

<b>ITEM NO:</b>	<b>8.1</b>
<b>REPORT FROM:</b>	<b>Executive Infrastructure Corporate and Community Services</b>
<b>KEY DIRECTION:</b>	<b>Trusted and Effective Government</b>
<b>SUBJECT:</b>	<b>ORGANISATIONAL REVIEW AUDIT OF PROCESS REPORT - MAY 2015</b>

**Submitted to Ordinary Council Meeting held on: 19 May 2015**

#### **PURPOSE:**

The purpose of this report is to provide Council with the Organisational Review Audit of Process May 2015 report as provided by consultants Blackadder Associates Pty Ltd, together with the Low, Medium and High Priority Actions incorporating Mr Blackadder's finding. Mr Blackadder said he would conduct the audit as part of his original service quote.

#### **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES:**

This report aligns with the Narrandera Shire Community Strategic Plan:-

<u>Key Direction</u>	5.3 -	Productive and beneficial relationships
<u>Objective</u>	5.3.2 -	Networks that support our long term vision
<u>Action</u>	3 -	A productive Council environment

#### **OPTIONS AND PROPOSAL:**

It is proposed that Council receive and note the information together with endorsing the recommendations as provided by Blackadder Associates Pty Ltd on the Audit of Process May 2015.

#### **ATTACHMENTS:**

1. Blackadder Associates Pty Ltd - Audit of Process Report - May 2015
2. Implementation Plan - Low Priority Actions (Incorporating Mr Blackadder's findings)
3. Implementation Plan - Medium Priority Actions (Incorporating Mr Blackadder's findings)
4. Implementation Plan - High Priority Actions (Incorporating Mr Blackadder's findings)

#### **RECOMMENDED:**

That Council:

1. Receive and note the information as listed in the report provided by Blackadder Associates Pty Ltd on the Audit of Process May 2015.
2. Endorse the recommendations as listed in the report provided by Blackadder Associates Pty Ltd on the Audit of Process May 2015.



# REVIEW OF ORGANISATION STRUCTURE AUDIT OF PROGRESS – MAY 2015

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## INTRODUCTION

Blackadder Associates Pty Ltd, a specialist local government consultancy (see [www.blackadderassoc.com.au](http://www.blackadderassoc.com.au)) was invited by the Mayor and then General Manager in March 2014 to lodge a proposal to undertake a review of the Council's organisation structure.

The purpose of the review was to, generally:

- review the operations of the Council generally
- review the organisation structure down to Manager level
- evaluate the culture of the organisation
- assess the efficiency of operations
- evaluate service delivery options
- undertake a high level review of the 34 functional areas (later changed to groupings to reduce the number).

The Blackadder Associates team comprising Stephen Blackadder and later Russell Lloyd (in relation to the Technical Services function) commenced the project in early May 2014 with a first visit to the Council offices. During the course of the assignment over May and June the team visited worksites and outposts, reviewed documents and submissions and had discussions and/or conducted workshops with:

- Mayor
- Councillors
- General Manager
- Directors
- Senior Managers
- Coordinators and supervisors
- Individual Staff members
- Staff Consultative Committee
- All staff in workshop sessions

The team identified a number of issues categorised into three (3) significant areas - Leadership issues, Capability (skill) issues and Culture, Communications and Customer Service issues.

A Discussion Paper was produced providing an in-depth analysis of the information obtained and made a series of findings and recommendations relating to:

- Leadership
- Vision, Mission and Values
- Performance Management
- Leadership Development
- Span of Control
- Role of a Director
- Management Executive Team
- Staff Consultative Committee
- Procurement
- Grants and Subsidies

- Reserve Funds
- Cemetery
- Management Of Depot Staff
- Risk Management
- Asset Management
- Skills Audit
- Workplace Health and Safety
- Technology
- Vacant Positions
- Human Resource Services
- Community Services
- Customer Services
- Culture and Communications
- Budget Management
- Project Design
- Project Management
- Works Section Performance
- Plant Management
- Overtime and On-Call Payments
- Trades Staff
- Cost Savings and Income Opportunities
- Service Reviews
- Organisation Structure

Overall it was found that a significant number and range of issues must be **urgently addressed** by the Council if it is to positively meet the challenges facing local government and the region. A further finding was that Narrandera Shire Council was performing **well below its potential**, and changes to leadership and culture are required to increase performance, provide improved services to the Narrandera Community and make the Council a great place to work.

A further finding was that significant **productivity improvements and financial savings** were available by a concerted action on the part of the Council to embrace the changes required. It was expected this will allow the Council to invest in community services and asset and infrastructure replacement and to build in the necessary **capacity and capability** to meet the challenges outlined in the Discussion Paper.

The Review favoured a two department model – headed by Deputy General Managers in charge of Operations on one side and Corporate and Community on the other. This change at the top was expected to **deliver up or lead to the results required if introduced effectively** - it was expected the General Manager and Deputy General Managers could assume a different role within the organisation – to give more attention to **strategic delivery of services and guiding an improved culture** within the organisation.

It was also noted that the changes would require the middle manager level to take on an increased responsibility for **service reviews and service delivery** as at that time it was found many of the managers and supervisors are not managing – leaving a large part of the day to day operations to be managed by the Directors.

We also identified a key role for elected Councillors - for the changes to work the **Councillors** in their Governing Body role would need to **allow time for the changes to be brought into effect**. The Councillors would need to make important decisions about **structure, resource allocations and policy development**. Importantly, they needed to **support the General Manager and the Senior Leadership Team** in this important task.

Finally, we also found that for the changes to work will require an increased commitment from the staff at all levels and we had **seen enough to be extremely confident they have that commitment**.

In submitting the Final Report to the Council we offered at no cost to come back after six (6) months to undertake at no cost an audit of progress on each of the **95 recommendations** adopted by the Council.

We visited on 11 March, interviewed the Mayor and Councillors, CEO and Deputy General Managers, sought documentation to support the changes made and considered a report from the CEO on progress with the recommendations.

**Attached is the Audit conducted** with a finding on progress made with each of the 95 recommendations.

## AUDIT FINDINGS

### General Findings

In summary, we have found that **35 recommendations have been substantially completed**. This is a very pleasing result in such a short period of time. It will be recalled we noted to the Council that it will take up to 2 years for changes to be made and to be understanding if some initiatives take time to be brought into effect.

So, our **general finding is that the Council should be very pleased with progress**. Some significant and challenging issues have been addressed by the CEO and her team. In our discussions with Councillors and staff during the visit we noticed a real enthusiasm and commitment to the initiatives. We particularly noted the very consistent comments of support for the new CEO, Judy Charlton. Of course, such a major transformation in structure and culture is an extremely challenging task and the leadership required is considerable. It appears the CEO is leading the changes with distinction. However, it is also noted this has been a taxing process and the CEO cannot do all on her own. As the transformation progresses the Council should give careful consideration to the support being provided to the CEO by the Deputy General Managers and her administrative support team.

### Specific Findings

We now address some specific issues and recommendations which need priority attention in the next financial year:

**Recommendation 3 – Council priorities** – a report to Council is required to adopt a policy on how an objective assessment can be made of a change in Council priorities.

**Recommendation 8 – Councillor Leadership Training** – it is important that funds continue to be allocated for ongoing training of Councillors.

**Recommendation 9 – Senior Staff Leadership Training and Development** – it is important that the CEO measure the success or otherwise of the training provided according to expected and desired outcomes.

**Recommendation 14 – Role of a Director** – it is important that the operational staff expectations of the Deputy General Manager Infrastructure are reviewed with the staff to ensure there is a real change in the leadership of the DGMI.

**Recommendations 20 and 89 – External Suppliers and Contractors** – a discussion paper should be produced by the Deputy General Manager Corporate so the Council can consider the many opportunities available and the costs involved in moving to some contracted operations,

**Recommendation 28 – Risk Management** – whilst it appears there has been a renewed effort to prioritise the rectification of identified hazards, a way of ensuring the methodology and prioritisation are being effectively addressed is to have an independent inspection. It is suggested that as a shared service initiative the CEO should invite the General Manager of Wagga Wagga City Council to have their Risk Manager conduct an inspection and to provide a short report on findings and to make recommendations.

**Recommendations 29 and 68 - Asset Management** – this is perhaps the most concerning of all the recommendations which are still to be effectively addressed. We have found that the Asset Management Plans are still to be finalised and that the co-ordination of this function has not been assigned. A 2015/16 budget provision needs to be made to complete all asset management planning. One member of staff needs to be made accountable for delivering the plans.

**Recommendation 35 – Shared Services** – it is understood the negotiations with Leeton have not produced a significant result and if the Councils cannot agree on a way forward it is expected it will be up to the State Government in its assessment of Narrandera initiatives to direct a way forward.

**Recommendation 52 – Team Culture** – the very pleasing progress in the councillors and staff coming together more as a team is particularly noted. The recognition of effort through media releases and Mayoral and Councillor attendance at the staff Christmas party and staff achievement breakfast are significant examples and need to be continued.

**Recommendations 56, 57, 58, 59, 60 and 61 – CAPEX Management** – the 2014/15 results suggest further attention is needed in the scoping, funding and programming of works, and this should be reviewed to ensure the 2015/16 programme will be achievable in the budget year.

**Recommendation 74 – Internal Audit Programme** – the Council should consider the allocation of funds in the 2015/16 budget towards conducting an increased number of audits through independent contractors, where the cost of engaging those contractors is expected to be recovered through savings and productivity improvements.

**Recommendations 75 – Cost savings and income opportunities** – the many suggestions made by Councillors and staff at the time of the Organisation Review should be reviewed to ensure they are not forgotten or opportunities missed.

**Recommendation 83 – Community Services** – the suggestion was made that the Librarian could be assigned the task of planning for and managing the growth in community services. This may be considered as part of the Library Service Review but it is important this not be lost.

**Recommendations 91 and 92 – Employment Contracts** – now that the shared services initiative with Leeton has failed the Council should consider classifying DGM positions as senior staff and introducing employment contracts for some senior staff after the Fit for the Future decision in October 2015.

## SUMMARY

The Council can be very pleased with progress and everyone concerned needs to be recognised for and congratulated on their considerable contributions.

The attached Audit of High, Medium and Low Priority Recommendations identifies a series of recommendations where continuing efforts and vigilance is needed to ensure the ongoing implementation of the recommendations. The opportunity has been taken in this covering report to suggest a number of actions to address the recommendations.

## RECOMMENDATIONS

- 1 That the Audit of progress with implementation of the 2014 Organisation Review recommendations adopted by Council be noted
- 2 That the Council recognise the considerable actions taken by the Chief Executive Officer and staff to implement the Organisation Review recommendations and the pleasing progress made.
- 3 That the recommendations highlighted in the Audit as requiring specific further attention be noted and endorsed.



