The Futures Group

Aligning people and strategy

Report

Key Feedback & Recommendations

Prepared for: Chief Executive Officer

Shire of Irwin

Date Issued: 15th June 2015

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① Introduction

The Futures Group was engaged by the Chief Executive Officer for the Shire of Irwin to undertake a series of structured interviews with the Shires key organisational stakeholders. These interviews obtained feedback from the Shires Councilor's, Senior Management and staff to determine what is working well, what could be improved, and if there are any barriers to success.

This report summarises the findings and provides recommendations from these interviews. These findings and recommendations will assist the Shire to refine and focus the Strategic Plan and to develop Operational Plans which are fully aligned to the Shires current budget projection and to address any issues that may inhibit the Shires capacity to deliver on the identified goals. It is important to note that the information contained within this report is not part of a formal organisational review, rather recommendations based on feedback gathered from staff and standard benchmarks for organisational performance.

Feedback was sought in relation to key areas of business performance; such as clarity of strategy, communication, leadership, culture/values, structure/adaptability, systems, skills and staff. The 7-S framework (Figure 1) is an appropriate checklist for defining and analysing the most important elements of an organisation to ensure a holistic approach. (Refer to Attachment 1 for more information on the framework).
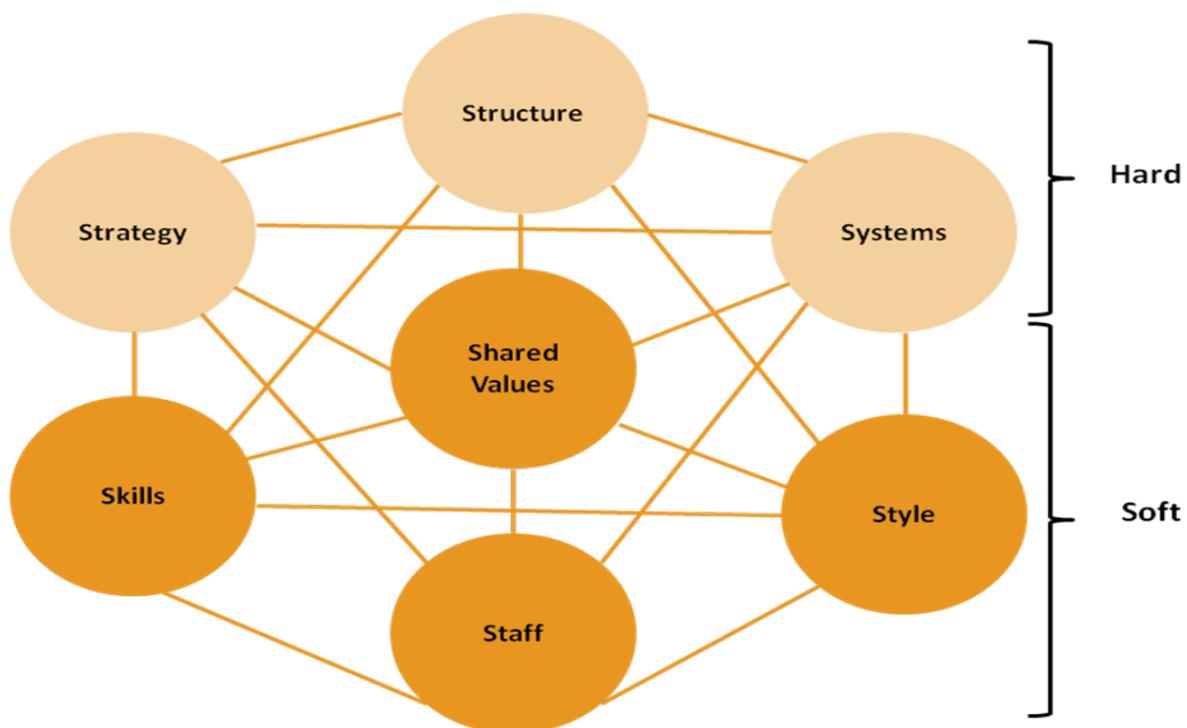

Figure 1: The 7-S framework

② Executive Summary

Feedback from Councilor's, Senior Management and staff within the Shire of Irwin highlighted a number of key strengths and areas for development.

