



# TRANSFORMATION PLAN - STATUS

| Ref                   | Recommendation  |               |   |
|-----------------------|---|---------------|---|
| <b>Urgent</b>         |   | <b>Status</b> | <b>Commentary</b>   |
| 1.1                   | Resolve and finalise salary classification system   | WIP           | Position Classification and Salary Progression system developed and consultation with pilot groups commenced  |
| 1.2                   | Undertake performance reviews for those with available progression on salary scales   | WIP           | Subject to item 1.1 above (Note: some interim performance reviews were conducted in first quarter of 2017-2018 financial year in response to the initial LKS report)  |
| 1.3                   | Finalise corporate risk register  | WIP           | Coordinator Governance position recruited, Risk Management plan developed and currently being implemented   |
| 1.4                   | Review the purpose and direction of the service reviews   | On Hold       | Will be reassessed as part of corporate strategic planning and IP&R improvements being implemented  |
| 1.5                   | Create a long-term turn-around plan and a system of accountability and authority to make changes including demonstrating wins and improvement | WIP           | Plans being developed and will form part of GM, Directors and Managers KPIs. Review scheduled for February 2019 (12 months after commencement of new Executive team) to measure improvement (and wins) since transformation commenced. Detailed report to be prepared for Council prior to 30 June 2019 |
| 1.6                   | Communicate the Community Strategic Plan Critical Success Factors and cascade along the "golden thread"                                       | WIP           | Being addressed as part of corporate strategic planning and IP&R improvements being implemented   |
| 1.7                   | Communicate the why and where to of the impending change  | Complete      | Regular communications to all staff occurring via the General Manager's Office. This includes All Staff BBQ presentations, regular email updates. Communications still occurring as part of business as usual operations.   |
| <b>Transformation</b> |   | <b>Status</b> | <b>Commentary</b>   |
| 2.1                   | Establish the governance, management architecture of the organisational change program  | Complete      | Executive Leadership Team (ELT), Senior Leadership Team (SLT) and Information and Communication Technology Project Control Group (ICTPCG) structures established. Manager, Project Management Office (PMO) recruited and PMO establishment underway   |
| 2.2                   | Establish a Program Office  | WIP           | Manager, PMO commenced and establishment of PMO underway  |
| 2.3                   | Identify key workstreams  | Complete      | Key workstreams identified including leadership, people and culture (including vision and values), technology and systems and organisational structure  |



# TRANSFORMATION PLAN - STATUS

| Ref       | Recommendation   |               |   |
|-----------|--|---------------|---|
| 2.4       | Identify required investment for implementation of change and calculate ROI over acceptable time period                              | WIP           | Additional resourcing requirements identified. Will be included in Financial Sustainability Plan and 2019-20 IP&R process / documents   |
| 2.5       | Establish invest to save bank  | Not commenced | Will be considered as part of the Financial Sustainability Plan development   |
| 2.6       | Develop and implement program communications plan  | Complete      | Regular communications to all staff occurring via the General Manager's Office. This included All Staff BBQ presentations, regular email updates. Communications still occurring as part of business as usual operations. |
| 2.7       | Determine further work required to consolidate program (strategic planning, procedures, technological investment, ongoing reporting) | WIP           | Further work has been identified. Will be incorporated into: 2019-20 Operational Plan, 2019-20 Divisional Plans and GM / Director / Manager / Coordinator Annual Performance Plans  |
| Structure |  | Status        | Commentary  |
| 3.1       | Confirm operating model  | WIP           | Some elements defined. Will be further progressed and articulated as part of the 2019-20 IP&R process   |
| 3.2       | Prepare and implement initial restructure and redundancy notifications, meetings and briefings                                       | Complete      | Structure finalised and implemented   |
| 3.3       | Implement proposed management structure  | Complete      | Structure designed and implemented and all managers recruited   |
| 3.4       | Ensure executive leadership capability and accountability to lead change   | Complete      | Completed as a key component of recruitment process for GM, Directors, Managers and Coordinators. Recruitment processes for all leadership roles included LKSQ facilitated leadership competency assessments              |
| 3.5       | Commence full detailed structure design  | Complete      | Structure finalised and implemented   |
| 3.6       | Commence volumetric analysis of activities   | Not commenced | Will be undertaken as part of revised corporate strategic planning processes and 2019-20 budget build – Managers and Coordinators will be required to assess service levels and justify budgets required to deliver       |
| 3.7       | Ensure manager, coordinator, team leader leadership capability and accountability to lead change                                     | WIP           | Manager Leadership Development Program 60% complete (completion date: 31 March 2019). Leadership sessions occurring regularly with Managers, Coordinators and Team Leaders  |
| 3.8       | Undertake a detailed outdoor workforce review (activities, resource allocation)  | Not commenced | Dependent on recruitment of Manager Infrastructure Delivery who has now commenced   |
| 3.9       | Implementation of outdoor workforce workstream change program  | Not commenced | As above for item 3.8   |



