



# **Goulburn Mulwaree Council**

## **Organisational Development Plan**



## Table of Contents

|  |           |
|--|-----------|
| Introduction                             | <b>3</b>  |
| <hr/>                                    |           |
| Planning Framework                       | <b>3</b>  |
| <hr/>                                    |           |
| Key Influences                           | <b>4</b>  |
| <hr/>                                    |           |
| Desired Future State of the Organisation | <b>4</b>  |
| <hr/>                                    |           |
| General Principles                       | <b>4</b>  |
| <hr/>                                    |           |
| Decision Making                          | <b>5</b>  |
| <hr/>                                    |           |
| Sound Financial Management               | <b>5</b>  |
| <hr/>                                    |           |
| Integrated Planning and Reporting        | <b>5</b>  |
| <hr/>                                    |           |
| Action Plan                              | <b>6</b>  |
| <hr/>                                    |           |
| Governance and Planning                  | <b>7</b>  |
| <hr/>                                    |           |
| People                                   | <b>17</b> |
| <hr/>                                    |           |
| Organisation and Operations              | <b>21</b> |
| <hr/>                                    |           |
| Implementation                           | <b>29</b> |
| <hr/>                                    |           |



## Introduction

This document has been developed in conjunction with both Elected Members and employees and will provide for our organisation the foundations of an improvement journey over the next three years and beyond.

Goulburn Mulwaree Council is an organisation that can be exceptional provided we strive for continuous improvement in our service delivery to all stakeholders. It is important to note that we have experienced and committed people with good assets and a sound financial position, that represent a strong foundation to build upon.

The initiatives outlined in this report, once achieved, will significantly improve the organisation and our ability to service the community.

## Planning Framework

Goulburn Mulwaree Council adopted a Community Strategic Plan, Towards 2042! that reflects where we as a community would like to be in 2042. Council also has in place both a Delivery Plan as well as our annual Operation Plan.

The initiatives that are identified in this Organisational Development Plan will become part of Council's successive Annual Operation Plans to ensure our organisation is aligned with, and focusing on, delivering Council's strategic intent.

## Key Influences

The table below summarise previous, current and emerging influences on this organisation:

| Internal   | External   |
|--|--|
| Significant Change to elected members in 2021 Council Elections                    | Statutory requirements to ensure accountability and good governance  |
| Appointment of a new CEO   | Economic and social opportunities and challenges faced by the region   |
| Evolving expectations and initiatives of Mayor and Councillors                     | Community and stakeholder expectation regarding the level, cost of and timeliness of services Council offers |
| Results of previous organisational review  | Global trends including technological, environmental, economic and social                                    |
| Results of a number of staff surveys identifying areas of strengths and weaknesses | Changes to State and Federal policy and other legislative reforms  |
| Long term sustainability of the organisation                                       | Local government sector reform and professionalism   |

## Desired Future State of the Organisation

Local Government is responsible for planning and providing services, regulation and infrastructure in a way that facilitates local communities that are strong, healthy and prosperous. The local government principles that underpin these responsibilities are defined as follows (Local Government Act 1993 NSW):

### 1. General Principles

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

## 2. Decision Making

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.
- (f) Community participation Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

## 3. Sound financial management

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - (i) performance management and reporting,
  - (ii) asset maintenance and enhancement,
  - (iii) funding decisions,
  - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - (i) policy decisions are made after considering their financial effects on future generations,
  - (ii) the current generation funds the cost of its services.

## 4. Integrated planning and reporting

- (a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) Councils should identify strategic goals to meet those needs and aspirations.
- (c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- (d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- (f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) Councils should collaborate with others to maximise achievement of strategic goals.
- (h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- (i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.



## Action Plan

To develop the organisation to attain its desired future state, there are many issues that will need to be addressed.

The plan for action is structured with three key themes:

- Governance and Planning
- People
- Organisation and Operations

The following tables set out the issues along with potential responses for each issue.

## Governance and Planning

# Organisational Development Plan Actions

| No. | Title  | Issue   | Objective  | Actions  | Custodian                                 | Timeframe     |
|-----|--|---|--|--|---|---------------|
| G1  | Redevelopment & Reaffirmation of Vision, Mission and core values of the organisation | Council's current mission of <i>"To Be Easy To Do Business With"</i> does not resonate with employees and may appear to the public as an oversimplification of the statutory roles and responsibilities within local government | To develop a new mission and vision that is reflective of our organisation and how we serve the community.   | G1.1 Gain an understanding from Elected Members their vision for the future of the region.   | Chief Executive Officer                   | March 2023    |
|     |  |   |  | G1.2 In conjunction with the leadership team develop new vision and mission statements that reflect the sentiments of Elected Members.               | Chief Executive Officer                   | May 2023      |
|     |  |   |  | G1.3 Seek staff involvement across the organisation for feedback on the proposed new vision and mission statements prior to adoption by the Council. | Chief Executive Officer                   | August 2023   |
| G2  | Corporate planning cycle   | Corporate and Strategic planning decisions should be planned well in advance to ensure statutory documents are not adopted without due consideration or in isolation of each other.   | Robust corporate planning calendar to be developed and adopted by Council. The document should be prepared for commencement in September for conclusion in July of the following year. | G2.1 Define and establish an integrated planning framework document.   | Director Corporate and Community Services | March 2023    |
|     |  |   |  | G2.2 Establish the ongoing coordination and monitoring of the corporate planning cycle.  | Director Corporate and Community Services | June 2023     |
|     |  |   |  | G2.3 Adopt a Corporate Planning calendar to manage the cycle of integrated planning and reporting.   | Director Corporate and Community Services | December 2023 |
|     |  |   |  | G2.4 Establish a clear direction regarding planning and reporting obligations.   | Director Corporate and Community Services | December 2023 |
|     |  |   |  | G2.5 Establish reporting guidelines and templates to ensure consistency of reporting.  | Director Corporate and Community Services | June 2024     |

