

**The Pathway Forward**

**Organisation Development Strategy**

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**Document management**

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TABLE OF CONTENTS

[1 INTRODUCTON 4](#_Toc409436478)

[2 BACKGROUND 5](#_Toc409436479)

[3 PURPOSE 5](#_Toc409436480)

[4 STRATEGIC OBJECTIVES 7](#_Toc409436481)

[OBJECTIVES 7](#_Toc409436482)

[Leadership and Direction 7](#_Toc409436483)

[Strategy and Planning 7](#_Toc409436484)

[Communication and Community Engagement 7](#_Toc409436485)

[Governance 7](#_Toc409436486)

[Financial Sustainability 7](#_Toc409436487)

[Asset Management and Infrastructure Sustainability 7](#_Toc409436488)

[Capable, Engaged and Challenged Staff 7](#_Toc409436489)

[Project Management 7](#_Toc409436490)

[Customer Service Excellence 7](#_Toc409436491)

[Performance Culture 7](#_Toc409436492)

[Innovation, Automation and Ideas 7](#_Toc409436493)

[5 DELIVERING THE STRATEGY 8](#_Toc409436494)

1 INTRODUCTON

In order for any organisation to develop and thrive into the future they must learn to operate in a holistically sustainable manner. Like any other organisation, be-it public or private, Uralla Shire Council must establish that it has the capacity, capability and leadership to deliver the priorities of its Community in a manner that is truly sustainable, today and into the future.

This Organisation Development Strategy, ***The Pathway Forward***, has been constructed to transform the way in which the Uralla Shire Council operates.

This Strategyand the associated *Organisation Development Plan* have been designedto build-on, improve and establish a number of processes, systems and approaches that will transform and modernise the way that this organisation delivers services and undertakes business.

Over the past six months a considerable amount of time has been dedicated to reviewing, questioning and observing the way in which this organisation has historically operated, the systems and processes that it has employed and the controls that have been put into place to give assurance to internal and external stakeholders.

The desired outcome of this review was to get a clear indication of how efficiently and effectively the organisation was undertaking its functions, delivering services and whether the organisation had the appropriate capacity and capability to address the community’s requirements now and into the future.

During this period of observation and analysis a considerable number of quality systems, processes and controls were identified which had been developed and implemented by staff over time.

A number of areas were also identified that required improvement or addressing for the first time. All of the actions that were identified as being required to help advance the organisation, have now been collated to make up the ***Organisation Development Action Plan*** which is appended to this Strategy.

The successful implementation of this plan will help guarantee that Councils operations become more strategic and proactive, and not reactionary. This in-turn will ensure that Councils decisions and actions are well informed, thoroughly planned and sufficiently resourced. This will additionally place the organisation in the strongest possible position to swiftly respond to new opportunities and challenges as they arise.

The successful delivery of the identified actions from within the Plan will progressively transform the organisation into a more effective, strategic and sustainable business.

2 BACKGROUND

This Organisation Development Strategy has been developed as a blueprint for change and the advancement of the organisation. It has been constructed following a period of internal observation, staff consultation and critical analysis. This review process was also considerably informed by the following documents and reports:

* Office of Local Government – USC Promoting Better Practice Review;
* Office of Local Government – Audit of Council Infrastructure;
* Local Government Independent Review Panel – Report & Recommendations;
* T-Corp Assessment of Local Government Financial Sustainability (2012);
* The NSW Integrated Planning & Reporting Requirements;
* CPA Australia – Checklist of Internal Controls for Treasury;
* Statewide WHS Audit (2014);
* iHR Workplace Inquiry Report (Dec 13);
* Uralla Council Organisation Realignment Plan (Sept 14);
* Price Waterhouse Coopers – Organisation and Management Effectiveness Study (2013);
* NSW Government Fit for the Future Program;
* Victorian Local Government – Performance Reporting Framework;
* IAP2 – Foundations of public participation;
* NSW Ombudsman – Obligations and responsibilities for local government.

3 PURPOSE

The key purpose of this strategy is to **take the organisation forward**.

In order to do that the organisation needs to have:

* The right people in the right places with the right skills, tools and attitude to get things done;
* Lean, technically proficient and highly effective internal support services;
* Water-tight risk and control systems and procedures that give assurance and ensure operational integrity;
* An unwavering commitment to a strategic approach coupled with clear and effective planning;
* Clear communication with, and education of the community; and
* The capacity to take advantage of opportunities and face challenges as they arise.

Accordingly the overarching goal is for our organisation to develop the following attributes:

* A culture of growing our own people through training, education, mentoring and leadership;
* An environment that attracts and retains the best people by offering genuine career pathways, investing in their growth and valuing individual input and ideas;
* Strong and decisive leadership that provides a clear direction and works collaboratively;
* A robust organisation structure that provides the required skills and experience and is aligned to effectively enable the delivery of corporate and community objectives;
* Adequate internal controls to give assurance to internal and external stakeholders, eliminate or minimise risks and ensure the integrity of information and reporting;
* A robust governance framework to ensure organisation conformance, performance and consistency;
* A strategic planning mentality, not small window and never reactive;
* A performance mentality, that never sits still and is always looking for ways to improve; and
* An environment that encourages ideas, different thinking and the willingness to try new ways of doing things.

4 STRATEGIC OBJECTIVES

The desired outcome of this strategy is for the organisation to achieve the following eleven (11) Strategic Objectives and to deliver the key outcomes consistent with these objectives.

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| 1. Leadership and Direction   Strong and decisive leadership that provides clear direction to the organisation. |
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| 1. Strategy and Planning   A strategic organisation that plans rigorously up-front before successfully delivering. |
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| 1. Communication and Community Engagement   Effective and modern communication channels and a community that is both informed and engaged. |
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| 1. Governance   An ingrained and robust governance framework that ensures organisation conformance and performance. |
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| 1. Financial Sustainability   The systems, modelling, reporting and controls to ensure holistic financial sustainability across the long term. |
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| 1. Asset Management and Infrastructure Sustainability   Quality asset management practices and the systems, data and planning to ensure the sustainability of all infrastructure into the future. |
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| 1. Capable, Engaged and Challenged Staff   Staff that are capable, engaged and challenged and who get great satisfaction out of what they do. |
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| 1. Project Management   A strong Project Management framework and consistent practices that deliver effective controls and enables desired project outcomes. |
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| 1. Customer Service Excellence   Customer Service excellence with a continual focus on improving delivery to external and internal customers. |
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| 1. Performance Culture   An organisation that continually looks for improvement and collectively celebrates achievement. |
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| 1. Innovation, Automation and Ideas   A desire to automate wherever possible, find new and innovative ways of doing business and cultivate different thinking, fresh ideas and modern practices. |

5 DELIVERING THE STRATEGY

The way in which this organisation is going to go about achieving these high-level strategic objectives is not going to be left up to chance.

Following the determination of the 11 aforementioned strategic objectives a number of targeted actions have been identified that are critical to the delivery of each of those objectives. These Actions have now been collated into an operational change document titled the **Organisation Development Action Plan**; the plan is appended to this document.

This action plan sets out all of the key actions to be delivered in order to achieve each and every one of the strategic objectives; the target timeframes for delivery; the responsible lead Department; and the links to various other strategic documents including the NSW Governments new Fit for the Future program.

This action plan will ultimately be the vehicle through which this strategy and the detailed strategic objectives are successfully delivered.