts for the newly formed Council Departments	Completed	Budgetary control is aligned to organisational structure.	31/10/2017
5.3.2.7 (TP57) Implement a system that documents developer contributions from receipt of contribution/asset through to capital delivery. 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.	Completed	Comprehensive spreadsheet developed and populated which identifies all known Developer Contribution Plan (DCP) requirements and was utilised for the 2013/14 capital works budget bid process. Work is ongoing to confirm contributions previously received to determine an appropriate level of restricted assets funding. DCP chapter included in adopted Strategic Resource Plan. Draft Developer Contribution Policy outlined. A 10 year Developer contribution plan was established and incorporated into a 10 year capital works program to assist long term planning and the annual budget process. Projects Department is responsible for maintaining this spreadsheet/system.	31/10/2017
5.3.2.8 (TP90) Review Long Term Financial Plan to improve long term financial projections. 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.	Completed	Long term financial plans incorporated into Council's adopted Strategic Resource Plan 2013-2023.	31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.2 Develop and review annually Councils long term financial plan (10 year).			
5.3.2.9 (TP99) Immediate implementation of a new Chart of Accounts in the Infrastructure Department 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.	Completed	Budgetary control and works flows are aligned to reflect the organisational structure.	31/10/2017



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<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.3.3 Develop and adopt a comprehensive Strategic Resource Plan which contains strategic direction for the management of the resources for council.			
5.3.3.1 (TP16) Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan.	Completed		31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.1 (TP48) Continue to encourage / promote employee membership program at Aquamoves.	Completed	Discounted memberships are now available to all GSCC staff.	31/10/2017
5.3.4.10 (TP30) Develop and implement an Internal communications strategy. Develop newsletters, social media other mechanisms to improve internal communications. This is the same project as 5.3.1.1 (TP60).	Completed		31/10/2017
5.3.4.11 (TP84) Centralise the various marketing functions into Organisation Directorate 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	Completed	All Marketing staff across the organisation now report directly to the Marketing and Communications Team.	31/10/2017
5.3.4.13 (TP19) Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers.	Completed		31/10/2017
5.3.4.14 (TP1) Implement the new Organisational structure in your Directorate/department including the orderly transfer of documents and methodology from on directorate to another.	Completed	New organisational structure implemented however structure will continually be reviewed to ensure efficient and effective operations.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.15 (TP101) Review EA structure within Governance area. 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.	Completed	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.	31/10/2017
5.3.4.16 (TP2) Review the functional charts as they relate to your individual Directorate/department and provide feedback 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	Completed		31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
<p>5.3.4.17 (TP20) Engage with the HRCC in the development of employee procedures and directives. Review and rationalise all Human Resource Policies. People Performance department in conjunction with the HRCC to a timetable for, and commence the review, of all HR policies and directives. 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.</p>	Completed	HRCC have been engaged and consulted and an agreed approach has been put in place to have all policies reviewed. The initial work has been completed in that all CEO Directives, Guidelines and relevant Policies has been reviewed and drafted and are now going through HRCC for consultation and Executive for approval.	31/10/2017
<p>5.3.4.18 (TP26) Review the current recruitment processes to ensure an effective, efficient and transparent process is implemented which will minimise the time taken. 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.</p>	Completed	Recruitment is now being completed online via Aurion (HRIS system). There has been a significant reduction in hardcopy applications received already. Recruitment Process and flowchart has been prepared. Job analysis and Business Case templates now used for all recruitment.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.19 (TP29) Develop and implement a comprehensive Performance Management System and provide training in Performance Management for management and employees. Complete the processes and practices to develop a new performance management system. People performance to 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.	Completed	Camms PES software implemented.	31/10/2017
5.3.4.2 (TP13) Undertake further review of Assets Group	Completed	Linked to TP32. Strategic Assets Department was moved to the Business Directorate and worked closely with the Finance team. During the Infrastructure directorate restructure the Assets department was moved back to the Infrastructure Directorate with an asset accountant now included within the department.	31/10/2017
5.3.4.20 (TP3) Review all staff delegations and provide a training program for staff on exercising delegations.	Completed		31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.21 (TP33) 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. Organise, adopt and implement a comprehensive training program and schedule for General Manager, Managers and supervisors.	Completed	TP33 and TP61 are linked Training Plan developed. As part of Corporate Training Plan there is monthly training scheduled for Managers, Team Leaders, Supervisors and Coordinators Working with Managers and Team Leaders directly to address issues early and providing training on how to have these conversations. People Performance briefing and training sessions are held quarterly.	31/10/2017
5.3.4.22 (TP34) Consolidate the Council's training budget to enable a strategic organisational training to be undertaken. Prepare a report for consideration by Executive on the advantages and disadvantages on the consolidation of the organisational training budget into the Organisation Directorate.	Completed	Initial plan presented to Executive and further information has been requested. Plan accepted December 2012. Training budgets have been consolidated as part of the 2013/14 budget. All departments have been consulted and CEO Directive and guidelines implemented.	31/10/2017
5.3.4.23 (TP35) Implement a system from which Training and Development is established from outputs of Performance Management system. 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.	Completed	This item is now linked in with TP29 as the CAMMS PES system is integrated for use. This will allow reporting across the organisation about Training Needs .	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.24 (TP37) Implement a common anniversary date (pre Budget) 28/2 each year for all employee Performance Management & Training Plans. 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.	Completed	All Appraisals have been completed by 30 September each year. Report will be delivered to Executive January 2014. Reviews will continue to take place annually, commencing on the 1st July and to be completed by the 30 September each year.	31/10/2017