Individually, Councilor's had different focuses and understanding of how the Shire is performing in meeting the community's expectations. There are some differences between the newer members on Council and the Councilor's who have served for a number of years prior to the current CEO's appointment. These differences were evident in how they judged the performance of the Shire, as the benchmark for the longer serving Councilor's is often that the Shire is performing "a lot better than before". A perception not shared by the newer members of the council. As well as providing comments on the Shire's capacity, the Councilor's also put forward suggestions to improve the way they work with the Shire to achieve the best outcomes for the community.

Councilors believe that there is a positive involvement in community projects and a strong understanding and adherence to Local Government protocols, highlighted by improved planning, positive audit reports and sound community involvement and governance. The general consensus is that the Shire is achieving results, albeit slowly.

In terms of areas for improvement, Councillors identified that the Executive Leadership Team needs to be more cohesive to build the confidence of those around them. There needs to be more leadership to ensure quality and timely outcomes are delivered to build the confidence of the community. Additionally, they highlighted the need for a greater focus on accountability and more open two way communications to give people the opportunity to provide feedback. The feedback from Councillors indicated that the organisation appeared too top heavy and that the relationship between Councillors and staff needed to be respected through a greater understanding of respective roles and responsibilities.

In general, Councilor's considered that the information they received was good, however some Councilor's had difficulty assessing how well the Shire was performing in the absence of agreed Performance Indicators, or established operational plans, with key deliverable dates and allocated responsibilities. Additionally, there was a broad view that they only have a limited opportunity to provide feedback on project initiatives, with limited consultation from the Works Department and that there needed to be more innovative strategies to fully utilise the Shires resources. The need for the Shire to focus on large, significant projects was acknowledged, however smaller more easily achievable goals should also be a key priority. More broadly, the Council reflected that they were not sure of the best approach to work with the Executive and wanted to continue to develop these processes and relationships.

The Executive and Shire Staff also reported mixed results. Executive and senior staff reflected that the performance development process (PDP) was a good process, that is continuing to develop and that they had a clear understanding of the Shire's vision and goals. Whilst nearly all staff reported that the Shire was a good place to work, the feedback on team morale varied. Staff at Head Office, the Library and the Recreation Centre reported good team morale, particularly within their own teams. However, morale between teams was sometimes mixed. This was particularly evident amongst staff from The Works Department with numerous respondents from different areas reporting an "us and them" culture between

the team and Head Office. Lack of clarity, frequency of feedback/communication, not feeling valued and the need for better management and leadership were often cited as crucial factors in morale and job satisfaction.

Encouragingly, the majority of staff, from different areas of the Shire, reported that they got on well with those in their team and that by and large, employees were skilled for the position in which they were employed. There were however, some key exceptions to this which will be explored further in this report. Some of the feedback indicated a level of disconnect between teams external to Head Office, with a number of staff remarking that communications were either lost, ignored, or modified. A repeated theme from many different areas of the Shire related to the organisation being "top heavy" and the perception of preferable treatment for those in Head Office, particularly in the Executive.

Overall, the feedback suggests some strong areas of success, but clear areas for development at both an individual and organisational level are required, including the need for:

- more leadership to achieve higher levels of performance through greater accountability;

- a greater focus on community feedback and responsiveness;

- restructuring to streamline reporting relationships, developing clear job descriptions and work procedures where they are lacking;

- a planned and coordinated approach to asset procurement and management across the organisation with one position or area to have overall responsibility;

- a greater level of accountability for work and behavior standards; and

- more support for managers to enable them to performance manage staff and have difficult conversations so as to continue to build upon its current success.

