

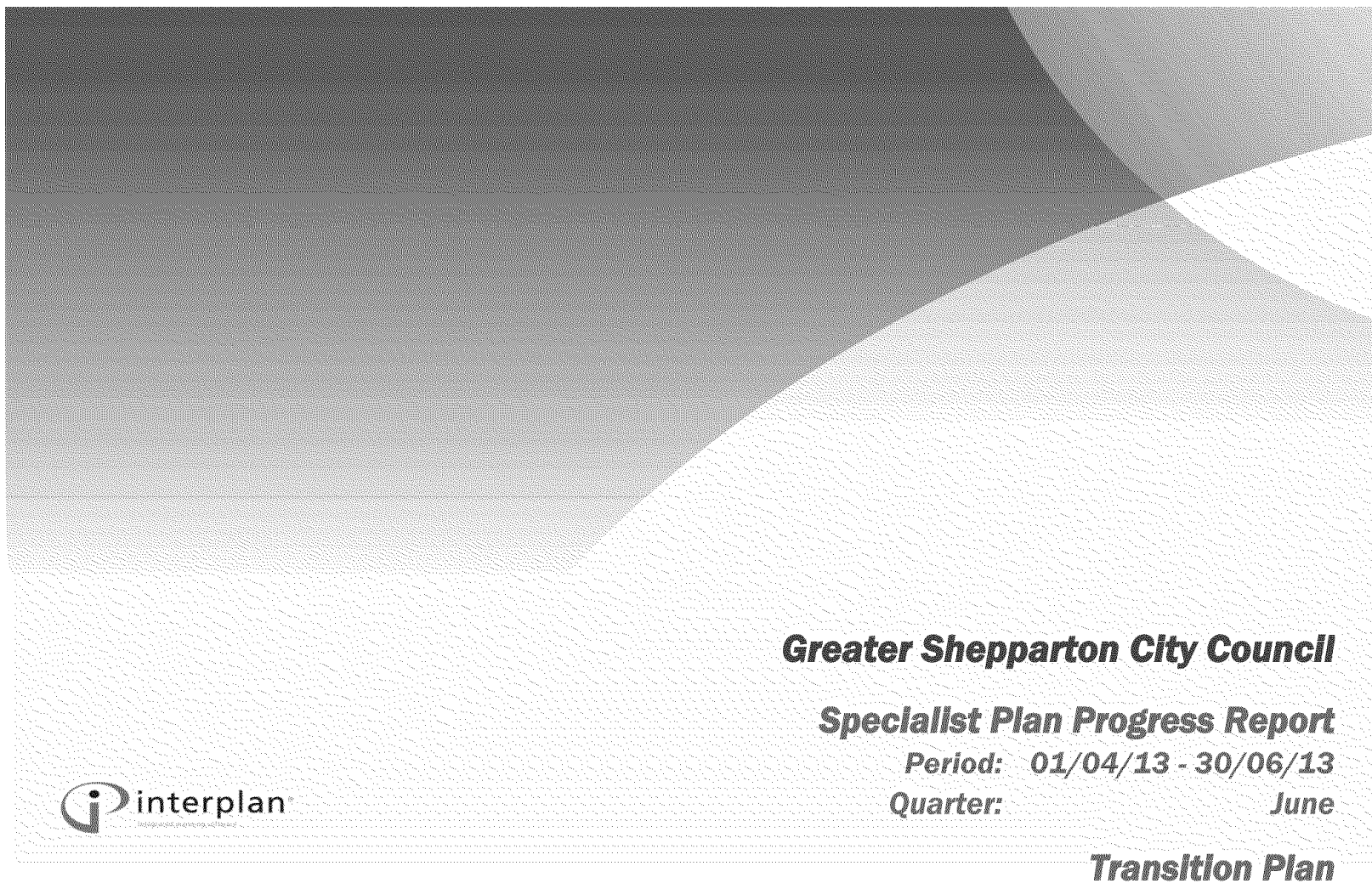
ATTACHMENT TO AGENDA ITEM

Ordinary Meeting

20 August 2013

Agenda Item 5.3 Transition Plan update June 2013

Attachment 1 Transition Plan - Final Report..... 137



Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 2.4.2 Utilise a community development model to support relevant groups in the pursuit of their objectives			
2.4.2.1 (TP116) Review and if required recommend improvements to the councils community development 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.	Completed	Review has taken place and report completed. Improved utilisation and understanding of the new Neighbourhood structure has been approved. The small town community plans are nearing completion with all plans being presented to Council for endorsement. When all of the Small town plans are complete the 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.	30/06/2013

