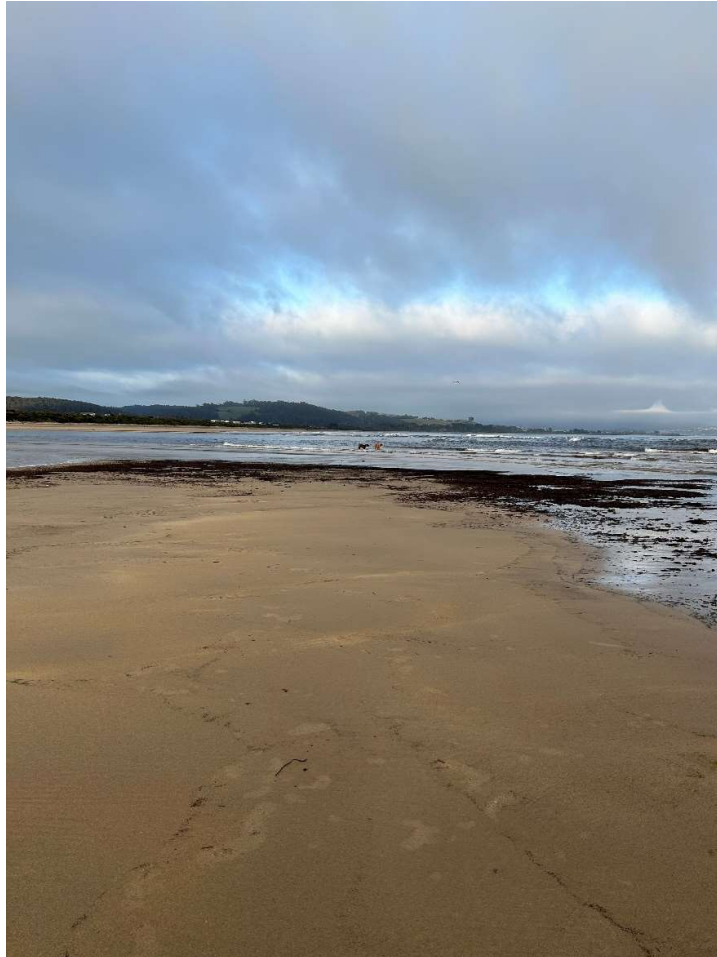




Tasmania's Central Coast Council

Culture Development Plan



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November 2023

Prepared by:



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Executive Summary

The Tasmanian Central Coast community elected a new Council and Mayor in October 2022. The newly elected Central Coast Council (CCC) has courageously embarked on a review of the Council ways of operating to understand the Councils' strengths and opportunities for improvements with a view to develop and execute a strategic plan which enables Tasmania's Central Coast region to thrive. The Council has engaged a new General Manager presenting a timely reset for the ways of working with and within the Council. The new leadership of the Council have developed a strategic Term Plan for 2023–2026 entitled *Our Place– Or Future: First Steps*. This plan outlines the approach to reconnect with the Central Coast community, developing collective aspirations for the future of the region. The plan sets out five foundational pillars which underpin and set out the priorities for the Council over the current local government term. Of these five pillars, the first focuses on '**Our Organisation**' with priorities placed on *Organisational Culture, Accountability, Identity and Delivery*. This pillar and its placement within the strategic plan, acknowledges the importance of evolving the organisational culture creating an environment in which people can come to work to deliver to the community through clarity of accountability and a positive work environment which values the contribution of its people.

As with all organisations, CCC's workplace culture has evolved through the **behaviours** that have been **encouraged, discouraged, and tolerated** by leaders, people, and the systems within the environment of CCC. Elements of this culture enable the attainment of the organisations goals whilst some elements will be limiting overall organisational effectiveness.



The Culture Development Plan provides a systemic approach to defining and achieving the required strategically aligned target culture. To define the required strategically aligned target culture, it was first necessary to understand the current culture and engage Councillors, Leaders, and Employees in defining the future cultural environment. To do this a Culture Values Assessment (CVA) was undertaken in September 2023, through which Councillors, Leaders and Employees were invited to contribute their views about the current and future culture.

The culture assessment identified that employees bring to work and value, honesty, respect, accountability, family, and work life balance, along with caring, empathy, humour/ fun, and a positive attitude. In the current environment, they experience customer focus and teamwork (particularly in their immediate teams). However, they reported a number of **limiting values present**, including blame, confusion, conflict avoidance, silo mentality, change version, control and information hoarding, that are inhibiting their ability to deliver at their best. Employees are **seeking** accountability, open communication, leading by example, continuous improvement, teamwork, balance, employee engagement along with respect, and an increased focus on health and safety to shift barriers to delivering on the required goals and objectives.