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**ORGANISATION REVIEW**  
**LOW RECOMMENDATIONS**  
**IMPLEMENTATION PLAN**  
**PROGRESS AS AT – May 2015**



## GRANTS AND SUBSIDIES

Recommendations	Action Plans	Priority / time frame	Responsible Officer
<p><b>Recommendation 21</b> That the General Manager assign responsibility for the co-ordination of <b>grant and subsidy applications</b>, with the financial implications on the Long Term Financial Plan being assessed by the Finance Manager so that the Council can evaluate the overall priority of the application.</p>	<ul style="list-style-type: none"> <li>• Officer designated to co-ordinate all applications</li> <li>• Designated officer to liaise with Finance Manager on all applications to certify alignment with CSP objectives</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Discussion on Grants Co-ordination and Council's approach to being ready for grant opportunities has commenced. Sept 2014.</i></p> <p><i>A Grants Working Party has been established, chaired by DCS. Training by a Grants consultant conducted for staff, Section 355 Committee members and community members. An internal work flow for grant documentation implemented.</i></p> <p><i>Grant applications have been integrated into council's project management process where a grant must be referred through a Director and approved by ELT prior to submission to the funder. Jan 2015.</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>This recommendation is substantially COMPLETE. No further action required.</b></p>	<p>LOW February 2015</p>	<p>CEO to DCS</p>

## RESERVE FUNDS

<p><b>Recommendation 22</b> That a <b>plant replacement cycle</b> be developed by the Director Technical Services, audited by the Director Corporate Services, and reported to Council to adopt a policy on the replacement cycles for plant categories</p>	<ul style="list-style-type: none"> <li>• Full list of plant and equipment developed from the plant register</li> <li>• Replacement cycle developed for each plant and equipment category and adopted by Council</li> <li>• Replacement date nominated for each item of plant and equipment based on condition assessment and replacement cycle</li> <li>• Funds identified to meet the replacement needs and provided in annual budget</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Not yet commenced. Jan 2015</i></li> <li>• <i>Plant Committee included consultation with users in revised plant selection process. Jan 2015</i></li> <li>• <i>A Plant Replacement Program has been developed and the 2015/2016 program was based on the long term schedule.</i></li> <li>• <i>Field staff are involved in plant procurement decisions (specification development and evaluation panel). This has been verified by the Plant Committee's minutes. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE.</b></p>	<p>LOW June 2015</p>	<p>DTS and DCS</p>
<p><b>Recommendation 23</b> That it be noted the <b>Employee Leave Entitlement Reserve</b> appears to be sufficient to meet planned retirements and other anticipated staff separations.</p>	<ul style="list-style-type: none"> <li>• Invite Auditor to comment on reserve levels based on industry standards</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Complete Sept 2014:</i> <i>Auditors assessment of the ELE Reserve included in the 2013-14 audit report.</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Recommendation addressed and COMPLETE.</b></p>	<p>LOW At the time of the 2013/4 Audit Report</p>	<p>CEO</p>

<p><b>Recommendation 24</b> That the Director Corporate Services report to Council with a view to <b>better manage the funds</b> by consolidating similar reserve funds and closing unnecessary reserve funds.</p>	<ul style="list-style-type: none"> <li>• Report to Council</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>An initial consolidation implemented in July. Further consolidation will be undertaken with the preparation of the 2015-16 budget. Jan 2015</i> <i>A further consolidation was done as part of the 15/16 budget preparation. May 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE.</b></p>	<p>LOW February 2015</p>	<p>DCS</p>
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## CEMETERY

<p><b>Recommendation 26</b> That the General Manager arrange for a <b>Business Plan</b> to be developed for the Council cemeteries.</p>	<ul style="list-style-type: none"> <li>• Business plan to be prepared</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Not yet commenced. Sept 2014.</i> <b>AUDIT FINDING MAY 2015:</b> <b>Not yet commenced.</b></p>	<p>LOW March 2015</p>	<p>CEO</p>
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## PROJECT MANAGEMENT

<p><b>Recommendation 65</b> That a <b>project methodology</b> such as the “Business Excellence Framework” be introduced as an internal organisational improvement project.</p>	<ul style="list-style-type: none"> <li>• Alternative methodologies investigated</li> <li>• Priority reviewed after high priorities actioned</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>A project management methodology is being developed. Sept.2014</i> <i>The methodology has been finalised. A software developer is now modifying their project management and reporting tool. Rollout of the software and methodology is expected in March 2015</i> <i>Council has developed its own approach to conducting the service reviews rather than spend money on a propriety product. May 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>LOW 2015</p>	<p>DTS</p>
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## PLANT MANAGEMENT

<p><b>Recommendation 71</b> That the Director Engineering Services review the effect on Council works of the <b>Heavy Vehicle Inspection Station</b>, and in particular a cost-benefit analysis be undertaken to identify the return on investment of this facility and if negative consideration be given to its closure.</p>	<ul style="list-style-type: none"> <li>• Cost benefit analysis of Inspection Station</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Not yet commenced. Jan 2015.</i></li> <li>• <i>Preliminary analysis shows that the service makes a small profit, although not all overheads are accounted for.</i></li> <li>• <i>This service was initially requested by the Narrandera Business Group as a needed service for the town.</i></li> <li>• <i>To be delegated for action.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> This is not a community service and the Council should only be involved if a return on investment can be proved through a business case. If the business case is not proved then it has the capacity to free up council resources to apply to Council priorities. If all overheads are brought to account it is expected the Cost Benefit Analysis will show a significant waste of funds. On this basis it would be good if the CBA could be expedited. It is also an ideal project to be carried out by an independent person – and through the CEO's relationship with an adjoining Council it could be carried out, for example, by the Director Corporate Services at Wagga Wagga City Council.</p>	<p>LOW February 2015</p>	<p>DTS</p>
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## SERVICE REVIEWS

<p><b>Executive Services</b>  <b>Recommendation 77</b>          That the <b>Human Resource Section</b> remain under the control of the General Manager and the Section take on responsibility for Workplace Health and Safety and Risk Management, and advice on organisational development.</p>	<ul style="list-style-type: none"> <li>• HR Responsibilities clearly defined and advised to HR staff</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Org Structure has been updated to reflect.</i></li> <li>• <i>A task action list for recruitment and position review with timelines is to be developed. Shared Services with Leeton Shire needs to be considered before any recruitment action taken. Jan 2015</i></li> <li>• <i>The formal structure now recognises that WHS is under HR Management. However, actually recruiting to the broader HR Manager position has not progressed. There are a number of reasons for this and the CEO has assessed that now is not the time.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Noted work in progress.</b></p>	<p>LOW          March 2015</p>	<p>CEO</p>
<p><b>Recommendation 78</b>          That the <b>economic development function</b> be combined with Tourism and Marketing reporting to the General Manager and a dedicated officer recruited.</p>	<ul style="list-style-type: none"> <li>• Role and responsibilities clearly defined in position descriptions and other documentation</li> <li>• Recruitment action taken</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Org Structure has been updated to reflect.</i></li> <li>• <i>Shared Services with Leeton Shire needs to be considered before any recruitment action can occur. Jan 2015</i></li> <li>• <i>Council will now be recruiting its own Economic Development Officer as Leeton Shire Council decided to progress recruiting its own officer. Scheduled for June 2015. Council has used the services of contractors for specific projects over the last few months. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Noted as substantially COMPLETE</b></p>	<p>LOW          March 2015</p>	<p>CEO</p>

<p><b>Recommendation 79</b> That the General Manager consider the merit of transferring responsibility for <b>business paper production</b> to Administration within Corporate Services to free up time of the General Manager's Executive Officer and PA to help manage many initiatives arising from this review.</p>	<ul style="list-style-type: none"> <li>• Proposal considered</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Completed. Sept 2014</i></li> <li>• <i>It has been assessed and at this stage it will remain with Executive Services. A vacant part time admin position was filled to assist in the Executive Services area for a fixed term.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Whilst a decision has been taken to retain business paper production within the CEO's office the concern is that this function may prevent a sufficient level of support being provided to the CEO – suggest this be reviewed in 2015/16.</b></p>	<p>LOW February 2015</p>	<p>CEO</p>
<p><b>Recommendation 80</b> That the <b>NOOSH function</b> be transferred to Corporate Services with a view to its eventual management being under a Community Development function</p>	<ul style="list-style-type: none"> <li>• Function transferred</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Not yet considered Jan 2015</i> <i>Review will occur before end of 2015 as to whether Council continues to operate the NOOSH service.</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b></p>	<p>LOW February 2015</p>	<p>DCS</p>
<p><b>Recommendation 94</b> That the position of General Manager at Narrandera Shire Council be designated as <b>Chief Executive Officer</b>, to carry out the statutory duties of general manager under the Local Government Act and to lead the staff organisation, to advise the Council on its statutory functions and to work more strategically in the interests of the Council and community.</p>	<ul style="list-style-type: none"> <li>• As part of September Council meeting</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Completed Jan 2015</i> <i>Documents are being changed as work allows and in conjunction with rolling review of material and policies</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as COMPLETE – no further action required.</b></p>	<p>LOW September 2014</p>	<p>Mayor</p>



**ORGANISATION REVIEW**  
**MEDIUM RECOMMENDATIONS**  
**IMPLEMENTATION PLAN**  
**PROGRESS AS AT – May 2015**

## THEME 1 - LEADERSHIP

RECOMMENDATIONS FOR IMPLEMENTATION	ACTION PLANS	PRIORITY / TIME FRAME	RESPONSIBLE OFFICER
<b>Recommendation 3</b> That the General Manager report to Council and propose a policy by which the Council can consider on an objective basis a change in <b>Council priorities</b> to those already adopted – to avoid current practices of not completing projects due to the reallocation of resources mid-way through a project, particularly capital works projects.	<ul style="list-style-type: none"> <li>• Policy report developed</li> <li>• Submitted to Council</li> <li>• Adopted and implemented</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li>• <i>Yet to commence. Jan 2015</i></li> <li>• <i>Even though a policy has not been written yet, the management environment is quite different now whereby the practice of not completing projects has ceased. A weekly communique and structured Quarterly reporting on progress against projects has kept the Council informed. A stronger consultation process with Councillors and management has assisted in ensuring clear priorities, and a revised budget development process has ensured a clearer capital works and project list.</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Pleasing progress – to be outlined in a policy statement on changed priorities.</b>	MEDIUM November 2014	CEO
<b>Recommendation 4</b> That the General Manager ensure as a matter of practice that any reports submitted to Council make reference to how the proposal aligns with the <b>Community Strategic Plan priorities</b> .	<ul style="list-style-type: none"> <li>• Staff instructed as to practice to be followed</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Completed Sept 2014 plus reference to any relevant Management Plans</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as implemented and COMPLETE.</b>	MEDIUM September 2014	CEO



## PERFORMANCE MANAGEMENT

<p><b>Recommendation 6</b> That an effective <b>performance management regime</b> be put in place for the General Manager and for Directors, and whilst it is noted the General Manager will oversee the Performance Agreement arrangements for Directors, the General Manager be required to report to the General Manager Performance Committee on the performance of Directors as measured through their performance agreements.</p>	<ul style="list-style-type: none"> <li>• Performance regime developed and adopted by Council for GM</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Performance Plans developed and adopted by CEO for Directors</i></li> <li>• <i>Performance review process implemented. Jan 2015</i></li> <li>• <i>Deputy General Managers Performance Plans provided as evidence to Stephen Blackadder. Discussion on Deputy General Managers' performance will be included in CEO's annual review with Councillors.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM December 2014</p>	<p>Mayor for GM CEO for Directors</p>
<p><b>Recommendation 7</b> That a simple set of <b>key performance indicators</b> for the organisation (no more than 20) be developed, actively measured and monitored, and reported to the Council every quarter</p>	<ul style="list-style-type: none"> <li>• Key indicators developed by Executive Leadership Team</li> <li>• Reported to Council and adopted</li> <li>• Base results for 2014 developed</li> <li>• Progress results reported each quarter</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>ELT have commenced discussion. Fit for the Future benchmarks and KPIs from various strategies are being considered. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted that a draft list of indicators has been prepared – substantially COMPLETE</b></p>	<p>MEDIUM December 2014</p>	<p>CEO</p>

