Council Member Training & Conference Report Form

Council Member Name: ANDREW CRAIG

Name of Training/Conference: LGA CONFERENCE AND ANNUAL GENERAL MEETING

Dates of Training/Conference: 25-26 OCTOBER 2018

Location of Training/Conference:

Was this a group training session? □ Yes ☑ No

Please provide a brief overview of the topics discussed at the training/conference:

Keynote address on the importance of leadership, engagement and organisational culture during times of transformation; challenging people to be more open, honest and straight-talking. Other addresses covered themes such as inclusion and transformation.

Please provide a brief overview of any information you received at the training or conference that may be of assistance to the Council:

Papers and correspondence forwarded.

In light of the training you received, do you believe there are steps that the Council may undertake to advance the Playford Community Vision 2043 and/or the Strategic Plan? If so, please provide further information in detail below.

N/A

Council Member Signature: Kay Date: 27 NOV 2018

Note: If completing and submitting this form electronically via email a signature is not required.
This form will be made available in the Council Member Training and Conferences Report Register on the Council website.

STAFF USE ONLY

Received by: Aaron Galant  Date: 28/11/18  Added to the appropriate register: Y  N
A WORD OF WELCOME

The Working Journey, established in 2001, works with a broad spectrum of clients and industries. We work with individuals, communities, local governments and enterprises; be it a small company or a multinational group. Our preferred relationship is to partner with our clients to provide expertise, skills and development to meet the different needs.

In the corporate world we work with Boards, Executives and managers to help them design and lead their enterprises to see their intent and strategies come to fruition. Our working relationships are long-term. We provide our clients with integrated and practical tools supported by robust models. We make the complex simple using researched principles rather than latest fashions. We provide significant, proven return on investment through direct advice built on a foundation of trust.

We use a comprehensive and well tested approach called Requisite Enterprise, a systems approach based on Complex Adaptive Systems theory. In a nutshell, it means work gets done without fuss by people who look forward to doing it, in an enterprise that is working towards being sustainable.

We actively support the United Nations Sustainable Development Goals (UN SDGs) and assist our clients in linking their business intent to these global sustainable goals; we work in partnership with the UN, through the Global Ecowillage Network (GEN) and Gaia Education. For our broader community work, we use the UN SDGs and the GEN frameworks as the rally point. It is within these frameworks that the future of social systems of the planet need to operate, if we are to survive in a hospitable planet.

We have over time developed a unique approach to pro bono work, partnering with our clients to deliver value adding assistance to those social enterprises who look beyond return to shareholders. For the individual, we offer a range of unusual tools to explore their own development and how our Journey’s may change over time.

Read on to learn about how we make these principles and inspiring goals come to life in your organisation and for you.

Andrew Olivier
Managing Partner
andrew@theworkingjourney.com

RESULTS FOR YOUR ORGANISATION

REASONS FOR CONTACTING US:

- The leadership wants improved results through their people becoming more engaged in their work
- The business is growing and has hit a point of stagnating profit and/or internal confusion due to the increase in complexity
- A larger established business feels that it has become a bureaucracy, it has a stagnated culture and has lost the ability to innovate and work effectively (often coincides with the appointment of a new CEO)
- The enterprise has developed a longer-term intent and strategy and wishes to ensure the ability to deliver this plan throughout the organisation
- There is a consensus that a restructure is in order, or previous restructures have been unsuccessful and have caused damage
- There is an identified need for a leadership program for managers to be able to produce more results from their teams and at the same time lift the level of staff engagement or satisfaction
- Organisational practices in terms of the recruitment of, management and retaining of talent require an overhaul or improvement
- Executives and senior leaders are feeling like they are spending their time 'in the detail' on not considering the future
- People systems such as talent management, appraisal, remuneration, recruitment and planning require improvement
- One of our clients has now become a CEO or an Executive and wants to enable their people to deliver through our approach.
- There is a lack of trust in the organisation or change fatigue.
- Engagement with the communities you operate within.

"Over the past two years Andrew Olivier and The Working Journey have played an important role in assisting me to implement a comprehensive organisational redesign and leadership development program across the enterprise. Their deep expertise of organisational design principles and methodologies have been an asset that I have relied on extensively. ...passion... impressive facilitation and stakeholder management experience, have helped to effectively engage leaders across my organisation and to drive meaningful change. In addition to the delivery of the organisational redesign program, Andrew has regularly provided me and my team with strategic insights on a range of corporate culture and leadership issues. This has made him a valuable advisor and thinking partner. I would highly recommend The Working Journey to any organisation that is planning or implementing large scale organisational design initiatives." - Mark Milliner, CEO Australian Insurance Company and Group COO. (2018). Turnover >$81 billion & 15,000+ Employees
OUR ORGANISATIONAL SEQUENCE

The map is not the terrain. But maps are useful to see where we are, where we are trying to get to, and therefore what’s next. We use the organisational sequence as a touchstone so both us and our clients can commence navigation.

