

Recommendations from Complete URBAN Organisational Review Report

Recommendation		Comments	Further Reporting on actions Required?
1	That Council establish a revised organisation structure to ensure that strategic planning is carried out for both Asset Management and Maintenance	Revised structure adopted.	No
2	The annual Capital Works Program reflects a Whole of Life approach to responsible asset management	Council has just completed the documentation associated with the new Integrated Planning and Reporting framework. This includes an Asset Management Plan (AMP) for each infrastructure activity, and an overarching Asset Management Strategy and Core Infrastructure Risk Management Plan. The AMP for transport outlines the criteria that should be used to prioritise future capital expenditure. The current four year works program has been developed with these criteria.	No. Will be regularly addressed under IPRF
3	Consider new success measures that reflect the Departments performance appropriately. Measures that align with the high risk aspects of the department & asset management practices are ideal	This should be considered in the review of the Community Strategic Plan in 2013.	Yes
4	Council split the future strategic planning role for Parks and Gardens as well as for Community Buildings. The delivery of such services should be delivered by one department	Under the newly adopted structure, the strategic planning for Parks and Gardens and Community Buildings will now be done by a single department.	No
5	That Council invest more resource into investigation, analysis and design before projects are commenced	A four year capital works program was developed and included in Councils Operational and Delivery Plan for 2012/13. There is now an opportunity to develop designs over a long period to ensure that detailed construction costs and requirements are known well before commencement of works. External resources will be needed to undertake additional survey and design works so that the design program is well advanced on the construction program. Additional funds have been recommended for this purpose in the September Quarter Budget Review. Once this is achieved, it should be able to be sustained in the long Term.	Yes
6	That an advance funding process be developed to	See comments against Recommendation 5 above.	No. Will be

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	permit projects to be progressed over successive years. Design should be done in the previous year to the proposed construction		regularly addressed under IPRF
7	That Council ensure staff have training in front line management skills	This recommendation has already been identified as an issue. Recently the Overseers for Water and Sewerage and Bridges and Concrete have both been enrolled in advanced qualifications through the NSW TAFE system. The Technical Officer Quality and the Assistant Works Engineer are undertaking advanced engineering diplomas. There is a need to review the requirements for other positions, and this is in progress.	Yes
8	That Council allocate more resources to assess assets. This should first focus on transport, and then other asset groups. This data will then inform the Councils Long Term Financial Plan	The inspections required to assess assets can be done by the supervisory staff who are responsible for them, if they spend less time directly supervising maintenance and construction staff. This is tied into Recommendation 15. Will need to also look at the programing and supervision of specialist external resources to undertake condition inspections across assets where cost effective, such as road laser inspections, CCTV inspections for sewer and stormwater.	Yes
9	Review software needs for the design office, purchase and provide associated training	Design staff have access to CivilCad, which is a 3D design package, A review needs to be taken as to the number of licenses required by Council.	Yes
10	Develop more standard drawings. Look to coordinate such a project with the ROC, and ensure a regular review for compliance is instigated	This has already been happening through the Northern Rivers Local Government Development, Design and Construction Manuals. There has been a regional group in place for many years that has been developing these specifications and accompanying standard drawings. This group is responsible for the maintenance and updating of the manuals, and has recently been formalised under the NOROC Regional Directors of Engineering group, with a Terms of Reference and regular reporting to the RDE Group. Whilst there are a number of standard drawings available, there is still room for more, and a number of standard design drawings are under consideration for inclusion at present. There is a need to keep design staff involved in this group on an ongoing basis.	No
11	Ensure structural drawings for bridges are checked on a regular basis for compliance with current standards	This is done for all design and construction contracts, however the standard design for Councils pre-cast deck units has not yet been fully reviewed against the revised Bridge Design Code. The Assistant Works Engineer is undertaking this review process now.	Yes