## MANAGEMENT EXECUTIVE TEAM

<p><b>Recommendation 16</b> That the General Manager give consideration to appointing senior managers within the organisation to meet regularly as a <b>Management Team</b> (as opposed to the Leadership Team) and to be granted specific delegations to take decisions on operational management issues</p>	<ul style="list-style-type: none"> <li>• Convene meeting of Managers to discuss</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Developed terms of reference and delegations. Consulted with Managers</i></li> <li>• <i>SMT meets monthly to consider strategic issues. ELT now has managers attend on a rotation basis. Jan 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b>.</p>	<p>MEDIUM December 2014</p>	
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## STAFF CONSULTATIVE COMMITTEE

<p><b>Recommendation 17</b> That the <b>Staff Consultative Committee</b> publicise its activities across the staff group and encourage more referrals from staff on issues that could benefit staff</p>	<ul style="list-style-type: none"> <li>• Publicity programme agreed at next meeting</li> <li>• Publicity undertaken</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Completed Sept 2014. Constitution reviewed and changes adopted. Jan 2015</i></li> <li>• <i>Committee training for members was conducted in 2014. Following the adoption of a new constitution that was compliant with the Award, new elections were held. This new committee is now operational. The new members that have not done the training yet are being scheduled. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> The role of the Committee needs to be publicised across all staff groups and referrals to the Committee by staff since this action has been taken will be a good measure of effectiveness.</p>	<p>MEDIUM December 2014</p>	<p>SCC</p>
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<b>Recommendation 18</b> That it be noted the Staff Consultative Committee has recently elected one of its members as <b>Chair</b> in accordance with the Committee Terms of Reference	<ul style="list-style-type: none"> <li>No action required as completed.</li> </ul>		SCC
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## PROCUREMENT AND CONTRACTING

<b>Recommendation 19</b> That the Director Corporate Services examine the <b>creditor payment practices</b> of the Council and consider the merit of a 2 weekly payment cycle to improve the Council reputation with small contractors.	<ul style="list-style-type: none"> <li>Payment practices reviewed.</li> <li>Creditors surveyed</li> <li>Review findings implemented</li> <li>Actions publicised with creditors</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Creditor payments processed fortnightly on 30 day terms unless otherwise stipulated.</i></li> <li><i>Workflow review revealed that payment delays originate from managers not utilising the purchasing system and being slow to action invoices for goods and services provided outside the purchasing system. Managers are to be directed to follow the procurement manual and procedures to ensure that finance staff can process payments within terms. Jan 2015</i></li> <li><i>Information sessions have been held for management on how to use the purchasing computer system with purchase orders (thus ensuring information is in the system from the beginning of the process), what is in the procurement policy and manual and what is expected of management with procurement. Follow up has occurred with all staff on timelines for providing invoices to finance. There has been an improvement overall allowing for timely processing.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Substantially COMPLETE – but suggest a monthly random survey to ensure compliance with payment cycle.</b></p>	MEDIUM January 2015	DCS
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<p><b>Recommendation 20</b> That the Director Corporate Services examine opportunities to procure materials, works and services through <b>external suppliers and contractors</b>, including on a shared service arrangement with other Councils.</p>	<ul style="list-style-type: none"> <li>• External contracts reviewed</li> <li>• List of possible external contracts developed</li> <li>• Trial contract developed</li> <li>• List of possible shared services developed</li> <li>• Negotiations with neighbour councils</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>A Procurement Group meets regularly and this is convened by the DTS.</i></li> <li>• <i>Council is participating in the formation of a regional procurement group in conjunction with LG Procurement. Education of SMT members about procurement policy and procurement efficiencies. Jan 2015</i></li> <li>• <i>A review of building maintenance has been undertaken and it was determined that it was more efficient to have a part time builder on staff and to supplement this with contractors when required.</i></li> <li>• <i>Water and Sewer Service review identified that it was more beneficial to undertake capital works utilising Council's staff for the majority of the work, and still using contractors for specialist work.</i></li> <li>• <i>The Roads construction and maintenance service review will also assess this issue.</i></li> <li>• <i>The RAMROC Shared Procurement Group is progressing and Narrandera is an active member.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted – and suggest a discussion paper be submitted to the Council on opportunities and assessed costs and benefits of moving to contracted operations.</b></p>	<p>MEDIUM February 2015</p>	<p>DCS</p>
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## SKILLS AUDIT

<p><b>Recommendation 30</b> That the General Manager arrange for the <b>skills</b> held by every staff member to be documented as part of the annual performance review process carried out for each staff member.</p>	<ul style="list-style-type: none"> <li>• Performance review template modified to accommodate skills recording</li> <li>• Skills identified by supervisor as part of performance review</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Performance Review and Skills Process is being reviewed by a Consultative Committee Working Party. Jan 2015</i></li> <li>• <i>A new Performance Management system has been purchased. The old manual system will be used for the 2015 reviews, but the new system will be used for 2016 reviews. However, for the 2015 reviews, a much tighter process has been implemented which includes recording current skills. As part of the new system implementation the competencies required for each position will be determined over the next 12 months and included in the system. May 2015.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted – to be reviewed in 2015/16.</b></p>	<p>MEDIUM April 2015</p>	<p>HR</p>
<p><b>Recommendation 31</b> That additional to the Skills Audit undertaken as part of the annual Performance Review process, the skills needed in every role and function be identified with each employee at that time, and a <b>Skills Development Plan</b> be prepared and considered as part of the annual Training Plan for the organisation</p>	<ul style="list-style-type: none"> <li>• Skills needed in each role be documented at the time of the performance review</li> <li>• Skills gaps identified</li> <li>• HR to consider results in developing the Training and Development Plan</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Performance Review and Skills Process is being reviewed by a Consultative Committee Working Party. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted – not yet complete.</b></p>	<p>MEDIUM April 2015</p>	<p>HR and supervisors</p>

<p><b>Recommendation 32</b> That <b>leadership and management development</b> be treated as a priority in the annual Training Plan</p>	<p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Leadership training for all supervisors (including ELT and SMT) conducted late 2014. Jan 2015</i></li> <li>• <i>360 degree feedback has been included in the 2015/2016 budget as a tool to identify areas for development of the executive and managers. Funds have been allowed for in the 2015/2016 budget for any new supervisors to attend leadership training.</i></li> <li>• <i>As part of reducing the annual leave balance, many supervisors and managers have taken leave. This has allowed many people to do higher duties and to have experience at working at the next level, right up to CEO.</i></li> <li>• <i>Leadership development is also occurring through a structured approach of covering issues at SMT meetings, supervisors meetings, expectation of all managers being more actively involved in understanding their budgets and being responsible for project delivery.</i></li> <li>• <i>Training was held for all supervisors in April 2014 on how to conduct performance management. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM April 2015</p>	<p>HR and EL Team</p>
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## WORKPLACE HEALTH AND SAFETY

<p><b>Recommendation 33</b> That the General Manager consider including the <b>Workplace Health and Safety and risk management</b> functions under Human Resource Management to ensure a broader range of talent can contribute to these important functions.</p>	<ul style="list-style-type: none"> <li>• Review of functions and responsibilities</li> <li>• Transfer of staff and resources</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Org Structure adopted and recruitment and position review action plan developed.</i></li> <li>• <i>Shared Service Delivery being considered and Fit for the Future being considered. Jan 2015</i></li> <li>• <i>The formal structure now recognises that WHS is under HR Management. However, actually recruiting to the broader HR Manager position has not progressed. There are a number of reasons for this and the CEO has assessed that now is not the time.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Work in progress noted.</p>	<p>MEDIUM February 2015</p>	<p>CEO</p>
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## VACANT POSITIONS

<p><b>Recommendation 36</b> That a <b>Water and Sewer Co-ordinator role</b> be recruited and funded from the Water and Sewer Fund. This role needs to be considered in the context of resource sharing before making a final decision.</p>	<ul style="list-style-type: none"> <li>• Recruitment undertaken</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Detailed Water and Sewer Structure being finalised. 6 options for the staff structure have been developed in conjunction with the team leaders. Options currently being reviewed by the entire team for the purpose of providing feedback and having input. Process will be completed in February 2015 with a report to ELT and recruitment to then take place. Jan 2015</i></li> <li>• <i>The revised Water and Sewer structure was adopted by Council and recruitment is progressing. The Co-ordinator role has been filled following an open recruitment process. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b></p>	<p>MEDIUM April 2015</p>	<p>DTS</p>
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## CUSTOMER SERVICES

<p><b>Recommendation 38</b> That the front counter team of Customer Service Officers be trained to handle an increased range of customer requests in the manner of a “<b>One Stop Shop</b>”</p>	<ul style="list-style-type: none"> <li>Identify the level of service to be provided at the counter and call centre</li> <li>Identify the skills resident in the customer service team</li> <li>Identify the skill gaps and training requirements</li> <li>Undertake training</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Yet to commence. Jan 2015</i></li> <li><i>The Customer Service service review is due to commence in June with the process for undertaking the review to go to Council in June. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b></p>	<p>MEDIUM June 2015</p>	<p>DCS</p>
<p><b>Recommendation 43</b> That regular management reports be developed so that the Executive Leadership Team can <b>monitor the performance</b> of customer service support systems and take any necessary corrective action.</p>	<ul style="list-style-type: none"> <li>Management report format developed</li> <li>Reports submitted every 2 months to EL Team</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Management reports are provided monthly.</i></li> <li><i>Further review yet to commence. Jan 2015</i></li> <li><i>There has been a significant reduction in open customer requests. All staff understand this is being monitored and the improvement in customer response has been pleasing. There is still a way to go. Further options to be identified as part of the Customer Service service review.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Pleasing progress noted.</b></p>	<p>MEDIUM 2 monthly</p>	<p>DCS</p>



<p><b>Recommendation 46</b> That the Council <b>survey its community</b> on a regular basis – at least once per term (4 yearly) – to gauge their satisfaction with Council services and to obtain advice on the priorities the Council should adopt for service changes and facility improvements.</p> <p><b>Recommendation 47</b> That the first survey be conducted in 2015.</p>	<ul style="list-style-type: none"> <li>• Survey firms identified and submissions invited</li> <li>• Survey firm selected to undertake the survey</li> <li>• Survey undertaken</li> <li>• Results reviewed and actions taken</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Corporate Communications Strategy adopted by Council Jan 2015. This includes community satisfaction survey. Jan 2015</i> <i>The community satisfaction survey is included in the draft 15/16 budget. May 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM February 2015</p>	<p>CEO</p>
<p><b>Recommendation 53</b> That <b>staff supervision practices</b> be standardised through a simple procedure, incorporating regular team sessions as well as one on one sessions with staff, with Managers being held accountable for their staff management and leadership based on the values of Council.</p>	<ul style="list-style-type: none"> <li>• Procedure for supervision developed</li> <li>• Staff trained in its use</li> <li>• Managers held accountable through performance reviews.</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Supervisor Team Meetings are being held regularly in Technical Services</i> <i>Regular SMT Meetings are being held.</i> <i>Yet to commence on the specifics Jan 15</i> <i>There are now fortnightly Infrastructure Department supervisors meetings and fortnightly Works Section meetings. All managers in departments have been directed to set up a regular meeting process with all their staff that is relevant for their team. This is occurring. May 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Procedure to be adopted by ELT to ensure it applies across all departments and managers.</b></p>	<p>MEDIUM December 2014</p>	<p>CEO</p>