CEO integrates all the work of the organisational sequence both within their own team and through set up of systems and symbols through the organisation. Requires both the cognitive and emotional work to truly integrate as a top team with accountability and authenticity in order to make decisions that allow possibly thousands of people to do their best work.

STRATEGY
Decisions on the limits of the work and the big picture "flow" in terms of how the intent is to be achieved. Requires capability, information and authentic conversations to create clarity and agreement on "the work" to enable a requisite structure to be identified.

INTENT
Clarifying the intent of the enterprise so it can be a viable long-term contributor to a sustainable community. Requires extension of time horizons and exploration of scenarios in different futures.

PERFORMANCE
Performance of the strategic work required to deliver intent over longer time horizons while ensuring viability today is occurring. Requires clear telemetry for each area to see performance and adjust, meetings to ensure all time horizons are considered, and conversations to ensure promises are kept.

STRUCTURE
A 'requisite' structure or organisational design of the enterprise is one that is appropriate for the people, their environment, and what they are being asked to do. Requires understanding of both vertical and horizontal working relationships as well as how complexity is managed in combination with principles of agile and responsiveness to allow flexibility and functional alignment.

LEADERSHIP
Leadership practices that create a culture of both accountability and innovation are standard in the organisation. Requires knowledge, skill and experience in conversations for clarity of context and work, facilitating of forums and meetings and the making of decisions to enable work.

PEOPLE
People in roles have both the cognitive and emotional development to allow their knowledge, skills, experience and values to be applied in the best interest of the enterprise. Requires understanding of the concepts of adult development and the integration of these processes into recruitment and long-term talent management.

SYSTEMS
Work systems and symbols reflect the intent and required culture of the enterprise and support people in delivery. Requires creation of the mental shift towards "global optimum" ahead of "local optimum", analysis of existing systems and symbols for underlying messaging and implementation of forums designed to create cohesion around customers rather than functions.

HOW WE HELP

Our expertise is in our knowledge, our experience, and our skill in applying these. Each time this takes a unique combination of consulting & advising, training & accreditation, coaching & mentoring, facilitation, speaking, writing. Some examples of how we have helped clients at various stages of the organisational sequence:

- CEO Integrator program to create a cohesive, authentic and accountable senior leadership team
- Training & coaching in the use of the 'four quadrant' model to understand the full nature of integration required
- Set up and coaching in ongoing process to ensure ongoing cohesion

STRATEGY
- Facilitated strategy workshops and conversations
- Full organisational initiatives reviews
- 'Where are we now' workshops

INTENT
- UNSDGs Multiplier
- Scenario Planning Workshops
- Facilitated values domain conversations
- Presentations for a new outlook
- Business network expansion and introductions

PERFORMANCE
- Review and advice of current performance measures and set up of 'telemetry'
- Review and advice on causes of gaps in performance from individual to enterprise level

STRUCTURE
- Accreditation of internal org design expertise
- Current structure reviews, recommendations and change implementation
- Coaching and mentoring in new organisational designs and associated leadership practices
- Cross-functional work systems reviews and alignment
- Facilitated organisational redesign
- Presentations and training workshops for education and subsequent change

LEADERSHIP
- Presentations and training workshops for education on leadership practices
- "On the job" coaching and facilitation to embed practices of leadership and team practices
- Accreditation of internal expertise on leadership and training delivery
- Analysis of current leadership practices and identification of improvement needs
- Training and advice on creating and implementing change

PEOPLE
- Accreditation of internal expertise on capability appreciation and advice
- Individual and team capability appreciation and prediction for future strength and issue
- Review and improvement to people systems including recruitment, talent management, performance, remuneration
- Training and implementation of 'People Day' process to allow full enterprise talent management
- Presentations for insight and discussion

ROLES
- Full system role clarity workshops ("Do's on a page")
- Role design advice and expertise
- Facilitated discussions to create clarity between roles
- Presentations and training workshops for education and subsequent change

SYSTEMS
- "Embedded" coaching and facilitation program to create system ownership and improvement
- Work system review workshops
- Presentations and training workshops for education and subsequent change
SPECIFIC WORKSHOPS AND PROGRAMMES

CHANGE PROGRAMMES
- Foundations of Requisite Enterprise
- Organisational Transformation
- CEO as Integrator

EFFECTIVE LEADERSHIP
- Leadership Development Modules
- Building Effective Teams
- Fundamentals of Front Line Leadership

STRUCTURE THAT WORKS
- Organisational Design
- Role and Work Design
- Cross Functional Role Relationships

PEOPLE
- Change Management
- Capability (Potential Identification and Career Appreciation)
- Talent Pool Development and Succession

BLENDED LEARNING - E-LEARNING
- Online education options available publicly and in-house

ACCREDITATION
- Online options available publicly and in-house
- Modified Career Path Appreciation (MCFA)
- Initial Recruitment Interview Schedule (IRIS)
- Rapid Talent Pool evaluation
- Org Design Practitioner
- Requisite Leadership Facilitator and Trainer

COMMUNITY FOCUSED PROGRAMMS
- UN Sustainable Development Goals (SDG) workshops
- Eco-living Design Education

Our Influences

The Working Journey brings together the idea of pre-eminent thinkers in organisational design, leadership and human development to create a unique body of work and model we call Requisite Enterprise.