Recommendations

Strategy:

- A set of Key Performance Indicators (KPI's) be agreed to measure the success of the Shire;

- Develop annual operational plans with specific goals and targets (linked to the strategic plan) with key deliverable dates, areas of responsibility combined with monitoring and review on a regular basis;

- The budget be linked to the operational planning process and allocations based on agreed organisational priorities and on-going operational deliverables;

- The Shire place a high importance on building the communities understanding and ownership of the Shire through targeted two way communication and feedback. This should be an on-going high priority that needs to be reflected in the structure of the organisation.

- Identify opportunities to co-locate with other government agencies to provide a streamlined service to the community and reduce costs.

Structure:

- Restructure the organisation to clearly define reporting relationships, communication channels and streamline the delivery of services in key areas including:
    - Asset Management and Building Maintenance under one Manager/area;
    - Reduce the number of management positions to include some coordinating roles;
    - Finance should report directly to the CEO to ensure a strategic focus;
    - Restructure Community Services to reduce role overlap, reflect the change of responsibilities in asset management, and ensure a strong focus on the coordination of two way communication with the community to keep it informed and engaged and determine the best fit in the organisation for environmental responsibilities;
    - Restructure the Work Depot and clarify reporting lines;
    - Review and streamline the workload of the planning and environmental health functions, particularly in relation the provision of services to other Shires;
    - Consider relocating Heritage under Planning.

Systems:

- Provide greater clarity and accountability for all staff through the development of job descriptions with behavior standards, clear key performance indicators, regular performance reviews and clear reporting relationships;

- Define the authority for building and planning decisions and ensure due processes are followed;

- Coordinate the management of assets across the Shire and develop an asset register to track assets and equipment and undertake a structured review to determine what equipment should be replaced and the cost/benefit of buying additional equipment and vehicles (e.g. bobcat and truck replacement);

- Formalise and embed project planning and management protocols to provide full transparency, accountability and completion targets;

- Develop a suite of human resource policies and procedures to support decision making.

- Review operating procedures at the Recreation Centre to streamline and ensure a best practice approach to meet customer needs;

- Develop standard protocols to structure meetings across the organisation, to keep to timeframes and ensure feedback from Executive Management to Senior Management Meetings are through, clear and documented.

Shared Values:
- Develop clear values and behaviour standards for the Shire to provide a framework for management and staff;

- Improve communications:

   a) between management and staff and;

   b) between the different teams and divisions (particularly those not located at the Head Office).

- Consider conducting regular briefings on the priorities in each work area, provide work experience in other areas and undertaking targeted social functions.

Style:
- Ensure that the line of command in the organisation is adhered to;

- The role of the Councilor's and the Shire be discussed openly and some clear boundaries be established and reinforced with staff;

- That the Councilor's and the CEO take the time to discuss some key issues in an informal context to ensure a common understanding and approach;

- The executive have open and constructive conversations to build cohesion and establish an organisational position on key issues and act as role models to embed change.

Staff

- Take steps to improve the morale of key teams within the Shire; this may include, but not be limited to;
   - Clarifying reporting/management relationships;

- o Ensuring equitable treatment and opportunities (e.g. with study and professional development support and opportunities);
- o Providing a balance of positive and constructive feedback in a timely manner;
- o Identify ways to empower managers and staff through greater delegation.

- The number of staff at Forums and Council meetings needs to be reduced to only include the Executive Directors.

Skills:

- Consider the cost/benefit of employing an Engineer to manage and oversee capital works projects and to manage all assets;

- Directors and managers be given more support and training to provide feedback (both positive and constructive) to staff;

- That as a group the CEO and Councilor's undertake some professional development to enhance their understanding of individual personal styles and communicate effectively with each other;

- That all new Councilor's are provided with mentoring to enhance their understanding of protocols and processes.

③ Our Approach

The Futures Group sought feedback from the Shires Councilors, members of the Executive, Senior Managers, Head Office staff, Library staff, Recreation Centre staff and Work Depot staff. Shire staff were given both verbal and written information, by CEO, Mr. Darren Simmons, describing the process, what was involved, and that staff would have an opportunity to provide feedback on what's working well, what needs improvement and any perceived barriers to effective performance.