## FINANCIAL

<p><b>Recommendation 62</b> That the General Manager ensure Award requirements in relation to <b>leave balances</b> are met.</p>	<ul style="list-style-type: none"> <li>• A report from Finance to the EL Team to identify the leave balances, the staff involved and the leave in excess of Award requirements</li> <li>• Outcomes included in director performance agreements</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Management have been directed to reduce the excessive leave balances and internal staff RDO balances and this is being monitored monthly. Annual Leave will be under control by end 2015. LSL strategy to be considered next. Jan 2015</i></li> <li>• <i>Annual leave excess leave has been reduced by 25% and further action is being taken to reduce further.</i></li> <li>• <i>An approach has also been adopted by ELT for the LSL to begin to be reduced. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Pleasing progress noted.</b></p>	<p>MEDIUM Quarterly reports to EL Team</p>	<p>EL Team</p>
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## PROJECT MANAGEMENT

<p><b>Recommendation 66</b> That a <b>project planning and management methodology</b> be introduced for external projects – including the preparation of a Project Plan, the appointment of a Project Manager, the appointment of a Project Team, the monitoring of Projects by a Project Director, and periodic reports on project progress to the Executive Leadership Team.</p>	<ul style="list-style-type: none"> <li>• Alternative methodologies investigated and implemented</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Draft Project Management methodology is being developed. Policy adopted.</i></li> <li>• <i>RMS works methodology and documentation being updated. Jan 2015</i></li> <li>• <i>The methodology has been finalised. A software developer is now modifying their project management and reporting tool. Rollout of the software and methodology is expected in March 2015. Jan 2015</i></li> <li>• <i>Training is now scheduled for all relevant staff in the new methodology and the new computer system in May 2015.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM December 2014</p>	<p>Works Manager, Asset Staff</p>
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<p><b>Recommendation 67</b> That when the project management methodologies are introduced they be accompanied by adequate <b>training</b>.</p>	<ul style="list-style-type: none"> <li>• Training introduced</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Training has been included in the roll out of the new project management methodology. Jan 2015</i></li> <li>• <i>Rollout of the project management system will include training. Jan2015</i></li> <li>• <i>Training is now scheduled for all relevant staff in the new methodology and the new computer system in May 2015.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b></p>	<p>MEDIUM January 2015</p>	<p>Works Manager, Asset Staff</p>
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## PLANT MANAGEMENT

<p><b>Recommendation 70</b> That <b>standards of service</b> be developed by the Works Manager and Plant Foreman and once prepared the Works Manager make an assessment of the staff resources required to meet the standards and the skill level of those staff members, and should a shortfall in resources or skills be found the Works Manager investigate the contracting of some or all of the plant management requirements.</p>	<ul style="list-style-type: none"> <li>• Development of standards of service for plant management</li> <li>• Assessment of staff resources to meet the standard</li> <li>• Consideration of contracting out plant management</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>An email sent to the RAMROC Engineers Group requesting an appropriate document. Jan 2015</i></li> <li>• <i>The Workflow for plant requests is now done through the Works Department Supervisors Meetings where there is a planned approach for the work to be done and the priorities. Previously requests were processed in an ad hoc manner.</i></li> <li>• <i>No other Councils in RAMROC had a Workshop Service Level Agreement. Further research required to develop our own.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b></p>	<p>MEDIUM December 2014</p>	<p>Works Manager</p>
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## OVERTIME AND ON-CALL PAYMENTS

<p><b>Recommendation 72</b> That the Director Technical Services review the need for some <b>overtime and on-call</b> payments in the Water and Sewer Section.</p>	<ul style="list-style-type: none"> <li>• Overtime and on-call payments over 2013/14 and for the 2014 year to-date be reviewed</li> <li>• The need for such payments be questioned and alternatives investigated for the future</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Team Structure is being reviewed to meet best practice requirements, address succession planning, skill development, take up of technology and over time / call out, rostering. Advice has been sought regarding the practices of other Councils. Jan 2015.</i></li> <li>• <i>As part of the staff structure review, options have been tabled to manage overtime and on-call allowances. Jan 2015</i></li> <li>• <i>Revised Water and Sewer Structure now approved by Council. This structure provides for new work practices and allocation of tasks to reduce the overtime and on-call allowances.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted – overtime and callout costs to be monitored in first 6 months of 2015/16 as compared with 2014/15 to measure the success of initiatives taken.</b></p>	<p>MEDIUM February 2015</p>	<p>DTS</p>
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## TRADES STAFF

<p><b>Recommendation 73</b> That the Works Manager do a <b>cost benefit analysis</b> of employing trades staff over local/regional contractors.</p>	<ul style="list-style-type: none"> <li>• Cost benefit analysis undertaken with advice from the Finance manager</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Yet to commence. Jan 2015</i></li> <li>• <i>Assessment of plant workshop resources was conducted regarding use of contractors versus reappointment of internal staff with skills for specific jobs. It was determined that appointment of staff was more efficient. However, we have been unable to recruit a suitable applicant to the existing vacant position so we are continuing to use contractors.</i></li> <li>• <i>With regard to the building maintenance program, a hybrid arrangement of staff and contractors has been determined following an analysis of the costs and operational efficiencies.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM March 2015</p>	<p>Works Manager / Building Manager</p>
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## INTERNAL AUDIT PROGRAMME

<p><b>Recommendation 74</b> That the <b>Internal Audit programme</b> be finalised as a priority.</p>	<ul style="list-style-type: none"> <li>• Actions to finalise identified and implemented</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Audit Committee re-established and met in Dec 2014 with independent members.</i></li> <li>• <i>Internal Auditor appointed (Contracted service from Leeton Shire). First review completed. Jan 2015</i></li> <li>• <i>Funds have been included in the 2015/2016 budget for internal audit. The Committee decided at the December 2014 meeting that the second review to be conducted by the Internal Auditor would be Stores and procurement internal controls. This is now underway. The Audit Committee is to determine its program for 15/16 at the June 2015 meeting.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Conducting internal audits through contractors is a most cost effective way of independently reviewing practices and</b></p>	<p>MEDIUM November 2014</p>	<p>CEO</p>
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	procedures. The Council should consider allocating funds in the 2015/16 budget where it is anticipated the cost of those reviews will be recovered through cost savings and productivity improvements. And, over the course of 2015/16 the cost of reviews should be measured against the savings achieved.		
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## COST SAVINGS AND INCOME OPPORTUNITIES

<b>Recommendation 75</b> That the General Manager appoint a Task Group comprising the Directors and Finance Manager, aided by Russell Lloyd of Blackadder Associates as an independent member, to examine all councillor and staff suggestions for cost savings and income opportunities and report to Council by November 2014 on findings.	<ul style="list-style-type: none"> <li>• Task Force appointed</li> <li>• Task Force meets and develops report for Council</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li>• <i>Yet to be commenced. Jan 2015</i></li> <li>• <i>The Council's draft operating position has significantly improved for the 15/16 financial year.</i></li> <li>• <i>This taskforce has not been established. There were two other task forces operating at this time (merge business case with Leeton and the standalone analysis for Narrandera). It was not feasible to have another one operating. A range of things have been identified for further investigation as part of the standalone improvement business case.</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Situation noted but a methodology has to be found to consider all of the suggestions for cost savings and income opportunities put forward by staff so they are not forgotten or opportunities missed.</b>	MEDIUM December 2014	CEO
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<b>Recommendation 76</b> That the Task Group has as a guide the delivery of a result representing <b>5% of the Council operating budget</b> .	<ul style="list-style-type: none"> <li>Task Group instructed by GM</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Service Review framework approved by Council. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Service review methodology noted. However, care has to be taken that service reviews do not result in additional costs through service improvements.</b>	MEDIUM November 2014	CEO
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## SERVICE REVIEWS

<b>Recommendation 82</b> That there be a greater use of <b>iPads or similar technology</b> in the field to facilitate faster updating of data bases and responses to customer requests.	<ul style="list-style-type: none"> <li>Investigations with IT suppliers to introduce the technology</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>A key part of the new Information Management Strategy In progress. 3 tablets with Reflect software have just been commissioned. Staff have met with Asset Edge to obtain advice on software to cover all operational functions. Advice has also been sought regarding integrating Reflect with TRIM to enable Customer Requests to be transmitted directly to field staff. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Excellent action taken. Progress to be reviewed in 2015/16. Funds to be provided in 2015/16 budget to fully implement the recommendation.</b>	MEDIUM March 2015	IT Manager
<b>Recommendation 83</b> That the capacity and capability within the Library to plan for and manage the growth in <b>community services</b> be investigated.	<ul style="list-style-type: none"> <li>Librarian to make a submission to GM</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li><i>Yet to commence Jan 2015</i></li> <li><i>The Library Manager has now taken on some community development projects through being involved in the Interagency Meeting structure. She has also been involved in a range of grant applications. At the same time the Library Manager has been fully occupied with the Library Service Review.</i></li> <li><i>Freeing up time to focus on community development has been dealt with in the Library Service Review Report which is due to go to Council in May. The Fit for the Future recommendations and 7 benchmarks require Council to find a higher order of savings than what was identified in the Organisation Review. It</i></li> </ul>	MEDIUM December 2014	Library Manager

	<p><i>may not be possible to extend Council involvement in community development</i></p> <p><b>AUDIT FINDING MAY 2015:</b>  <b>The CSP identified that the Council should be more involved in community services/community development. A way to do this was outlined in the Organisation Review – by extending the role of the Library Manager. This review finds that available funds should be directed towards asset management and community development as a priority should be reviewed after Fit for the Future outcomes from the government are known.</b></p>		
<p><b>Technical Services</b>  <b>Recommendation 84</b>          That a suite of <b>key performance indicators</b> be developed across all services of the Council and a core group of indicators be selected to be monitored every month by the Executive Team</p>	<ul style="list-style-type: none"> <li>• KPIs developed for all services</li> <li>• Core group of indicators selected by EL Team to be reviewed and monitored at each monthly EL Team meeting</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>ELT have commenced consideration of the relevant KPIs. Jan 2015</i></li> <li>• <i>A draft list has been prepared. Further work is to be done to finalise this for discussion with the Council. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Progress noted.</b></p>	<p>MEDIUM          March 2015</p>	<p>EL Team</p>
<p><b>Recommendation 85</b>          That a priority of the Best value Service Review programme be the provision of <b>tree services</b> having regard for the growth in tree maintenance requests and risk management actions.</p>	<ul style="list-style-type: none"> <li>• Tree services to be assigned priority in the Service Review Programme</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Priorities set for the 7 initial service reviews</i></li> <li>• <i>The Tree Service Review is due August 2015. Funds have been included in the 2015/2016 draft budget for a tree audit and a tree action plan. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Progress noted – substantially COMPLETE</b></p>	<p>MEDIUM          March 2015</p>	<p>CEO</p>