DR. ELLIOTT JACQUES
Jaques was originally a psychiatrist and later management theorist and consultant who developed over a lifetime of work the model he coined “Requisite Organization”. Put simply, this means an organization designed according to what is required due to the nature of work and people. His focus was on the structures, leadership practices and capability required to allow people to perform at their best in an environment that induced trust, and we use this underlying philosophy as well as the key notions of complexity and capability that form the basis of his work.

DR. GILLIAN STAMP
We use the deep knowledge and understanding that her work provides into human potential through using the very methods to appreciate human capability that are still under development today.

SUSANNE COOK-GREUTER
We use the work of Cook-Greuter to aid clients in self-understanding so their innate capability and knowledge is not lost, as well as in assisting teams to “rise up” to later stages of development instead of being “dragged down”.

DR. ICHAK ADIZES
We use the work of Dr Adizes to help clients understand the context of what their organisation is going through and to help them see the necessary changes in themselves and the organisation that will be required.

PETER BLOCK
We use his work to show leaders how to ‘share the burden’ of accountability while still ensuring decisions are made, and to help people with what is means to truly be accountable in the workplace.

CLARE GRAVES, DON BECK & CHRIS COWAN (SPIRAL DYNAMICS)
We use these ideas to help clients with the cultural development in both themselves and their organisation, as well as to ensure interventions and change are effective in advancing the interests of the enterprise.

DR ELIYAHU GOLDRATT
We use the work of Goldratt to help clients to understand their work as a full system and to allow those involved in work systems to truly work together.

Dom Jacob General Manager

I was introduced to Requisite at my previous company of 16,000 employees and understood its power. After becoming CEO I have implemented Requisite across the organisation and have aligned it to our ten years Strategic Intent. The Working Journey has provided invaluable advice and assistance to the RAA to enable to develop our talent, identify future leaders and manage our teams to maximise our output. I have used Andrew at 3 companies and have always got exceptional results” Ian Stone. MD Royal Automobile Association of South Australia.
THE WIDER COMMUNITY
CREATING AWARENESS FOR OUR LONG TERM
We are actively working with Gaia Education, GEN International and GEN Australia to develop awareness about and action toward advancing the United Nations Sustainable Development Goals. In Australia we are using the UNITAR approved “Training of SDG Multipliers” programme, which will be delivered in partnership with Gaia Education and the UNITAR.

OUR PUBLICATIONS AND SPEAKING
One of our contributions is to provide thought-provoking and valuable written and spoken resources. Our managing partner Andrew Olivier has authored three books and all of us contribute regularly on forums and blogs as well as presentations both gratis and for fee.

PUBLICATIONS

SPEAKING

SOCIAL BUSINESSES
We run an active pro-bono programme and have over the years, often together with our corporate clients, supported a variety of organisations in assisting with restructuring, capability mapping and executive development:

- World Vision,
- CSIRO,
- Volunteers SA & NT (2014, 2016)
- The Sir John Monash Foundation (2013 - 2016)
- Good Return (2014 - 2016)
- Grameen Australia (2016)
- GEN Australia (2013 - )
WHO WE ARE

ANDREW OL VIER
Andrew is Managing Partner. He has had a number of successful companies in his career. He has consulted with and advised many well-known public and private leaders and has published three books: "The Working Journey" (2003), Organisational Design - What your University Forgot to Teach You (2013) and BCAuse (2018). Previously a panel member of the Sir General Monash Scholarships, he has since 2009 been part of the leadership circle of the Global Ecovillage Networks and is on the General Assembly for GENOA. Andrew has a strong interest in entrepreneurship, sustainability and works in a number of countries at senior levels. He is a pioneer of the Narara Ecovillage in Australia.

VERENA MACLEAN
Verena became involved in the work of Elliott Jaques through Professor Gillian Stamp and was one of four original CPA trainers worldwide. Verena is an associate of BIODS Australia, EDAC and a senior partner of The Working Journey. She is highly regarded by colleagues, clients and friends with extensive knowledge and understanding of the complexity based assessment methods. Verena was Talent Manager for the international communications company MTN and used Levels of Work and Capability mapping for managing and planning talent pools across a number of countries.