5.3.4.25 (TP38) Review and amend if required, Council's Induction Program for all new employees. 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.	Completed	New induction program in place and running on a bi-monthly basis. Includes, online component, face-to-face and bus trip around the municipality however continuously under review.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.26 (TP39) Develop and implement a Workforce and Succession Plan. 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.	Completed	<p>This is a multiple stage project. Each Department will need to have a Succession Plan prepared. People Performance have an overall plan prepared and this is detailed in the People Performance Work Plan.</p> <p>GSCC is also participating as a pilot site for MAV program and over the last 8 months the following has been achieved</p> <ul style="list-style-type: none"> - Redesigned our training and development program to specifically support the workforce planning and assessment tool - Introduced and trained staff on how to manage difficult conversations and accountability - Provided awareness training on employee entitlements and benefits including our mature aged workforce - Developed a ill and injured employee protocol - Developed an external support program for employees - Continued to maintain a strong employee wellbeing program - Completed a new Enterprise agreement - Developed productivity improvements in the new EA. <p>Over the next 12 months we will continue involvement in this project.</p> <p>GSCC has also provided the impetus for 7 North East Councils to commence Workforce Planning.</p>	31/10/2017
5.3.4.27 (TP44) Undertake a review of, and benchmark staff turnover (including "internal turnover/redeployment) 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	Completed	Manual data prepared for turnover currently undertaken. SQL training has been completed to enable executive to receive information directly from Aurion .	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.28 (TP45) Provide Directors with mentoring opportunities	Completed		31/10/2017
5.3.4.29 (TP46) Benchmark all senior management remuneration to like size Councils. Prepare a report that benchmarks senior management remuneration for consideration by the CEO with recommendations for action.	Completed	National Remuneration Survey completed and results obtained. Will continue to undertake this survey on an annual basis.	31/10/2017
5.3.4.3 (TP32) Transfer Assets to Business Services to ensure the branch outputs align with financial standards and corporate objectives. 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 investm	Completed	Linked to TP13. Strategic Assets Department was moved to the Business Directorate and worked closely with the Finance team. During the Infrastructure directorate restructure the Assets department was moved back to the Infrastructure Directorate with an asset accountant now included within the department.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.30 (TP49) Ensure that all new employees are subject to police checks and pre-employment medicals which includes hearing tests for those staff who may be subject to excessive noise including all outdoor staff. 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 process.	Completed	The mechanism for police checks and pre employment medicals has been included into the CEO Directive and guidelines for the recruitment of staff, which has gone through HRCC consultation over the past six months. This has been completed, the CEO Directive and Guidelines have been approved and all new staff currently undergo an online Police Check and Pre-Assessment Medical as part of the Recruitment Process.	31/10/2017
5.3.4.31 (TP5) Review the office layout to ensure that employee location/efficiency is maximised.	Completed		31/10/2017
5.3.4.32 (TP51) Undertake a review of Outdoor staff ticket currency and implement a process to ensure that all required tickets are renewed as required. 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.	Completed	People Performance generate automated reporting to Managers and organise required ticket renewal training. People Performance have met with Managers and have completed the second year TNA for the outdoor staff and continue to work with staff and Managers to ensure all staff have access to appropriate training.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.34 (TP6) Review staff PDs with HR to ensure that they align with the new organisational structure Review all staff PDs with HR to ensure that they are of a consistent layout and align with the new organisational structure	Completed	All Position Descriptions have been converted to the new format and organisation structure. As a continual process review of all Organisational Structures, Job Analysis and staff positions, all Position Descriptions will be reviewed as part of the Job Analysis process. Any position being put forward for a reclassification will be reviewed by People Performance and the CEO.	31/10/2017
5.3.4.35 (TP62) The need to improve employee application knowledge. 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.	Completed	Annual Corporate training program implemented which will be undertaken through results of the annual performance reviews.	31/10/2017
5.3.4.36 (TP72) Review and rationalise all Human Resource Policies. 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.	Completed	Linked to TP20 with all policies to be reviewed by 31 December 2013. As per my notes in 5.3.4.7, the following has taken place. HRCC have been engaged and consulted and an agreed approach has been put in place to have all policies reviewed. The initial work has been completed in that all CEO Directives, Guidelines and relevant Policies has been reviewed and drafted and are now going through HRCC for consultation and Executive for approval.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.37 (TP76) Review and link all "corporate and strategic" plans to staff KPI's 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.	Completed	Interplan and Personnel Evaluation System (CAMMS) implemented. Improvements will be investigated in 2014.	31/10/2017
5.3.4.38 (TP92) Training program for TRIM for all employees 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.	Completed	Training has been scheduled as a part of Corporate Training Calendar and is included in employee induction. A review of the program implemented by the Information Services team will be undertaken.	31/10/2017
5.3.4.4 (TP10) Undertake a further review of the provision of a centralised booking system for the organisation	Completed	As per 5.3.1.1 - Centralised facilities bookings model has been developed and approved by the Executive. Citizen Services to manage roll out.	31/10/2017
5.3.4.43 (TP42) Develop and implement a Plant Operators Succession Plan.	Completed	Plan has been prepared and is currently being implemented as vacancies occur.	31/10/2017
5.3.4.5 (TP28) Examine the combining of the Social Clubs so that they host functions for all staff. Consult with indoor and Outdoor Social club committees	Completed	This proposal was voted on by both clubs and the outcome was to stay as separate groups.	31/10/2017