# TRANSFORMATION PLAN - STATUS

| Ref                    | Recommendation  |               |   |
|------------------------|---|---------------|---|
| 3.10                   | Determine service level models and resourcing   | Not commenced | Will be undertaken as part of revised corporate strategic planning processes and 2019-20 budget build – Managers and Coordinators will be required to assess service levels and justify budgets required to deliver   |
| 3.11                   | Scope positions – role statements developed   | Complete      | Completed as part of structure development and associated recruitment   |
| 3.12                   | Implement management and team level structural change   | Complete      | Completed as part of structure development and associated recruitment   |
| Systems                |   | Status        | Commentary  |
| 4.1                    | Undertake technological systems analysis, review  | WIP           | Corporate Business System replacement project underway. Other systems being reviewed and assessed progressively<br><br>Some system changes implemented already and others in progress – all projects require approval of ICTPCG to ensure strategic alignment |
| 4.2                    | Conduct an analysis of the value that customers derive from Council's services  | Not commenced | Approach to be developed and agreed   |
| 4.3                    | Re-engineer key processes   | WIP           | Refer item 4.1 above  |
| 4.4                    | Establish the customer front end  | Not commenced | Future project for Coordinator Customer Services who has recently been recruited  |
| 4.5                    | Establish the knowledge base  | Not commenced | Being scoped as part of the Internet / Intranet refresh project   |
| 4.6                    | Establish the transaction hub   | WIP           | Business Support teams established within each Directorate, however further review and refinement required to drive efficiencies<br><br>Will be impacted by implementation of new Corporate Business System   |
| 4.7                    | Establish the commissioning approach  | WIP           | Organisational structure implemented separates planning and reporting functions from delivery. Work still occurring to adequately embed planning functions  |
| Leadership and Culture |   | Status        | Commentary  |
| 5.1                    | Assess the leadership capability of staff with leadership responsibilities against the recommended leadership capability framework      | Complete      | Completed as a key component of recruitment process for GM, Directors, Managers and Coordinators<br><br>Additionally, Managers all undertaking formal Leadership Program (as noted above)   |
| 5.2                    | Undertake leadership development of the Executive and Management-level staff to develop the skills to lead change to a consistent level | WIP           | Manager Leadership Development Program underway (as noted above)  |



# TRANSFORMATION PLAN - STATUS

| Ref | Recommendation   |          |  |
|-----|--|----------|--|
| 5.3 | Develop, decide on, and implement a clear and inspiring organisational vision through an engaging process with staff   | Complete | Vision and Values workshops undertaken with a cross-section of KSC workforce to develop vision and values and results communicated to all staff (presentations and internal communications). Periodic GM roundtable sessions being held with a cross-section of staff to monitor culture and vision and values |
| 5.4 | Design and implement an organisational performance system that enables leaders to be held to account for the work of their role and the work of their team(s)  | WIP      | Managers currently developing as part of the Leadership Program<br><br>Implementation of improved corporate strategic planning approach at a service level will link individual annual performance plans to divisional plans and to key IP&R documents (e.g. Operational Plan)                                 |
| 5.5 | Design and implement an individual performance framework that is consistent with the recommended capability framework, salary and progression systems  | WIP      | Review being led by Manager Organisational Development & Performance   |
| 5.6 | Undertake a training skills review that reconciles current skills and abilities with the skills necessary to support the organisation in the future, as well as a supporting training strategy and implementation plan | WIP      | Review being led by Manager Organisational Development & Performance   |
| 5.7 | Undertake a focused initiative to demonstrably improve relations with the Union  | Complete | Relationship with USU significantly strengthened – regular meetings with GM, Directors and Manager Organisational Development & Performance  |
| 5.8 | Undertake an improvement program for Council's safety systems that engages frontline staff in the ongoing simplification and improvement of safety processes and procedures  | WIP      | Significant work being led by Principal WH&S Advisor and Manager Organisational Development & Performance. Detailed plan endorsed by Executive Leadership Team.  |