ADAM THOMPSON
Adam brings his experience to play in a refreshing approach to the practical applications of practice and theory to organisational structures, people and talent management. Originally educated in Economics and Law, as well under graduate teaching in Organisations, his career has been in both Australia and the UK, working initially in the fields of education, law and insurance. While holding a variety of operational, strategic and project-based management roles as Executive level, his ability to visualise the effect structures and systems will have on culture and individuals has been the hallmark of his work.

TIM LEVETT
Tim specialises in partnering with organisations and business units to better organise themselves so that they can deliver their plans with people who are engaged in their work. Tim works with all levels of a business to ensure an integrated and supported approach to delivery, tailored to the specific needs of the organisation and its business units. He does this with an emphasis on org design and work system design, talent identification and development as well as building leadership practices that enable the business. Growth and development occurs in the business while working on the business, thus helping to realise organisational goals.

DR. BRUCE WHITBY
Bruce is an experienced IT business executive and consultant with more than twenty-five years of technology, senior business and boardroom experience across the Financial Services, Telecommunications, High Tech, Media and Systems Integration Industries as well as Academia. His leadership experience spans business, IT strategy development and consulting, Organisational Design, IT governance and hands-on business management with international experience in Australia, UK, France and South Africa.

BRENT SHIRIDAN
Brent has been designing and delivering Strategy, Culture and Organisational Development work in corporate environments since 1998. He combines Requisite Organisation principles and Gestalt Development practices to produce business transformation capability. Brent’s approach combines interpersonal skills, education in organisational and psychological frameworks, self-development and self-awareness practices, Gestalt group process and real-time, intact-team group dynamics, as well as advice on review, design and integration of requisite work-systems and organisation structures.

WHO WE ARE (CONT.)

SAM WILKINSON
Samantha has more than 20 years experience in operations and human resources. Samantha has held local, national and international roles with market leading private and public companies across a wide range of industries. She contributes to functional and industry committees / boards. Samantha acts in an associate capacity for The Working Journey across a range of projects including leadership development, work clarity and stakeholder engagement.

JACK FALLOW
Jack has had a successful career from shop floor to boardroom, developing a strong set of leadership values and approaches resulting in a broad career balancing directorships with consultancy practice, coaching and mentoring. Particularly interested in complexity and human cognition, He developed 'soft' aspects of international strategy - originating the concept of an integrated Company Charter embracing Governance, Strategy, Values and Behaviours.

YASMIN BIRRING-YUSUF
Yasmin has 9 years' experience in HR, Organisational and Talent Development. She has worked in Southern and Central Africa, as well as the Middle East and United Kingdom, in the NGO (Peacebuilding), Finance (Investments, Reinsurance, Trading) and Manufacturing sectors. Her Masters Degree (Kings College) thesis "The Concept of Having a Career Calling and its Relation to Work-Related Outcomes: Study in an International Non-Governmental Organisation" is published in the Kings College and Oxford Libraries.

AMANDA JOHNSON
Amanda has assisted us in a variety of roles, from being a facilitator for the Front Line Managerial Leadership Programme, to Leadership Scans and IRIS work. Amanda has been involved in the implementation of these models at the RAA for over seven years.

NICOLE ENDACOTT
Nicole will be heading up The Working Journey's SDG awareness and action projects.

SAMANTHA MACDONALD
Samantha is our Office Coordinator and brings many years' experience of both administration and clerical skills to the company.

ROB FIDDYMENT
Rob is the Director of Marketing for the The Working Journey. With over 25 years experience in the advertising industry he brings a wealth of experience, skills and knowledge to the role of “joining the dots".
CONTACT DETAILS

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At CATALYSE®, we believe in the power of working together to achieve greatness.

Through our benchmarking services, our goal is to enable organisations and communities to learn from each other to continuously improve and create pathways to success.

The MARKYT® National Benchmark Report was initiated and funded by CATALYSE® to give back to the local government sector. It provides a snapshot of council performance and community priorities across Australia.

Listen to the voices of over 2,000 Australians when you read this report.

We hope you enjoy these insights!

How do communities mark their local councils?

A summary of key insights from the MARKYT® National Benchmark Report

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FUTYR
- Strategic Community Plan
- Safety Strategy
- Digital Strategy
- Art and Culture Strategy
- Communication and Engagement Strategy
- Various other plans and strategies

MARKYT
- Business Scorecard
- Community Scorecard
- Wellbeing Scorecard
- Communication and Engagement Scorecard
- Library, recreation, safety and more

CULTYR
- Employee Engagement Scorecard
- Internal Communication Scorecard
- Internal Customer Service Scorecard

Want to know more?
Please contact us!
CATALYSE® Pty Ltd
info@catalyse.com.au
Phone: +618 9226 5674
www.catalyse.com.au

MARKYT
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How to read this report

This report provides an overview of resident perceptions across Australia focusing on Victoria, New South Wales, Queensland, South Australia and Western Australia. Additional analysis is provided by key community segments, including young adults, families, seniors and people with a disability or impairment.

