



Final Report (Acquittal)

Capacity Development Project

1. Introduction

Council received funding from the Innovation Fund on 29 June 2016, to undertake a Capacity Development Project. This report outlines progress and completion of this project in two attachments, Attachment 1 and Attachment 2.

2. Progress/Implementation

Initial significant communication took place with all staff following the successful acquisition of funding from the Capacity Development Program. Expressions of interest from employees to undertake developmental training, were taken into account.

Consultation with Management, Supervisors and employees was pursued through Management meetings, Toolbox and all staff briefings and through Council's Internal HR Newsletter.

Training providers were contacted to identify specific Capacity Development Programs/initiatives for the Capacity & Capability Building Program - e.g. TAFE, Acache and the Australian School of Applied Management (ASAM). This was an ongoing process throughout to ensure effective delivery of each program, in line with organisational needs.

A pause in the Program in the 2nd quarter of 2017 was encountered as a result of the resignation of the Organisation Development Manager as well as the replacement HR & Workforce Development Manager, together with other changes within the Management Structure.

Full focus on implementation, and completion, was resumed by the current HR team and the program effectively completed, with an additional investment/contribution from Council's Training budget.

The following, Attachment 1, outlines delivery and contains the financial report detailing expenditure. Full acquittal of Innovation Funding, as required, was achieved by the end of December 2017.

Attachment 2 provides detail of Council's progress against the established Action Plan.