Councillors	Executive, Management & Staff	
Cr Stuart Chandler	Darren Simmons	PJ Ruffles
Cr David Kennedy	Geoff Peddie	Natalie M'Leane
Cr Mark Leonard	Suzette van Aswegen	Malcolm Couper
Cr Riki Porteus	Nicole Nelson	Hans Williams
Cr Bronwen Scott	Carolyn Koot	Uli Blohm
Cr Mike Smith	Laurie Smith	Tara Raymond
Cr Ian West	Kylie Bessen	Pania Pomana
	Coralie Palmer	Sheryl Hobbs
	Erin Greaves	Michelle Brown
	Dough Fotheringham	Andrew Dove
	Aaron Wootton	Bill Millett
	Ian Cruickshank	Frank Esparon
	Mark Jones	Sharon van Dongen
	Stacey Pratt-King	Ella Arnold
	Felix Neuweiler	Sheridan Yelverton
	Stephanie Clarkson	Cassandra Seymour
	Lauren Tunbridge	Heather Watts
	Kyle Pollitt	Ashley Clarkson
	Helen Sternick	Peter Manners
	Jodie O'Keeffe	Wayne Waters
	Dwayne Calver	Arqum Hyatt
	Russell Taylor	
	Shane O'Keeffe	
	Brian Patten	
	Marisa Worth	

④ Key Overall Themes

The qualitative data was collected via interviews held with Councilor's, the Executive, Management and staff across the directorates. The data was analysed to identify major themes and issues as reported by Councillors and Shire staff. The key overall themes are outlined below.

What is working well?

- Strong governance controls, budgeting and adherence to Local Government protocols;

- The meetings between Senior Management (SMM) and regular staff meetings following Council meetings work well;

- Audit reports are always clear;

- Community consultation;

- Front office staff provide excellent customer service;

- The Shire is considered by most employees as a good place to work;

- The majority of teams report positive morale;

- The Professional Development Plan (PDP process) is positive and developing;

- Senior staff understand the vision and goals of the Shire;

- The Integrated Planning Framework is working;

- Budget processes are good;

- Staff report excellent training and professional development opportunities;

- Managers and staff reported that they felt sufficiently skilled to undertake the role for which they were employed.

What requires improvement?

- Clarity in relation to the agreed project priorities and annual operational planning and reporting on outcomes;

- Defined measures to monitor and determine the success and effectiveness of projects that have been implemented.

- Key performance indicators (KPIs) to measure both individual and Shire performance;

- Planning and project processes need to be formalised and embedded in the way the Shire works to address the current vague and ad hoc approach.

- Project feasibility assessments need to be undertaken so appropriate budgets are developed.

- There needs to be a systematic approach to budget allocation based on organisational priorities and agreed through the annual operational planning process;

- Improving the communities' perception of the Councillors and Shire by delivering more outcomes. Build community confidence through improved communication to inform them what is being done. The management and delivery of quality projects within agreed timeframes and responding to community correspondence and concerns;

- The organisation is top heavy, with too many managers relative to the number of employees;

- Managers need to prepare more thoroughly for key meetings, e.g. priorities workshop;

- Staff need greater feedback (both positive and constructive) from their managers;

- Improve communications a) between management and staff and b) between the different teams and directorates (particularly those not located at the Head Office);

- There needs to be greater accountability from all managers and staff to prepare reports, meet timelines and take responsibility for delivering outcomes;

- Build on the priority planning session that was held. To date there has been no feedback or action;

- Synergy improvement for all of the Shire's services, particularly in relation to planning;

- Greater accountability to address performance issues at all levels within the Shire;

- There needs to be clear policies around who project-manages work when there is overlap;

- There needs to be standard and fair policies for staff entitlements and clearer human resource (HR) policies across the organisation;

- More delegation at all levels;

- Some job descriptions and/or work procedures are incomplete or missing;

- The identification and delivery of smaller projects that are not dependent on attracting funding;

- Greater clarity in relation to the Shires key goals and what is going to be delivered e.g. by whom and the timeframe;

- The Shire needs to be more proactive to fully utilise its facilities;

- Better communication from managers and clear reporting relationships;

- Executive cohesion so all are working to the same goals;

- Listening skills and greater opportunity to provide feedback;

- The morale of staff in certain teams needs to be improved;

- The availability of suitable zoned land.

