

**LOCAL GOVERNMENT PERFORMANCE EXCELLENCE PROGRAM (15649/2019)**

| Element   | Recommended Actions   | Person/s Responsible | Proposed Completion Date | Status<br>As at 30 April 2019  |
|-----------|---|----------------------|--------------------------|--|
| Workforce | Analyse workforce structure and cost impact (incl overtime) against the key considerations on pg 16 | MHR                  | 30/06/2019               | <p>Completed and ongoing.</p> <p>Overtime reports are issued to the General Manager, Manager Infrastructure Services and Manager Water and Sewerage fortnightly after each pay.</p> <p>Areas that dominate are essential services ie Water and Sewerage and Waste. The Treatment Plants require staffing on weekends and there are regular call-outs to attend emergencies such as sewerage blockages and water main breaks. In Waste Services, overtime is often required during school holidays and other peak times eg major events. Whilst in Infrastructure Services, leading factors are storm events and pressure to complete capital works within deadlines.</p> <p>Managers monitor and control overtime closely to avoid unnecessary additional hours. Also, employees are provided with training and resources to help reduce overtime. For instance, both our Electricians will attend training in May 2019 thus developing in-house capability to fault-find and improve the SCADA/telemetry system.</p> <p>Agency staff pricing is in accordance with the LGP contract.</p> <p>The organisation structure is reviewed regularly which provides the opportunity to check we are correctly balancing the investment in our own</p> |

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|   |     |            | workforce with flexible resourcing options such as labour hire and casual staffing.   |
| Review organisational design in relation to span of control and against key considerations on page 18 | MHR | 30/06/2019 | <p>Completed and ongoing.</p> <p>Council has a pool of talented managers with each having their own area of expertise.</p> <p>There have been several restructures over the years which have resulted in a larger span of control for some managers. For instance, in 2007 the number of directors was reduced from three to two. Planning and Health and Building were merged some time ago and are now under a single manager. Tourism, Libraries and Community Development is another example.</p> <p>As a small organisation, career path opportunities are somewhat limited. Nevertheless, there are many examples of staff who have started in lower level positions and have attained supervisory and management roles eg Town Planner to Manager Development and Environment; Labourer to Coordinator x 3; Mechanical Assistant to Pump Mechanic; Payroll Officer to Manager Human Resources; Community Worker to Manager Community Development.</p> <p>The Manager Infrastructure Services, Manager Water and Sewerage and Manager Human Resources completed mentoring training in 2018.</p> |
| Analyse recruitment/talent management against key considerations on page 20 and 23                    | MHR | 30/06/2020 | Not yet completed.  |
| Analyse staff turnover against key considerations on page 24  | MHR | 30/06/2019 | Not yet completed.  |
| Review/adopt diversity and inclusion strategy that encompasses gender,                                | MHR | 30/06/2019 | Not yet completed.  |

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|                | ethnicity, nationality, race, disability and age                              |           |            |  |
|                | Analyse talent diversity against key considerations on pages 30, 32 and 34    | MHR       | 30/06/2020 | Not yet completed.   |
|                | Establish formal succession planning program                                  | MHR       | 30/06/2020 | Completed. Succession plan developed October 2018 and revised April 2019.  |
|                | Establish a formal leave strategy   | MHR       | 30/06/2019 | Not yet completed.   |
|                | Analyse sick leave and absenteeism against key considerations on page 43      | MHR       | 30/06/2018 | <p>Completed and ongoing.</p> <p>The report indicates the median sick leave days taken in FY17 was 4.5 across our workforce as opposed to 5.8 across the survey population.</p> <p>Employees with high levels of absenteeism are counselled and encouraged to improve their attendance. They are supported by management to access the employee assistance program and other medical and support services. Where there is no improvement, further action is taken.</p> <p>It is proposed to generate sick leave reports on a more frequent basis commencing 2019/2020.</p> |
|                | Ensure formal performance appraisals are completed                            | MHR       | 30/06/2019 | Completed. New system implemented April 2018.  |
|                | Analyse lost time injury incidents against key considerations on page 47      | MHR       | 30/06/2018 | Completed and ongoing.   |
| <b>Finance</b> | Analyse the role of finance against the key considerations on page 51         | AGMCS/MFS | 30/06/2019 | Completed. CFO that is CPA qualified was employed in March and assigned greater input into the future vision of Council and working much more closely with senior management with regard to financial considerations.  |
|                | Analyse finance function activities against the key considerations on page 52 | AGMCS/MFS | 30/06/2020 | In progress. Council rates similarly to the survey population in transactional efficiency and  |