The Culture Values Assessment indicated an overall Entropy score of **38%**. The demographic data demonstrated some variance in the cultural entropy scores between departments and positional levels. It is noted that the

Cultural Entropy is a measure of the amount of wasted energy in the organisation that is consumed in unproductive work

current culture has been positively influenced in the past 6 months as a direct result of the cultural leadership of the new General Manager. In discussions with leaders and employees, conversations highlighted a sense of hope and optimism about the future work environment and the positive impact on the culture that the GM has had, largely through the clarity of direction, consistency of communication, focus on employee wellbeing, recognition, and spending time out 'in the field'. As a result, people are feeling genuinely heard and valued.

There is an energy for positive change and whilst there is still much work to do, people are open and engaged in doing their part to create the target culture. There is however a genuine need by the workforce to observe and experience a distinct and consistent positive shift in leadership behaviours and effectiveness.

In October 2023, the Senior Leadership Team (SLT) came together to define the target culture acting upon the feedback from the workforce, taking into consideration:

- the CVA and focus/listening group feedback,
- the strategic imperatives of the organisation.
- the current espoused values (and the level of engagement with these).

The target culture definition process highlighted a high degree of alignment between the culture that is strategically needed and the desired culture from an employee perspective. This is a very powerful position to leverage and to effectively engage the employee base in actively contributing to the creation of the target culture. **The Central Coast Council Target Culture** can be described as

A People First focus working as One Team creating an **Achievement** culture.

We deliver on our mission and vision in a well led and positive workplace, where delivering on our accountabilities is the way we do things around here.

We work seamlessly across our organisation, sharing information and knowledge to deliver to our colleagues and our community. We all contribute to a safe work environment where our thoughts, ideas and contributions are valued.

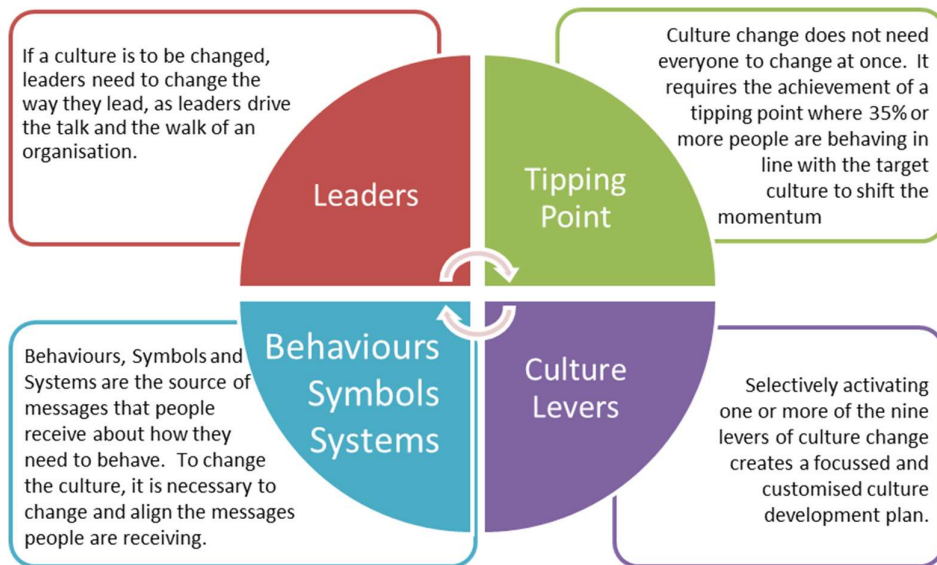
We bring a positive attitude and openness to continual improvement. We feel valued and value others, respecting self, each other, and our community regardless of position.

Having explored the CVA and focus/listening groups outcomes, the SLT discussed a number of desired values and behaviours based on the feedback from staff and councillors which supported the creation of the target culture required to deliver on the strategic direction of CCC. This consideration resulted in the decision to revise the current espoused values to the following:



The CCC Culture Development Program

The Culture Development Program (CDP) has been developed based on the following principles about how to transform a culture.



The Culture Development Program provides a systemic approach to achieving the target culture.

Section One of the document defines the target culture outlining the values, behaviours, beliefs, and feelings that will underpin the achievement of the target culture.