# Organisational Development Plan Actions

| No. | Title                          | Issue  | Objective   | Actions  | Custodian  | Timeframe      |
|-----|--------------------------------|--|---|--|--|----------------|
| G3  | Strategic Financial Management | The development and adoption of a Long-Term Financial Forecast is a statutory requirement. Current Financial Planning models are not underpinned by financial strategy and lack maturity.  | The development of long-term financial strategies, supported by robust modelling and endorsed through policy is important to the success of the organisation.   | G3.1 Develop and adopt a comprehensive financial planning model.   | Director Corporate and Community Services              | March 2023     |
|     |                                |  |   | G3.2 Review and revise relevant financial policies.  | Director Corporate and Community Services              | June 2023      |
|     |                                |  |   | G3.3 Significantly improve reporting regime which may include periodic external review.  | Director Corporate and Community Services              | December 2023  |
|     |                                |  |   | G3.4 Identify opportunities to diversify revenue streams and contain costs.  | Director Corporate and Community Services              | December 2023  |
|     |                                |  |   | G3.5 Integrate financial plan with asset management plans.   | Director Corporate and Community Services              | June 2024      |
| G4  | Asset Management               | The development of asset management plans is a statutory requirement. While it is acknowledged that a number of plans have been developed for some assets classes, they lack sophistication and are not relied upon by Asset Custodians. | An increased focus on asset management is required by Council's Executive and Asset Custodians. A strategic approach is required that aligns both corporate asset management, asset custodian expectations and financial forecasts. | G4.1 Establish an Asset Management Group to facilitate ongoing discussion and development of asset management within the organisation. | Director Operations                                    | April 2023     |
|     |                                |  |   | G4.2 Review the existing Asset Management Plans and how they link to the Long-Term Financial Plan.                                     | Director Operations                                    | September 2023 |
|     |                                |  |   | G4.3 Develop Asset Management Plans for each class of assets that reflects the long-term needs of the Region.                          | Asset Management Group and Individual Asset Custodians | June 2024      |



# Organisational Development Plan Actions

| No. | Title  | Issue  | Objective  | Actions   | Custodian                   | Timeframe     |
|-----|--|--|--|---|-----------------------------|---------------|
| G5  | Risk Management                                  | Councils risk registers are limited and have not been updated for a significant period. In addition, Elected members have not provided Guidance on their risk appetite which may hinder optimum decision making.         | Implementation of Council risk management framework is essential. The development of strategic and operational risk registers that drive risk related decision making is imperative. Develop a risk appetite statement in conjunction with Elected members to provide further guidance on attitudes towards risk | G5.1 Review and finalise Risk Management Framework and Policy.  | Business Manager Governance | March 2023    |
|     |  |  |  | G5.2 Review and re-establish strategic and operational risk registers.  | Business Manager Governance | December 2023 |
|     |  |  |  | G5.3 Review and re-establish risk management procedures and reporting guidelines.   | Business Manager Governance | December 2023 |
|     |  |  |  | G5.4 Adopt a hierarchy of operational risk registers and incorporate into departmental business plans.                              | Executive                   | March 2024    |
|     |  |  |  | G5.5 Establish an Enterprise Risk Committee and Directorate Risk Committees to ensure a continued focus on risk and risk reduction. | Executive                   | May 2024      |
|     |  |  |  | G5.6 Establish the risk appetite statement of the organisation based upon guidance of Elected Members and the Leadership Team.      | Chief Executive Officer     | March 2025    |
| G6  | Integrated Organisational Performance Management | Council does not have an adequate integrated organisational performance framework within the organisation. Commitment and awareness to organisational performance framework is vital to the success of the organisation. | Establishment of an Organisational Performance framework focusing on delivery. It is important for this to be implemented across all areas of the organisation.  | G6.1 Revise existing organisational performance management framework.   | Executive                   | March 2023    |
|     |  |  |  | G6.2 Improve reporting processes for organisational performance management  | Executive                   | May 2023      |
|     |  |  |  | G.3 Integrate organisational performance reporting with Directors and Managers performance plans.                                   | Executive                   | August 2023   |

# Organisational Development Plan Actions

| No. | Title                           | Issue   | Objective  | Actions  | Custodian               | Timeframe     |
|-----|---------------------------------|---|--|--|-------------------------|---------------|
| G7  | Governance Operations Interface | There are significant community expectations of Council together with the challenges in an era of social media that presents challenges for Elected members and their support staff. The failure to adequately support Elected Members in their roles is at times evident. There is also evidence of unwarranted involvement by Elected Members in operational matters. There is also a level of tension between Senior Officers and Elected members due to prior issues of trust and delivery. Recent improvement has been made. | A collegiate approach is required to collectively re-setting the optimal interface between elected members and officers. The key objective of supporting elected members in their roles while respecting statutory obligations and maximising efficiency and effectiveness in conducting Council's business for the benefit of ratepayers. | G7.1 Review relevant policies for Elected Members to ensure they meet legislative requirements.  | Chief Executive Officer | March 2023    |
|     |                                 |   |  | G7.2 Staff Councillor Interaction Policy is adhered to, ensuring compliance and a productive relationship between Elected Members and employees. | Chief Executive Officer | June 2023     |
|     |                                 |   |  | G7.3 Provide information to the community to understand the difference between the roles of Elected Members and Employees                        | Chief Executive Officer | October 2023  |
| G8  | Administrative Efficiency       | Community concerns regarding cost of living and cost of government, and the perceived need for stream-lining of bureaucracy have been evident in Federal, State and Local government election campaigns in recent years. Business and development sectors also continue to push for elimination of regulatory red tape.   | Anticipating the effects of these trends it will be desirable to establish mechanisms to identify and eliminate unnecessary regulatory or administrative processes and to continually demonstrate administrative efficiency.   | G8.1 Review business process in advance of TechOne upgrades.   | Executive               | March 2023    |
|     |                                 |   |  | G8.2 Where required establish working groups to identify and eliminate unnecessary regulatory or administration processes.                       | Executive               | December 2023 |
|     |                                 |   |  | G8.3 Utilise the internal audit function to assist in the removal of inefficient processes within the organisation.                              | Executive               | April 2023    |

