Corporate Capability Plan 2022-23

Adelaide Hills COUNCIL

Contents

Our aspiration as a progressive organisation is that we are recognised for our:

- *skilled and agile workforce,*

- *representative and accountable governance, and*

- *commitment to cost effectiveness and efficient service delivery.*

A Progressive Organisation

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O2 Our customers find it easier to interact and do business with Council and have an improved customer experience

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Council exists to provide services and facilities to its community in a representative, informed and responsible manner. Our organisation and our people need to be both agile and capable of delivering the Council's long term community objectives and annual priorities in a financially sustainable way.

With a culture built on continuous improvement and a commitment to open and transparent decision making, we remain focused on consistently delivering an excellent customer experience.

Many of our plans and initiatives have been developed and published in the *2022-23 Annual Business Plan (ABP)* and the *A brighter future — Strategic Plan 2020–2024 (Strategic Plan).* The purpose of the *Corporate Capability Plan 2022-23* (CCP) is to complement and expand on the ABP and highlight those organisation specific activities we are undertaking in our day-to-day business that are often not mentioned in the ABP.

There are many services and business activities that we undertake that are vital to building and maintaining a progressive organisation. Not all of these will be covered in this plan, instead we will be highlighting items that will have the most impact on the organisation over the 2022-23 financial year.

The activities are listed under "A progressive Organisation" objectives which comes from our Strategic Plan. (listed on left)

01

We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

As an organisation, we strive to support and develop our people to realise their full potential and achieve organisational, community and professional goals.

The types of activities that we cover under the O1 strategic objective includes:

- Developing our capability through training and development

- Promoting diversity and inclusion

- Developing leaders who are positive role models and create a culture of involvement, ownership, empowerment, improvement, inclusion, positive behaviour, responsibility and accountability

- Creating a safe and healthy work environment

- Supporting our people with internal communications and online resources

Work Health & Safety

Managing WH&S is a core part of the way we do things at Adelaide Hills Council, and we strive to integrate it into all aspects of our activities and planning.

We are committed to providing a safe and healthy environment for everyone who works or interacts with us.

Ways we support our people are through:

- Systems and processes for record keeping, managing incidents and making resources easily accessible

- Education and training

- Empowering staff to manage their own safety and wellbeing through daily pre-start checks, "Taking 5 for safety" and stopping dangerous tasks when identified.

O1 Activities 2022-23

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
WHS Action Plan	Completion of the Action Plan.	x				Organisational Development
Effective Report Writing Training	A training session conducted on how to write effective AHC corporate reports. Also, general writing tips for writing and effective communication.	x				Governance & Performance
Towards Community Led Emergency Resilience Program	Recruitment of staff to form the Community Resilience Program team.	x	x			Community Development
Knowledge Sharing	Providing proactive pre-project delivery knowledge sharing to support key AHC Project Delivery areas.	x	x			Open Space
WHS Procedure Updates	Continued update and completion of all WHS Procedures.	x		x	x	Organisational Development
Information Services communication	Implement branding to clearly identify system notifications from Information Services (e.g., System Outages, Cyber Security, System Upgrades).			x	x	Information Systems
WHS Risk Evaluation	Prepare for and complete the audit against the Performance Standards for Self Insurers (PSSI) and Injury Management elements.		x			Organisational Development
Information Services Digital Literacy Program	Develop a staff Digital Literacy program around technology solutions to assist with improving the utilisation of systems and supporting the Cyber Security Framework.		x	x	x	Information Services
Organisational Development Policy and Procedure Framework	Update procedures as agreed via ELT Implementation of the Reference Group.				x	Organisational Development
People Leader Development	Deliver two People Leader development sessions throughout the financial year				x	Organisational Development
Cultural Awareness Training	Conduct Aboriginal cultural awareness sessions for staff who have not yet attended and/or who need a refresher.			x		Community Development
Disability Training	Undertake a session with staff to improve disability awareness and build capability.			x		Community Development

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
Recruitment Training	Continue People Leader development in recruitment processes and requirements.				x	Organisational Development
Work Health & Safety Training for Council Members	To introduce Council Members to the key provisions of the legislation and Council's WHS arrangements. To provide guidance to Council members to manage their health, safety, and well-being.			x	x	Governance & Performance Organisational Development
Review Workplace Risks at Fabrik	As parts of the site become redeveloped and ready for re-occupancy, re-evaluate site risks and hazards.				x	Fabrik General Property Organisational Development
Disability Survey	Undertake a survey to determine the number of staff living with a disability as required for reporting under the Council's Disability Access and Inclusion Plan.				x	Community Development

O2

Our customers find it easier to interact and do business with Council and have an improved customer experience

We strive to consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

The types of activities that we cover under the O2 strategic objective includes:

- Considering the customer experience in all of our interactions and processes

- Pursuing continuous improvement and system innovation that has a positive impact on our customers

