

# Corporate Plan

2017 – 2020



# Corporate Direction

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*The Adelaide Hills Council's strategic purpose is to make the Adelaide Hills a place for everyone. With this in mind, it has adopted a number of bold and exciting community-focussed objectives which will be achieved through a range of practical and deliverable actions. These are outlined in the Council's Strategic Plan, your adelaide hills.*

*This Corporate Plan outlines how a high performing culture will be developed throughout the organisation to enable the Council to deliver on the objectives in an innovative, cost effective and timely manner.*

As an organisation we need to:

- Provide **value for money** to the community
- **Innovate** and continuously improve
- **Communicate and collaborate** in a respectful and meaningful way
- Deliver excellent **customer service and experience**
- **Engage with the community** and involve them in decision making
- Actively **develop our people and leaders**
- Create **equal opportunity** for all.

Working together, and exercising boldness, sound judgement and compassion, we can become an organisation with an even more enviable reputation for achieving great organisational and community outcomes!

**Andrew Aitken**  
Chief Executive Officer

# Purpose and Structure

*To be a successful organisation – one that has the right people in the right jobs, that focuses on developing its people and the organisation, that achieves identified strategies, that seeks to improve its processes and systems to deliver a better customer experience, that utilises partnerships internally and externally to achieve greater outcomes – an appropriate management framework is used.*

The framework Council uses focuses on an holistic view of the organisation, where all the elements fit and work together. Development in these areas enables an organisation to achieve sustainable success. These elements are:

- Leadership
- People
- Strategy and Policy
- Partnerships and Resources
- Processes, systems and customer service
- Results

WHS is a critical element to manage across the organisation and through all processes. Although not an element itself, it is an overarching principle and practice that must be managed at all times.

For this reason, WHS activities are included under the relevant elements to ensure we are continuing to focus on improvement of WHS as part of the way we work, as part of our culture.

Planning and development of the Council's administration happens through the Corporate Plan which aims to develop our organisation to ensure we are all capable of delivering the Council's long term community objectives and annual priorities.

## Council's role



# Work Health and Safety

*Managing WH&S is a core part of the way we do things at Adelaide Hills Council. The Council has a broad risk profile associated with its work in the community and in the organisation.*

<p><b>AHC is committed to providing a workplace that:</b></p>	<ul style="list-style-type: none"> <li>• Is safe and healthy for all employees, volunteers, contractors and visitors</li> <li>• Minimises, manages and controls risks within the work environment</li> <li>• Minimises the risk of injury and ill health at work</li> <li>• Complies with the Work Health and Safety (WH&amp;S) Act 2012 and the Performance Standards for Self-Insured employers.</li> </ul>
<p><b>AHC strives to fully integrate work health and safety into all aspects of its activities and planning through:</b></p>	<ul style="list-style-type: none"> <li>• Leadership commitment</li> <li>• Planning and implementing WH&amp;S policies, procedures, safe operating procedures and the WH&amp;S Improvement Plan</li> <li>• Exercising due diligence to ensure WH&amp;S obligations are met</li> <li>• Effectively implementing controls and corrective actions</li> <li>• Effectively communicating and consulting with employees</li> <li>• The provision of training and awareness on WH&amp;S issues</li> <li>• Proactively managing rehabilitation and early return to work</li> <li>• Measuring and evaluating the effectiveness of the implementation</li> <li>• Reviewing and revising the system to enable continual improvement</li> <li>• Encouraging innovative solutions.</li> </ul>

**Timeframes have been decided for all Objectives and are shown using the following key:**

- Primary action timing
- Ongoing implementation or further development

# Leadership

We will have leaders who shape the future and make it happen and who are role models for positive and optimistic behaviour. We want our leaders throughout the organisation to proactively inspire people and create a culture of involvement, ownership, empowerment, improvement, inclusion, positive behaviour, responsibility and accountability.

Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<b>1. Corporate Values</b> SP: <i>Our organisation</i>	Investigate and decide the role and benefit of corporate values for AHC. If decided to have organisational values, develop and implement the values for AHC.	Organisational Development	●	○	○
<b>2. WHS Commitment from all People Leaders</b> SP: <i>Work Health and Safety</i>	Identify ways to ensure leaders are dedicating sufficient time to managing WHS and ensure connectivity between the safety system and daily work activities. Provide more frequent feedback on achievements in WHS across the organisation.	Organisational Development	●	○	○
<b>3. People Leaders</b> SP: <i>Our organisation</i>	Educate People Leaders in the expectations of being a People Leader and conduct quarterly People Leader sessions (including development and education). Individual improvements in leadership are identified and monitored through the People Leader 4X8 6 Month Planner process. Further develop People Leaders in coaching and performance management to enable effective conversations with their people and development of both them and their people. Develop a Leadership and Accountability policy/procedure.	Organisational Development	●	○	○
<b>4. Process and System Improvement</b> SP: <i>Our organisation Customer Service Commitment</i>	Establish requirements and accountability for People Leaders to undertake service improvement, including customer experiences, through review and implementation of improved processes and systems, that include the assessment of customer needs. Ensure all departments are involved in process improvement to enable a consistent application across the organisation.	Service Improvement	●	○	○
<b>5. Coaching and Mentoring</b> SP: <i>Our organisation</i>	Develop and implement a mentoring and coaching program to include informal and formal options.	Organisational Development	●	○	○
<b>6. Development of Future Leaders</b> SP: <i>Our organisation</i>	Explore the opportunities for people to develop and gain experience in leadership roles. Update the Acting Procedure to provide clarity of the process.	Organisational Development		●	○
<b>7. Decision Making</b> SP: <i>Our organisation</i>	Arrange training for relevant employees on their decision making responsibilities and considerations as Public Officers.	Organisational Development	●	○	○

# People

We will realise the full potential of our people for the achievement of organisational, community and personal goals. We value and promote diversity, inclusion and fairness and strive to improve the way we involve and empower our people. We aim to care for, communicate, reward and recognise in a way that inspires people.

Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<b>8. People Development</b> SP: <i>Our organisation</i>	Clarify the Learning and Development framework. Undertake a review and update of the Training and Development Procedure and include the L&D framework. Address in the procedure 1. Responsibility for provision of different L&D activities 2. Sharing of knowledge and expertise of current employees organisationally. Ensure corporate induction processes include in depth training for all employees in the use of CRM and the EDRMS.	Organisational Development		●	○
<b>9. Induction Process</b> SP: <i>Work Health and Safety</i> SP: <i>Our Organisation</i>	Investigate the options to make the WHS induction process more specific to the role and to understand personal responsibility (on-line modules to be considered) Ensure training in responsibilities as a Public Officer is included in the induction process.	Organisational Development		●	○
<b>10. Reward and Recognition</b> SP: <i>Our organisation</i>	Review and update the Reward and Recognition policy/procedure, including the investigation of contemporary approaches to team and individual reward	Organisational Development	●		
<b>11. Performance Process</b> SP: <i>Our organisation</i>	Review the 4X8 process to ensure Council's performance and development process is valued across the organisation and provides the best opportunity for each employee to meet their full potential, feel valued and achieve great organisational outcomes Finalise the Council's performance and development process for field employees, and undertake training and implementation.	Organisational Development	●	○	○
<b>12. Diversity and Inclusion</b> SP: <i>Our organisation</i>	Establish a Diversity and Inclusion Team and develop an organisational D&I statement Undertake organisation wide Disability Awareness training Research and implement a Diversity and Inclusion Policy/Procedure.	Organisational Development	●	○	
<b>13. Recruitment and Selection</b> SP: <i>Our organisation</i>	Review and update our Recruitment and Selection Policy/Procedure to ensure practices are contemporary and include a focus on recruiting people that fit the organisation we want AHC to be.	Organisational Development	●	○	

# Strategy and Policy

We will review, develop and implement policies, plans and objectives to deliver our strategy.

Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<b>14. Policy Development</b> <b>SP: Governance</b>	Review and update the Policy development process for both internal policy and Council adopted policy  Develop a process for producing procedures relating to Council Policies.	Governance and Performance		●	○
<b>15. Strategic Plan and other strategies and functional plan management</b> <b>SP: Risk and Responsibility</b>	Establish a process to develop and report on: <ul style="list-style-type: none"> <li>the strategic plan to deliver the strategy over the required timeframe (that includes resourcing, timing and integration with other Council strategies and plans)</li> <li>the functional plan/strategy over the required timeframe (that includes resourcing, timing and integration with other Council strategies and plans).</li> </ul>	Governance and Performance	●	○	○

# Partnerships and Resources

We will pursue positive internal and external partnerships and manage internal resources in order to support policy and strategy and the effective operation of our processes.

Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<p><b>16.</b> Better utilise existing LG networks</p> <p><b>SP: Collaboration on public policy setting</b></p>	<p>Explore opportunities to raise organisational awareness of existing networks and contacts across Council to better canvas options and achieve outcomes.</p> <p>Identify further opportunities for a range of employees to enter and participate in LG networks.</p>	Corporate Services	●	○	○
<p><b>17.</b> External networks and Communication</p> <p><b>SP: Collaboration on public policy setting</b></p>	<p>Identify and document existing and potential external partnerships and how involved with AHC for organisational use and enhance our service delivery outcomes.</p> <p>Ensure AHC assesses when it is appropriate to partner with others, prior to making the commitment.</p>	Governance and Performance			●
<p><b>18.</b> Accommodation</p> <p><b>SP: Our organisation</b></p>	Define and progress accommodation requirements for the organisation.	Property Services	●	○	○
<p><b>19.</b> Knowledge Management</p> <p><b>SP: Our Organisation</b></p>	<p>Review, update and communicate organisational standards on system use, including:</p> <ul style="list-style-type: none"> <li>• What systems are to be used for what purposes and</li> <li>• Required storage processes and management</li> </ul>	Service Improvement		●	○
<p><b>20.</b> Resource Planning</p> <p><b>SP: Our Organisation</b></p>	Leaders regularly reviewing resource requirements in line with the organisational strategic and corporate plan priorities and with a focus on innovation.	Organisational Development		●	○

# Processes, Systems and Customer Service

We strive to consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities. We achieve this through continuous improvement and systems innovation.

Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<b>21. Project Management Framework</b> SP: <i>Risk and responsibility</i>	Finalise an adaptable /scalable project management framework that can be applied to any Council project.  All project and program scopes to include identification of all strategic stakeholders and partnering opportunities.	Engineering and Assets		●	○
<b>22. WHS System and Data Management</b> SP: <i>Work Health and Safety</i>	Implement an integrated system for the management of WHS processes and data. (Skytrust)  Introduce to Hills Hub a dashboard showing key statistics to raise the profile of events and actions in WHS.	Organisational Development	●	○	○
<b>23. One Point of Customer Contact</b> SP: <i>Customer Service Commitment</i>	Improve customer experience interactions by: <ul style="list-style-type: none"> <li>Resolving more enquiries at the first point of contact</li> <li>Developing CRM as the first point of call system to manage customer requests, enquiries and feedback</li> <li>Improving knowledge management for customer service (eg. Knowledge articles/scripting)</li> <li>Redesigning service delivery processes</li> <li>Continuing to improve our performance reporting</li> </ul>	Service Improvement	●	○	○
<b>24. System Integration</b> SP: <i>Customer Service Commitment</i>	Clarify and document how and when employees are to use organisational systems to manage internal processes.  Reduce duplication and improve processes through system integration.  Undertake a more strategic assessment of IS infrastructure with a view to reduce and/or better utilise current and future systems, including the budget and financial systems.	Information Systems		●	○
<b>25. Service Delivery Innovation</b> SP: <i>Customer Service Commitment</i>	Consider, develop, review or update the following approaches to service delivery across the organisation: <ul style="list-style-type: none"> <li>Using an On-line customer portal</li> <li>Focus on automating outdated or manual systems</li> <li>Ensure we have non-digital and digital options</li> </ul>	Service Improvement	●	○	○
<b>26. Sustainable Continuous Improvement</b> SP: <i>Our organisation</i>	Drive further process improvements across teams and with a focus on customer experience, efficiency and simplicity including automating manual processes.	Service Improvement	●	○	○

# Processes, Systems and Customer Service (continued)

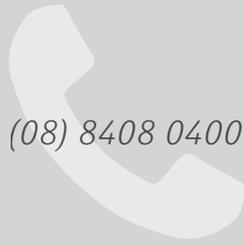
Priority Areas and Strategic Plan (SP) Linkages	Key Actions	Department	2017/18	2018/19	2019/20
<b>27. Benchmarking Opportunities</b> SP: <i>Customer Service Commitment</i>	Investigate opportunities for key initiatives with high impact to undertake relevant sector-wide benchmarking to inform and improve service delivery and customer experience.  Explore the links with partners who undertake benchmarking <ul style="list-style-type: none"> <li>• LGA benchmarking</li> <li>• LG Professionals model</li> </ul>	Governance and Performance	●	○	○
<b>28. Excellence Framework consideration</b> SP: <i>Our organisation</i>	Prepare a discussion paper on the applicability and appropriateness of an organisational excellence framework options for AHC	Service Improvement		●	○
<b>29. Financial Reporting</b> SP: <i>Financial sustainability</i>	Review Financial reporting processes	Finance	●		

# Results

We will identify and understand the Results required to achieve our vision and strategic goals. We will use balanced information to measure outcomes with respect to our people, customers, community and key elements of our policy and strategy and we will use these results to support continuous improvement.

Priority Areas and Strategic Plan (SP) Linkages	Results	2017/18	2018/19	2019/20
Key performance indicators and related outcomes exist and are used to set clear targets and determine the successful deployment of strategy and other plans, based on the needs and expectations of relevant stakeholder groups	Establish regular customer service and experience reporting, as included in the CX (Customer Experience) Action Plan	●	○	○
	Establish a performance reporting framework from which to regularly report to management, staff and Council (Projects, Financial, Customer Service, WHS...)	●	○	○

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