<p><b>Recommendation 86</b> That all <b>supervisory staff be trained</b> through the LGNSW Supervisor Series.</p>	<ul style="list-style-type: none"> <li>• Arranged as part of the Training Programme for 2014/15</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Training conducted for all supervisors (including ELT and SMT). Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted – substantially COMPLETE.</b></p>	<p>MEDIUM March 2015</p>	<p>HR Manager</p>
<p><b>Recommendation 87</b> That the selection of plant and equipment be with the consultation of <b>users</b>.</p>	<ul style="list-style-type: none"> <li>• Plant replacement programme be developed with the input of users</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Plant Committee included consultation with users in revised plant selection process. Jan 2015</i></li> <li>• <i>A Plant Replacement Program has been developed and the 2015/2016 program was based on the long term schedule.</i></li> <li>• <i>Field staff are involved in plant procurement decisions (specification development and evaluation panel). This has been verified by the Plant Committee's minutes. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b></p>	<p>MEDIUM March 2015</p>	<p>Works Manager</p>
<p><b>Service Reviews</b> <b>Recommendation 88</b> That a programme of <b>Best Value Service Reviews</b> be developed having regard for the Council priorities identified from this Organisation Review:</p> <ul style="list-style-type: none"> <li>- Tourist Information Centre</li> <li>- Library</li> <li>- Water and Sewer</li> <li>- Roads Construction and Maintenance</li> <li>- Customer Services</li> <li>- Tree management</li> <li>- Town Centre Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Best Value Review discussion paper developed and considered by the EL Team</li> <li>• Programme developed for a 2 year review of services</li> <li>• Funding identified and programme submitted to Council for adoption</li> <li>• Project team leader appointed by EL Team</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Service Review Framework developed.</i></li> <li>• <i>Now being piloted with the Tourist Information Centre and the Library pilot reviews. Jan 2015</i></li> <li>• <i>Each review has a project leader which is the person who is responsible for the Service. ELT decided to take this approach.</i></li> <li>• <i>A Part 1 template has been designed which says how you will</i></li> </ul>	<p>MEDIUM February 2015</p>	<p>EL Team</p>

	<p><i>undertake the review and this is submitted to Council.</i></p> <ul style="list-style-type: none"> <li><i>A Part 2 template has been designed which guides the review process and allows for reporting back to Council.</i></li> <li><i>Library and Visitor Information Services reviews will go to a Council workshop in May and to Council in June.</i></li> <li><i>Water and Sewer service review completed with a new staff structure and an extensive action plan now required to be implemented.</i></li> <li><i>The Road Service Review is about to commence once the Part 1 template has been approved.</i></li> <li><i>The Tree management review is due to commence in August.</i></li> <li><i>Customer Service review Part 1 template is due to go to Council in June. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Very pleasing progress and this can be deemed as substantially COMPLETE</b></p>		
<p><b>Recommendation 89</b>  That as part of the Service Review Programme the Council identify a work or service suitable to be delivered by an <b>external contractor</b> and undertake a trial programme subject to a very clear and comprehensive specification of works or service and associated tender documents being produced, and tenders invited so that a competitive field of providers can submit their proposals. If a tender is accepted then the Council ensure someone with the necessary contract management skills can oversee the contract and ensure the works/services are delivered according to the tender specification.</p>	<ul style="list-style-type: none"> <li>Trial Project identified as part of Review Programme</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Yet to be commenced. Jan 2015</i></li> <li><i>To be included in the Roads Construction and Maintenance Service Review.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Progress noted.</b></p>	<p>MEDIUM  February  2015</p>	<p>EL Team</p>



**ORGANISATION REVIEW**  
**HIGH RECOMMENDATIONS**  
**IMPLEMENTATION PLAN**  
**PROGRESS AS AT – May 2015**

## THEME 1 - LEADERSHIP

RECOMMENDATIONS FOR IMPLEMENTATION	ACTION PLANS	PRIORITY / TIME FRAME	RESPONSIBLE OFFICER
<b>Recommendation 1</b> That the efforts of the new General Manager to introduce a <b>transformational style of leadership</b> to the organisation be encouraged and embraced	<ul style="list-style-type: none"> <li>Ongoing support by Mayor and Councillors</li> </ul> <b>PROGRESS AT KEY DATES</b>  <b>AUDIT FINDING MAY 2015:</b> <b>Short survey of Councillors needed to identify the level of support for the CEO.</b>	HIGH Ongoing	Mayor
<b>Recommendation 2</b> That the actions of the Mayor to convene a <b>Strategic Thinking workshop</b> attended by Councillors, General Manager and Directors on 3 September be noted with appreciation and the actions arising from the Workshop Be reported to Council.	<ul style="list-style-type: none"> <li>Outcomes report considered by Council</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li><i>Strategic Priorities action plan endorsed by Council at November Council Meeting.</i></li> <li><i>Action Plan being implemented.</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as COMPLETE</b>	HIGH September 2014	Mayor

## VISION, MISSION AND VALUES

<b>Recommendation 5</b> That the current <b>organisation Values</b> be reviewed and a new set of Values that guide the desired culture within the organisation be found, and they be actively used and promoted within the organisation.	<ul style="list-style-type: none"> <li>Methodology agreed as to how the Values will be reviewed</li> <li>Methodology applied</li> <li>Values implemented with training</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li><i>Values reviewed with staff and councillors. Revised Values launched.</i></li> <li><i>Implementation Plan progressing. Jan 2015</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as COMPLETE</b>	HIGH November	HR Manager
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## LEADERSHIP DEVELOPMENT

<p><b>Recommendation 8</b> That an appropriate <b>leadership training and development plan</b> be provided for each Councillor and for the Governing Body as a whole</p>	<ul style="list-style-type: none"> <li>• Survey of Councillors to establish formal qualifications and skills gained through any formal training programmes</li> <li>• Development of a list of competencies for exercising the role of Councillors</li> <li>• Identification of skill gaps against competencies</li> <li>• Adoption of Training and Development Plan – for all Councillors based on core skills required, and for each individual Councillor based on skill gaps</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Councillors completed the self-assessment tool provided by LGNSW. The priorities identified were Planning, Asset Management and Financial Planning. Planning and Asset Management are booked for this year and Financial Planning is booked for early next year.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>In progress and substantially COMPLETE. Important that funds continue to be allocated for ongoing training of Councillors.</b></p>	<p>HIGH By December 2014</p>	<p>CEO</p>
<p><b>Recommendation 9</b> That an appropriate <b>leadership training and development plan</b> be provided for the General Manager, Directors, Managers, Supervisors and Team Leaders as a priority</p>	<ul style="list-style-type: none"> <li>• Survey of GM, Directors, Managers, Supervisors and Team Leaders to establish formal qualifications and skills gained through any formal training programmes</li> <li>• Development of a list of leadership competencies</li> <li>• Identification of skill gaps against competencies</li> <li>• Adoption of Training and Development Plan for each individual based on skill gaps</li> </ul> <p><b>PROGRESS AT KEY DATES :</b></p> <ul style="list-style-type: none"> <li>• <i>Executive Leadership Team has attended a leadership workshop and each have a personal development plan.</i></li> <li>• <i>Leadership course for all supervisors (including SMT and ELT members) has been conducted. Further consideration of 360 degree assessment tool.</i></li> <li>• <i>There has been some improvement in leadership at the manager level, and still further work to be undertaken for team</i></li> </ul>	<p>HIGH By February 2015</p>	<p>HR Manager</p>

	<p><i>leaders and co-ordinators. Explaining policy and strategy at various sessions has assisted in supervisors understanding the framework they are working within. At this stage there has not been a formal evaluation of the success of the training.</i></p> <ul style="list-style-type: none"> <li>• <i>360 degree feedback has been included in the 2015/2016 budget for managers and executive staff.</i></li> <li>• <i>HR included increased training budget in 2015-16 operational plan.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Success or otherwise of training to be evaluated by General Manager in July 2015 according to expected and desired outcomes.</b></p>		
<p><b>Recommendation 10</b>  That <b>appropriate funding</b> be provided in the Operating Plan on an annual basis for Councillor and Staff training and development.</p>	<ul style="list-style-type: none"> <li>• Provision of funding each year</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>2014-15 budget on target at September review. HR developing training plan and budget for inclusion in 2015-16 operational plan.</i></li> <li>• Increased training budget included in the 2015/2016 budget</li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Noted as substantially COMPLETE.</b></p>	HIGH At quarterly review	DCS
<p><b>Recommendation 11</b>  That priority in 2014/15 be given to <b>leadership development</b> within the organisation</p>	<ul style="list-style-type: none"> <li>• Implementation of above training and development actions</li> </ul> <p><b>PROGRESS AT KEY DATES</b>  <i>Executive Leadership Team has attended a leadership workshop and each have a personal development plan.</i>  <i>Leadership course for all supervisors (including SMT and ELT members) has been conducted. Further consideration of 360 degree assessment tool.</i>  <i>SMT meetings are structured to facilitate leadership development.</i>  <i>Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Noted as substantially COMPLETE, with ongoing review by CEO.</b></p>	HIGH Ongoing	CEO

## SPAN OF CONTROL

<p><b>Recommendation 12</b> That in any change to the organisation structure the <b>span of control</b> of the executive staff of the organisation be restricted to six (6)</p>	<ul style="list-style-type: none"> <li>• Adopt as policy</li> <li>• Put into practice</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Management Org Structure has been approved by Council with a reduced span of control. Updated Org Structure for all positions. A recruitment and position reviews action plan has been developed.</i></li> <li>• <i>Recruitment for key management positions has been delayed pending outcome of shared services discussion with Leeton Shire. Jan 2015</i></li> <li>• <i>The number of direct reports has been reduced for Deputy General Manager Infrastructure to 7 from 10. Some managers have had to take on increased responsibility (Environmental Planning and Assets/Project Manager). A part time administrative officer is assisting with workflow efficiencies and project documentation and this is greatly assisting the AGMI and departmental efficiency.</i></li> <li>• <i>The DGMC has 6 direct reports and complies with the guideline.</i></li> <li>• <i>The CEO has 7 direct reports (the two Deputy General Managers, PA, Executive Officer, Eco Dev and Tourism Manager, HR Officer, WHS Officer). In due course there will be a HR &amp; Organisational Development Manager with WHS under them, and it will be back to 6 direct reports.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted and substantially COMPLETE</b></p>	<p>HIGH December 2014</p>	<p>CEO</p>
<p><b>Recommendation 13</b> That the <b>responsibilities</b> of the staff below the Director Technical Services be examined to increase the responsibilities of some positions so they absorb some other positions currently reporting to the Director.</p>	<ul style="list-style-type: none"> <li>• Review of responsibilities and reporting lines</li> <li>• Redistribute responsibilities</li> <li>• Reduce number of direct reports to no more than 6</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Review of positions below DTS has commenced with some changes to the Org Structure required at staff level. Focus has been on the Water and Sewer Team review. Asset Management review to commence. The analysis methodology used for the</i></li> </ul>	<p>HIGH December 2014</p>	<p>DTS</p>