Section Two outlines the Culture Development Program and is divided into 4 areas centred on the culture levers designed to achieve a significant shift towards the target culture:

1. Priority focus area – Culture Behavioural Program
2. Quick Wins
3. Priority Opportunities – Integration with Planned Organisational Initiatives
4. Other Opportunities – Culture Integration

The Culture Development Program activates the following **Cultural Levers**:

- the Behaviour levers of **Top Team** (Councillors/GM/SLT/OLT) and **People Development**.
- the System levers of **Business Management Processes**, **Performance Management**, **Workplace Design**, **External Stakeholders** and Communication, and
- the Symbol lever of **Quick Wins**.

Communication is a key lever enabling cultural transformation, and as such a comprehensive Culture Communication Strategy and Plan will be developed to sit beside CCC's Corporate Communications Plan and leverage existing internal communication mechanisms within CCC. The Culture Communication Plan will be designed to support the organisation to continue to build understanding, engagement, and ongoing commitment to the target culture.

The following provides the background, rationale, and detail of CCC's Culture Development Plan.

SECTION ONE

Defining

Tasmania's Central Coast Council's

Target Culture



2 About the Culture Development Plan

2.1 Purpose of the Document

This document sets out the background to the development of the target culture, presents the agreed target culture for CCC and recommends a Culture Development Plan to deliver the agreed target culture.

The focus of this document is on the delivery of Stage One of the plan, which runs from December 2023 through to September 2025, when it is recommended a retest of the cultural assessment be undertaken. Following the retake of the CVA, a revised Culture Development Plan would be presented to determine key areas of focus for the subsequent years.

2.2 Objectives

The objectives of the CCC Culture Development Plan are to:

- Describe the current culture.
- Present the agreed target culture.
- Outline the Behaviours, Beliefs, Values and Feelings that will underpin the achievement of the target culture.
- Outline a development program to continue to build leadership capability and understanding about culture, culture management and the link between culture and the achievement of the broader strategy of the organisation.
- Provide the cultural activities roadmap to achieve the strategic objectives of CCC.

2.3 Methodology

The Culture Development Plan (CDP) has incorporated elements of the Walking the Talk methodology.

Within this methodology, Culture is defined as “the patterns of behaviour that are encouraged or discouraged, by people and systems, over time” (Ned Morse). These patterns of behaviour, and their underlying values, can be grouped together to form six cultural archetypes, and most target and current cultures can be described through one or a combination of these.

The six archetypes:

- **Achievement** – A culture in which individuals, teams and the organisation are expected to deliver what they agree to deliver and keep their word.
- **Customer Centric** – This organisation is designed from the outside in. Everyone understands the customer, and cares about their impact on the customer’s world.
- **One Team** – A culture where the good of the whole is placed above the individual.



- **Innovation** – A culture which strives to do what has never been done before, to improve, be unique and to operate at the highest standards.
- **People First** – A culture where people are valued, encouraged, and supported. People are the centre of the operation – a sense of fair exchange occurs.
- **Greater Good** – A culture in which there is a responsibility for the organisation's impact and contribution to society beyond the immediate stakeholders.

In any organisation you will have elements of each archetype present, however there are usually one to three archetypes that dominate and require more focus to deliver on the strategy. It is not necessary to be strong in everything to be effective. In fact, focus tends to lead to a more successful outcome.

The target culture has been built upon the Walking the Talk framework of:

- **Have** (the description of the Cultural Attributes).
- **Do** (the Behaviours, Symbols and Systems creating the cultural messages) and;
- **BE** (Beliefs, Values and Feelings that are at the core of driving individual's behaviours).

Have: *Cultural Attributes*

In our lives and in business we have a certain set of outcomes e.g., business outcomes, financial results, safety results, customer, and employee satisfaction scores etc. and in addition to that, you have certain sorts of culture attributes which support the achievement of these business or financial outcomes. The 'Have' level describes the cultural outcomes the business is working towards i.e., how our people and others will describe our business when the target culture is the norm.

DO: *Behaviour, Symbols & Systems*

Culture is the patterns of behaviour that are encouraged or discouraged by Behaviours, Symbols and Systems over time. People receive messages about how they need to behave to fit in and adapt accordingly. Therefore, a key part of the framework is an analysis of the messages carried by the Behaviours, Symbols and Systems that have created the CCC culture. When the Organisation observes certain cultural patterns are present it can analyse the Behaviours, Symbols and Systems to understand what may be driving this.