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|            |   |           |            | compliance and control. New CFO to review finance processes and introduce new budgeting technology to provide data visualisation tools for faster business analysis.   |
|            | Analyse efficiency of finance function against key considerations on page 54  | AGMCS/MFS | 30/06/2019 | Completed. Council completes monthly close-offs however monthly financial reports and accrual journal entries are not carried out as too time consuming for staff. The quarterly budget reviews are provided along with year-end accruals of income and expenditure. Managers have up to date daily access to their budgets through Authority. |
|            | Review frequency of reporting approved financial information to senior management   | AGMCS/MFS | 30/06/2019 | In progress. New budgeting software to be purchased and installed in 2019/20 which will provide key financial figures to senior management. Managers currently have direct daily access to budgets via Authority.  |
|            | Analyse delivery of financial information against key considerations on page 56   | AGMCS/MFS | 30/06/2019 | In progress. The introduction of new budgeting software will ensure greater engagement by finance with other sections of Council. Cross-skilling of finance staff is currently being undertaken to ensure work continues during leave and other absences.  |
|            | Analyse forecasting against key considerations on page 58   | AGMCS/MFS | 30/06/2019 | Completed. Council compares favourably with the surveyed councils in preparing forecasts and their frequency.  |
|            | Analyse revenue profile against key considerations on page 59. Other forms of revenue and percentage of rates to total revenue. | AGMCS/MFS | 30/06/2019 | Completed. Additional revenue identified, increased grants and steady rate pegging increases successfully applied for in previous years. Council compares favourably with the surveyed population.   |
| Operations | Review staffing levels in Customer Service, Finance and ICT   | AGMCS     | 30/06/2019 | Review completed with one additional BSU Aboriginal Trainee and replacement of MFS with a CFO. No other changes proposed.  |
|            | Establish a formal ICT strategy   | MICT      | 30/03/2019 | Completed. ICT Strategy completed March 2019   |

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|                         | Analyse the ICT function in relation to the key considerations on pages 67-68 and 70 Effective IT systems supporting the business and IT spend per employee. | MICT               | 30/03/2019              | Completed. ICT upgrades supporting the business include CM 9 records management, Authority 7, Legislative compliance register, LG Solutions LTFFP, additional storage and new servers while Windows 10, new monitors and hard drives are budgeted for 2019/20 to enhance speed of new applications for users. The cost per employee of ICT has increased relatively significantly over previous years' as has productivity.  |
|                         | Analyse the customer service function against the key considerations on page 75. Automating and servicing the community.                                     | AGMCS              | 30/06/2019              | In progress. Access to information on-line increased with DA tracking, payment of fees and set-up of Facebook. Telephone IVR –interactive voice recording to be installed April.   |
|                         | Analyse delivery of corporate services against the key considerations on page 76. Outsourcing or sharing services.   | AGMCS              | 30/06/2019              | Completed. Sharing Internal Audit Committee with Bellingham. IT cloud hosting with LG Solutions, telephone after hours service contracted out, legislative compliance contracted to Local Government Legal, some procurement of goods and services through LG Procurement, some recruitment outsourced to Labour Hire companies.   |
| <b>Service Delivery</b> | Nominate and conduct service reviews   | GM/AGMCS/<br>AGMES | GM: 31/12/2018<br>AGM's | In progress. Finance review undertaken March 2018 and reviewed by current AGMCS in November 2018.<br>Civic Services completed March 2019 by AGMES and awaiting Council and GM approval<br>In Progress- Green Space was to be completed by 30/06/2019, the review is in progress and the completed timeframe is to be extended for completion in December 2019<br>Service reviews have been undertaken in Civil operations area for maintenance grading road side vegetation, and construction activities |
| <b>Risk Management</b>  | Review the risk management policy and include key risk indicators  | MHR                | 30/06/2018              | Completed. Risk Management Policy reviewed and adopted by Council 25 October 2018. Enterprise Risk Management Plan and Control Improvement Action Plan adopted by Council on   |

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|                             |   |          |  | 17 Jan 2019   |
|                             | Review effectiveness of the internal audit function   | AGMCS    | 30/06/2019                               | Completed. Review undertaken as part of TNR internal audit Governance recommendations.  |
| <b>Corporate Leadership</b> | Analyse council meetings against the key considerations on pages 114-115 of the report – time taken, no of resolutions, clear agendas, access to technology | GM       | 30/06/2018                               | Completed. Council meetings rarely go beyond 3 hours. Workshops are held for complex reports, new Best Practice Code of Meeting Practice adopted in line with OLG requirements including concise and clear Agenda and block voting. Council does not discourage robust discussion on issues and encourages contributions from all Councillors and therefore some decisions can take longer than others. |
|                             | Conduct staff engagement survey   | MHR      | 30/06/2019                               | Not yet completed.  |
|                             | Devise a staff recognition and rewards system   | MHR      | 30/06/2020                               | Not yet completed.  |
|                             | Review community engagement strategy  | GM       | 30/06/2018                               | Completed. Communication and Stakeholder Engagement Strategy reviewed and adopted by Council in September 2018. Customer Service Charter also adopted September 2018.   |
|                             |   |          |  |   |
| <b>Asset Management</b>     | Finalise Asset Management System for Buildings  | AGMES/MA | August 2018                              | Completed with the Buildings Revaluations, March 2018 and Council adoption of the Buildings AMP   |
|                             | Establish formal condition ratings for Buildings, Plant and Equipment, Land and ICT.  | AGMES/MA | August 2018                              | Completed- Condition assessment rating adopted from revaluations, completed March 2018  |
|                             | Establish an asset management maturity rating model   | AGMES/MA | Completed 2014. To be reviewed June 2018 | Completed -New maturity Assessment completed in December 2018 after the adoption of a number of revised AMP's   |
|                             | Review frequency of formal reporting to Council on management of assets (currently "As required").  | AGMES/MA | July 2018                                | Workshops held prior to the adoption of each Asset Management Plan. Asset Reports are included in each MANEX A meeting that are reported to Council.??  |
|                             | Finalise objective of financially linking the strategic asset management plan to the  | AGMCS/MA | March 2019                               | In progress. New LTFP software purchased from LG Solutions with data to be entered in May 2019.   |

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|  | long term financial plan. |  |  | AMP's to be finalised before linking to new software. |
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