	<p><i>water and sewer team review is to be utilised for the analysis of the staff below the DTS. Jan 2015</i></p> <ul style="list-style-type: none"> <li><i>The Water and Sewer structure has now been adopted and recruitment is in process. The methodology of looking at structures and options can also be used for the other areas. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Still a work in progress. This needs to be resolved quickly – and to also address the Span of Control of the DTS to reduce the number of direct reports to 6 – see Recommendation No 12.</b></p>		
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## ROLE OF A DIRECTOR

<p><b>Recommendation 14</b>  That the feedback from the operational staff on the <b>role of a director</b> be examined and applied where appropriate in the leadership training conducted for the Executive Staff.</p>	<ul style="list-style-type: none"> <li>Apply as part of the leadership development programme</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Addressed as part of the ELT meeting process, and coaching. Jan 2015</i></li> <li><i>There have been changes in practices. Executive Management is now seen out in the field more often, involving the field staff in the design stages, has fortnightly supervisors meetings, publicly thanking the staff for project completion through the weekly communique, regular information sessions at the depot. Further ideas are being explored for regular crew meetings for the Works area.</i></li> <li><i>All managers have been directed to hold regular team meetings to facilitate two way conversation and this is now occurring. There is still a long way to go, but there has been a considerable improvement. May 2015.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b>  <b>Appears to be pleasing progress – further review later in the year, and to be measured when the next Voice Project Engagement Survey is conducted. GM may consider looking at an informal survey of operational staff at a Depot Workshop.</b></p>	<p>HIGH  February  2015</p>	<p>CEO</p>
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## MANAGEMENT EXECUTIVE TEAM

<b>Recommendation 15</b> That the Executive Management Team be re-named the <b>Executive Leadership Team</b> to reflect the leadership role of the Executive team members.	<ul style="list-style-type: none"> <li>Amend documentation</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Completed Sept 2014.</i> <b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b> .	HIGH September 2014	CEO
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## ANNUAL AUDIT REPORT

<b>Recommendation 25</b> That the External Auditor be invited as part of the 2013/14 Audit Report to provide an assessment of the Council's financial performance against industry benchmarks and to recommend any corrective or other action the Council should take to improve its financial performance.	<ul style="list-style-type: none"> <li>GM to raise with Auditor and provide examples of benchmarks that could be included.</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Completed: Commentary on ratios included in the Special Schedules, and discussed with the Audit Committee.</i> <i>Council has completed the Fit for the Future Self Assessment metrics. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b> .	HIGH For the 2013/14 Audit report	CEO
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## MANAGEMENT OF DEPOT STAFF

<b>Recommendation 27</b> That as part of the Organisation Structure review consideration be given to the integration of some functions and a more consistent approach to the <b>management and leadership</b> of operational staff.	<ul style="list-style-type: none"> <li>GM to consider with DTS developing a role statement for the function and the person who might be suitable to fill that role.</li> <li>Nominated person to take up the role</li> <li>Depot staff notified of the role and the expectations of the GM</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Supervisor Team meetings have been implemented to ensure consistency and the promulgation of the same information.</i> <i>Works Manager responsible for the Depot. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b>	HIGH November 2014	CEO / DTS
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## RISK MANAGEMENT

<p><b>Recommendation 28</b> That the Director Technical Services arrange for a review of <b>work practices</b> associated with the rectification of risks on Council property to ensure such works are undertaken on a priority basis.</p>	<ul style="list-style-type: none"> <li>• List of identified risks developed</li> <li>• Work practices in rectifying the risks reviewed.</li> <li>• Change of work practices initiated</li> <li>• Results reviewed</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Yet to commence Sept 2014</i></li> <li>• <i>The Risk Management Action Plan for Roads, Footpaths, and Street Trees is being updated at this point in time. Jan 2015</i></li> <li>• <i>Footpaths and roads risk management is progressing and due to be completed by 30/6/2015.</i></li> <li>• <i>Trees risk management is next to be addressed with an updated tree audit and action plan being budgeted for in the 2015/2016 budget.</i></li> <li>• <i>RMS have now signed off on Council's Project specific plans templates which include environmental, safety components.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Whilst progress outlined is pleasing the main concern related to the works practice of identifying the hazards but not taking any action to rectify those hazards. It is recommended that the General Manager through her relationship with Leeton, Griffith or Wagga Wagga General Managers arrange for a risk manager from one of the councils to undertake an independent inspection of the Town to evaluate the current situation with hazard identification, listing for attention and taking action to address the hazards on a priority basis.</p>	<p>HIGH December 2014</p>	<p>DTS</p>
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## ASSET MANAGEMENT

<p><b>Recommendation 29</b> That the General Manager nominate an employee with appropriate skills to be the <b>Asset Manager</b> within the organisation.</p> <p>Further Management Comment The aim is that the Assets and Design Team is adequately resourced, skilled, trained and experienced to carry out asset related functions. The position of the Manager of this team also needs to be considered in the context of resource sharing/amalgamation. There is a risk in assigning all of the asset related material to one person. It should be a team based approach. The Manager of the Asset and Design Team will be accountable for the outcomes.</p>	<ul style="list-style-type: none"> <li>• Asset management responsibilities outlined in a position description</li> <li>• Skills within the organisation to fill the role identified</li> <li>• Lateral transfer of an existing employee if skills are resident within the organisation</li> <li>• Internal competition for role if one or more staff suitable</li> <li>• Training of existing staff or external recruitment if skills are not resident</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Org Structure has been finalised. Recruitment and position review task action plan developed. Discussions occurring with Leeton Shire regarding resource sharing.</i></li> <li>• <i>Asset Management Manager yet to be appointed. Jan 2015</i></li> <li>• <i>The Fit for the Future Standalone Business Case consultant has also identified that this function requires considerable focus as a priority. A business case for the development of the asset management system with measurable goals is being developed. Recruitment for Asset and Project Manager to proceed in May 2015.</i></li> <li>• <i>The Deputy General Manager Infrastructure had been focusing on the Water and Sewer Review. The Asset area is next to be addressed.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>This is the most important issue confronting local government across the world – planning for asset replacement and the ongoing maintenance of assets to prolong their useful life. An effective organisational arrangement for someone to be responsible for asset management is required – to co-ordinate the function across the organisation – and needs to be expedited.</b></p>	<p>HIGH December 2014</p>	<p>CEO/DTS</p>
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## TECHNOLOGY

<p><b>Recommendation 34</b> That the General Manager direct as a priority the preparation of a long term <b>Information Technology Strategic Plan</b> to assist in bringing to life the Council customer service priorities.</p>	<ul style="list-style-type: none"> <li>• Report to Exec Leadership Team to agree review methodology and whether to outsource the review</li> <li>• Review undertaken</li> <li>• Results reported to Council and funding options for implementing the strategy agreed and referred to 2014/15 budget considerations</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Information Management Strategy adopted by ELT in January 2015. Jan 2015</i></li> <li>• <i>The strategy projects needs for several years, it notes review of customer service system as an action, it does mention need for working with other Councils without specifically saying which systems. The principle of shared services is an overarching issue that is guiding a range of decisions including recruitment, procurement and systems. April 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE.</b></p>	<p>HIGH March 2014</p>	<p>CEO</p>
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## VACANT POSITIONS

<p><b>Recommendation 35</b> That an approach be made to Leeton Shire Council to establish a formal and comprehensive <b>Shared Services Function</b> to accommodate a range of similar functions undertaken within each Council and where economies of scale can justify the engagement of an officer to be shared between the 2 Councils.</p>	<ul style="list-style-type: none"> <li>• Approach to Leeton by Mayor and GM</li> <li>• Report to Council on outcome of approach</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>The Request to Recruit Form has been amended to encompass Shared Service delivery as an option. Managers have discussed specific positions with Leeton Shire Council managers. Discussions with Leeton Shire Council at a corporate and Council level have commenced.</i></li> <li>• <i>The Service Review Template includes provision for shared service delivery as options. Jan 2015</i></li> <li>• <i>Narrandera Shire Council and Leeton Shire Council worked together on a merged business plan. The final result is that the business case demonstrated that the benefits did not outweigh the costs and risks. Hence both Councils have now resolved to</i></li> </ul>	<p>HIGH September 2014</p>	<p>Mayor and CEO</p>
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	<p><i>prepare a standalone improvement business case. This approach includes the need for both Councils to resource share going forward. The specifics are yet to be worked out.</i></p> <p><i>May 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted that progress is being made.</b></p>		
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## HUMAN RESOURCE SERVICES

<p><b>Recommendation 37</b> That the General Manager review <b>past recruitment decisions</b> and take the necessary action to correct any decisions which may have exposed the Council to risk.</p>	<ul style="list-style-type: none"> <li>Obtain a report from HR on any past recruitment practices that may need review</li> <li>Undertake the review</li> <li>Act on findings</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Org Structure has now been finalised and relevant positions identified. A recruitment task action plan with timing developed.</i></li> <li><i>Recruitment process has been reviewed and approval changes implemented. Jan 2015</i></li> <li><i>Four past recruitment decisions have now been addressed. There is still one more position to be reviewed. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted that this is still a work in progress.</b></p>	HIGH November 2014	CEO
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## CUSTOMER SERVICES

<p><b>Recommendation 39</b> That <b>as an organisation priority</b> Customer service information be developed for each council service and made accessible on the Council computer system so customer service officers can respond confidently and accurately to most customer service enquiries.</p>	<ul style="list-style-type: none"> <li>Review the information which can be provided on the existing computer system and any system upgrade required.</li> <li>Make a budget provision for the upgrade</li> <li>Visit other councils with such a one stop shop facility and identify resource and other requirements</li> <li>Provide the resource and other support services</li> <li>Develop the information and launch the service</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Council intranet is being promoted and utilised as the source</i></li> </ul>	HIGH June 2015	DCS
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	<p><i>of corporate information. A revised Information Management Strategy has been adopted and this will inform the selection of an upgrade to the document management system which will in turn determine the selection of a customer request management system. Jan 2015</i></p> <ul style="list-style-type: none"> <li><i>The Customer Service Service Review is about to commence. An outline of the review process is nearly complete and will be taken to Council for adoption in June. An outcome of the review may be subscribing to organisations such as the Australian Local Government Customer Service Network. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>A work in progress.</b></p>		
<p><b>Recommendation 40</b> That the TRIM Customer Request Management System be used by all staff to record <b>customer requests</b></p>	<ul style="list-style-type: none"> <li>Identify who is not using the system</li> <li>Provide training to staff to ensure capability to use the system</li> <li>Instruct staff that they must use the system</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>An awareness raising process has commenced by ELT, and usage reports are being provided to management monthly.</i></li> <li><i>Monthly reporting improved to show outstanding requests and statistics on the requests created. Jan 2015.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Work in progress – success of the changes to be reviewed in 2015/16.</b></p>	<p>HIGH Immediately</p>	<p>DCS</p>