The MARKYT® Community Priorities Window™ allows readers to easily identify how residents across each segment perceive the performance of local services and facilities as well as identify which areas are priorities to focus on improving.

Performance is measured from weak to strong on the vertical axis.

Priority level is measured from low to high along the horizontal axis.

A subset of 30 services and facilities are presented in the Community Priorities Window™.

Further analysis summarises perceptions of overall performance against the national average, perceived strengths and priorities to improve.

OVERALL PERFORMANCE provides the Performance Index Score for three overall measures:
- Local council as a place to live
- Local council as a governing organisation
- Value for money from rates

The top 3 performing areas are detailed for each segment.

The top 3 priorities to improve are outlined and briefly explained.

National Insights

Local councils across Australia are investing increasing amounts of time and effort to ensure they are informing, consulting and collaborating with their key stakeholders when planning for the future and making decisions about the allocation of scarce resources.

Communities agree community engagement is important. 86% of Australians would like their local council to conduct a community survey to evaluate performance at least once a year. However, many councils don't do this.

To give back to a sector that has been a loyal supporter of CATALYSE® for over 15 years, we embarked on a national benchmarking study to 1) give a voice to all communities – inviting residents to celebrate and acknowledge their council’s strengths and to highlight any concerns or priorities to address and 2) provide all councils across Australia with access to rich and relevant information about community needs and aspirations.

Over 2,000 Australians accepted an invitation to complete a MARKYT® Community Scorecard. The sample included a representative cross-section of the community by age, gender and location. We also heard from people in minority groups including people with a disability and culturally diverse backgrounds.

Overall, Australians think Australia is a great place to live! The overall Place to Live Index Score is 78 out of 100. South Australian's awarded their state the highest score.

Strongest performing areas

- Libraries and information services
- Playgrounds, parks and reserves
- General waste collection services
- Local vibrancy (local cafes, bars and restaurants)
- Sport and recreation facilities

Lowest performing areas

- Parking management
- Traffic management
- Road maintenance
- Planning and building approvals
- Value for money from rates

An opportunity was also identified to improve governance and leadership across Australia:

- 51% of Australians agree that their local council has developed and communicated a clear vision for their area. South Australia is leading in this area.
- 48% of Australians agree their local Councillors have a good understanding of their community's needs. South Australia and Queensland are tied in the top spot.
New South Wales

New South Wales ratings for place to live and governing organisation all close to national averages. Strengths include libraries, waste collection, playgrounds and parks. Priorities to address include road maintenance, traffic management and planning and building approvals.

MARKYT Community Priorities Window™

<table>
<thead>
<tr>
<th>Strong</th>
<th>Weak</th>
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<tbody>
<tr>
<td>Value for money</td>
<td>Safety and security</td>
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<td>Council's leadership</td>
<td>Planning and building approvals</td>
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<tr>
<td>How the community is consulted</td>
<td>Road maintenance</td>
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<tr>
<td>How the community is informed</td>
<td>Traffic management on local roads</td>
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<td>Council’s social media presence</td>
<td>Parking</td>
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<td>Economic development</td>
<td>Footpaths and cycleways</td>
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<td>Access to education and training</td>
<td>Streetscapes</td>
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<tr>
<td>Cafes, bars and restaurants</td>
<td>Access to housing</td>
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<td>Youth services and facilities</td>
<td>Public transport</td>
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<td>Seniors services, facilities and care</td>
<td>Conservation and environment</td>
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<td>Disability access to services &amp; facilities</td>
<td>Sustainable practices</td>
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<tr>
<td>Library and information</td>
<td>Waste collection services</td>
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<tr>
<td>Festivals, events and cultural activities</td>
<td>Recycling services</td>
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<tr>
<td>Sport and recreation facilities</td>
<td>Bulk rubbish collection</td>
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<tr>
<td>Playgrounds, parks and reserves</td>
<td>Natural disaster prevention</td>
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OVERALL PERFORMANCE SCORES

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PERCEIVED STRENGTHS

- Library and information
- Playgrounds, parks and reserves
- Waste collections services

COMMUNITY PRIORITIES

Maintenance of local roads is the number one priority for NSW residents. They want upgraded road surfaces, regular repairs and better quality road works.

Traffic congestion is the second priority. Higher density development is seen to be a contributing factor. Residents want improved solutions to aide traffic flow.

Planning and building approvals are the third priority to address. Residents discuss two main concerns: 1) high rise developments impact character and congestion in local areas; and 2) building and renovation approvals should be quicker, easier and more flexible.
Queenslanders rate place to live and governing organisation just above the national average. Strengths include local libraries, playgrounds, parks and waste collection services. Priorities to address include roads, public transport, traffic and value for money from rates.