# Organisational Development Plan Actions

| No. | Title                | Issue  | Objective  | Actions  | Custodian                                   | Timeframe            |
|-----|----------------------|--|--|--|---|----------------------|
| G9  | Audit                | Council has recently formed an Audit Risk and Improvement Committee facilitated through the Canberra Region Joint Organisation (CRJO). This Committee while in its infancy, will need to focus on key areas of risk for the internal controls to mitigate against the potential for mismanagement within the organisation. | The development of an Internal Audit program that identifies key areas of risk within the organisation and reviews these key areas to ensure compliance with relevant standards and legislation. | G9.1 Promote the findings of audit activity as important to the learning tool and for all staff to embrace the change of working with the audit function.  | Chief Executive Officer                     | February 2024        |
|     |                      |  |  | G9.2 Ensure that internal audit activities are more closely related to areas within the organisation that have a higher probability of risk.   | Chief Executive Officer                     | April 2024           |
|     |                      |  |  | G9.3 Improve the knowledge of Councils representative of the Audit Risk and Improvement Committee.   | Chief Executive Officer                     | June 2024            |
| G10 | Economic Development | Economic Development Strategy is not robust and there appears to be little focus on building the capacity and capability of the region to meet the demands of proponents.  | Development of an Economic Development and Innovation Strategy, Investment incentive Strategy and potential revision of the Tourism Strategy.  | G10.1 Adopt a new Economic Development Strategy, Investment Incentive Policy and Local Business Support Strategy.  | Chief Executive Officer                     | December 2023        |
|     |                      |  |  | G10.2 Establish a localised advisory group to act as a "Think Tank". This group should involve a wide range of stakeholders to explore opportunities for economic development across the region. | Chief Executive Officer                     | July 2023            |
|     |                      |  |  | G10.3 Review existing arrangements with regional organisations to ensure appropriateness and reaffirm rights and responsibilities.   | Chief Executive Officer                     | February 2024        |
|     |                      |  |  | G10.4 Implement Goulburn Mulwaree Destination Action Plan (2020-2025).   | Business Manager Marketing Events & Culture | Ongoing to July 2025 |

# Organisational Development Plan Actions

| No. | Title                  | Issue   | Objective   | Actions  | Custodian                         | Timeframe     |
|-----|------------------------|---|---|--|-----------------------------------|---------------|
| G11 | Development Assessment | Staff are having to manage the inefficient and cumbersome NSW Planning Portal during a sustained period of increased Development Applications. This has prevented the ability to implement a number of meaningful process improvements, such as electronic fee payment. A skill shortage within the industry is also a cause for concern. | Identify opportunities to improve efficiencies and implement process improvement, in the development assessment process as well as improved integration of the NSW Planning Portal with Council's business functions; and continuation of targeted succession planning. | G11.1 Formalise and implement succession planning for key roles within the Planning and Development Business Unit.   | Director Planning and Environment | April 2023    |
|     |                        |   |   | G11.2 Review the continued use of the API and explore alternative options for the management of the Portal in line with its continuous expansion in scope and application.               | Director Planning and Environment | April 2023    |
|     |                        |   |   | G11.3 Explore office configuration and location options to accommodate additional staff resources.   | Director Planning and Environment | May 2023      |
|     |                        |   |   | G11.4 Develop and implement electronic fee payment options for Planning Applications.  | Director Planning and Environment | November 2023 |
|     |                        |   |   | G11.5 Appropriately structure and resource the Planning and Development Business Unit to deliver development assessment and building certification functions within expected timeframes. | Director Planning and Environment | December 2023 |
|     |                        |   |   | G11.6 Planning Portal functions to the Planning and Development Business Unit to gain efficiencies and meet customer expectations for lodgment timeframes.                               | Director Planning and Environment | March 2024    |

# Organisational Development Plan Actions

| No. | Title              | Issue   | Objective   | Actions   | Custodian                         | Timeframe     |
|-----|--------------------|---|---|---|-----------------------------------|---------------|
| G12 | Strategic Planning | Ongoing changes to the NSW Planning System over the past 2 years has prevented Council from progressing its own improvements, for example a reworked and comprehensive Development Control Plan. The increase in Planning Proposals resulting from the Urban and Fringe Housing Strategy will only exacerbate this issue. | Resourcing strategy to be developed alongside a reviewed Strategic Planning Program.  | G12.1 Review Strategic Planning Program.  | Director Planning and Environment | April 2023    |
|     |                    |   |   | G12.2 Develop resourcing strategy based on forecast growth and future projects identified within the Strategic Planning Program.    | Director Planning and Environment | June 2023     |
| G13 | Climate change     | Council does not appear to have a well-developed climate change and adaptation strategy that prepares our organisation and community for a net zero future  | Development of a strategy that progresses and refines our commitment to climate change that makes tangible steps towards a net zero future. | G13.1 With the input of the sustainability committee develop a strategic plan that commits Council to a pathway to net zero.        | Executive                         | February 2024 |
| G14 | Advocacy           | Elected members while advocating on behalf of the community do not meet regularly or have an overarching strategy for issues impacting the region.  | Establish an Advocacy Advisory Committee  | G14.1 Prepare a "Priority Projects Prospectus" document to assist in obtaining funding from both government and private proponents. | Chief Executive Officer           | March 2023    |
|     |                    |   |   | G14.2 Establish an advocacy advisory committee within Council.  | Chief Executive Officer           | June 2023     |
|     |                    |   |   | G14.3 Determine the strategy of the group considering a broad range of objectives for the region.                                   | Chief Executive Officer           | October 2023  |
|     |                    |   |   | G14.4 Establish a rolling advocacy plan to ensure Council is addressing issues that affect the region.                              | Chief Executive Officer           | December 2023 |