- The roles and responsibilities of Councillors needs to be fully understood within the Shire;

- Concept plans, once approved, should be sent back to Council with more in-depth information to enable an informed decision;

- The number of staff at Forums and Council meetings needs to be reduced to the CEO and Directors to allow more open discussions, taking into account confidentiality and sensitivity issues around working in a small community;

- The Councillors would like more lead time and opportunity to discuss key issues.

⑤　Findings

5.1 Strategy/Performance

Councillors

In terms of strategy and performance, there appears to be mixed feedback from the Council.

- **Accountability**
  - o Performance and accountability issues need to be addressed at each level of the organisation.

- **Vision for the Shire**
  - o Some council members indicated that they did not feel there was a clear vision or goals for the Shire. Others stated that they understood the plan, however funding was required to make it happen and that a document outlining agreed priorities needed to be developed.

- **Management of Issues**
  - o Some Councillors remarked that there was a lack of responsibility taken with regard to Shire issues e.g. the TV signal and limestone situation, suggesting there should have been a more pragmatic approach to address these issues.

- **Performance**
  - o A number of Councillors indicated that they would like more information to judge how the Shire is performing. Current measures include; the number of phone calls they received from the community, outcomes delivered without issues and rate increases.

Management and Staff

The feedback from Management and Staff is broad and multi-faceted. Key areas have been identified below.

- **Lack of Operational Clarity**
  - o A number of staff indicated that although the vision for the Shire was clear to them, there was a lack of operational clarity with regard to the practical steps involved to achieve this vision. Although it was noted that the organisational direction was clearer following the integrated planning.
  - o At the operational level, staff generally had a strong idea of what they were required to achieve in their role, but the broader vision for the Shire was not as clear.

- **Constructive Performance Feedback**
  - o Although a number of staff stated they had annual PDP meetings and received some informal feedback from their manager, many staff reflected they did not receive sufficient feedback on their performance.
  - o A number of staff outside of Head Office also stated that the only feedback they tended to receive was when something was wrong.
- **Structured Meetings**
  - o Some senior staff noted that EMT meetings were not formalised and required a more structured approach to ensure appropriate follow up and actioning of items.
- **Planning**
  - o A number of senior staff indicated the need for an economic strategy and long-term financial plan for the area. Furthermore, the need to plan based on current resources and staff was also identified as was the need to update the Workforce Plan.
- **Operations**
  - o Staff at the Work Depot stated that their workload was steadily increasing, that they had effectively lost one position due to an existing role being exclusively based in the office and that they would like to be able to finish one job at a time, rather than getting pulled in multiple directions simultaneously.
- **Job Descriptions**
  - o Feedback from staff on job descriptions was mixed. A significant number of staff indicated they did not have a job description and highlighted the need for job descriptions to assist with defining responsibilities and key outcomes.
- **Resourcing**
  - o Staff indicated that feedback and resourcing for the Recreation Centre was an issue. This included financial support for programs and activities for the community, appropriate signage and noticeboards and cleaning items such as steam mops.

5.2 Style

This section provides feedback on the approach that Leaders and Managers of the organisation adopt to achieve the outcomes required.

Councillors

- **Performance Management**
  - o A number of Councillors identified that there was a lack of willingness to address the hard people issues;
  - o Feedback indicates that both senior and mid-level managers and leaders need to more actively manage the performance of their staff.

Management and Staff

- **Teamwork and Coordination**
  - o Some staff members indicated they were not sure if the members of the Executive were on the same page.

- **Leadership**

- o The need for greater Executive leadership was identified;
  - o There was the perception that some members of the Executive get annoyed if you ask for feedback and they are resistant to making any hard decisions;
  - o The need for the Executive to be more concise in running meetings and providing feedback was also identified;
  - o The leadership at the Works Depot was seen as resistant to change and lacking clear communication.