August 07, 2013



Page 2 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report**Transition Plan**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 2.4.4 Monitor and appropriately support the provision of adequate quality children's services			
2.4.4.1 (TP115) Ensure that Council's Child care staff to have input to service standards in Council's recreation facilities. Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation.	Completed	The Greater Shepparton Childrens services team have reported to Council on the need to provide 15 hours of Pre-school to the children of the City. This approved report has now seen the services to children improved as GSCC meets its obligations to 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.	30/06/2013

August 07, 2013



Page 3 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 2.5.3 Develop a comprehensive Arts and Culture Policy and Strategy for Greater Shepparton and pursue implementation of any identified outcomes			
2.5.3.2 (TP113) Develop and implement an Arts strategy 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.	In Progress	A cultural diversity and inclusiveness strategy was adopted in March 2012. Development of a combined Arts and Culture Policy and Strategy has not been achieved with a separate Cultural strategy being adopted. A separate strategy will be developed for Arts by December 2013. The Tourism & Events Strategy will be revisited in early 2014 for adoption by Council. This strategy will encompass Arts, Events & Tourism as a framework to enhance cultural liveability, encourage participation, build community capacity and to stimulate economic growth .Project Plan has been prepared. It is expected that the strategy will be developed over 12 months. Due Date should be updated to 14/04/2014 to allow full 12 months for development of this Project following the creation of the new Arts, Events and Tourism department.	30/06/2013

August 07, 2013



Page 4 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 4.3.5 Complete activity management plans for all Council Assets			
4.3.5.1 (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.	In Progress	Also see TP102 and TP103. Asset Management Plans adopted by Council in November 2011. Asset Management Plans to be revised and improved as part of service planning process. Asset Management Strategy Review report to be prepared and reported to Exec.	30/06/2013

August 07, 2013



Page 5 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report**Transition Plan**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 5.1.3 Review the tourism and major events strategy			
5.1.3.2 (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.	In Progress	New Arts, Events & Tourism Department established in October 2012. Strategic Business plans currently in development for competition by end August 2013. Destination Management Plan funding secured by Goulburn River Valley Tourism to identify key tourism projects for the region and stakeholder roles. Planning to commence July 2013 for completion March 2014. Project will include detailed stakeholder consultation including community plan champions, Council, Tourism Greater Shepparton and operators.	30/06/2013

August 07, 2013



Page 6 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.1 (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.	Deferred	Identified in Information Services Strategy as a priority in 2015.	30/06/2013
6.4.1.1 (TP21) 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. 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.	Completed	Department has been established and renamed the Arts, Events and Tourism department. New manager, commenced 1/11/2012. Business planning has commenced and will be concluded through the Interplan software.	30/06/2013

August 07, 2013



Page 7 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.1 (TP19) Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers. 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, inc	Completed	Resolved as part of TP1 and TP9. Recreation and Parks Branch. New structure adopted and positions occupancy being rolled out under Team Leader work plans. 100% complete. Further minor changes to structure ongoing.	30/06/2013
6.4.1.1 (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. Information Communication Technology Strategy 2013-2018 adopted by Exec. ICT Strategy Steering Committee and Application Steering Committees for core systems established.	30/06/2013

August 07, 2013



Page 8 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.1 (TP11) 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.	In Progress	New Delivery Date 31/12/13 Dates updated on TP M12/51352	30/06/2013
6.4.1.1 (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.	In Progress	Final stages of restructure are expected to be released by 30 March 2013 for immediate implementation.	30/06/2013
6.4.1.10 (TP89) Provision of a Legal Services Strategy 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	In Progress	Following review of existing process it has deemed to be effective. An exchange of letters has been affected between Council and legal service providers for ongoing services confirming rates for engagement which will be reviewed on at least an annual basis. The need for establishment of a panel procurement process for engagement of legal services is currently being reviewed. A recommendation in relation to the provision of ongoing legal support will be prepared for presentation to executive.	30/06/2013

August 07, 2013



Page 9 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.11 (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	30/06/2013
6.4.1.12 (TP31) Build Executive team by establishing a Code of Conduct/Values. Executive to develop and adopt a Code of Conduct.	In Progress	Directors appointments now in place. Draft code to be prepared for presentation to Executive for review.	30/06/2013
6.4.1.13 (TP64) Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings. Investigate, purchase and implement by training EA's on usage as well as establishing timetable for submission of agenda items for all Council meetings/briefings and executive meetings.	Completed	InfoCouncil currently being implemented and training taking place. Implementation date is 1 July and includes all Executive and Council briefing and meeting agendas.	30/06/2013
6.4.1.2 (TP36) Undertake a review of the Engineering design service scope. Detail the services provided by new department to the balance of organisation	In Progress	Projects Department Structure approved and Acting roles confirmed.	30/06/2013