OVERALL PERFORMANCE SCORES

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PERCEIVED STRENGTHS

Library and information
Playgrounds, parks and reserves
Waste collection services

COMMUNITY PRIORITIES

Improving local roads across the State is the number one priority for Queensland residents, especially fixing potholes and rough surfaces.

Access to public transport is the second priority. Respondents want buses and train services improved and public transport costs reduced.

Managing traffic congestion is the third priority to improve. High density development and population growth is seen to put strain on local road infrastructure.
South Australians rate places to live and governing organisation just above the national average. Strengths include libraries, waste collection services, playgrounds and parks. Priorities to improve include footpaths and cycleways, roads and streetscapes.

**OVERALL PERFORMANCE SCORES**

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**PERCEIVED STRENGTHS**

- Library and information
- Waste collection services
- Playgrounds, parks and reserves

**COMMUNITY PRIORITIES**

Footpaths and cycleways are the number one priority for South Australians. They want better footpath maintenance including fixing uneven surfaces and removing overhanging vegetation.

Roads are the second priority. Residents want surfaces upgraded, pot holes filled in and kerbing improved.

Improving the appearance of streetscapes is the third priority. Residents want councils to plant more appropriate vegetation and better maintain trees and lawns.
MARKYT Community Scorecard

Victoria

Victorians rate place to live and governing organisation slightly below the national average. Strengths include libraries, playgrounds, parks, reserves and local cafes, bars and restaurants. Priorities to improve include roads, traffic and value for money from rates.

MARKYT Community Priorities Window™

OVERALL PERFORMANCE SCORES

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PERCEIVED STRENGTHS

Library and Information
Playgrounds, parks and reserves
Local cafes, bars and restaurants

COMMUNITY PRIORITIES

Road maintenance is the number one priority for Victorians. They want more focus on what they consider to be a core function of local government.

Value for money is the second priority to address. They want reduced rates and improved budget management. This includes lower internal costs and a greater focus on core services and facilities.

Traffic management is the third priority. Residents want reduced congestion and better traffic flow. Victorians also request measures to stop 'rat running' and speeding in local streets.
Western Australians rate place to live and governing organisation slightly above the national average. Strengths include libraries, waste collection services, playgrounds, parks and reserves. Priorities to improve include traffic, safety and value for money from rates.

**MARKYT® Community Priorities Window™**

**OVERALL PERFORMANCE SCORES**

<table>
<thead>
<tr>
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<th>PLACE</th>
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<td>Australia</td>
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**PERCEIVED STRENGTHS**

- Library and information
- Waste collection services
- Playgrounds, parks and reserves

**COMMUNITY PRIORITIES**

Managing traffic is the number one priority in WA. Residents want less congestion, easier traffic flow and better anti-hooning measures.

Safety, security and crime is the second priority for WA residents. They want more security and police patrols, improved street lighting and more effective measures to target graffiti, vandalism and anti-social behaviour.

Improving value for money from rates is the third priority. This includes lowering rates, more effective spending and fairer distribution of services across local government areas.
MARKYT Community Scorecard

Young adults

Young adults score their governing organisation and value for money above the national average while their area as a place to live rates slightly below. Libraries, playgrounds, parks and waste collection are strengths. Roads, traffic, safety and public transport are priorities.

MARKYT® Community Priorities Window™

OVERALL PERFORMANCE SCORES

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<tr>
<th>PLACE</th>
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PERCEIVED STRENGTHS

- Library and information
- Playgrounds, parks and reserves
- Waste collection services

COMMUNITY PRIORITIES

Fixing local roads is the number one priority among 18-34 year olds, in particular addressing pot holes, uneven surfaces and road design.

Peak hour traffic congestion is the second priority. Changing road design and increasing public transport are suggested solutions to improve flow.

Safety and security is the third priority to improve. Young adults want less crime and improved prevention and management of drug abuse. They request more police and security on local streets and in public places.
Families with babies and toddlers

Overall scores sit close to the national average for families with young children. Strengths include libraries and waste collection services. Priorities include roads and traffic. Parks, playgrounds and reserves are strong with an identified need for continued enhancements.

MARKYT® Community Priorities Window™

OVERALL PERFORMANCE SCORES

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PERCEIVED STRENGTHS

1. Library and information
2. Waste collection services
3. Playgrounds, parks and reserves

COMMUNITY PRIORITIES

Maintenance of local roads is the number one priority. Families with young children want better surfaces and improved road design.

Managing traffic congestion is the second priority. Wider roads are suggested to help improve traffic flow.

Local playgrounds, parks and reserves are the third priority. While families with young children are happy with current service levels, they would like facilities to be regularly reviewed, expanded and upgraded.
Families with primary school aged children

Ratings for place to live are below the national average among families with primary school aged children. Strengths include libraries, playgrounds, parks, local festivals and events. Priorities to improve include roads, value for money and economic development.