# Organisational Development Plan Actions

| No. | Title                  | Issue   | Objective   | Actions   | Custodian               | Timeframe      |
|-----|------------------------|---|---|---|-------------------------|----------------|
| G15 | Community Engagement   | It is a statutory requirement to effectively engage community and stakeholders. While Council meets its statutory requirement in relation to public consultation, there appears to be little community consultation on the development of infrastructure projects and the overarching needs of the region. Outreach meetings at outlying communities appear to be effective, however there is not an overarching community engagement strategy for the entire region. | Management commitment to meaningful community engagement is essential. A review of an engagement framework for all villages needs to be considered. The development of a community satisfaction survey would assist both elected members and employees in meeting and exceeding the needs of residents within the region. | G15.1 Revise the Community Engagement Policy.   | Chief Executive Officer | June 2023      |
|     |                        |   |   | G15.2 Adopt Community Engagement Guidelines.  | Chief Executive Officer | August 2023    |
|     |                        |   |   | G15.3 Adopt a program of Community Engagement activities that are tailored to each community.   | Chief Executive Officer | September 2023 |
|     |                        |   |   | G15.4 Conduct a Community Satisfaction Survey on a Biennial basis to evaluate Council's performance in meeting community expectations.                          | Chief Executive Officer | March 2024     |
|     |                        |   |   | G15.5 Review the effectiveness of online media platforms and its reach across the community including guidelines for engagement through social media platforms. | Communications Officer  | March 2024     |
| G16 | First Nation Relations | Councils current approach is inconsistent with contemporary government practices.   | Establishment of meaningful First Nations Relations policy and practices is desirable including effective protocols, programs, projects and cultural awareness training for staff, as part of a broader Reconciliation Action Plan.   | G16.1 Establish a staff working party to develop a Reconciliation Action Plan – Reflect.  | Executive               | May 2023       |
|     |                        |   |   | G16.2 Develop a Reconciliation Action Plan for Council adoption.  | Executive               | June 2024      |

# Organisational Development Plan Actions

| No. | Title                           | Issue   | Objective  | Actions  | Custodian   | Timeframe      |
|-----|---------------------------------|---|--|--|---|----------------|
| G17 | Regional Collaboration          | Regional Collaboration appears to be disjointed without a clear strategic intent of the CRJO Councils.  | Further development of a strategic intent with CRJO Councils is imperative to the success of the Region. | G17.1 Review existing engagement within CRJO and redefine responsibilities of stakeholders.  | Chief Executive Officer   | September 2023 |
|     |                                 |   |  | G17.2 In conjunction with other CRJO members develop a long term strategic focus and action plan that improves outcomes for the region.  | Chief Executive Officer   | June 2024      |
| G18 | Grants, Events and Sponsorships | Due to economic conditions within the region and community need the costs of sponsorships, grants and events is growing. Decision making guidelines within the current policy framework lacks consistency particularly when applicants are unsuccessful. The integration of investments in activities and programs is important to ensure mutual leverage towards a common objective for the community. | A review of the policy basis for expenditure on sponsorships, grants and events is desirable.            | G18.1 Identify key community events that require funding on an annual basis and enter into arrangements with community groups to fund these over the long term to provide certainty. | Business Manager Marketing Events & Culture   | December 2023  |
|     |                                 |   |  | G18.2 Review the existing grants and sponsorship acquittal process to streamline and ensure compliance within agreed timeframes.   | Director Corporate and Community Services   | December 2023  |
|     |                                 |   |  | G18.3 Review existing sponsorship and grants policy with a view to improve consistency of decision making for the process.   | Director Corporate and Community Services and Business Manager Marketing Events & Culture | December 2024  |

# Organisational Development Plan Actions

| No. | Title                | Issue  | Objective  | Actions  | Custodian                        | Timeframe      |
|-----|----------------------|--|--|--|----------------------------------|----------------|
| G19 | Critical Instruments | Management of critical documents such as funding arrangements, leases, licenses etc. is not sufficiently robust.                       | Establishment and management of a register of critical documents is essential.                       | G19.1 Collate readily available critical instruments.                              | Business Manager Governance      | June 2023      |
|     |                      |  |  | G19.2 Define critical instruments for inclusion in the register.                   | Business Manager Governance      | September 2023 |
|     |                      |  |  | G19.3 Identify gaps in critical instruments register.                              | Business Manager Governance      | March 2024     |
|     |                      |  |  | G19.4 Research archival evidence of missing critical instruments.                  | Business Manager Governance      | June 2024      |
| G20 | Statutory compliance | There is evidence of some deficiency in records and systems to establish assurance of statutory compliance (e.g. statutory registers). | Establishment of a statutory compliance management system will need to be developed and implemented. | G20.1 Conduct annual statutory compliance audit.                                   | Business Manager Governance      | July 2023      |
|     |                      |  |  | G20.2 Identify greatest risks of non-compliance.                                   | Business Manager Governance      | August 2023    |
|     |                      |  |  | G20.3 Develop strategies to mitigate risk of non-compliance.                       | Executive with Business Managers | December 2023  |
| G21 | Financial Delegation | The current financial delegation thresholds are considered low and do not empower employees to make decisions                          | A review and revision of the financial delegations within Council is required.                       | G21.1 Review and update financial delegations to meet organisational requirements. | Chief Executive Officer          | February 2023  |



## Organisational Development Plan Actions

| No. | Title  | Issue   | Objective  | Actions   | Custodian                           | Timeframe     |
|-----|--|---|--|---|-------------------------------------|---------------|
| P1  | Workplace Health and Safety – Employee Commitment and Compliance | There has been a significant improvement in safety outcomes over previous years, however, commitment to WHS is not uniform across the organisation. Incident reporting and corrective actions are not always timely. An improvement in this area, focusing on organisational wide learnings would assist in driving a safety culture. | To continue the development of the proactive safety culture and increase compliance with organisational safety requirements. | P1.1 Continue to report to the executive and business managers on timely completion of incident reporting and corrective actions. Commence identification of trends of noncompliances within these reports to enable managers and supervisors to address. | WHS Leader                          | June 2023     |
|     |  |   |  | P1.2 Continue to investigate employing a field safety officer to assist with further driving the safety culture and to assist with training and implementation of safety requirements.  | Business Manager<br>Human Resources | December 2023 |
|     |  |   |  | P1.3 Engage external safety professionals to deliver key safety messaging on an ongoing basis to continue to develop the safety capability of the organisation  | WHS Leader                          | June 2024     |