- **Communication**
  - o Although some teams indicated their manager provided them with clear communications, many staff, from different teams, felt communication from their managers could improve by defining expectations and clarity of role responsibilities.
  - o Some staff also identified that communication between managers was an issue.
  - o Many of the staff not located at the Head Office (HO) highlighted that they felt communications sent to HO would "go around in circles" or disappear rather than receiving a quick response.

5.3 Culture and Shared Values

Culture and Shared Values underlie the organisation's very reason for existence. Shared values include the core beliefs and expectations that employees have of their organisation.

Councillors

- **Team Morale**
  - o Observations from the Council indicated that office morale is mixed. Some people are unsure if they have the authority to make decisions;
  - o A culture of greater accountability needs to flow through the organisation, starting from the top;
  - o Some staff have worked for the Shire for a very long time and there is the perception that they are stuck in their ways and resistant to change;
  - o The Work Depot was noted as "very divided".

Management and Staff

- **Culture**
  - o Nearly all staff interviewed agreed that the Shire was a good place to work, with many expressing their pride in the job and local community as both members and public servants, however;
  - o A significant number of employees indicated that there was an 'us and them' attitude, primarily with the Work Depot staff, but also with other teams that weren't physically located at Head Office;
  - o A number of employees indicated that only some pockets of the organisation had a 'can do' attitude';
  - o Some staff indicated they felt that holding EMT meetings in a hotel cost a lot of money and was not a good look for the community or staff;

- o Some staff noted tension between different staff members, at times due to both poor and a lack of communication.
- **Team Morale**
  - o Staff from the Recreation Centre reported that morale was very good and that all staff got on well with each other;
  - o Staff from the Work Depot generally reported mixed or poor morale, with many citing a feeling of segregation and 'us and them' mentality, particularly with Head Office;
  - o Other teams generally reported positive team morale, although some highlighted areas of poor communication and interpersonal conflict that was not being addressed.
- **Organisational Behaviour**
  - o Others noted that there were no clear organisational behaviours and that these needed to be defined and enforced.
- **Policies and Practices**
  - o A number of staff noted that the application of policies and processes across the organisation was not equitable, with some staff receiving overtime pay and others time of in lieu.

5.4 Structure/Adaptability

Structure and adaptability refers to organisational structure, hierarchy and co-ordination, including the division of labour and the integration of tasks and activities. It also refers to the organisation's agility, which is the ability to adapt to changes and opportunities.

Councilors

- **Structure**
  - o Councillors identified that there appeared to be a lot of Directors and Managers, but not a commensurate level of outcomes being produced.

Management and Staff

- **Structure**
  - o Staff from multiple directorates and teams indicated that the organisation was top heavy, with many reflecting that there was "too many chiefs, and not enough Indians";
  - o Some staff questioned whether or not it was necessary to have four managers in the Corporate and Community Division, suggesting that some functions only needed a coordinator;
  - o Other staff identified that Tourism, the Library, Recreation services and Community Services could come under the Community Services Team as there is a current overlap;
  - o A number of staff indicated that the heritage function in Community Services should be part of planning;
  - o There is a need for a dedicated environmental person;
  - o There are currently three managers looking after Community. This number was deemed unnecessary by a number of staff;

- A number of staff indicated that positions that do not have any reports should not be called manager;
  - A number of staff indicated that there were unclear lines of responsibility in the Building and Planning areas, and a lack of clarity regarding where ultimate responsibility for decision making rests;
  - A number of staff at the Work Depot identified that having to go between two manager's cause's challenges and confusion due to mixed messages. A lack of direct communication is acting as a barrier to more effective performance.
- **Asset Management**
  - The feedback from staff is that there needs to be one point of contact/responsibility for asset management (such as buildings, road and maintenance).
  - A number of staff identified the need for an asset management system, with some staff of the opinion it has been budgeted for.
- **Operational Silos**
  - A number of respondents indicated that they felt there were silos across the organisation at all levels.
- **Streamlining Processes**
  - A number of staff were of the opinion that operational procedures at the Recreation Centre could be updated and streamlined;
  - Some staff also believed there needed to be a salary review process;
  - Synergy was regard by some as cumbersome;
  - Some staff indicated that the feedback from the EMT to SMT Directors could be more organised;
  - A number of staff also reflected that meetings were too long and that they needed to be planned and timely.