<p><b>Recommendation 41</b> That all staff receive <b>training</b> in the use of the customer request system and document management system and in particular the benefits of system use.</p>	<ul style="list-style-type: none"> <li>• Training arranged and conducted</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Utilisation of the document management system is to become criteria in staff performance appraisals to emphasis the requirement to capture corporate information. Jan 2015</i></li> <li>• <i>Now that the optic fibre has been installed to the depot, there is improved computer access for the supervisors. Information sessions have been held for some supervisors who can now use the customer request system for the first time.</i></li> <li>• <i>An audit trail of customer request useage has been created and the results are being used as part of the 2015 performance appraisal feedback process.</i></li> <li>• <i>Further training needs to be scheduled and this has been identified in the Information Management Strategy. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Pleasing progress made – substantially COMPLETE</b></p>	<p>HIGH February 2015</p>	<p>DCS</p>
<p><b>Recommendation 42</b> That the <b>Customer Service Charter</b> be refreshed to include an increased range of customer service performance standards so customers and staff can know the standards of service to expect.</p>	<ul style="list-style-type: none"> <li>• Charter reviewed in consultation with a selection of customers</li> <li>• New charter introduced</li> <li>• Publicity for charter in local media</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Yet to commence Jan 2015</i></li> <li>• <i>This will be addressed as part of the Customer Service service review which is due to commence in June 2015. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Work in progress.</b></p>	<p>HIGH March 2015</p>	<p>DCS</p>

<p><b>Recommendation 44</b> That the Council <b>website</b> be managed strategically so 24/7 access by customers, residents and visitors can be enabled.</p>	<ul style="list-style-type: none"> <li>• IT Strategic Plan developed</li> <li>• 24/7 access to services developed as a priority</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>A revised website policy has been adopted by ELT. Implementation plan with rollout to now occur. Jan 2015</i></li> <li>• <i>All pages on the website have been allocated a responsible owner. These staff members have been provided with a timeframe in which to review the layout and content of their pages to ensure they are up to date, accurate and reflect Council's vision. This process has commenced and is being monitored by IT for reporting to executive management. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Work in progress.</b></p>	<p>HIGH June 2015</p>	<p>DCS</p>
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## CULTURE AND COMMUNICATIONS

<p><b>Recommendation 45</b> That the Executive Leadership Team give <b>priority attention</b> to team building and improving communication within the organisation</p>	<ul style="list-style-type: none"> <li>• Issue to be listed on the EL Team agenda as a recurring item</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Internal Communications Plan included in the Corporate Communications Strategy adopted by Council in Jan 2015. Weekly Communique to staff &amp; Councillors confirmed as valuable when a review undertaken late 2014. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>This is an ongoing issue but appears action taken can be deemed as substantially COMPLETE.</b></p>	<p>HIGH Ongoing</p>	<p>EL Team</p>
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<p><b>Recommendation 48</b> That a <b>Project Management approach</b> be taken to actioning all of the recommendations in this Organisation Review – so that the workload of change is shared across the organisation</p>	<ul style="list-style-type: none"> <li>• Projects listed</li> <li>• Project Teams identified</li> <li>• Project Team Leaders appointed</li> <li>• List of 2014/15 priorities listed</li> <li>• Projects undertaken according to priorities in this Implementation Plan</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Actions have been designated as High, Medium, Low. Some project leaders have been appointed. Standard agenda item on the ELT agenda. Council Task Force met in November and February with community member appointed. Jan 2015.</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE and ongoing...</b></p>	<p>HIGH October 2014</p>	<p>EL Team</p>
<p><b>Recommendation 49</b> That appointed <b>Project Managers</b> be assigned a clear authority to act and be accountable for results</p>	<ul style="list-style-type: none"> <li>• Delegation issued by GM</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Most project managers appointed. Others yet to be appointed due to delays in critical recruitment. Jan 2015</i></p> <ul style="list-style-type: none"> <li>• Each project has a designated project manager. May 2015</li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Substantially COMPLETE</b></p>	<p>HIGH October 2014</p>	<p>CEO</p>
<p><b>Recommendation 50</b> That a <b>performance culture</b> be instilled in the organisation and poor performers be dealt with effectively by skill development, training, or disciplinary action if needed.</p>	<ul style="list-style-type: none"> <li>• Performance culture emphasised in GM communications</li> <li>• Poor performance dealt with</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Directors now have a performance plan. A Consultative Committee Working Party is reviewing the Performance Appraisal process. Performance and performance management related issues are being discussed on a regular basis with all operational supervisors in the Tech Services department. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Work in progress and to be reviewed in 2015/16.</b></p>	<p>HIGH Ongoing</p>	<p>CEO  Supervisors</p>

<p><b>NOTE</b> That the number of <b>direct reports</b> to the General Manager and Director Technical Services in particular be reduced to enable appropriate delegations to be extended to managers allowing them to manage a broader range of responsibilities.</p>	<ul style="list-style-type: none"> <li>• See recommendation No 13</li> </ul>		
<p><b>Recommendation 51</b> That the Council build into its culture the <b>recognition and celebration of high performance</b> by the Council leadership (including at Mayoral and Councillor level) and achievements be publicised in the local media</p>	<ul style="list-style-type: none"> <li>• Achievements identified and reported to GM</li> <li>• Appropriate recognition given to staff and organisation achievements</li> <li>• Mayor and Councillors invited to recognition ceremonies</li> <li>• Mayor to also recognise achievements in media and other public statements</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Acknowledgement from the CEO and the Mayor published in the weekly Communique. Staff Service and Achievement Awards breakfast held in October. Councillors invited to all staff functions. 2 X BBQs have been held for tech services operations staff. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Excellent progress – whilst it appears the actions are now ongoing this can be marked as substantially COMPLETE.</b></p>	<p>HIGH Ongoing</p>	<p>Mayor Councillors CEO Directors</p>

<p><b>Recommendation 52</b> That a <b>team culture</b> be developed at Narrandera and Councillors and staff be seen as the one team, and opportunities for Councillor and staff interaction be developed by the Mayor and General Manager – the first be by way of the celebration of Council achievements at Depot BBQs or other recognition ceremonies.</p>	<ul style="list-style-type: none"> <li>• Team culture emphasised in Council Values to be developed</li> <li>• Mayor and General Manager to give public recognition to Council achievements</li> <li>• Councillor and staff interaction be increased by appropriate opportunities such as Depot BBQs, office presentations, etc</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Note comments in Recommendation 51.</i> <i>Revised Values now being promulgated.</i> <i>Media Releases about our 13/14 works achievements and presentations to staff and Councillors on those achievements.</i> <i>All ELT and SMT members attended the Leadership training with the front line supervisors to demonstrate a team culture.</i> Councillors attended the staff Christmas party &amp; staff achievement breakfast. Jan 2015 <b>AUDIT FINDING MAY 2015:</b> <b>Excellent progress – ongoing actions to be reviewed in 2015/16.</b></p>	<p>HIGH October 2014</p>	<p>Mayor and CEO</p>
<p><b>Recommendation 54</b> That it be recognised the <b>many actions</b> required to bring Narrandera to a high performing organisation and how it relates to its community will take some years to deliver and patience and understanding is required whilst the priority actions to be taken over a 3 to 5 year period are identified, built into an Action Plan and implemented</p>	<ul style="list-style-type: none"> <li>• Regular reports on progress to Council and reminders of timeframe</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Councillor Task Force appointed.</i> <i>6 monthly reports to Council. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted – progress to be reviewed in 2015/16.</b></p>	<p>HIGH Ongoing</p>	<p>Everyone</p>

<p><b>Recommendation 55</b> That whilst it is accepted the General Manager has the obvious responsibility for making the necessary changes, it also be recognised that every person within the organisation has a leadership responsibility and a <b>shared commitment</b> to the changes required is necessary.</p>	<ul style="list-style-type: none"> <li>Regular reports on progress to Council and in Mayoral and General Manager communications to emphasise this responsibility</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Reports on actions are provided through the Communique, Councillor Workshops, staff forums, ELT, SMT etc Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted this is ongoing – to be reviewed in 2015/16.</b></p>	<p>HIGH Ongoing</p>	<p>Everyone</p>
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## BUDGET MANAGEMENT

<p><b>Recommendation 56</b> That a full review of the <b>CAPEX program</b> be undertaken having regard to all available resources including managerial, design and construction.</p>	<ul style="list-style-type: none"> <li>Review of whether the 2014/15 CAPEX programme has been developed on a sound basis and can be delivered with the resources and time available</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Works Manager determined that the roads maintenance works was to be completed early if no action taken. Options for employing the resources were considered and action plan implemented to ensure maintenance costs were contained within budget. Actions included staff with excess leave balance being required to take leave. A clear 15/16 Budget process communicated to SMT members. Jan 2015</i></p> <p><i>The 14/15 Roads program Capital works will be completed within the 14/15 financial year.</i></p> <p><i>The capital works for 15/16 have been determined as part of the 15/16 budget process and Operational Plan. This is now on public exhibition. The scheduling of these projects will be done by July 2015. Tender skills have been improved so that tenders can be called in a timely fashion. Further MS Project licences will be procured. MS Project training will be implemented. There is a consultative process for field staff to be involved in the design phase. The 15/16 road works program includes double the Roads to Recovery funding. The Roads construction and maintenance service review will commence in May 2015.</i></p>	<p>HIGH By the second quarter review</p>	<p>Manager Finance</p>
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	<b>AUDIT FINDING MAY 2015:</b> <b>Pleasant progress. Success with 2014/15 CAPEX Programme to be reviewed in August 2015 and any lessons learnt built into 2015/16 Programme.</b>		
<b>Recommendation 57</b> That the CAPEX program be adjusted as necessary and if required additional design and/or project management <b>resources</b> be contracted and chargeable to specific projects.	<ul style="list-style-type: none"> <li>Arising from the review engage additional resources to ensure the 14/15 Programme is delivered.</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li><i>Revised scheduling approach implemented.</i></li> <li><i>Resources contracted for water &amp; sewer. Jan 2015</i></li> <li><i>See comments for Recommendation 56. A temporary project manager was appointed and this made significant progress on the Water and Sewer capital projects.</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Noted as substantially COMPLETE</b>	HIGH By the second quarter review	DTS
<b>Recommendation 58</b> That the CAPEX program be monitored every <b>month on a cross departmental basis</b> and progress be reported to council at least quarterly.	<ul style="list-style-type: none"> <li>A monthly reporting regime be established and progress reported to the EL Team each month</li> <li>Progress reports submitted to Council each quarter</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Progress reports to Council each month.</i> <i>Further work to be done to include projects in the quarterly IP&amp;R report software that has now been implemented. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted – to be reviewed in 2015/16.</b>	HIGH Monthly	DTS with Finance Manager
<b>Recommendation 59</b> That the General Manager hold the relevant <b>Director accountable</b> for a significant improvement in CAPEX delivery in 2014/15.	<ul style="list-style-type: none"> <li>Delivery outcomes included in director performance agreements</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Included in the DTS 2013/2014 Performance Plan. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted – the above issues suggest 2015/16 will be a significant test of changes made.</b>	HIGH 6 month and annual review of performance	CEO

<b>Recommendation 60</b> That an improved CAPEX Delivery in 2014/15 be included in the <b>General Manager's Performance agreement</b> .	<ul style="list-style-type: none"> <li>Included in performance agreement</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Org Review Action Plan has been included in the CEO's Performance Plan. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Again, the above issues suggest 2015/16 will be a significant test of changes made.</b>	HIGH September 2014	Mayor
<b>Recommendation 61</b> Where there are major over-runs in a project the General Manager report to Council with any <b>fund reallocation</b> proposals.	<ul style="list-style-type: none"> <li>Actions taken through improved project management procedures to ensure this does not happen</li> <li>If it does then reported to Council every quarter</li> <li>Included in director performance agreement findings</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Fund Reallocation proposals are being reported to Council. New Project Management methodology is being implemented. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Noted – success of changes made to be reviewed in 2015/16.</b>		CEO

