Supporting Document 1

Business Improvement Plan : 57 Actions

"………..commitment to a continuous improvement program"

Key
- Immediate : Action completed within one year
- Short Term: Action completed within two years
- Medium Term: Action completed within five years

Number	Actions	Timeframe
1	Prepare and communicate an organisational vision and values that support the community vision in Camden 2040	Immediate
2	Agree and communicate a purpose and regular meeting cycle for ELG and SMT meetings, including: • standard agenda items • reporting of organisational priorities • attendance by team leaders and other specialist staff to present their reports and recommendations • reporting of progress with OD/BIP actions • reporting of progress with cross organisational working groups • short, practical sessions to support the continued development of partnering skills	Immediate
3	Enhance the capacity of the Executive Development and Support branch to support the organisation	Immediate
4	Establish structured, cross organisational working groups to implement key priorities in areas such as: • communications • customer service • developer agreement planning and management • information technology • infrastructure planning and coordination • property development • risk management	Short term
5	Regularly review the success of cross organisational working groups and other collaborative mechanisms	Short term
6	Review the leadership development program for existing leaders and for potential and emerging leaders Develop a revised program targeted to organisational needs	Short term

Number	Actions	Timeframe
7	Review and refine the organisational structure and associated job design	Immediate
8	Include clear responsibility in the Employee Services and Community Engagement branch for: • organisational development and improvement • supporting staff through organisational change	Immediate
9	Review staffing levels and structures in branches which are tasked to deliver organisational priorities identified in the Delivery Program and OD/BIP	Immediate
10	Review roles and responsibilities for key positions tasked to deliver organisational priorities identified in the Delivery Program and OD/BIP (linked to Action 9)	Immediate
11	Design and deliver an ongoing training program to improve budget development and management skills	Short term
12	Communicate regularly with staff about progress with the actions in the Workforce Plan	Short term
13	Review and update the actions and strategies in the Workforce Plan	Short term
14	Update existing training programs to identify and address emerging skills gaps	Medium term
15	Continue to conduct staff well being surveys and feed results back into strategy, planning and leadership development	Medium term
16	Review and, if necessary, refine the organisational structure	Medium term
17	Develop a Customer Service Strategy to drive improvements to systems and processes across the organisation.	Immediate
18	Discuss, agree and document three to five key operational service standards as a pilot	Immediate
19	Identify key interdependencies between branches and directorates to deliver priorities in the Operational Plan	Immediate
20	Upgrade Council's telecommunications system to allow better customer service, as well as monitoring and reporting of call metrics	Immediate

Number	Actions	Timeframe
21	Develop key performance indicators relating to the delivery of Council's customer service across the organisation	Immediate
22	Discuss, agree and document service standards for all remaining Council functions, building on the learnings from Action 18	Short term
23	Review the painting of Council's waste, recycling and green waste fleet to enable more flexible use of plant to improve service provision	Short term
24	Develop and implement distinctive branding of Council vehicles and uniforms for outdoor staff	Short term
25	Review interdependencies between branches and directorates and update the agreement about their management	Ongoing
26	Implement mystery shopper/mystery caller programs to measure key performance indicators relating to the delivery of Council's customer service across the organisation and support continuing improvements	Medium term
27	Report quarterly to the ELG on the key performance indicators relating to the delivery of Council's customer service operations across the organisation	Medium term
28	Use 'Lets Connect' to progressively communicate Council's service standards to the community	Medium term
29	Review the 'Welcome to Camden' booklet to communicate key service standards	Medium term
30	Review the frequency and purpose of staff meetings and agree a regular cycle that suits different directorates and branches	Immediate
31	Distribute regular communications to help keep all staff informed about organisational change	Immediate
32	Develop and implement a program to engage staff in the detailed design and transition to the new offices at Oran Park	Immediate
33	Finalise, launch and begin delivering the Communications Strategy	Short term

Number	Actions	Timeframe
34	Work with the Social Committee to program a series of 'bringing us together' events and activities at a range of locations and times to: • provide an opportunity to communicate about organisational development and change • give new and existing staff in different branches an opportunity to meet and get to know each other	Short term
35	Develop and implement a program to engage staff should a redesign of the existing depot be planned	Medium term
36	Report twice yearly to the ELG on the delivery of the Communications Strategy	Medium term
37	Establish branches focused on driving organisational improvements in key areas of strategy and planning: • finance and corporate planning • infrastructure planning • strategic land use planning	Immediate
38	Use one or more SMT workshops to engage managers in implementing organisational proprieties for 2014/15	Immediate
39	Formalise and communicate an organisation wide corporate calendar, including budget and reporting cycles and responsibilities	Short term
40	Update the Infrastructure Management Improvement Program to guide the continuous improvement of Council's asset management plans	Short term
41	Review and streamline the approach to preparing the Operational Plan and Delivery Program, including the process for manager and team leader involvement	Short term
42	Prepare a hierarchy of Council's existing strategies and plans and the interrelationships between them	Short term
43	In consultation with SMT, identify three to five key strategies which need to be prepared to fill identified gaps (linked to Action 42)	Short term
44	Report progress on implementing the Infrastructure Management Program quarterly to SMT (linked to Action 40)	Medium term

Number	Actions	Timeframe
45	Review the strategies and measures in the 'Strong Local Leadership' direction of Camden 2040	Medium term
46	Maintain focus on improving Workforce Health and Safety systems and processes	Ongoing
47	Establish an Infrastructure Coordination Group to: • guide the continuous improvement of asset management plans • improve the coordination of planning, delivery and handover of infrastructure • develop project management systems and processes • improve capital works prioritisation processes • ensure operational perspectives are incorporated into infrastructure policies and design guidelines	Immediate
48	Map and improve the process of planning for and managing funds and infrastructure acquired through Section 94 and developer agreements	Immediate
49	Map infrastructure management lifecycles for: • open space infrastructure • roads and transport infrastructure • building infrastructure • stormwater infrastructure.	Short term
50	Review Council's budget preparation and reporting process, and the associated policy, to: • enable greater manager and team leader participation in and responsibility for budgeting • leverage from the introduction of the electronic budget system and monthly financial reporting	Short term
51	Review progress in delivering systems and process improvements and agree a new priority group of actions	Medium term
52	Establish a Technology Solutions branch, to create an organisational focus and area of high level expertise	Immediate

Number	Actions	Timeframe
53	Use the IT Steering Committee, chaired by the Director, to: • coordinate the updating of Council's IT Strategy • prioritise immediate requests for additional IT resources • resolve complex operational IT issues	Immediate
54	Consult operational staff to prioritise technology improvements which will support service delivery	Immediate
55	Review and update the organisational wide IT Strategy, including a prioritised implementation plan	Short term
56	Incorporate the introduction and improvement of priority e-services into the planned upgrade of Council's website	Short term
57	Report twice yearly to the ELG on the delivery of the IT Strategy	Medium term