# Organisational Development Plan Actions

| No. | Title                            | Issue  | Objective  | Actions  | Custodian  | Timeframe     |
|-----|----------------------------------|--|--|--|--|---------------|
| P2  | Leadership Concept and Framework | <p>Management leadership is subject to criticism, which needs to be addressed as perception is based on the image created by the actions or inactions of leaders.</p> <p>The concept of leadership also appears to be narrowly interpreted as relating only to the upper tier of the hierarchy.</p> <p>Potential changes to Executive Team and Leadership Team terms of reference may be required.</p> | <p>Greater attention to communicating the actions of management leaders and actively demonstrating the model attributes of a good leader is essential. Widening of the concept of leadership throughout the organisation will be essential to encourage leadership opportunities and traits at all levels in the organisation. Establishing a framework for leadership in the organisation should occur as well as the continuation of developing people leaders through our in-house program as well as other development opportunities to enhance leadership capability.</p> | P2.1 Embed into monthly meeting templates feedback from leadership team meeting.   | Business Managers                                    | February 2023 |
|     |                                  |  |  | P2.2 Continue to utilise the LEAP program to develop leadership and interpersonal skills on a quarterly basis for all people leaders in the organisation. Roll out of stepping into supervision for team leaders and supervisors and social intelligence and customer service for business managers. | Learning and Development Coordinator and Facilitator | December 2023 |
|     |                                  |  |  | P2.3 Introduce the Local Government Leadership Capability Framework for Business Managers.   | Business Manager Human Resources                     | December 2024 |
| P3  | Learning and Development         | <p>Councils learning and development program is considered comprehensive however further utilisation of Council's individual development plans are required as well as a more systematic approach to determining attendances at conferences and meetings is expensive and consumes available training resources on a small number of individuals.</p>  | <p>Further enhancement of the Learning and Development Program by continuing innovation in on-line learning opportunities</p> <p>Establishment of a more robust system for corporate management of conference attendance is desirable. Further encouragement of the utilisation of individual development plans should be presented.</p>   | P3.1 Run a campaign to promote the utilisation of individual development plans.  | Learning and Development Coordinator                 | June 2023     |
|     |                                  |  |  | P3.2 Ensure that applications for attendances at conferences clearly state the benefits to the organisation relevance to job roles, and that attendees bring back information to share with teams and where applicable the wider organisation.   | Learning and Development Coordinator                 | June 2023     |
|     |                                  |  |  | P3.3 Identify and release any modules in WANDA that do not require GMC content creation or embedded procedures.  | Learning and Development Coordinator                 | December 2024 |

# Organisational Development Plan Actions

| No. | Title                         | Issue  | Objective   | Actions  | Custodian                            | Timeframe     |
|-----|-------------------------------|--|---|--|--------------------------------------|---------------|
| P4  | Performance Management System | Comprehensive performance reviews particularly for Leaders and Executive Staff are non-existent as the current method is not considered effective. | Develop a comprehensive performance review system initially aimed at the leadership team based on industry standards noting that Council has renewed its membership to Local Government NSW. Implement performance agreements for the Executive team. | P4.1 Implement formal performance agreements for Directors   | Chief Executive Officer              | June 2023     |
|     |                               |  |   | P4.2 Implement the Local Government Capability Framework for Business Managers. Review the staff performance check in system to enable full performance review for this level of leadership incorporating the capability framework.              | Business Manager<br>Human Resources  | June 2024     |
|     |                               |  |   | P4.3 Review the performance check in system to include further questions related to accountability.  | Business Manager<br>Human Resources  | June 2024     |
| P5  | Diversity                     | Employee diversity is low especially with regards to the numbers of indigenous and disabled employees.   | Continue to explore options to increase diversity within Council's EEO plan especially utilising the quotas related to trainee and apprentices.   | P5.1 Review recruitment wording in advertisements to ensure a contemporary inclusion statement.  | Human Resources Coordinator          | February 2023 |
|     |                               |  |   | P5.2 Create a diversity action plan including the establishment of a diversity roundtable, membership with Diversity Council of Australia, development of training and resources, and updated procedures to promote a culturally safe workplace. | Learning and Development Coordinator | June 2023     |
|     |                               |  |   | P5.3 Network and consult with other NSW councils, including regional and metropolitan, to exchange ideas and strategies.   | Learning and Development Coordinator | June 2023     |
|     |                               |  |   | P5.4 Source or prepare an integrated training course addressing several topics within a broader title. To rely on a blend of approaches including online modules and face-to-face workshops.   | Learning and Development Coordinator | December 2023 |
| P6  | Trainees and apprentices      | Intake of trainee/ apprentice employees are reasonable but could be increased.   | Increase in number of trainee/apprentice positions are desirable.   | P6.1 Increase future budgets to enable the growth of trainees and apprentices within Council.  | Chief Executive Officer              | June 2023     |