- **Work Procedures**
  - Feedback on work procedures was mixed. Some staff indicated they had clear work procedures, others believed the procedures were insufficient, or not used, with outcomes dependent upon the job holders experience to perform the task safely and effectively.

5.5 Facilities/Systems

Facilities and systems are the primary and secondary processes that an organisation employees to get things done. This include areas such as supply planning, order taking processes, computer and IT and equipment.

Management and Staff

- **Policy Development**
  - Some staff reflected that policies in relation to how the Recreation Centre is used should be followed;
  - A number of staff reported that they felt more HR policies and procedures were required, particularly in relation to matters such as salary increases.
- **Asset Management**

o A number of staff stated that the Work Depot required a bobcat in order to improve work efficiency and make larger jobs more manageable and a truck was also required to help get between jobs and provide greater staff efficiencies;

o A number of staff indicated that Depot machinery was old and in some cases in need of repair. Some also stated that machinery was kept so long it had no resale value.

5.6 Staff & Skills

Staff and skills refer to the distinctive capabilities of the workforce and the organisation as a whole.

Councillors

A number of councillors observed that the office has a great environment and that staff have a great affinity with the community. The perception is that most people are good at their jobs, but there are some well-known areas of underperformance.

- **Project Management**
  - o Some Councillors reported that project management was an issue within the Shire, with a number of projects poorly managed and some remaining incomplete.

Management and Staff

- **Management and Leadership Skills**
  - o There was the perception from some staff that parts of the Executive were not prepared to make hard decisions, particularly in relation to overlap of responsibilities;
  - o Some staff indicated that leadership roles in the Works Depot and Community Safety teams were not performing at the required level;
  - o Some staff had indicated that there were community complaints regarding certain managers not responding to their enquiries;
  - o Some staff also identified that some areas are not following corporate policies, e.g. providing the three monthly service report to Council;
  - o Some staff reflected that they felt that the Executive did not listen;
  - o Some staff stated that managers in certain areas were not completing their budgets and were not being held to account.
- **Training and Professional Development**
  - o Nearly all staff remarked that the Shire of Irwin is excellent at providing professional development opportunities and supporting further studies. There was some perception of favoritism with regard to Head Office staff being afforded more support and opportunity in this area. However, the majority of staff recognised this as a strength overall.
- **Technical Knowledge and Skills Gaps**
  - o A number of staff indicated that an Engineer was required to oversee projects.
  - o Some staff also stated that the Executive needs to be better coaches in order to support people through change;

- Although it is not necessary for all roles, there appears to be significant skill gaps and a strong reluctance, in certain areas, to the utilisation of computers.
- Work Depot staff indicated they felt an additional utility/roustabout role would be beneficial to assist with a range of jobs;
- A small portion of staff felt that they should receive additional pay after undertaking training to reflect their up-skilling.

5.7 Compliance

In some instances, comments were made by one or more individuals regarding topics which have the potential to impact significantly on the Shire of Irwin. As such, any feedback that identifies organisational risk or safety issues has been highlighted here.

- **Safety Issues**
  - The need for drug and alcohol testing for staff was highlighted. There were concerns that some staff may be affected whilst on the job and that they are in positions where there is the potential for injury or a fatality;

  - Traffic management when working with the big loader was highlighted as a safety issue by a staff member;

  - One staff member indicated that they had been injured by incorrectly lifting a heavy item whilst at work. Although this was historic, the Shire may benefit from training key staff in this area to minimise the risk of injury;

  - The need for the Fire Rating sign to be changed by nominated Shire officers when the responsible officer is away, to avoid potentially negative consequences for the Shire;

  - Conduct the required fire incident scenarios each year.