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12	Establish a structured regime to applying load and speed limits to bridges and ensure this is supported by Executive Management and Councillors	This is a key outcome from the Asset Management Plan and Strategy and the Risk Management process that resulted in documents being adopted by Council in June 2012. This shows that the Council is supportive of this risk control measure. Council staff are currently developing a mechanism for the testing of timber bridges with static loads and using a measurement of deflection to determine a suitable weight limit for each bridge. This process will no doubt identify a number of bridges that need weight limits imposed, and that this may cause some inconvenience to the community and disruption to some industries. However, this process must occur, and consultation with heavy transport users such as milk tankers, school buses and the timber industry will be required. These road users and the weight limit assessment will be used to identify future priorities for maintenance and replacement of existing timber bridges.	Yes
13	That better access be provided to Councils GIS software	The GIS system used by Council is corporate based and already available to all office staff, and some depot staff. The concept of providing access to customer service staff was the basis for the corporate system being implemented. The lack of use referred to has generally been caused by high staff turnover and a lack of training provided to new staff. The GIS Officer has recently prepared a users guide to help inform all staff on the type and location of data held in the GIS system. Access to the public has been discussed in the past, and whilst this can be done, there is a need to ensure that sensitive and licenced data is not provided, and this would require that a separate system be established to deliver this service.	Yes
14	Ensure the individual responsible for the LEMO role is afforded 20% of their time to fulfil associated responsibilities	This role is a statutory role, and is critical in disaster planning, prevention and management. The person who holds this role is required to attend regular meetings at the Local, District, and cross border level. The person must have the authority and knowledge to deploy Council staff and resources in the event of disasters. Council is currently in discussions with Lismore and Richmond Valley Councils in relation to a combined LEMC.	Yes
15	That Council rationalize the current staffing mix to provide an improved ratio of supervisors to operational staff	A review of the staffing mix is to be undertaken as part of the implementation of the newly adopted structure.	Yes
16	Training of staff for Supervisor/Overseer positions	Most current supervisors have qualifications at this level, but there is a need to ensure that	Yes

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	should be provided. A certificate 4 in Civil Construction is recommended	this training is current and appropriate for the role.
17	That Council work towards developing a set of intervention levels that quantify at what level a defect must have met before maintenance is required	No. Will be regularly addressed under IPRF
18	That training be provided for road maintenance staff on the correct operation of the pavement machines and that "Standard Operating Procedures" be prepared for each	Yes
19	That Council allow funds in the annual Capital Works program to facilitate a cost effective crack sealing program	No. Will be regularly addressed under IPRF
20	Period Supply contracts for Bituminous Surfacing and Stabilisation should be prepared by the line manager responsible for the delivery of the service	Yes
21	Use industry recognised Period Supply contracts which address current legal and technical requirements (such as AUS-SPEC and/or Australian Standards)	Yes
22	Review risk assignment to the Contractor for period supply and project specific contracts. There may be a saving in changing the risk assignment	Yes

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23	Review the services sought as period supply and introduce additional services where considered appropriate	There have already been a number of areas identified, with tenders recently called for Gabion Basket and Rock Mattresses period supply. Other areas under consideration are; <ul style="list-style-type: none"> • Traffic Control Services • Supply of pre-cast concrete pipes, pits and headwalls • Line Marking • Design Services 	Yes
24	Review the possible services that may be procured under a period supply contract, and dedicate a resource aligned with the service to arrange for such contracts to be formalised and managed	This would be done in conjunction with Recommendations 20-23	Yes
25	Establish a reference library of quote and contract documentation which address current legal and technical requirements (such as AUS-SPEC and/or Australian Standards) as well as Council needs	See comments on Recommendation 21.	Yes
26	Review procurement limitations applied to Council officers. For certain roles, authorisation levels of endorsement of a single quote and for small purchase transactions should be increased	Sub-delegations to be reviewed and re-issued under the newly adopted structure.	Yes
27	Conduct a strategic review of bridge design & construction procurement and implement measures to reduce the cost of bridge construction (it is suggested with advice from a external bridge design specialist)	We are currently reviewing the use of the standard Council pre-cast bridge design to be applied to multiple span bridges, as well as developing a concept for replacement of timber piers in-situ with galvanised steel piers that can then form part of the permanent replacement structure when the bridge is replaced with a concrete and steel structure.	Yes
28	Implement a strategy to introduce high levels of capital to fund bridge replacement (through attracting grants, advocacy, PPP's)	Council has previously used external specialists to review and comment on adequacy of bridge funding levels. This report resulted in an above pegging rate increase being sought and obtained by Council. This report is now quite dated and it may be appropriate to seek another review.	Yes
29	Analyse to determine if it would be worthwhile establishing permanent staff in lieu of casual	As part of the implementation of the newly adopted structure a review of casual labour will occur in order to ascertain whether there is sufficient ongoing work to warrant the	Yes