# Organisational Development Plan Actions

| No. | Title                   | Issue   | Objective   | Actions   | Custodian                            | Timeframe     |
|-----|-------------------------|---|---|---|--------------------------------------|---------------|
| P7  | Ageing Workforce        | Departure of experienced employees presents a significant risk and cost to the organisation. Physical capacity could impact productivity and resource requirements and is a growing workplace health and safety risk. | Continue the Development of contemporary strategies including attractive transition provisions for the ageing workforce. Consistent and continual review of muscular skeletal heavy roles including reviewing alternatives ways of undertaken these works.                                      | P7.1 Continue to promote the utilisation of mentoring and cross training programs to assist in knowledge transfer campaign to raise awareness.  | Learning and Development Coordinator | December 2023 |
|     |                         |   |   | P7.2 Finalise the muscular skeletal project looking at additional staff and mechanical aids in high risk areas.   | Business Manager Works               | December 2023 |
|     |                         |   |   | P7.3 Continue to offer flexible working arrangements to assist with transition to retirement for older staff.   | Business Managers                    | June 2023     |
|     |                         |   |   | P7.4 Review the impact of the ageing volunteer workforce on operations and service delivery.  | Executive                            | December 2024 |
| P8  | Bullying and Harassment | Bullying and harassment continues to be raised as an issue in some parts of the organisation.   | Continued awareness and training should be facilitated with a clear articulation of a no tolerance approach to dealing with bullying and harassment as well promotion of early reporting and intervention so that alternative dispute resolution strategies may be an option where appropriate. | P8.1 Review of the Bullying and Harassment Procedure.   | Business Manager Human Resources     | June 2023     |
|     |                         |   |   | P8.2 Continue to identify issues through the staff survey and create working parties to find better ways of operating.  | Learning and Development Coordinator | June 2023     |
|     |                         |   |   | P8.3 Review and update training program run every 2 years.  | Learning and Development Facilitator | December 2024 |
| P9  | Stress Management       | Organisational stress levels have been raised as an issue for the organisation.   | Continue to develop programs within the health and wellbeing framework to raise awareness and support techniques to manage stress. Continue to workshop solutions with the Leadership Team in response to the key stress areas identified.  | P9.1 The Health and Wellbeing program should include at least one major item focusing on stress management. Continue to promote the use of Council's mentally healthy workplace procedure and stress reduction action plan. | Business Manager Human Resources     | December 2023 |
|     |                         |   |   | P9.2 Continue to workshop stress management with the Leadership Team.   | Business Manager Human Resources     | December 2024 |

# Organisational Development Plan Actions

| No. | Title                | Issue  | Objective  | Actions  | Custodian   | Timeframe     |
|-----|----------------------|--|--|--|---|---------------|
| P10 | Child Safe Standards | Organisation needs to respond to requirements of a child safe organisation | Embed a culture of child safety across the organisation. | P10.1 Implement a Goulburn Mulwaree Council Child Safety Action Plan and embed child safety practises across organisation. | Chief Executive Officer and Business Manager Governance | December 2024 |

## Organisation and Operations

| No. | Title  | Issue   | Objective   | Actions  | Custodian               | Timeframe      |
|-----|--|---|---|--|-------------------------|----------------|
| O1  | Organisational Structure, Workload and Resource Allocation | Allocation of workloads and distribution of resources is potentially inconsistent resulting in untapped capacity in some parts and overloaded capacity in others. | A review of functional responsibilities and resourcing is to be conducted to spread workload more evenly across the organisation.<br><br>Major change to the organisations structure is not required. | O1.1 Ensure that the organisational structure meets the service requirements of the community by identifying under-resourced and over-resourced units. | Chief Executive Officer | June 2023      |
|     |  |   |   | O1.2 Continue to critically review all vacancies before recruiting.  | Chief Executive Officer | June 2023      |
|     |  |   |   | O1.3 Development of service plans for each Directorate.  | Chief Executive Officer | June 2024      |
| O2  | Continuous Improvement                                     | Operational improvement and cost/productivity benefits can be attained with a rational continuous improvement program.  | Options for an ongoing continuous improvement program should be explored and implemented.   | O2.1 Promote a continuous improvement culture within the organisation.   | Executive               | September 2023 |
|     |  |   |   | O2.2 Establish working groups to consider specific areas that an improvement initiative may benefit the organisation.                                  | Executive               | September 2023 |
|     |  |   |   | O2.3 Incorporate continuous improvement metrics within Directors and Managers performance plans.   | Executive               | June 2024      |

# Organisational Development Plan Actions

| No. | Title                               | Issue   | Objective  | Actions  | Custodian                                   | Timeframe            |
|-----|-------------------------------------|---|--|--|---|----------------------|
| O3  | Customer Service                    | Emerging social media, E-business practices and community expectations regarding service delivery will continue to necessitate provision of contemporary models of service delivery and customer contact. | A revision of Customer Contact Policy and practices will be essential.                         | O3.1 Continue to promote a customer focus ethos to all staff.  | Executive                                   | March 2023           |
|     |                                     |   |  | O3.2 Conduct major review of customer contact/customer service function.   | Business Manager Finance & Customer Service | December 2023        |
|     |                                     |   |  | O3.3 Strengthen the emphasis on the use of customer service and workflow systems.  | Director Corporate and Community Services   | June 2024            |
|     |                                     |   |  | O3.4 Develop and implement a service level driven customer charter.  | Director Corporate and Community Services   | June 2024            |
| O4  | Information Technology and Services | IT&S strategic planning is inadequate. Current system resources do not meet the requirement of a contemporary local government organisation. ERP Integration v best of                                    | The establishment of an IT Strategy is essential.  | O4.1 Establish IT Steering Group to engage users and contribute to strategic directions.                                 | Business Manager Innovation & Technology    | June 2023            |
|     |                                     |   |  | O4.2 Adopt a comprehensive IT Strategy including review of enterprise architecture, business application and platforms.  | Business Manager Innovation & Technology    | September 2023       |
| O5  | Information Security                | Risks of external unauthorised access and disruption to information systems is growing. Internal risk of unauthorised access to and use of information is also of concern.                                | Audit of information security is desirable with investment into security measures supportable. | O5.1 Undertake full review of staff access to administrative and operational roles in all software solutions.            | Business Manager Innovation & Technology    | June 2024            |
|     |                                     |   |  | O5.2 Undertake information security audit and mitigate unacceptable risks.   | Business Manager Innovation & Technology    | Ongoing to June 2023 |
| O6  | Workplace Harmonisation             | Multiple office and depot locations are not conducive to efficiency, effectiveness and teamwork.  | The establishment of a workplace harmonisation strategy is essential.                          | O6.1 A workplace harmonisation strategy be developed and implemented in consultation with staff across the organisation. | Executive                                   | February 2024        |