BE: *Beliefs, Values and Feelings*

The last part of the framework is an analysis of the Beliefs, Values and Feelings that enable the culture. When an organisation observes certain patterns of behaviour are present, it can look to Beliefs, Values and Feelings to understand what may be enabling this.

- **Beliefs.** Organisations build shared beliefs about the market, management philosophy, their place in the world, what works and what doesn't, which becomes influential in the way decisions are made and therefore influences the culture. What motivates people to perform better, for example, will influence the way a reward system is designed. Beliefs are sometimes spoken about and sometimes unconscious.
- **Values.** Values describe the organisation's moral position, the right way to do things, what is important or a principle by which the organisation tries to live. Values usually play out in some sort of hierarchy, which is visible when it is not possible to fulfil all values in one decision. In every organisation, certain values become the determining factor in the majority of decision than others.

- **Feelings.** Although values and beliefs are the key BE-level determinants of culture, feelings can influence culture too, especially if they are embedded and persistent. For example, if mistrust has built up over a long period of time, it will produce patterns of behaviour including control, lack of transparency, etc.

2.4 Overview of the Process

Through engagement with the workforce and leaders of CCC from the very outset, we continue to build internal capability for culture leadership, highlighting and strengthening the links between culture and the broader strategy of the organisation.

The following activities were undertaken:

- **Culture Values Assessment (CVA) Survey** – to understand the current culture, in particular its enabling and potentially limiting aspects; to gain a view of the desired culture; and to engage the Councillors, Leaders and employees in the culture assessment process.
- **Focus/Listening Groups** – Five focus/listening groups were conducted in October 2023. One with the Councillors to debrief and discuss the CVA results, their perspectives and experience of the culture. One Leadership focus group with approximately 18 attendees and three employee focus/listening groups with approximately 55 depot and office-based employees to gain deeper insight and context in relation to the CVA feedback.
- **Development of the target culture** – In consideration of the strategic direction of the Council and **hearing the feedback** from the workforce, the GM and SLT acted to define the target culture.
- **Development of the Cultural Development Plan (CDP)** – which identifies the focus for change from a cultural point of view, and more specifically, develops the Stage One program for CCC to begin to bridge the gap between their current and target culture.

The following section outlines CCC's target culture, culture development plan and program of key initiatives designed to facilitate the achievement of the target culture.

3 The CCC Target Culture

3.1 Defining the Target Culture

The target culture articulates the workplace environment that CCC is aspiring to achieve through the culture development process.

The target culture has been developed by analysing and integrating the information gathered from the following:

- **Five foundational pillars** outlined in the CCC Term Plan 2023–2026, entitled *Our Place–Our Future –First Steps*
- **Current Culture** from the CVA and Focus/Listening Groups
- **Desired Culture** from the CVA and Focus/Listening Groups

Research on organisational success differentiators has consistently identified an organisation's culture is a key enabler for the delivery of their strategic goals. As such, CCC's Term Plan 2023–2026 was utilised as the core strategic anchor when determining and describing CCC's target culture.

As described in the Term Plan, the five pillars lay the foundation for regional sustainability and sees Central Coast area as the place to visit, live, learn, earn, and have fun. The pillars are supported by the focus areas and associated priorities outlined below that will see the achievement of the Councils plan through an enabled and well led organisation that is capable of flexibility, resilience, and responsiveness. The plan provides a good 'line of sight' for Councillors, Leaders, and Employees to connect with the direction, focus areas and priorities of the organisation and how, what they do contributes to that direction.

Central Coast Council Term Plan 2023-2026

Our Organisation	Quality of Life	Growth	Transport & Connectivity	Our Environment
<ul style="list-style-type: none">• Organisational Culture• Accountability• Identity• Delivery	<ul style="list-style-type: none">• Facilities & sport• Education & diversity• Parks, Cultural Activities & the Arts• Health	<ul style="list-style-type: none">• Economic Growth• Tourism• Strategic & Sustainable Development• Regional Collaboration	<ul style="list-style-type: none">• Roads• Parking• Connectivity & Access	<ul style="list-style-type: none">• Waste Management• An Energy Efficient Region• Our Physical Environment• Our Natural Environment

To achieve the 5 foundational pillars within the term plan, it will be essential for CCC Leaders and Employees to have clarity of their responsibilities, have the autonomy to be accountable for their responsibilities, and operate as a united and collaborative workforce.

A focus on Accountability, People and a One Team mindset is required. There is a need to build a workforce that feels valued, respected, trusted, enabled and proud of the services they provide to their community.