Terry Doolan
Chief Executive

Attachment 1

Tenterfield Shire Council - Capacity & Capability Building Program

Leadership	Objective	Program	Provider	Attendees	Original Training Cost	Account No	Actual & Committed	Commencement	Duration	Target Group
	Develop the leadership capability of our middle and senior management	ASAM Colloquium - Leadership Development Program	Australian School of Applied Management (ASAM)	12	\$ 60,000	3370	\$ 92,698.95	4th Quarter 2016	7 months	Managers & Executive
					\$ 60,000		\$ 92,698.95			
Management	Objective	Program	Provider	Attendees	Training Cost	Account No		Commencement	Duration	Target Group
	Improve core competencies of our management	Roles and skills of a Manager	Acache Pty Ltd	9	\$ 18,000	3373	\$ 13,741.00	July/August 2016	1 week	Middle Management
	Increase capacity to identify and manage risk	Risk Management training	AIM (Australian Institute of Management)	7	\$ 8,000	3374	\$ 6,876.00	4th Quarter 2017	2 days	Supervisors, Managers, Exec
	Improve our strategic planning capabilities	Integrated Strategic Planning Course	Morrison Low Consultants Pty Ltd	12	\$ 5,000	3375	\$ 15,385.75	1st Quarter 2017	1 day	Managers & Executive
	Improve core competencies of management	PD evaluation and Salary Structure training	Ecomp	2	\$ 4,000	3377	\$ 1,000.00	4th Quarter 2017	1 day	Managers & Executive
					\$ 35,000		\$ 37,002.75			
Emerging Leaders/ Next Gen Managers	Objective	Program	Provider	Attendees	Training Cost	Account No		Commencement	Duration	Target Group
	Growing our next generation of leaders	Rural Management Challenge	Local Government Professionals	5	\$ 4,000	3380	\$ 5,699.96	3rd Quarter 2016	2 days	Next Gen Leaders
	Growing our next generation of leaders and succession planning	Emerging Leaders Program	Australian School of Applied Management (ASAM)	8	\$ 30,000	3381	\$ 42,636.75	4th Quarter 2017	7 months	Managers/Leaders/Executive
	Support and grow the skills of our frontline managers/supervisors	Certificate III/IV Leadership Management/Civil Construction Management (to Dip level)	TAFE	15	\$ 25,000	3382	\$ 23,636.36	4th Quarter 2017	6 Months to 3 Yrs	Outdoor staff including supervisors
					\$ 59,000		\$ 71,973.07			
Technical Professionals	Objective	Program	Provider	Attendees	Training Cost	Account No		Commencement	Duration	Target Group
	Improve the quality of our report writing and communication skills	Effective Report Writing Program	TAFE	14	\$ 5,000	3385	\$ 2,272.73	4th Quarter 2017	1 day	Managers & Executive
	Improve the quality of our community engagement, public presentations and media skills	Media Skills Presentation	Leonards	15	\$ 2,000	3386	\$ 1,500.00	4th Quarter 2017	2 days	Media & Identified Staff
	Expand our Technical Professional Capability	Procurement, and Contract Management/Asset Certification	LGP (Local Govt Procurement)	15	\$ 9,000	3387	\$ 8,853.21	4th Quarter 2017		
			AIM (Australian Institute of Management)			3388	\$ -	4th Quarter 2017	2 days	Procurement & Identified Staff
	Expand our Technical Professional Capability	Project Management Certificate		1	\$ 2,000	3389	\$ 2,413.18	4th Quarter 2017	2 days	Works Staff
					\$ 18,000		\$ 15,039.12			
All Staff	Objective	Program	Provider	Attendees	Training Cost	Account No		Commencement	Duration	Target Group
	Embed a culture of customer service excellence throughout our organisation	Customer Service Excellence program	TAFE	49	\$ 10,000	3393	\$ 9,808.11	4th Quarter 2017	1 day	Identified Staff
	Enhance our oversight procedures and capabilities	Integrity Management in LG	Australian Management LG	7	FOC	3394	FOC	4th Quarter 2017	1/2 days	Identified Staff
	Embed our ethical responsibilities and behavioural expectations across the organisation	Ethics and Code of Conduct refresher training	LGTI (Local Government Training Institute)	110	\$ 5,400	3395	\$ 10,800.00	4th Quarter 2017	2/3 hours per course	All staff
	Ingrain a culture of teamwork and participation throughout our organisation	Staff Development Days - Team Building	Various	110	\$ 5,000	3396	\$ 2,700.96	Various	Single days	All teams
	Improve the technology skills of our workforce to build capacity and ensure access to information	Intermediate/Advanced computer skills course	TAFE	15	\$ 6,000	3397	\$ 2,500.00	4th Quarter 2017	1 day	Identified Staff
					\$ 26,400		\$ 25,809.07			
Totals					\$ 198,400	as above	\$ 242,522.96	Training Costs		
					\$ 43,648	3399	\$ 28,000.00	Staff time allocation		
					\$ 242,048		\$ 270,522.96	Program Cost		
Funding	Grant				\$ 140,000	1310 35	\$ 140,000.00	Grant		
	Council contribution toward project				\$ 55,000		\$ 130,522.96	Council Contribution		
					\$ 195,000		\$ 270,522.96	Program Funding		

I have compiled these amounts from Council's current and historical financial records.

Terry Dodds
Chief Executive24/1/18
DateBelinda Savins
Name24/1/18
Date

Attachment 2 Completed Action Plan

Actions	Milestones	Timeframe	Progress	Responsibility
a) Complete performance documentation for Innovation fund (When successful)	Documentation completed, signed, sealed and delivered.	1/08/2016	Completed.	Chief Executive, HR & Workforce Development Manager, Human Resource Administration Officer
b) Identification of participants for Capacity Development Programs based on strategic team building basis (e.g. Cross cutting responsibilities for quarterly blocks)	Participants confirmed and advised of program dates.	Ongoing over the 18 month timeframe to cover staff changes	Completed	Chief Executive, HR & Workforce Development Manager, Human Resource Administration Officer, Chief Operating/Corporate Officer.
c) Negotiate and engage Capacity Development Providers for quarterly blocks	Providers signed under delivery contract.	Ongoing over the 18 month timeframe	Completed (Extensive engagement with Providers in delivery of identified programs, timing and outcomes.)	Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer.
d) Identification and confirmation of participants of Leadership and management, human resources and office administration capacity development programs	Participants identified and advised of program dates or scheduled for completion on finally negotiated dates.	Ongoing over 18 month timeframe	Completed See Attachment 1 for numbers	HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.