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
Towards Community Led Emergency Resilience Program	Support the community networks to work more closely and effectively with Council in matters relating to Emergency Preparedness.	x	x	x	x	Community Development
Diversity & Inclusion Training for Council Members	To provide diversity and inclusion training for the 2022 Council Members including professional development through partnering organisations and induction to Council's *Access & Inclusion Plan 2020-24*.			X		Governance & Performance Community Development
Automated Customer Communications	Pilot automated emails to communicate the outcome of their finalised CRM cases.			x	x	Libraries and Customer Service Information Services
Customer Service Plan	Develop a Customer Service Plan which provides a framework for customer service and identifies opportunities to improve service delivery and customer satisfaction.			x	x	Libraries and Customer Service
Council Website Improvements	Develop the new website to provide more streamlined customer service and improve access to information.			x	x	Libraries and Customer Service Communications Engagement & Events

O3 *Our organisation is financially sustainable for both current and future generations*

We plan and manage our resources in order to support policy and strategy and the effective operation of our organisation.

The types of activities that we cover under the O3 strategic objective includes:

- Developing the Long Term Financial Plan and Annual Business Plan as part of our strategic plans which help us maintain financial sustainability

- Using our resources in the most effective manner. This includes organisational structure, recruitment, assets and accommodation.

- Having processes in place to manage expenditure, procurement and contractors.

O3 Activities 2022-23

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
Internal Audit	To implement the Council's Strategic Internal Audit Plan and monitor the implementation of agreed actions.	x	x	x	x	Governance & Performance
Office Accommodation	Progress the implementation of the Accommodation Project.	x	x	x	x	Property Services
Insurance Management	Ongoing management of claims processing through to Insurance Portfolio Renewal processes.	x	x	x	x	Governance & Performance
Libraries and Customer Service Department Structural Change	Implement the structural and role changes arising from the structure review. Progress to fill vacancies.	x	x			Libraries and Customer Service
Service Review	Complete a service review of the Development Services Function to assess the adequacy, effectiveness and efficiency of the services provided.		x	x	x	Governance & Performance
Timesheet and leave training	Following implementation of the new system, undertake training in the use of the Community Payroll ESS timesheet and leave ability.				x	Organisational Development
External Audit Contract	To procure and implement the contract for the provision of External Audit Services.		x		x	Governance & Performance Financial Services
Recruitment and Retention Audit Actions	Implement Recruitment and Retention Audit actions as per identified timeframes.		x	x	x	Organisational Development
Undertake CEO Recruitment	Undertaking the recruitment process for a new CEO as per Council decisions and timing.		x	x	x	Governance & Performance Organisational Development
Contractor Management Training	Training Contract Superintendents in WHS Contract Management Procedure.			x		Organisational Development
WHS online training	Develop standard training modules for WHS Procedures to be run through Skytrust.			x	x	Organisational Development

O4 *We actively represent our community*

We pursue positive internal and external relationships and networks to ensure that we actively represent our community.

The types of activities that we cover under the O4 strategic objective includes:

- Developing and maintaining partnerships and networks across the community

- Using tools such as Engagement HQ to listen to the opinions of our community

- Advocating for our community in many complex areas such as economic development, general legislative reform and boundary reform.

- Developing and supporting our elected members to be effective Council and community representatives

- Keeping our community informed and helping them participate by providing community access to Council information, meetings and events
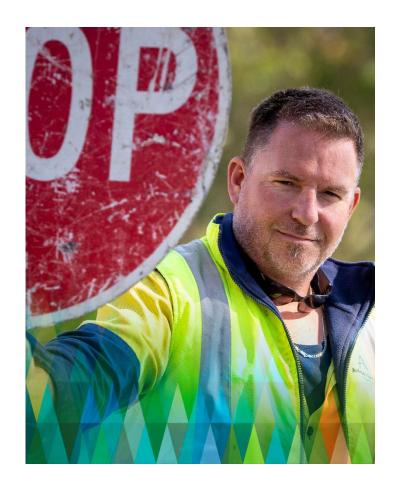
O4 Activities 2022-23

Activity	Description	Planned Action / Completion Q1	Q2	Q3	Q4	Area/Function
LGRS Risk Audit	Evaluation is cyclic and performed every two years. There is large bodies of work required in the lead up and following an Evaluation.	x	x	x	x	Governance & Performance
The Hut Community Centre funding agreement	Implement the new funding agreement with The Hut Community Centre.	x	x	x	x	Community Development
Local Government Information Technology South Australia (LGITSA)	Continue to support initiatives aligned to Council objectives as a member of LGITSA e.g., Information Management SIG, Cyber Security, LGAP Contracts etc.	x	x	x	x	Information Services
Election support	Supporting the Electoral Commission of SA in undertaking the LG Election.		x	x		Governance & Performance
New Council Induction	Induction and training sessions for Council Members to build skills and understanding of Council and Council Member roles and functions.		x	x	x	Governance & Performance
Adelaide Hills Tourism	Review the existing funding agreement which is due to expire in June 2023.		x	x		Economic Development
Advisory Group Review	To review the current role and functions of the Advisory Groups.			x		Governance & Performance
Mid-term review of Economic Development Plan	Undertake a mid-term review of the Economic Development Plan.			x	x	Economic Development
Behavioural Management Policy for Council Members	Development of the Behavioural Management Policy (s268B) to set out the process for dealing with conduct complaints.			x	x	Governance & Performance
Behavioural Support Policy for Council Members	Development of the Behavioural Support Policy (s75F) to incorporate any additional Council Member behavioural and conduct requirements.			x	x	Governance & Performance
Behavioural Standards for Council Employees	Development of Employee Behavioural Standards (s120A) to specify standards of behavioural to be observed by employees.			x	x	Governance & Performance Organisational Development