# Organisational Development Plan Actions

| No. | Title                            | Issue   | Objective  | Actions   | Custodian                         | Timeframe    |
|-----|----------------------------------|---|--|---|-----------------------------------|--------------|
| O7  | Project Management               | While project development and implementation appear to work well, there is a lack of focus on future projects and the allocation of responsibility for this important task. Whole of life project costs are not included in project assessments which may impact on future operational costs. | Significant revision of major capex project management policy, structure, skills and practices will be essential with an inclusive approach to establishing a comprehensive gateways system. | O7.1 Establish a project gateways framework to manage prioritisation and progress of significant projects.            | Director Operations               | August 2023  |
|     |                                  |   |  | O7.2 Establish quarterly reporting on project delivery (both physical completion & financial).                        | Director Operations               | October 2023 |
|     |                                  |   |  | O7.3 Incorporate project delivery metrics within Directors and Managers Performance Plan.                             | Director Operations               | June 2024    |
| O8  | Regulatory Compliance Management | Impacts of a diverse region with competing demands and growing community expectations will continue to place greater pressure on the compliance management regime.  | Revision of range of regulatory enforcement priorities is essential along with reallocation of resources accordingly.  | O8.1 Review all major regulatory roles and establish priorities for allocation of enforcement resources.              | Director Planning and Environment | March 2023   |
|     |                                  |   |  | O8.2 Adopt enforcement regime matrix to define the levels of enforcement and the appropriate triggers for escalation. | Director Planning and Environment | July 2023    |

# Organisational Development Plan Actions

| No. | Title                               | Issue  | Objective  | Actions   | Custodian          | Timeframe                                  |
|-----|-------------------------------------|--|--|---|--------------------|--|
| O9  | Water and Wastewater Infrastructure | Water and wastewater infrastructure has over recent years received adequate funding. With the continued growth within the region a continued emphasis on asset development and renewal is required. Cost recovery for water and waste water assets is essential to the long-term financial viability of Council. | Establishment of a more strategic and fully funded asset management strategy for each system is essential.<br><br>Critical review of pricing regime in conjunction with asset management will also be essential. | O9.1 Review and adopt updated development servicing plans for water, sewer and stormwater.  | Director Utilities | February 2024                              |
|     |                                     |  |  | O9.2 Review and adopt updated IWMC plan for the Goulburn and Marulan Systems.   | Director Utilities | April 2024                                 |
|     |                                     |  |  | O9.3 Review and adopt Water and Sewer Asset Management Plans.   | Director Utilities | December 2024                              |
|     |                                     |  |  | O9.4 Continued implementation of technology and data management to improve service delivery. Investigate the introduction of smart water meters to larger water users and completed stakeholder engagement. | Director Utilities | Ongoing to December 2024                   |
|     |                                     |  |  | O9.5 Critically review demand management to maximise water yields. Review water use policy.   | Director Utilities | Smart meter investigation<br>December 2024 |
|     |                                     |  |  | O9.6 Develop leak management program to reduce system losses.   | Director Utilities | April 2024                                 |
|     |                                     |  |  | O9.7 Update the Water and Sewer Strategic Business Plan.  | Director Utilities | September 2024                             |
|     |                                     |  |  | O9.8 Expand the Goulburn Reuse Scheme as Goulburn sewer increases with population growth.   | Director Utilities | December 2025                              |



# Organisational Development Plan Actions

| No. | Title                             | Issue  | Objective   | Actions   | Custodian               | Timeframe     |
|-----|-----------------------------------|--|---|---|-------------------------|---------------|
| O10 | Waste Management                  | Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternates for general waste disposal are required.                                  | Council's waste management centres at Goulburn and Marulan have an estimated capacity of 10-12 years for Goulburn and 18-20 years for Marulan. These facilities will require capping and remediation at the end of their operations and alternatives for general waste disposal are required. | O10.1 Review and adopt updated Strategic Business Plan for Waste.   | Director Utilities      | November 2023 |
|     |                                   |  |   | O10.2 Commence operations of the new Goulburn waste management centre facilities and deliver education programs to reduce waste disposal to landfill.   | Director Utilities      | December 2023 |
|     |                                   |  |   | O10.3 Council to contribute annually into a waste management reserve to fund the completion of the landfill closure plan and future waste management options.   | Director Utilities      | December 2023 |
| O11 | Road Infrastructure (State Roads) | State Government is not adequately funding main road and highway network and road conditions are not acceptable. Road Maintenance Council Contracts (RMCC) shift significant risk to Council from State Government. At present Council has minimal contracting opportunities with the State Government within its own Region | A more structured effort to influence State Government in its decisions on funding its assets is essential. Avenues for risk mitigation to Council is important for future contract negotiations. Council should seek additional RMCC opportunities within its own Region.                    | O11.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.  | Chief Executive Officer | December 2023 |
|     |                                   |  |   | O11.2 Adopt mitigation strategy for recurring impacts of flooding on road assets.   | Director Operations     | June 2024     |
|     |                                   |  |   | O11.3 Review existing contractual arrangements for significant heavy transport road users to identify opportunities for additional roads funding and subsequent expenditure on haulage routes. This may also include reclassification of haulage routes to the state. | Executive               | June 2024     |
|     |                                   |  |   | O11.4 Work with Transport for NSW to identify additional opportunities for Council to conduct RMCC activities within our region.  | Director Operations     | March 2025    |