**MARKYT® Community Priorities Window™**

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**PERCEIVED STRENGTHS**

- Library and Information
- Playgrounds, parks and reserves
- Festivals, events and cultural activities

**COMMUNITY PRIORITIES**

Families with primary school aged children highlight general road maintenance as the top priority for improvement.

Value for money from rates is the second priority. Families suggest lowering rates, spending less and ensuring fair distribution of rates across the area.

Economic development is the third priority. Families with primary school aged children want more job opportunities created, town centres to be invigorated, empty shops to be filled, and tourism growth.
MARKY™ Community Scorecard

Families with high school aged children

Ratings are close to national averages for place to live and governing organisation. Value for money sits slightly below. Strengths include libraries, parks, reserves and waste collection services. Priorities include road maintenance, traffic and planning and building approvals.

MARKY™ Community Priorities Window™

### OVERALL PERFORMANCE SCORES

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### PERCEIVED STRENGTHS

- Library and information
- Playgrounds, parks and reserves
- Waste collection services

### COMMUNITY PRIORITIES

Improving the quality of road surfaces is the number one priority for families with teenagers.

Improving traffic flow is the second priority. Families are concerned with congestion along main roads, around local schools and shopping areas.

Families with teenage children mention planning and building approvals as a priority to improve. They are concerned about over development and its impact on the local area and natural environment.
Seniors rate place to live above the national average while governing organisation scores are on par. Libraries, playgrounds, parks, reserves and waste collection services are considered strengths. Roads, traffic and value for money from rates are priorities to improve.

**MARKYT™ Community Priorities Window™**

**OVERALL PERFORMANCE SCORES**

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**PERCEIVED STRENGTHS**

- Library and information
- Playgrounds, parks and reserves
- Waste collection services

**COMMUNITY PRIORITIES**

Road maintenance and repair is the number one priority among seniors. They are concerned with uneven surfaces, pot holes and poor water drainage.

Improving traffic flow is the second priority. Seniors are concerned with congestion at large intersections, in built up areas and along local roads. Rat running and speeding on local streets is also considered an issue.

The third priority is improving value for money. Seniors want lower rates, more effective spending, and for council to be more open and accountable for how rates are spent.
MARKYT Community Scorecard

People with a disability or impairment

Ratings for place and governing organisation sit below the national average. Strengths include playgrounds, parks, libraries and waste collection. Priorities to address include road maintenance, traffic and value for money. Parking is also a lower scoring area.

MARKYT® Community Priorities Window™

OVERALL PERFORMANCE SCORES

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PERCEIVED STRENGTHS

- Playgrounds, parks and reserves
- Library and information
- Waste collection services

COMMUNITY PRIORITIES

Roads are the main priority for people with a disability or impairment, specifically improving surfaces, potholes and water drainage.

Value for money is the second priority. Rates are seen to be too high. People with a disability suggest cutting spending and focusing on core community services and facilities.

Managing traffic is the third priority. People with a disability discuss a need for improved traffic flow, including during peak hours and when road works are being carried out.
The CULTYR® Employee Scorecard has been designed for local councils that demand innovation and excellence in employee engagement when developing and reviewing workforce plans.

Since 2001, CATALYSE® has been a trusted advisor for local government, providing robust and reliable measurements of organisation performance and facilitating effective strategic planning.

How does it work?
Councils share many characteristics, but no two councils or communities are the same. Each council is unique.

That’s why we offer fully flexible, customised solutions to meet individual council needs.

Design new questions or choose from our extensive library to determine:
- Overall Workplace Index Score
- Employee Commitment Score
- Employee Advocacy Score
- Workplace Strengths
- Priorities to address
- Employee driven solutions and recommendations

Organisation Benchmarks
We have been a trusted custodian of industry benchmarks for local government for over 15 years.

- **Benchmark internally.** See how your divisions and business teams perform compared to each other.
- **Benchmark externally.** See how your council is performing compared to other councils.
- **Historical benchmarks.** Track your council’s performance over time. Which strategies are working for you?

Value and Benefits

**RELEVANCE**
Use a provider with a strong and enduring reputation for providing relevant and actionable research.

**INDEPENDENCE**
Employees remain anonymous building confidence to provide open, honest and constructive feedback.

**EXCELLENT VALUE**
$5K*
*Standard Fee
Ask us for a quote!
CULTYR® Model of Organisational Performance™

The CULTYR® Model of Organisational Performance™ provides an insight into perceived strengths and weaknesses related to five key dimensions – leadership, the workplace, colleagues, individual roles and employee benefits.

Dashboard Reporting

We use dashboard reporting to quickly, simply and effectively communicate large amounts of information. Our dashboards can be customised to meet your needs.