August 07, 2013



Page 10 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.2 (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. 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 Re	In Progress	Team Leader Business Planning and Procurement position expected to commence in August 2013 to manage this process. The Organisational Improvement Team has been rebranded as Service Planning Implementation Team and will be utilised as part of service planning implementation process.	30/06/2013
6.4.1.3 (TP40) Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable. Organise independent audit of the plan, receive the report and implement any recommendations from the report.	Completed	Completed and approved at Council Meeting July 2013.	30/06/2013

August 07, 2013



Page 11 of 51

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.3 (TP55A) Review all Policies with Council (and CEO directives) 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	Completed	There has been a review of the overarching CEO Policy in relation to the development of Policies. It has been determined by Executive that the Policy should be a CEO Directive. Templates have been developed and are now in use. Policy review program has commenced with Governance staff leading discussions with individual workgroups to review all policies. Initial reviews of existing documents have been completed and actions will now be confirmed to enable appropriate presentation to Council for adoption or cancellation. Operational Directives and Procedures will also be revised for adoption or cancellation.	30/06/2013
6.4.1.4 (TP41) 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.	Completed	Inspection Maintenance and GPS tracking in vehicles ensures alignment with maintenance tasks and staff movements. Currently no tracking taking place until completion of Council's surveillance policy is complete. RMP compliance audit completed and Inspection Base Maintenance in place from 1 July 2013.	30/06/2013



Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.4 (TP63) No quarterly reports to council on the progress against Council Plan strategies. 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 s	Completed	Interplan Integrated Business Planning and reporting software has been installed and is currently being implemented across the organisation. Council Plan 2012-13, Key Strategic Activities and Transition Plan data has been transferred into the software and training has commenced. Interplan will be used to manage final implementation of the 2013-14 Council Plan and Key Strategic Activity reporting in addition to ongoing reporting against the Transition Plan. Final quarterly report to Council on the progress in relation to the achievement of Strategies in the 2012-13 Council Plan, Key Strategic Activities from the budget, which forms Councils Performance Statement and the Transition Plan actions, will be provided utilising Interplan. Infocouncil, which is an agenda management system, is in the final stages of rollout with all reports to Executive and Council meetings to be managed through this system from 1 July 2013. This system includes provision to manage follow up on resolutions of council directly linked to the meeting agenda improving transparency and tracking.	30/06/2013
6.4.1.5 (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.	In Progress	Developed in relation to the implementation of PRINCE2 project management methodology Reviewed effectiveness of PSG meeting. Draft CEO Directive outstanding	30/06/2013
6.4.1.5 (TP73) Lack of consistency in Policy Development and CEO directives. 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	Completed	The new templates to support a changed approach were approved by the Executive on 17 December 2012.	30/06/2013

August 07, 2013



Page 13 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.6 (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	In Progress	Fast track PAM utilised in preparation of 2013/14 capital budget. Briefed PMO group to prepare more rigorous PAM for Exec review in September 2013.	30/06/2013
6.4.1.6 (TP74) Develop and implement a Corporate Reporting system. 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.	Completed	Interplan, Integrated Business Planning and reporting program currently being implemented which will allow electronic reporting and compilation. InfoCouncil, agenda Management system is in the final stages of implementation throughout the organisation and is being used for all Executive and Council meetings from 01 July 2013. A review of the reporting framework will be conducted within the first quarter of 2013-14 to establish frequency and level of reporting requirements for Interplan.	30/06/2013

August 07, 2013



Page 14 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.7 (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.	In Progress	PSG report going to Executive monthly - weekly not appropriate. New format using Powerbudget under consideration.	30/06/2013
6.4.1.7 (TP75) Develop and implement a progress report against Council Plan objectives. 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.	Completed	Interplan, Integrated Business Planning and reporting program currently being implemented which will allow electronic reporting and compilation at a strategic level against Council Plan, Key Strategic Activities and Transition Plan activities... InfoCouncil, agenda Management system is being implemented from 1 July 2013. A review of the reporting framework will be conducted within the first quarter of 2013-14 to establish frequency and level of reporting requirements for Interplan.	30/06/2013