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employees on at least an annual basis	appointment of additional permanent staff and what, if any, savings would result. Council will be notified of any proposed new permanent positions and the relevant budget implications prior to any action.	
30 Escalate the importance of having permanent staff positions filled and ensure roles are not left for extended periods	This has been difficult of late whilst there has been some doubt about the long term structure of the organisation. Now that the structure has been determined, this has been given high priority.	Yes
31 Ensure outsourced staff are tested in the same way as permanent staff in terms of meeting policies such as a Drug & Alcohol Policy	This is covered by the draft Alcohol, Tobacco and Other Drugs Policy which is to be presented to the Consultative Committee and Council.	Yes
32 Review the annual composition of plant hire and consider if it would be worthwhile establishing permanent staff and Council owned plant in lieu of hiring some operators/plant consistently (annually)	There have been some recent changes as a result of the review of plant needs, with a truck and dog sold and the operator made redundant. There has also been a new Plant Operator position created to operate a tractor and grid roller in one of the maintenance grading crews where a hired plant and operator had been in use for many years. There is still the same practice within the Construction Crew and this needs to be reviewed. The requirement for an additional Jetpatcher unit has also recently been identified and is currently under consideration, and is also included in Recommendation 34. The newly adopted structure does not require any additional major plant items.	Yes
33 Consider the requirement for the Human Resources Manager to be involved in the engagement of contract personnel	The Human Resources area would need to be provided with additional resources to enable sufficient time to dedicate to such tasks.	No
34 Purchase an additional Jetpatcher and provide a dedicated driver-operator for ongoing use through the sealed road network. Consideration to a shared purchase with a neighbouring Council should be made	The purchase of an additional jet patcher has been discussed with the Plant and Depot Manager and the current Directors. The idea is well supported, and it is has been recommended to Council to purchase a new unit that includes a spray bar and spreader cockerel to allow small heavy patching seals to be undertaken. It is proposed to keep the existing unit as a back-up in times of high demand, and to ensure that RMS contract response times can be met. Opportunities for a shared purchase with other Councils in the region are not generally good, as the unit will regularly be in high demand in both areas at the same time, and little advantage is gained as one party will not have access when it is required. It should be noted that the existing unit has little resale value, but can be expected	Yes

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		to deliver good service for a number of years to come. As such, its retention in the fleet will not be overly expensive.	
35	Engage a full-time bridge carpenter to be allocated particularly to the timber bridge network	The bridge Carpenter position has since been filled.	No
36	Review the comparative cost of undertaking timber bridge rehabilitation works using in-house and external contract resources.	This has been ongoing during the review. There has been additional information provided since the draft report was prepared. The existing bridge pre-casting units have proved to be very cost competitive, with around a 40% saving over equivalent products available on the market. However, the discussions on the transfer of risks to the contractor during design and construction contracts are noted, and it is likely that construction cost savings could be realised if the design process were completed first, and the contract works were for construction only. This will be considered in future bridge contract works.	Yes
37	Provide training programs, particularly for construction teams, for site set out as well as reading and interpretation of construction plans	To be included on structured training plan.	Yes
38	Establish and provide clear productivity levels for key elements of construction activities and advise team members of the output expectations	All position descriptions to be reviewed as part of implementation of newly adopted structure and productivity levels to be included in line managers performance criteria.	Yes
39	Where productivity is a key component of construction activities, ensure those tasks are undertaken (where practicable) by trained council employees	To be included as part of the review to be conducted as per recommendation 29.	Yes
40	Consider reallocation of the control of Council's float to the Coordinator, Plant and Depot	The Float operator will fall under the control (albeit indirect) of the Infrastructure Service Delivery Manager and their assistant engineer. These staff are in a position to oversee the coordination of the float to maximise its use, including back loading and other functions that affect efficiency of its operation and the net effectiveness on council's project work. The only staff that report to the Plant and Depot manager are those staff situated at the depot.	No
41	Ensure a strategy is in place to address the skewed age profile and ensure a program is introduced to	A succession plan is to be developed to ensure transfer of corporate knowledge.	Yes

