



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.

A handwritten signature in black ink, appearing to read 'Terry Dodds'.

Terry Dodds
Chief Executive

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.

<p>e) Identification and confirmation of participants in the leadership development program.</p>	<p>Participants confirmed and advised of program dates.</p>	<p>30/09/2016</p>	<p>Completed</p>	<p>Chief Executive, HR & Workforce Development Manager, Human Resources Administration Officer, Chief Operating/Corporate Officer.</p>
<p>f) <u>Operationalisation of the Capacity Development Program in quarterly blocks</u></p>				
<p>1st Block:</p> <ul style="list-style-type: none"> • Growing our next generation of leaders • Improve core competencies of our management 	<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>July 2016 to November 2017</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 Resource Administration Officer, Chief Operating/Corporate Officer.</p>

<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>

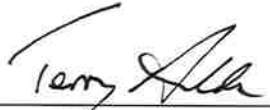
<p>4th Block:</p> <ul style="list-style-type: none"> • Improve core competencies of management • Embed a culture of customer service excellence throughout our organisation • Enhance our oversight procedures and capabilities • Embed our ethical responsibilities and behavioral expectations across the organisation. 	<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 24 / 1 / 18
Chief Executive

____/____/____
Date