CULTYR® Model of Organisational Performance™
Organisational Variances

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Want to know more?
Please contact us!
CATALYSE® Pty Ltd
info@catalyse.com.au
Phone: +61 8 9226 5674
www.catalyse.com.au
An integrated model of organizational design, capability and leadership for a responsive accountable enterprise that delivers... for ALL
BANK OF TRUST
People will not apply their full commitment and capability in a situation where there is a feeling that their own interests and choices are not taken into account.

An organisation at all times is either making deposits or withdrawals to the bank of trust; this occurs through the organisational structure, policies, procedures, symbols, practices, decisions and in the way people are lead.

THEMES OR LEVELS OF WORK
An organisation achieves the complexity it needs to be sustainable through ensuring that the different themes of work required are all in place and being delivered effectively. This is the basis for a design that enables natural capability.

ORGANISATIONAL SEQUENCE
There are series of steps that see intent delivered by the unit or organisation. Paying attention to each one both when required and as a regular practice will see an enterprise that is both stable and agile as required.

THE WORKING JOURNEY

FLOW
‘In flow’ describes a situation when the challenges or complexity of an individual’s work is matched by the capability the person has at that point in their development, the work is valued, and they are recognised and rewarded. A mismatch in either direction leads to feeling devalued and reduce trust.

THE CAPABILITY TRIPOD
For an individual to be effective in a role over time, the elements of the applied capability tripod need to be in place, being capability, skilled knowledge & experience and values. Central to the tripod is Wisdom, the ability to sense the environment to ‘know what’s best’.

TALENT MANAGEMENT
People grow or shrink work to where they feel comfortable. It is therefore crucial that people are appointed to roles who can handle the complexity of the work entrusted to them. This knowledge can be combined with the intent and plans of the organisation in managing the talent pool to create effective and sustainable workforce plans.

BALANCING ACCOUNTABILITY WITH AUTHORITY
Providing sufficient authority to match accountability is a fundamental act of fairness which leads to creativity, effective delivery and trust.

ACCOUNTABILITY

AUTHORITY

FIVE FUNDAMENTAL QUESTIONS
There are five fundamental questions which, if the individual can answer, help create the conditions for performance, creativity and innovation
1. Where are we going?
2. What’s the plan?
3. What’s my contribution?
4. How am I doing?
5. What’s my future?

TRANSFORM YOUR ORGANISATION - CALL US TODAY!
enquiry@theworkingjourney.com +61 413 859 392 Offices: Sydney & Adelaide
www.thesworkingjourney.com www.developleadersonline.com
Succeed

Develop

Learn

To succeed Leaders

Developing

Engage

Your Leaders

Developing Leaders

Quality Leadership Development

A blended learning program is now available online or via a

Learning and career alignment development cultural change, organizational
as executive team development, leadership
and development. They enable access such
concepts of organizational design feasibility
All programs are based on research and robust

Outcomes:

on your issue to help deliver your business
face to face development opportunities working
evaluation and assessment and complemented by
begun from our online learning content.
approaches that allow you to embed knowledge
manage your business. We see a blended learning
receive the right information at the right time to
Our customized programs ensure that you

Engage your Leaders

Empowered and engaged leadership:

business area or people, resulting in
effective learning, content for your organization,
Learning an online learning approach, you can

- and more

- Develop key functional roles
- Levels of work complexity
- Teams

- Learning teams to deliver outcomes
- Foundations of instructional design

Examples of courses we offer:

- Receive aligned and lead for effective delivery
- Develop executive summary, ALL which the
leaders with the fundamental knowledge
a quality development option that provides

The Working Journey eLearning Program is
The Learning Centre is based in complexity science. It focuses on understanding organizations and the context in which they operate. Our approach is holistic, bringing together multiple perspectives to create a comprehensive understanding of the challenges faced by organizations and their leaders. We believe that by understanding the underlying dynamics of complex systems, we can develop effective interventions that support change and growth.

Leadership development is not just about training and skills development. It is about creating a culture of continuous learning and improvement. Our approach is to build a framework that allows leaders and organizations to make data-driven decisions. We provide a range of tools and resources to help leaders and teams adapt to change and drive innovation.

The ultimate goal of our program is to build leaders within an organization. We support leaders by creating a culture of continuous learning, where they are empowered to make effective decisions. We believe that this approach will allow you to adapt to changing circumstances, continuously striving for success.

Our approach is based on decades of research and development, and we have delivered results for a wide range of clients. We work with individuals and organizations to develop effective leadership strategies and processes that have been used by many organizations.

The Learning Centre offers a cost-effective method of delivering leadership development to your team. Our approach is individualized, focusing on the needs of your business and the development opportunities available to you. We provide a range of tools and resources to help you develop your leadership skills and achieve success.