August 07, 2013



Page 15 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.8 (TP104) Urgently adopt the draft vehicle policy, CEO Directive and Operations Manual. 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.	Completed	Completed. Reported to Exec 10/12/12	30/06/2013
6.4.1.8 (TP81) Section 86 Committees to be reviewed. 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.	Completed	Report presented to Executive on 3 December 2012 reviewing committee survey results. A Section 86 Committee Register and Advisory Committee Register have been developed. Work is being undertaken with S86 Committees to improve compliance with regards to submitting documents as required under their Delegation and Guidelines. A Quarterly newsletter has been developed with issues sent in September, December and March. This has been well received by members. A committee member survey was sent out with the first newsletter and the results have been presented to Executive. Acting Committees Officer now attending all S86 Committee AGM's where possible to aid increased communication. The S86 Committee Handbook has undergone a significant review and update process. The training project plan is still to be developed but an information session for all committee members which included the launch of the updated handbook (endorsed by Executive Management) was held on 24 June 2013.	30/06/2013

August 07, 2013



Page 16 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.1 Develop and implement systems and procedures to ensure that Council decision making remains transparent and accountable to the community			
6.4.1.9 (TP82) Review the roles and resourcing in Governance to ensure that all council governance requirements are being met. 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.	Completed	Project Plan drafted and review commenced. Legislative compliance audit completed in December 2012. Organisational structure completed as part of 2013/14 budget deliberations. Recommendations from the Legislative Compliance Audit have been reported to Executive, Audit Committee and Council and will be undertaken in accordance with agreed timelines to ensure ongoing improvement is achieved.	30/06/2013

August 07, 2013



Page 17 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.2 Maintain the Council's position as an industry leader in the identification and management of risk			
6.4.2.1 (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.	In Progress	Review of local laws and policing and monitoring of compliance completed. Accurate and relevant Local Laws. Follow-up to be completed with Governance by 30 June 2013.	30/06/2013
6.4.2.2 (TP83) Full review of all Risk Management processes 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	Completed	Review has been undertaken by Echelon. Vault software is currently being populated. Inspection Reports have been improved. Reviews will continue on an ongoing basis. Audit Committee structure expanded to contain four community representatives and two councillors in addition to adoption of revised Charter. Tenders for the appointment of a new Internal Audit Contract will be called during July. Audit Committee structure has been amended to include four external members and two councillors and revised charter adopted. Reports have been presented to Executive and Council through councils Audit Committee.	30/06/2013
6.4.2.3 (TP88) Complete Business Continuity Plans. 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.	In Progress	Review of existing plans currently being finalised internally. External review to be undertaken in late 2013.	30/06/2013

August 07, 2013



Page 18 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.3 Ensure the integrity of Council's records			
6.4.3.2 (TP3) Review all staff delegations and provide a training program for staff on exercising delegations. 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	Completed	Delegations have been reviewed following extensive work necessary due to organisational restructure. Training for all staff with delegations completed.	30/06/2013

August 07, 2013



Page 19 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.4 Review our information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met			
6.4.4.1 (TP87) Examine reasons for Excessive FOI requests 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.	In Progress	Initial meeting has occurred to discuss strategies for reducing FOI requests.	30/06/2013
6.4.4.1 (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	In Progress	Marketing & Communications have met with Information Services to begin planning the redevelopment of all website content, the look and feel, and navigation structure of the website. The planning includes developing a methodology to review the functionality and design of the existing website. This is to be completed while Information Services builds a new website CMS. Both of these projects are to be delivered together by the end of 2013. Marketing & Communications have now taken over the management of website content. The Digital/Social Media Officer is now responsible for co-ordinating the Greater Shepparton City Council and Shepparton Show Me website content.	31/12/2013
6.4.4.2 (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	Survey undertaken and feedback and suggestions were implemented. Survey feedback did not support the initial findings.	30/06/2013

August 07, 2013



Page 20 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.4 Review our information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met			
6.4.4.2 (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.	In Progress	<p>A Social/Digital media officer has been appointed. This position is responsible for benchmarking best practice approaches to the use of social media to inform the development of the Greater Shepparton City Council social media strategy and management procedures.</p> <p>The social media strategy has been developed as an integrated part of the overall Council Marketing & Communications Strategy.</p> <p>The use of social media has increased via the YouTube (Councillor interviews) and Twitter (the Mayor is now using Twitter). The appointment of the Social/Digital Media Officer has led to further increased use of social media by Council and greater engagement with the community. A blog is about to be piloted tracking the progress of the Vaughan Street Redevelopment project.</p> <p>The use and management of social media across the organisation is being explored by the Marketing & Communications Working Group.</p> <p>The draft Social Media Policy is currently being finalised with the policy to be presented to SLG, Executive and Councillors for final endorsement. Once it has been endorsed an internal education campaign will be rolled out across the organisation.</p>	30/09/2013
6.4.4.3 (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	30/06/2013

August 07, 2013



Page 21 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.4 Review our information services strategy to ensure organisational efficiencies are maximised and the community's expectations are met			
6.4.4.4 (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.	30/06/2013