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ensure expertise is passed onto less experience staff members		
42 Introduce a structured program to multi-skill staff.	The newly adopted structure should improve the levels of multi skilling with pool, landfill and facilities maintenance staff to be utilised in other areas and vice versa. Structured Training Plan to be updated to enable this to occur.	Yes
43 Review the number of staff on-call and consider training individuals to be positioned to cover multiple services of Council where required	The current on-call arrangements have been reviewed by the GM and Directors and means of reducing the number of on-call staff have been identified and will be implemented under the new structure.	Yes
44 Review the Employee Benefits Policy with respect to TOIL and annual leave. Ensure there are clear limitations on any such accruals and it explains how a matter is addressed when limitations are reached	The Employee Benefits Policy has been reviewed and provisions are to be included to cap time in lieu of overtime (TOIL) and presented to the Consultative Committee for comments before being presented to Council. Also, all TOIL will need to be taken first before any Annual Leave or Long ServiceLeave is taken.	Yes
45 Review the Performance Review system undertaken by Council. Introduce regular reviews based around professional development and use these reviews to monitor staff trends	To be reviewed by new Human Resources Officer following appointment to vacant position. Status of reviews to be considered at each MANEX meeting to ensure up to date and monitoring of staff trends.	Yes
46 Change arrangements for staff professional development to be a structured program. The Department leader should be assigned a training budget and manage this expenditure with HR Manager support	Professional Development training budgets already exist. Departmental Leaders are responsible for managing this budget and recommending particular courses to the General Manager. Assistance is also provided via the Employee Benefits Policy.	No
47 Look to introduce a payroll system to improve the efficiency of managing staff payroll. Ensure adequate training is also provided	Taining in Councils payroll system will be provided to the new Human Resources Officer following appointment to the vacant position, following which, a review of other neighbouring Council's systems will be carried out. The majority of neighbouring Councils use the same software (Civica) so systems should be fairly common.	Yes
48 Arrange for training for all levels of staff that use Authority. Ensure key power users have enough	Level of training required to be reviewed and training plan updated where necessary.	Yes

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	training to be in a position to assist others and develop new reports when required		
49	Prepare an Accountability Chart for the Department/s so it is clear for all where responsibilities lie	This will be carried out as part of the implementation the new organisational structure.	Yes
50	Review office based staff numbers to levels suggested. Dedicate more resource to design and asset management	To be done with review of casual staff/permanent staff. Will be recommended to Council only if no overall increase in employee expenses can be demonstrated.	Yes
51	Ensure a staff resource is dedicated to addressing the extreme risk associated with bridge network.	The review suggests three additional positions relating to design and asset management, as well as an additional GIS officer resource and bridge resource. It is highly unlikely that Council could fund all of these positions. This will be considered as part of the review for Recommendations 29 and 50.	Yes
52	Ensure a separate field staff team is established to primarily service RMS works	ibility and practicality of this will be prepared for Council to consider. The staff appointments would most likely need to be linked with Council's RMS RMCC contract with any termination of the contract resulting in the extinguishment of the positions. The crew would require a small truck, and would be used to undertake slashing, spraying, temporary pavement repairs (jet patching), co-ordinate heavy patching and reseals, guardrail and safety fence maintenance and repairs, and signage maintenance.	Yes
53	Provide a field within CIVICA to capture the purchase date for plant, vehicles and equipment	Coucils IT Manager is to investigate the possibility and cost.	Yes
54	Council ensure a minimum \$2.0 million in the plant fund at the commencement of each financial year, subject to annual review	Council has adopted a Financial Management Policy that sets target minimum reserve levels including the plant fund.	No
55	Review the values within the draft AMP's to ensure they reflect the true gravity of the costs.	The AMP's have been completed and adopted by Council since this recommendation was written. The figures in the AMP were reviewed as part of the AMP process, and the final revised documents have been provided to Complete Urban after the draft report was submitted.	No