⑥ Conclusion

The results from the consultation with staff and Councilor's from the Shire of Irwin reveals some clear areas of strength, both organisationally and within individual teams and some clear areas for development to ensure a more engaged, efficient and productive work environment.

This report provides constructive feedback to improve organisational performance across the key areas of business performance, as highlighted by the 7-S framework, and also identifies ways to enhance the relationship with the Councilor's though improved communication and openness.

Overall, the feedback reflects a great willingness and opportunity for change and for the Shire to build on a very solid foundation, augmented by the vast majority of employees recognising the Shire as a great place to work. Clear KPIs, planning processes, restructure of reporting relationships and support to hold staff accountable and have difficult conversations will continue to see the Shire build on its current level of staff engagement, productivity and success.

Kerry Neill
Director, the Futures Group
15rd July 2013

Attachment 1: 7- S Framework Descriptors
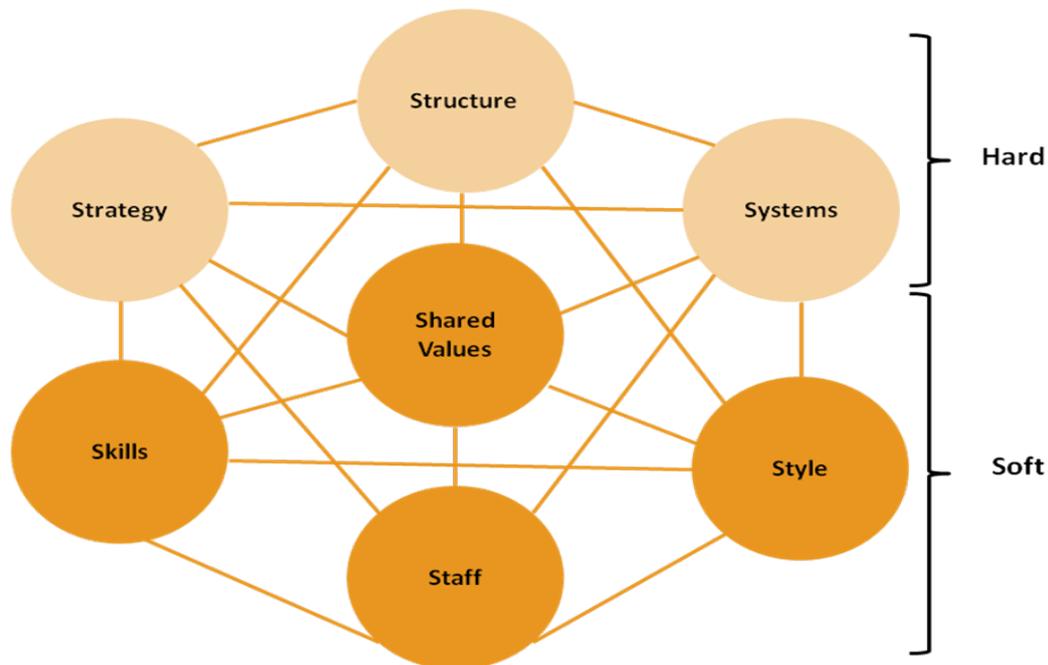
Strategy: refers to the organisation's objectives and the deliberate choices that are made in order to achieve them, such as prioritising certain products and markets or the allocation of resources.
Structure: refers to organisational structure, hierarchy and co-ordination, including the division of labour and the integration of tasks and activities
Systems: are the primary and secondary processes that the organisation employs to get things done, such as information management systems, supply planning, and order-taking processes.
Shared Values: are those values that underlie the organisation's very reason for existence. They are therefore placed at the centre of the framework. Shared values include the core beliefs and expectations that employees have of their company.
Style: refers to the unwritten yet tangible evidence of how management really sets priorities and spends its time. Symbolic behaviour and the way management relate to their workers are the indicators of the organisation's style.
Staff: comprises the people in the organisation, in particular their collective presence.
Skills: are the distinctive capabilities of the workforce and the organisation as a whole, and are independent of individuals.