August 07, 2013



Page 22 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.5 Implement and promote a Sustainable Purchasing Policy			
6.4.5.1 (TP98) Improve contract management and understanding of roles. 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	In Progress	TP98 linked to TP77. Procurement Policy and Procurement Guidelines developed and adopted. Training for managers and team leaders undertaken in June 2013. Additional procurement and contract management training is required and will be developed during 2013 along with the development of the "kit".	30/06/2013
6.4.5.3 (TP69) Council has no policy on local content in its purchasing. 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	Completed	Revised Procurement Policy incorporates consideration of local content which is effective from 1 July 2013.	30/06/2013
6.4.5.4 (TP70) Council has no policy on green purchasing. 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".	Completed	The Council adopted a Sustainable Purchasing Policy in 2009. The principles of this have been included in the revised Procurement Policy and Procurement Guidelines.	30/06/2013

August 07, 2013



Page 23 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.5 Implement and promote a Sustainable Purchasing Policy			
6.4.5.5 (TP71) Review Procurement Delegations and develop Policy and Directives 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".	Completed	Procurement Delegations considered and adopted at December 2012 Council Meeting.	30/06/2013
6.4.5.6 (TP77) Major review of Procurement processes and Contract performance management 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.	Completed	TP24, TP77 and TP80 linked. Major review of procurement undertaken. Procurement Improvement Project Group established. Procurement Guidelines adopted.	30/06/2013
6.4.5.7 (TP80) Review and Establish Preferred Provider Panel(s) to provide efficiency in Purchasing 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.	In Progress	TP24, TP77 and TP80 linked. Tenders for panels of suppliers based on schedule of rates contracts are being prepared.	30/06/2013

August 07, 2013



Page 24 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.1 (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 the 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 more small town plans being approved by council this year.	30/06/2013
6.4.6.1 (TP56) Develop and implement an accountability framework for each Department, Branch and individual employee(s). 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.	In Progress	This issue is addressed by the development of Business Plans for each department including assignment of actions/tasks against individual officers as well as the preparation of Functional Charts. See TP7 With implementation of Interplan all relevant staff will have electronic access to framework and reporting functions in conjunction with the development of Business Plans. All deliverables identified in Business Planning process will be allocated against individual staff which will be translated to annual staff appraisal system (PES) to measure level of key performance against targets. Further training to be undertaken during 2013-14 to develop and reinforce the performance management frameworks.	30/06/2013
6.4.6.1 (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.	30/06/2013

August 07, 2013



Page 25 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.1 (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 invest	Completed	Strategic Assets Department now within Business Directorate. Strategic Asset Management chapter included in adopted Strategic Resource Plan 2013-2023.	30/06/2013
6.4.6.1 (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	Grants Officer has integrated well into Investment Attraction and CEO Directive has been developed to update, inform and outline a process to follow, moving forward.	30/06/2013
6.4.6.10 (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.	In Progress	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 item 4.1.1 Virginia Boyd currently networking with NERDS group re Strategy. Preparatory work undertaken and some data gathering prepared. Looking at becoming a pilot site for MAV program.	30/06/2013

August 07, 2013



Page 26 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report**Transition Plan**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.11 (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.	In Progress	Manual data prepared for turnover currently undertaken. SQL training has been completed to enable executive to receive information directly from Aurion.	30/06/2013
6.4.6.12 (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.	30/06/2013

August 07, 2013



Page 27 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.13 (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.	In Progress	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. To be presented to executive for approval early in August.	30/06/2013
6.4.6.14 (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.	In Progress	Linked to TP20 with all policies to be reviewed by 31 December 2013.	30/06/2013
6.4.6.2 (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) currently being implemented. With training underway in PES to be completed by 31 July 2013.	30/06/2013

August 07, 2013



Page 28 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.2 (TP48) Develop an employee membership program at Aquamoves. Review the current and develop a new employee membership program. Promote the membership program across the organisation.	Completed	Has been completed and discounted memberships are now available to all GSCC staff	30/06/2013
6.4.6.2 (TP42) 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.	In Progress	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 item 4.1.1 Virginia Boyd currently networking with NERDS group re Strategy. Updated Project End Date 31 December 2013.	30/06/2013
6.4.6.3 (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.	30/06/2013