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Strategy: 5.3.4 Complete a Workforce Development Plan which will enable GSCC to become an employer of choice.			
5.3.4.7 (TP12) Undertake a further review of the provision of the environment and regulatory service department. 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.	Completed	Draft report to be provided to Executive on 15/10/12 OIT focus moved to Service Planning. Pitcher Partners audit on regulatory serviced has been completed. Environment review to be presented at next audit committee meeting. Review completed and final submissions received from staff. Restructure announced and implemented.	31/10/2017
5.3.4.8 (TP23) Transfer the Grants Officer to Investment attraction. 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.	Completed	Work has been undertaken to prioritise projects for Regional Development Victoria programs and LGIP fund. Complete.	31/10/2017
5.3.4.9 (TP112) Review the Corporate Style Guide together with a branding strategy. 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 application	Completed	The correspondence section of the style guide has been completed. The branding review is being completed and the style guide will be a part of how branding is implemented across the organisation. The timing for the release of the branding is to be determined in 2015/16.	31/10/2017

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Strategy: 5.3.5 Develop and adopt best practice project management principles including asset investment guidelines which will guide Council investment in existing and new assets.			
5.3.5.1 (TP17) Review Council's project delivery processes across the organisation	Completed		31/10/2017
5.3.5.2 (TP25) Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management.	Completed	PRINCE2 methodology inbuilt into IPM project management software	31/10/2017
5.3.5.4 (TP97) Document Project Management Roles and Responsibilities	Completed		31/10/2017

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Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.			
5.3.6.1 (TP111) Introduce a project implementation process for all software implementation . Cross functional team to develop project implementation project template and as a method to implement all future software into the organisation.	Completed	Incorporated as part of the implementation of the ICT Strategy 2013-2018. Application governance framework has been established utilising Council's project management methodology. The implementation of Integrated Project Management (IPM) will further strengthen the ICT project management process.	31/10/2017
5.3.6.19 (TP22) Make the Web site (content) development and amendments the responsibility of the Communications Branch. 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	Completed	New website is now live.	31/10/2017
5.3.6.2 (TP66) Difficulty in the process to update Intranet content and existing access requirements. Examine and report with appropriate recommendations to executive on the current access difficulties. Once adopted by executive, implement the recommendations.	Completed	The Transition Plan 66 highlighted areas of concern in regards to the ease of use with the Intranet. A Survey was undertaken by IS to establish what areas required attention, the results did not provide any supporting evidence to suggest there were any critical areas requiring attention. Minor changes were carried out as per the survey feedback to close off the Transition Plan.	31/10/2017

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Strategy: 5.3.6 Commence implementation of the 2013 Information, Communications and Technology (ICT) Management Strategy.			
5.3.6.20 (TP95) Develop and implement a social media strategy 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.	Completed	The social media strategy has now been integrated into Marketing and Communication standard media practices.	31/10/2017
5.3.6.3 (TP94) Audit of Software Applications and Support Arrangements. 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.	Completed	TP47 and TP94 linked, and included within the new ICT Strategy 2013-2018.	31/10/2017

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