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56	That Council fully support the Northern Rivers Technical Directors Group and provide appropriate resources to contribute to and benefit from the Northern Rivers Resource Sharing Initiative	The Director of Technical Services was involved in the group, and the Acting Director has been participating in these regional groups under the NOROC banner, including the Regional Directors of Engineering Group. A number of initiatives have been developed through the group and are in progress at the time the draft report was received. These include the Water Managers Group, and the Development Design and Construction Manuals Group which have been in place for some years now. Following the recent review at Lismore City Council, a Roads Group has been established under the NOROC banner. One or both (preferably both) of the Departmental Managers will continue to be involved in the Group.	Yes
57	That Council consider specific projects or services that would lend themselves to a shared project with Northern Rivers Councils to both gain expert input while at the same time reducing overall cost	As discussed under Rec 56, Council has been actively involved in regional groups for many years. There have been several projects completed through these groups that provided quality outcomes at reduced costs across the region. At present Kyogle Council is involved in the following regional projects; <ul style="list-style-type: none"> • Regional Bulk Water Supply Strategy • Regional Drinking Water Quality Plan • Regional Water Loss Study • Regional Resource Sharing Working Group • Regional Workforce Development Plan • Regional Risk Management Group 	No
58	That Council promote better regional cooperation in the areas of Timber and Concrete bridge works, Buildings, Parks and Recreation Areas as well as Water Supply and Water Treatment. Such a process could follow the model adopted for the roads.	There has been a Regional Water Managers Group operating for some years now. There are a number of current projects being undertaken at a regional level under this group. The Roads Group is in relative infancy, but it is anticipated that it will deliver similar opportunities and savings, and other targeted groups may then be formed later.	No
59	Council urgently review the RMP and its application to timber bridges throughout the road network	The Core Infrastructure Risk Management Plan (RMP) has been completed and adopted by Council since this recommendation was written. The RMP was reviewed as part of the Asset Management Strategy process, and the final revised documents have been provided to Complete Urban after the draft report was submitted.	No
60	Review Council's Risk Management Policy to reflect the requirements and the intentions of the	Review to be conducted by WHS Officer.	Yes

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	WHS Act		
61	Develop and release to the community policies that indicate the adopted levels of service and associated intervention levels, particularly for road infrastructure assets	This is a key recommendation from the Transport Asset Management Plan and Strategy process, and links to Recommendations 17, 38 and 39. These must be developed with extensive community consultation so that there is an agreement on the levels of service and funding levels. The community must be educated to enable them to make an informed decision between what they are prepared to pay and what level of service they will receive.	No. Will be regularly addressed under IPRF
62	Increase the level and frequency of dialogue between senior management and service delivery staff to provide feedback on Council programs, plans and objectives, as well as the opportunity to offer comments on issues affecting the workforce	The relocation of some service delivery staff to the previous "Technical Services" section will enable more co-ordinated and consistent dialogue between management and service delivery staff. Council holds regular works meeting with staff down to overseer level across departments to ensure awareness of current and upcoming activities.	No
63	Ensure consistency across all documents, including Management Plans and Annual Reports	To be reviewed as part of IPRF requirements	No. Will be regularly addressed under IPRF
64	Consider introducing Leadership training to all levels of management within the Council	Training requirements will be reviewed once all management positions are filled.	Yes
65	Conduct MANEX meetings on at least a fortnightly basis	MANEX Meetings reintroduced. Currently being held on a monthly basis.	No
66	Develop a formal process for the 'Asset Handover' function between two internal departments or sections	This will need to be reviewed again once the organisational structure is finalised to see if there is any need for asset handover.	Yes
67	Develop the appropriate levels of service to be applied to new assets for ongoing maintenance and repair during development and prior to	This will need to be done in a strategic manner, and should really be done prior to the decision to construct a new asset to ensure that the life cycle costs have been considered in providing the asset.	Yes

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	commissioning		
68	Develop and agree the budgetary line items associated with the ongoing management and servicing of new assets	See comments on Recommendation 67.	Yes
69	That a new position titled "Regulations Inspector" be allocated under the Planning, Health and Building function	To be considered as part of implementation of new structure.	Yes
70	Council develop a strategy to accommodate HR support deficiencies and provide additional staff capacity to expand the HR capability with matched resourcing	To be developed following appointment of staff to vacant HR position.	Yes
71	The Finance manager work with project managers to develop appropriate financial reporting tools to enable the provision of timely information to assist management decision-making	To be written into position descriptions to ensure co-operation.	Yes