August 07, 2013



Page 29 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.3 (TP68) Privacy in council meeting rooms. Examine the re- lamination or provision slim blinds to meeting rooms to ensure adequate privacy in provided. Engage suitable tradesman to undertake the work.	Completed	Slim blinds have been installed on the People Performance Meeting room. No requests for other rooms.	30/06/2013
6.4.6.4 (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.	30/06/2013
6.4.6.4 (TP97) Document Project Management roles and responsibilities.	Completed	PRINCE2 training program completed. All Shepparton PRINCE 2 pro formas in place. PMO Structure implementation underway	30/06/2013
6.4.6.5 (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		30/06/2013
6.4.6.5 (TP5A) Review the office layout to ensure that employee location/efficiency is maximised. Actual Seating Plan Implementation Review, revise and implement a new setting layout for the Welsford St and Doyles Road Complex based on new organisation structure.	Completed	Complete subject any further structural changes.	30/06/2013

August 07, 2013



Page 30 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.6 (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.	30/06/2013
6.4.6.7 (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.	In Progress	HRCC have been engaged and consulted and an agreed approach has been put in place to have all policies reviewed by 31 December.	30/06/2013

August 07, 2013



Page 31 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.4.6 Continue to implement our strategic human resources plan and recognise the value of our staff			
6.4.6.8 (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 will be completed by 30 September each year.	30/06/2013
6.4.6.9 (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.	30/06/2013

August 07, 2013



Page 32 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.1 Promote continuous improvement throughout the organisation			
6.5.1.1 (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.	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.	30/06/2013
6.5.1.1 (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	Consultation has taken place and both Social Clubs and through the voting system the groups voted to remain separate.	30/06/2013
6.5.1.1 (TP9) Undertake a further review of the provision of recreational planning for the organisation Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of council's recreational planning	Completed	Completed. Addressed and resolved as part of adoption of business case for Recreation and Parks Branch structure. This was confirmed at Executive Briefing 21/1/2013.	30/06/2013

August 07, 2013



Page 33 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.1 Promote continuous improvement throughout the organisation			
6.5.1.1 (TP10) Undertake a further review of the provision of a centralised booking system for the organisation 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.	In Progress	Timetable Required and Risk Assessment needs to be completed Plan is currently underway. Manager Citizen Services is engaging with line managers across the organisation to determine future booking requirements	30/06/2013
6.5.1.1 (TP30) Develop and implement an Internal communications strategy. Develop newsletters, social media other mechanisms to improve internal communications.	In Progress	An internal survey and focus groups will be rolled across the organisation in August 2013 with the outcomes to be used to inform the Council's communication strategy/model. The Communications Officer is currently reviewing communication strategies of other Councils as a benchmarking exercise.	29/11/2013
6.5.1.1 (TP13) Undertake further review of Assets Group	Completed	Linked to TP32. Strategic Assets Department now within Business Directorate.	30/06/2013
6.5.1.1 (TP12) 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.	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. Currently with CEO for decision.	30/06/2013

August 07, 2013



Page 34 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.1 Promote continuous improvement throughout the organisation			
6.5.1.2 (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 to implement the agreed Performance Management system and investigate and develop the proposal for a common performance review date and report to executive.	In Progress	Camm's PES software implemented. Training to be completed by 31 July and common review date is 30 September each year.	30/06/2013
6.5.1.2 (TP17) Review Council's project delivery processes across organisation 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.	In Progress	Implementation of PMO structure nearing completion. PMO and Projects CEO Directive outstanding.	30/06/2013
6.5.1.2 (TP7) Develop work plans for each manager in accordance with your transitional management plan. Meet with Manager and Transition Manager to develop work plans from the transitional plan. Meet with Manager and Transition Manager to develop work plans from the transitional plan.	Completed	The organization is undertaking implementation of "Interplan" Integrated Business Planning software which will allow ongoing corporate-wide development and reporting on business plans down to individual workplans. This process will be more fully introduced across the organization as part of implementing the newly adopted 2013-17 Council Plan and the associated Business Planning structure and the integration of individual staff appraisal system.	30/06/2013

August 07, 2013



Page 35 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.1 Promote continuous improvement throughout the organisation			
6.5.1.2 (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	In Progress	The existing Style Guide is currently being reviewed and up-dated with internal stakeholders with the aim of being available in August 2013. The Guide will include business rules relating to dual branding and will be applicable to all Council brands. The review of Council branding is due to commence in August 2013.	31/12/2013
6.5.1.3 (TP25) Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management. 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.	Completed	Completed May 2013	30/06/2013
6.5.1.3 (TP93) Continuous Improvement template / program and Procedure Manuals for All Processes. 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.	In Progress	Team Leader Business Planning position expected to commence August 2013 to manage this process.	30/06/2013

August 07, 2013



Page 36 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.5.1 Promote continuous improvement throughout the organisation			
6.5.1.4 (TP108) Investigate the implementation of a coordinated branch/centralised Vehicle booking system. Develop an electronic corporate booking system for vehicles in consultation with the IT department. Implement system in each department .	Completed	Completed	30/06/2013