O5

We are accountable, informed, and make decisions in the best interests of the whole community

We use balanced information to measure outcomes with respect to our people, customers, community and key elements of our policy and strategy. We use these results to support our planning and decision making.

The types of activities that we cover under the O5 strategic objective includes:

- Providing Governance and Risk guidance to the organisation and Council Members

- Using project management methodology in our projects for effective implementation and evaluation

- Reviewing, developing and implementing policies, plans and objectives to deliver our Strategic Plan

- Regularly assessing and publicly reporting on our performance

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
Business Continuity Planning	To develop Critical Function Plans for Council's key outage risks and to develop the Business Continuity Plan to guide response and recovery actions.	x	x			Governance & Performance
2021-22 Annual Reporting	Completion and publication of the *Annual Report 2021-22* and the Grants Commission data submission for 2021-22.	x	x			Governance & Performance
Risk Management Framework	Ongoing management of the Risk Management Framework including Risk Registers, Officer support and Audit Committee and Council reporting.	x	x	x	x	Governance & Performance
Delegations	Ongoing management of the Delegations Register including the issuing of Instruments of Appointment and Sub-delegations to Officers.	x	x	x	x	Governance & Performance
Confidential items register	Ongoing management of the Confidential Items Register including releasing information to the public realm.	x	x	x	x	Governance & Performance
Policy Register	The Council's policies support our strategic direction, provide guidance for Council Members, the organisation and our community, guide decision making and set expectations for the community about how the Council conducts business and responds to issues.	x	x	x	x	Governance & Performance
Project Management Framework Implementation	Supporting Project delivery areas across the organisation develop their department specific templates, and train users in use of the newly adopted Project Management Framework.	x	x	x	x	Civil Services
Corporate Reporting Framework	Review and update of the Corporate Reporting Framework.		x	x		Governance & Performance
Public integrity training	To review the ICAC/Ombudsman mandatory reporting obligation and the Public Interest Disclosure management online resources.			x	x	Governance & Performance Organisational Development
Corporate Capability Plan 2023-24	Development of the Corporate Capability Plan for the 2023-24 financial year.			x	x	Governance & Performance
Annual Business Plan 2023-24	Development and publishing of the Annual Business plan for 2023-24.			x	x	Governance & Performance
Strategic Plan	Commencement of research and planning.				x	Governance & Performance

O6
Technology and innovation is utilised to better meet our community's expectations and deliver value for money

As an organisation, we consistently strive to find ways to do things better for an improved customer and staff experience.

The types of activities that we cover under the O6 strategic objective includes:

- Sharing knowledge across the organisation and having processes in place for effective record keeping

- Providing easy access to all of our information, records and processes

- Considering continuous improvement across everything we do

- Maintaining and innovating our Technology and systems

Activity	Description	Planned Action / Completion				Area/Function
		Q1	Q2	Q3	Q4	
Digital Transformation (DT4) Microsoft 365 - Teams Phone System	Implementation of Microsoft 365 Teams Phone system replacing the existing on-premises Skype/Lync solution.	x	x			Information Systems
Council Member Portal	Creation and ongoing management of the Council Members Portal.	x	x	x	x	Governance & Performance Information Systems
Council Member Devices	Rollout and ongoing management of Council Member Devices.	x	x	x	x	Governance & Performance Information Systems
Digital Transformation (DT4) - SharePoint	Migration to cloud of Corporate Information Management systems (RecordsHub, Team Sites and File Storage).	x	x	x	x	Information Systems
Digital Transformation (DT4) - Power BI	Implementation of PowerBI Reporting solution to improve decision making with data.	x	x	x	x	Information Systems
Digital Transformation - Forms & Automation	Digitization of forms (Customer & Organisational) and workflow solutions.		x	x	x	Communications, Engagement & Events Information Services Organisational Development Libraries and Customer Service
Employee Self Service	Implementation of Employee Self Service Portals (Payroll & HR Systems).				x	Organisational Development Information Systems
End User Device Renewal Program	Renew several leased assets.		x	x		Information Systems
Corporate Reporting Automation	Scoping of automated dashboards and reports for Corporate reporting functions.		x	x	x	Governance & Performance
Multifunction Device Renewal	Renew MFD across locations.			x	x	Information Systems