e) Identification and confirmation of participants in the leadership development program.	Participants confirmed and advised of program dates.	30/09/2016	Completed	Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.
f) <u>Operationalisation of the Capacity Development Program in quarterly blocks</u>				
1 st Block: <ul style="list-style-type: none"> • Growing our next generation of leaders • Improve core competencies of our management 	(1) Successful completion of capacity development programs per quarterly block (2) Certificate and Diploma programs underway, monitored and evaluations ongoing	July 2016 to November 2017	Completed – Programs included the, Rural Management Challenge, Colloquium Workshops and other Leadership Development and skills Programs. Follow up processes and reinforcement programs in place to optimize benefits and complete long term, multi-year qualifications.	Chief Executive, HR & Workforce Development Manager, Human Resource Administration Officer, Chief Operating/Corporate Officer.

<p>2nd Block:</p> <ul style="list-style-type: none"> • Develop the leadership capability of our middle and senior management • Growing our next generation of leaders and succession planning • Increase capacity to identify and manage risk • Certificate level in Office Administration/HR • Certificate level in Leadership and Management • Improve the quality of our community engagement, public presentations and media skills • Improve the technology skills of our workforce to build capacity and ensure access to information 	<p>(1) Successful commencement and identified completion of capacity development programs per quarterly block</p> <p>(2) Certificate and Diploma programs underway, monitored and evaluations ongoing</p>	<p>October 2016 to December 2017 (Some programs ongoing due semester/Course length requirements – fees paid)</p>	<p>Completed – Programs included the, Rural Management Challenge, Colloquium Workshops and other Leadership Development and skills Programs. Follow up processes and reinforcement programs in place to optimize benefits and complete long term, multi-year qualifications. .</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>
<p>3rd Block:</p> <ul style="list-style-type: none"> • Improve our strategic planning capabilities • Improve our corporate planning and performance management capabilities • Support and grow the skills of our frontline managers/supervisors • Reporting to date of monitoring and evaluation program with outcomes. 	<p>(1) Successful completion of capacity development programs per quarterly block</p> <p>(2) Certificate and Diploma programs underway, monitored and evaluations ongoing</p> <p>(3) Results of monitoring and evaluation program to date</p>	<p>Initial January 2017 to March 2017 Completed remainder Sept - Dec 2017</p>	<p>Completed – Programs outlined in Attachment 1. Follow up processes and reinforcement programs in place to optimize benefits and complete long term, multi-year qualifications. .</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>

<p>4th Block:</p> <ul style="list-style-type: none"> • Improve core competencies of management • Embed a culture of customer service excellence throughout our organisation • Enhance our oversight procedures and capabilities • Embed our ethical responsibilities and behavioral expectations across the organisation. 	<p>(1) Successful completion of capacity development programs per quarterly block</p>	<p>April 2017 to November 2017</p>	<p>Completed</p> <p>Programs included Customer Service, Procurement and Contract Management, and Code of Conduct Training. Other training highlighted in Attachment 1.</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>
<p>5th Block:</p> <ul style="list-style-type: none"> • Expand our Technical Professional Capability 	<p>(1) Successful completion of capacity development programs per quarterly block</p>	<p>July 2017 to December 2017</p>	<p>Completed - See Attachment 1 for more detail</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>
<p>6th Block</p> <ul style="list-style-type: none"> • Finalisation of monitoring and evaluation program with published outcomes • Completion of project reporting and debrief 	<p>(1) Successful completion of all capacity development programs per quarterly block with all Certificate/Diploma level programs either underway or completed.</p>	<p>October 2017 to December 2017</p>	<p>Completed</p> <p>Positive feedback and Course evaluations received, Certificates issued where appropriate. Final Report on Acquittal of Innovation Fund Grant Discussions with providers, completed timeframes established.</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>

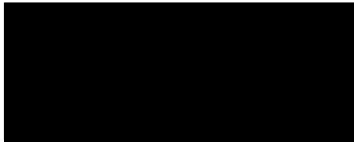
3. Authorised Officers



Kylie Smith

Chief Corporate Officer (Finance Element)

23 / 1 / 18,
Date



Terry Dodds Date

Chief Executive

24 / 1 / 18

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Date