August 07, 2013



Page 37 of 51

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.5.2 Promote an organisational culture of effective decision making and inclusiveness			
<p>6.5.2.1 (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</p>	In Progress	Performance Management training has been undertaken in the 12 month period however further training is required over the next twelve months.	30/06/2013
<p>6.5.2.1 (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.</p>	In Progress	<p>Project is more complex than initially assumed. Buildings need to be better identified and prioritised to understand scope of works. There are over 600 buildings to classify and we need a classification model. The treatment of building plant needs further consideration and responsibilities for building plant defined. Examination of a Facilities Management approach underway. Project to complete March 2014</p>	30/06/2013



Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.2 Promote an organisational culture of effective decision making and inclusiveness			
6.5.2.1 (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.	In Progress	Business planning for this review have commenced. Vision adopted by the combined Arts, Events & Tourism Department - "Enriching Lives". Business Plan sessions to be completed by August 22, 2013. Given the specialist nature of Riverlinks and SAM operations, some building maintenance (i.e. air-conditioning systems) will be managed by Riverlinks and SAM operations. Recreation and Parks to manage outdoor spaces in the future.	30/06/2013
6.5.2.1 (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.	30/06/2013
6.5.2.1 (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.	In Progress	Development of system has now progressed to an organisational wide testing phase prior to web launch.	30/06/2013

August 07, 2013



Page 39 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.2 Promote an organisational culture of effective decision making and inclusiveness			
6.5.2.1 (TP60) Review and improve internal staff communications 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	In Progress	Research Plan being prepared as the first phase of this project. The following staff communications are now distributed on a regular basis ExecSpeak / CEOSpeak / Good to Great Now that the Good to Great branding has commenced being rolled out a review of current communication actions and tools and requirements will be undertaken. An evaluation model is being finalised a long with a staff survey as a first step in the review process. It is likely that the review will be completed by April/May 2013 with a report including a recommended strategy to be completed by May 2013. Good to Great branding has commenced being rolled out a review of current communication actions and tools and requirements will be undertaken. An evaluation model is being finalised a long with a staff survey as a first step in the review process. It is likely that the review will be completed by April/May 2013 with a report including a recommended strategy to be completed by May 2013.	30/06/2013
6.5.2.2 (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.	In Progress	A project team has formed regarding this combined project.. Have developed a scope of works for Emergency Safety Measures tender which would be a whole of organisation service to "kick start" centralised maintenance service. Options currently being considered, including tender for Essential Safety Measures has been prepared for all Council buildings. Ideas on how a centralised booking and facility management can be implemented have been discussed by the project team. A planned way forward will be presented to Executive.	30/06/2013

August 07, 2013



Page 40 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.2 Promote an organisational culture of effective decision making and inclusiveness			
6.5.2.2 (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. 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.	In Progress	This is evolving with Council as priorities are determined. Revised Executive / Council Briefing / Council Meeting agendas currently being implemented. Council Plan Workshops including Councillor retreat held in February 2013. Draft Council Plan developed and endorsed for formal public consultation. Budget document briefing and adoption program underway. Forward agenda planning is in place with the introduction of InfoCouncil and other associated strategies to track targets. Review of formal business approach to planning for Executive meeting, Council briefing and Council meeting agenda compilation has been adopted and is currently being reviewed with appropriate staff across the organisation.	30/06/2013
6.5.2.2 (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.	30/06/2013
6.5.2.3 (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 . 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.	Completed	Councillor workshops held in February 2013. Executive reviewed draft plan in conjunction with councillors. Staff consultation conducted during March/April. Draft plan adopted and formal public consultation concluded on 31 May. Council staff engaged following formal adoption to develop business plans to deliver expectations. Council Plan 2013-17 adopted by Council 18 June 2013.	30/06/2013

August 07, 2013



Page 41 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.3 Continue to promote the Council's "Customer First" commitment			
6.5.3.1 (TP52) Implement revised customer service standards for each council service as part of the service planning exercise. 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 data	In Progress	Plan Prepared OIT has been rebranded and Team Leader Business Planning to be appointed August 2013 to manage this process.	30/06/2013
6.5.3.2 (TP53) Undertake a further review of the provision of customer service across the organisation. 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.	In Progress	Plan is currently underway. Manager Citizen Services is engaging with line managers across the organisation	30/06/2013