## PROJECT DESIGN

<b>Recommendation 63</b> That action be taken to ensure the <b>time</b> between an engineering design being completed and the commencement of construction is a minimum of 12 weeks.	<ul style="list-style-type: none"> <li>Designs prepared in consultation with works staff</li> <li>Works programmed based on availability of designs</li> <li>Funding estimated on the basis of works being able to be undertaken according to availability of design</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li><i>Design consultation with field staff commenced. A policy/procedure yet to be developed. Jan 2015</i></li> <li><i>A staged approach of scoping, designing, consulting, reviewing has been implemented. A strict timeline of 12 weeks does not always apply as it depends on the project. A procedure is being developed in conjunction with the Project Management software. Training is being carried out in the Project Management computer system and methodology in May 2015.</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Work in progress.</b>	HIGH March 2015	DTS
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<b>Recommendation 64</b> That Design staff <b>consult</b> with Works staff at the design stage so as to avoid later problems found on site	<ul style="list-style-type: none"> <li>• Works Design procedure developed incorporating the involvement of Works staff at the appropriate time.</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Consultation commenced. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>The test will be in preparing the designs and budget provisions for the Capital Works Programme for 2015/16 – to be reviewed in 2015/16.</b>	HIGH October 2014	WORKS MANAGER
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## PROJECT MANAGEMENT

<b>Recommendation 65</b> That a <b>project methodology</b> such as the “Business Excellence Framework” be introduced as an internal organisational improvement project.	<ul style="list-style-type: none"> <li>• Alternative methodologies investigated</li> <li>• Priority reviewed after high priorities actioned</li> </ul> <b>PROGRESS AT KEY DATES</b> <i>Draft Project Management Methodology has commenced implementation. Project Management Policy adopted by ELT. Jan 2015</i> <b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b>	LOW 2015	DTS
<b>NOTE</b> That as a matter of practice the <b>delivery staff</b> be consulted through the project team to ensure local knowledge of site conditions is built into design plans	See recommendation 64		

## WORKS SECTION PERFORMANCE

<b>NOTE</b> That the General Manager personally direct the improvements required in <b>Works Section operations</b> by way of the Director Technical Services Performance Agreement, and specific targets and performance standards be agreed with the	See recommendation 59. The Deputy General Manager Infrastructure has a performance based performance plan based on the CEO’s performance plan template. CEO meets formally with the DGMI on a fortnightly basis to discuss project progress. CEO goes into the field with the DGMI once every week. CEO is monitoring that the DGMI has implemented a range of changed approaches to managing the department.		
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Director so performance can be accurately monitored.	A staff climate survey has been included in the 2015/2016 budget and this will provide evidence of any change. <b>AUDIT FINDING MAY 2015:</b> <b>Pleasing progress noted.</b>		
<b>Recommendation 68</b> That the development of an <b>Asset Management Strategy</b> be adopted as a priority action by the Executive Leadership Team	<ul style="list-style-type: none"> <li>• Strategy developed by person appointed by the GM to lead Asset Management Planning</li> <li>• Submitted to EL Team for adoption</li> <li>• Submitted to Council for notation</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li>• <i>Yet to commence Jan 2015</i></li> <li>• <i>Business Case for the asset management project is being developed (implementing a computer system, methodology, policies and procedures, works as executed form has been developed). May 2015</i></li> </ul> <b>AUDIT FINDING MAY 2015:</b> <b>Work in progress. This is a high priority and action should be expedited.</b>	HIGH February 2015	Asset Manager
<b>Recommendation 69</b> That the Works Manager be instructed by the Director to achieve changes in <b>work practices</b> as outlined in this Final Report.	<ul style="list-style-type: none"> <li>• Instructions issued</li> </ul> <b>PROGRESS AT KEY DATES</b> <ul style="list-style-type: none"> <li>• <i>Commenced. Supervisor Team Meetings being held regularly to ensure consistent information and approaches are being used where appropriate. Jan 2015</i></li> <li>• <i>As noted under the other recommendations, there has been many initiatives including:</i> <ul style="list-style-type: none"> <li>- <i>Performance management workshops with all the supervisory staff</i></li> <li>- <i>Roads construction and maintenance service review about to commence</i></li> <li>- <i>Fortnightly supervisors meetings being conducted</i></li> <li>- <i>Excess leave being addressed which has also allowed staff to step up to do higher duties while supervisors on leave</i></li> <li>- <i>Implementation of revised job preparation routines</i></li> </ul> </li> </ul>	HIGH September 2014	DTS



	<ul style="list-style-type: none"> <li>- Staff directed not to take excessive morning tea and leave the job site and this is being monitored.</li> <li>• This is an area for a lot more work. May 2015</li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Pleasing progress made. To be further reviewed in 2015/16.</p>		
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## SHARED SERVICES

<p><b>Recommendation 81</b> That discussions and negotiations be entered into with both Griffith and Leeton Councils to genuinely explore a <b>shared service arrangement for technology</b> to serve the region</p>	<ul style="list-style-type: none"> <li>• Discussions be held as part of the Shared Services agenda and earlier recommendation</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Discussions commenced. Request to Recruit Form has been revised to include Shared Service Delivery as an option for consideration before recruitment approved. Jan 2015</i></li> <li>• <i>At this stage there has not been a formal strategy developed. Narrandera Shire Council has used Wagga Wagga's expertise for the introduction of the Project Management Methodology. Council has used Leeton's town planning resources for a significant Development Application Assessment. Other shared projects with Leeton include collaboration on Fixing Country Roads grant applications, significant collaboration regarding Inland Rail advocacy and Murrumbidgee water storage advocacy, joint management of the airport, and proceeding with recruiting a shared Road Safety Officer. The priority was the merged business case with Leeton which is now not proceeding and preparing the Fit for the Future templates. Leeton executive management was also not available for progressing this for many months due to a variety of issues. The structure of the Murrumbidgee Joint Organisation is also not known yet.</i></li> <li>• <i>This will be an area for further work in the 2015/2016 financial year.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Progress noted.</p>	<p>HIGH October 2014</p>	<p>Mayor and CEO</p>
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## ORGANISATION STRUCTURE

<p><b>Recommendation 90</b> That the Council consider adopting under Section 332 of the Local Government Act a <b>two (2) division structure</b> with Deputy General Managers leading the Corporate and Community and the Infrastructure Departments.</p>	<ul style="list-style-type: none"> <li>Report to Council in September</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Completed. Org Structure adopted as part of endorsing the Organisational Review report. It has been implemented.</i></p> <p><b>AUDIT FINDING MAY 2015:</b> <b>COMPLETE</b></p>	HIGH September 2014	CEO
<p><b>Recommendation 91</b> That the Council consider classifying the positions of Deputy General Manager Corporate and Community and Deputy General Manager Infrastructure as <b>Senior Staff</b> under Section 332 (1) of the Local Government Act and engaged on 5 year performance based term contracts.</p>	<ul style="list-style-type: none"> <li>Report to Council in September</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Council decided to defer this decision in September 2014 when the Organisational Review report was adopted.</i></li> <li><i>The matter was considered again in February 2015 and Council resolved to defer again until the outcome of the Fit for the Future decisions are known.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Progress noted.</b></p>	HIGH September 2014	CEO
<p><b>Recommendation 92</b> That the Council consider adopting the following Manager positions as shown in the structure within the Discussion Paper and not classifying those positions as Senior Staff and therefore not engaged under Term Contracts: <b>General Manager</b> ➤ HR and Organisational Development Manager ➤ Tourism and Economic Development Manager <b>Deputy General Manager – Corporate and Community</b></p>	<ul style="list-style-type: none"> <li>Report to Council in September</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Org Structure adopted and Organisational Structure chart updated</i></li> <li><i>A recruitment and position review task action plan developed.</i></li> <li><i>Recruitment delayed due to discussions on shared service delivery and Fit for the Future considerations. Jan 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>Noted – work in progress.</b></p>	HIGH September 2014	CEO

<ul style="list-style-type: none"> <li>➤ Information and Technology Services Manager</li> <li>➤ Finance Manager</li> <li>➤ Governance and Engagement Manager</li> <li>➤ Community Development (including Library) Manager</li> <li><b>Deputy General Manager - Infrastructure</b></li> <li>➤ Environmental Planning and Development Manager</li> <li>➤ Open Spaces and Recreation Manager</li> <li>➤ Water and Waste Water Manager</li> <li>➤ Asset Management and Design Manager</li> <li>➤ Works (including Workshop) Manager</li> </ul>			
<p><b>Recommendation 93</b> That in making appointments to the new <b>manager positions</b> every effort be made to laterally transfer existing staff into comparable positions under Award arrangements, and in other situations where competition is required the positions be first advertised internally where a pool of suitable candidates is expected, and then externally where the position cannot be filled internally.</p>	<ul style="list-style-type: none"> <li>• Build in as part of structure changes</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li>• <i>Recruitment and position review action plan will apply these principles. Jan 2015</i></li> <li>• <i>A recruitment strategy is identified for each recruitment action. The Water and Sewer Service Review identified a range of positions where staff could be redeployed. Some staff still chose redundancy even though redeployment options were provided. May 2015</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> <b>A work in progress.</b></p>	HIGH September 2014	CEO

<p><b>Recommendation 94</b> That the position of General Manager at Narrandera Shire Council be designated as <b>Chief Executive Officer</b>, to carry out the statutory duties of general manager under the Local Government Act and to lead the staff organisation, to advise the Council on its statutory functions and to work more strategically in the interests of the Council and community.</p>	<ul style="list-style-type: none"> <li>As part of September Council meeting</li> </ul> <p><b>PROGRESS AT KEY DATES</b> <i>Documents being changed where appropriate. Jan 2015</i></p> <p><b>AUDIT FINDING MAY 2015:</b> Noted as <b>COMPLETE</b>.</p>	<p>LOW September 2014</p>	<p>Mayor</p>
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## FINANCIAL POSITION

<p><b>Recommendation 95</b> That a <b>Task Group</b> comprising the Mayor, Deputy Mayor, General Manager, Director Corporate Services, Manager Finance, the Council's Auditor and a member of the Narrandera community chosen for their financial planning expertise be established to undertake a review of the Council's financial position and bring forward recommendations as to the reduction in expenditure or the increase in income required to address the Council's long term financial position.</p>	<ul style="list-style-type: none"> <li>Terms of Reference for Task Group developed</li> <li>Task group appointed</li> <li>First meeting held to agree programme of review</li> </ul> <p><b>PROGRESS AT KEY DATES</b></p> <ul style="list-style-type: none"> <li><i>Council Task Group appointed at October 2014 Council meeting.</i></li> <li><i>First meeting held in November.</i></li> <li><i>Task Group appointed community member for February meeting. Jan 2015</i></li> <li><i>This has been superseded by the work of the Fit for the Future Standalone Improvement Business Case where a range of options are being considered.</i></li> <li><i>It may still be established to oversee the Fit for the Future Action Plan which includes looking at income opportunities.</i></li> </ul> <p><b>AUDIT FINDING MAY 2015:</b> Work in progress.</p>	<p>HIGH October 2014</p>	<p>CEO</p>
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