# Organisational Development Plan Actions

| No. | Title                              | Issue   | Objective  | Actions  | Custodian                                 | Timeframe      |
|-----|------------------------------------|---|--|--|---|----------------|
| O12 | Road Infrastructure (local roads)  | Challenges exist in maintaining and developing the local road network. Mitigation of predictable seasonal weather impacts on the road network appears inadequate.                                   | Review of existing asset management and roads hierarchy with mitigation of predictable weather events is desirable.                                | O12.1 Continue to advocate to State and Federal Governments for capital funding to address deficiencies.                                 | Chief Executive Officer                   | December 2023  |
|     |                                    |   |  | O12.2 Adopt Strategic Assets Management Plans for urban and rural road networks and associated infrastructures.                          | Director Operations                       | December 2023  |
|     |                                    |   |  | O12.3 Adopt a structural integrity-based Maintenance Management Plans for all road structures including bridges, culverts and crossings. | Director Operations                       | June 2024      |
|     |                                    |   |  | O12.4 Adopt mitigation strategy for recurring impacts of flooding on road assets.  | Director Operations                       | September 2024 |
| O13 | Financial Management – Expenditure | With constraints on financial resources, cost control is a critical enabler and can always be enhanced.   | Establishment of more robust system for corporate management of cost control and increased awareness and diligence by employees will be desirable. | O13.1 Critically review cost control reporting.  | Director Corporate and Community Services | December 2024  |
|     |                                    |   |  | O13.2 Establish a program to monitor and report non-compliant procurement.   | Director Corporate and Community Services | December 2024  |
|     |                                    |   |  | O13.3 Incorporate budgetary and procurement metrics within Directors and Managers Performance Plan.                                      | Chief Executive Officer                   | June 2025      |
| O14 | Payroll Management                 | There is a lack of systems capability for payroll and the reliance on paper records is not optimal. Officer's timesheet system is not appropriate for a contemporary local government organisation. | Transition to electronic end-to-end payroll process with greater use of system is desirable.   | O14.1 Implement Technology One Payroll module.   | Director Corporate and Community Services | December 2024  |

# Organisational Development Plan Actions

| No. | Title                                  | Issue  | Objective   | Actions  | Custodian  | Timeframe            |
|-----|--|--|---|--|--|----------------------|
| O15 | External Funding                       | There is a level of inconsistency in information and the approach to seeking and acquitting external funding.  | A standardised and strategic approach across the organisation is desirable.   | O15.1 Establish an external grant register to monitor progress of grant applications from application to acquittal.  | Director Corporate and Community Services                        | Ongoing to June 2023 |
|     |  |  |   | O15.2 Establish procedures for developing and submitting grant applications.   | Director Corporate and Community Services                        | June 2023            |
|     |  |  |   | O15.3 Conduct a periodic program to raise awareness of grant opportunities and skills of grant applicants.   | Director Corporate and Community Services                        | December 2023        |
| O16 | Records Management                     | Corporate records capture appears to be inconsistent and incomplete. Older records that are archived remain in a paper based format that may delay response times in both serving the community and decision making. | Improved awareness and diligence by all record-generating employees is essential to ensure statutory compliance and optimal records management. Digitisation of important archives is also essential in achieving long term efficiencies. | O16.1 Conduct a compliance audit of records management compliance.   | Business Manager Innovation & Technology and Records Team Leader | June 2023            |
|     |  |  |   | O16.2 Establish an employee awareness campaign regarding compliance and good practice obligations.   |  | September 2023       |
|     |  |  |   | O16.3 Establish a reporting regime to monitor records management practices.  |  | March 2024           |
|     |  |  |   | O16.4 Commence digitisation of important paper based archives and materials.   |  | December 2024        |
| O17 | Management and Internal Communications | Perceptions of inadequate management communications are shown in successive employee surveys. Management communication across departments appears to be less effective than it could otherwise be.                   | Management communications should continually be reviewed and enhanced where possible. Management commitment to good communication is essential.   | O17.1 Ensure Intranet and notice boards are well used by CEO and others to communicate with employees and that they are promoted as a fundamental source of accurate and timely information. | Chief Executive Officer  | February 2023        |
|     |  |  |   | O17.2 Continue CEO and Executive updates to staff at worksites on a quarterly basis.   | Chief Executive Officer  | February 2023        |
|     |  |  |   | O17.3 Conduct a program to raise awareness and encourage personal communications (in person or via telephone) in lieu of electronic communication (emails).                                  | Chief Executive Officer  | June 2023            |
|     |  |  |   | O17.4 Establish guidelines for the use of internal/external media (eg global emails, noticeboards, intranet.).   | Chief Executive Officer  | June 2023            |

# Organisational Development Plan Actions

| No. | Title                        | Issue   | Objective  | Actions  | Custodian               | Timeframe     |
|-----|------------------------------|---|--|--|-------------------------|---------------|
| O18 | Social Media                 | Growing community use of social media creates reputation risks and opportunities. Messages across platforms are inconsistent and at times disjointed. | Continued attention to risks and opportunities arising from social media will be desirable. Delegations for content producers should be reviewed.                              | O18.1 Establish policy and guidelines for responsible social media usage for all Council stakeholders.   | Chief Executive Officer | October 2023  |
| O19 | Accountability and Diligence | Calls for greater organisational and individual accountability are consistent and strong.   | The LEAP Program assists in greater awareness of self-managed accountability. A greater focus on greater personal accountability should be a future focus of the leap program. | O19.1 The LEAP Program is continually developed to ensure that issues of accountability and diligence are addressed.   | Executive               | June 2024     |
|     |                              |   |  | O19.2 All employees uphold the requirement of the various policies and procedures as well as behavioural norms within the organisation. Additional training be provided as required across the organisation. | Executive               | December 2024 |
| O20 | Business Continuity          | Business Continuity Plans require reviews.  | Business Continuity Plans review is essential.   | O20.1 Review and adopt the business continuity plan.   | Executive               | March 2024    |

## Implementation

The Council will consider this plan for adoption in December 2022. Once adopted the implementation of this plan will be undertaken by the relevant Custodians. The timeframes specified within the action plan are to be treated as times for completion.

The progress upon the actions within the plan will be reviewed by the Executive Team on a quarterly basis with an annual report to be presented to Council for their information. Custodians will be required to translate the actions of this plan into the operational planning to the budget cycle.

This plan will be subject to annual review as Operational Plans are adopted.

I would like to thank everyone within our organisation for providing input into this important strategic document. I'm of the firm belief that by completing the objectives within this plan our organisation will not only be a better place to work but we will also be able to improve our service to the communities we serve.

Aaron Johansson

Chief Executive Officer

Date: 7 December 2022