August 07, 2013



Page 42 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.3 Continue to promote the Council's "Customer First" commitment			
6.5.3.3 (TP8) Undertake a further review of the provision of customer service across the organisation 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.	In Progress	Plan is currently underway. Manager Citizen Services is engaging with line managers across the organisation	30/06/2013
6.5.3.4 (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.	In Progress	Plan is currently underway. Manager Citizen Services is engaging with line managers across the organisation	30/06/2013

August 07, 2013



Page 43 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.4 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills			
6.5.4.1 (TP110) Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service. Undertake a skills analysis with respect to CONFIRM in the finance and assets departments and develop specific training program for this software.	Completed	Training calendar prepared.	30/06/2013
6.5.4.1 (TP65) Improvement in the councillors knowledge of organisational operational activities 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.	In Progress	Induction process for newly elected council has been completed. Improvement opportunities in reporting mechanisms are being identified and implemented ongoing to improve reporting and subsequent strategic and operational knowledge of councillors. A number of improvements have been implemented in relation to various reporting processes and documentation for organizational reporting structure to Council and community. A range of standard reports ids to be finalised and presented to Executive for endorsement.	30/06/2013
6.5.4.2 (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.	30/06/2013

August 07, 2013



Page 44 of 51

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.5.4 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills			
6.5.4.3 (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. To be reviewed in July 2013. Training budgets have been consolidated as part of the 2013/14 budget. All departments have been consulted and CEO Directive and guidelines implemented.	30/06/2013
6.5.4.4 (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 to achieve best.	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.	30/06/2013



Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.5.4 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills			
6.5.4.5 (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.	30/06/2013
6.5.4.6 (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.	30/06/2013
6.5.4.7 (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.	30/06/2013

August 07, 2013



Page 46 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.5.4 Encourage and provide training opportunities for councillors and staff to increase their knowledge and skills			
6.5.4.8 (TP45) Provide Directors with mentoring opportunities. Discuss mentoring requirements with each Director. Determine suitable mentors based on the agreed needs. Examine the suitability of the LG Pro mentoring program.	In Progress	Quotations were obtained for mentoring for Directors however implementation was put on hold due to the appointment of four new directors.	30/06/2013

August 07, 2013



Page 47 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.6.2 Develop a long-term financial plan			
6.6.2.1 (TP59) 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.	In Progress	Fast Track PAM used in preparation of 2013/14 capital budget. Undertaking a review of 10 year program models incorporating project assessment utilising PRINCE2 methodology. Team briefed on project - report back to Exec September 2013	30/06/2013
6.6.2.1 (TP16) Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan. 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.	Completed	Development plan prepared October 2012. Council Plan / SRP and Budget implementation schedule approved and implemented. Corporate Performance and Finance departments worked collaboratively to coordinate key strategic activities. Council Plan incorporating the Strategic Resource Plan adopted by Council on 18 June 2013 and submitted to Minister. The draft 2013-14 Budget containing linkages to the approved Council Plan was endorsed by Council on 2 July 2013.	30/06/2013
6.6.2.1 (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.	30/06/2013

August 07, 2013



Page 48 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.6.2 Develop a long-term financial plan			
6.6.2.2 (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.	In Progress	Ongoing electronic purchase order staff training established, 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 is being undertaken to identify barriers and solutions to the effective use of the existing electronic purchasing system by staff. Budgets aligned with the Organisation Structure and monthly budget reported to the Executive at sub activity level. Budget guidelines document updated to reflect new processes and will be further revised to reflect the introduction of quarterly budget reviews and associated processes.	30/06/2013
6.6.2.3 (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.	In Progress	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. Next component is 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.	30/06/2013

August 07, 2013



Page 49 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report**Transition Plan**

<i>Individual Key Responsibilities</i>	<i>STATUS</i>	<i>PROGRESS COMMENTS</i>	<i>COMP DATE</i>
Strategy: 6.6.2 Develop a long-term financial plan			
6.6.2.4 (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.	30/06/2013
6.6.2.5 (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.	30/06/2013

August 07, 2013



Page 50 of 51

Greater Shepparton City Council (June 12/13)

Specialist Plan Progress Report

Transition Plan

Individual Key Responsibilities	STATUS	PROGRESS COMMENTS	COMP DATE
Strategy: 6.6.2 Develop a long-term financial plan			
6.6.2.6 (TP102) Undertake a review of the Asset Valuation schedule and standards to ensure all the required documentation is in place. 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.	In Progress	See also TP103. Asset condition assessment timetable prepared. Brownfield's valuation already in place for renewal of infrastructure assets. Asset valuation policy to be documented.	30/06/2013
6.6.2.7 (TP103) 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. 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	Completed	See also TP102. 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.	30/06/2013
6.6.2.8 (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.	30/06/2013

August 07, 2013



Page 51 of 51