3.2 Describing the CCC Target Culture

Bringing all of the diagnostic data and outcomes together, the **CCC Target Culture** can be described as follows:

A People First focus working as one team creating **an achievement culture**.

We deliver on our mission and vision in a well led and positive workplace where delivering on our accountabilities is the way we do things around here.

We work seamlessly across our organisation, sharing information and knowledge to deliver to our colleagues and our community. We all contribute to a safe work environment where our thoughts, ideas and contributions are valued.

We bring a positive attitude and openness to continual improvement. We feel valued and value others, respecting self, each other, and our community regardless of position.

The From – To

The following describes the shift from the current culture to the future culture, the **From – To** perspective that will assist people in understanding what the main focus of the target culture is and also what the target culture will look, sound and feel like.

Table 1: CCC Culture – From–To

From	To
Inconsistent individual accountability, control and blame behaviours.	Achievement focused, everyone being equally held to account, Leaders having timely conversations about performance, people able to speak up without fear of being diminished. People are accountable for own and colleague's safety.
Lack of knowledge and information sharing. Some people not feeling valued, heard or fairly recognised.	Leaders and People engage with each other, genuinely listen to, and consider ideas of others. Knowledge and experiences widely shared and valued. People are recognised and valued and contribute with a focus on continuous improvement.
People experience some teamwork 'within immediate teams' however are limited by silo mentality, poor co-operation, and communication across departments.	People work collaboratively within and across teams to ensure seamless service provision both externally and internally. Information is shared openly to support delivery to customers.
Customer focus present. 'Customer is not my role can reduce customer experience.	Customer Focus and delivery is front of mind. Customer standards and expectations are clear and widely known.

Behaviours (Values, Behaviours, Beliefs and Feelings)

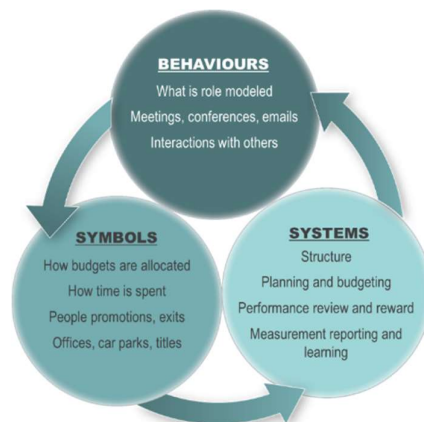
Culture is created by the messages that are both spoken and unspoken, thus indicating 'what is truly valued around here'. People receive messages about how they need to behave to fit in and adapt their behaviours accordingly.

To create a work environment (culture) which delivers on CCC's term plan, it is necessary to effectively bring the culture to life for every employee.

To do this, it is essential to connect their '*Head with their Heart*' – and this is achieved by articulating the culture through the messages people receive through the Behaviours (Values, Behaviours, Beliefs and Feelings), Symbols and Systems present in the organisation.

To create the desired culture, it is imperative that there is alignment of and consistency in messages being sent through each of these three key areas.

One of the first areas to create and send the desired messages is through the core values and behaviours that people are expected to operate by day to day.



Based upon the feedback from the workforce and consideration of the Term Plan 2023–2026, the GM and SLT articulated the core values (to guide decisions and behaviours) which when applied by Councillors, Leaders, and Employees, will be instrumental in underpinning the target culture and the organisation’s ability to successfully deliver on its strategic imperatives.

Through exploration and understanding of the **key themes arising from the CVA and focus/listening groups**, the GM and SLT then defined the core behaviours for each of these values that, when consistently demonstrated and experienced by people in the organisation will achieve significant shifts towards the target culture.

Table 2: CCC Values and aligned Behaviours

Customer Focus	Open Communication	Accountability	Safety	Together – One Team
We consider the customer impact in every decision	We openly share Information and knowledge across the organisation	We take personal responsibility for our actions, deliver on our promises, and do what we say we will do	We actively contribute to a psychologically safe work environment, stick our necks out, constructively speak minds, ask questions, and listen to what others have to contribute.	We trust and are trusted, and have each other’s back
We value, listen with empathy, and support our customers (internal and external)	We challenge ourselves and others, constructively giving and receiving feedback with good intent	We seek out business improvement opportunities and are open to change	Safety is part of what we do every day in our thinking, decisions, and actions	We work together, learn from, and share successes and failures
	Leader’s coach, mentor, support and listen to their people	We clarify our goals and expectations and are trusted to deliver on our role	We do not tolerate disrespectful behaviours (bullying, lack of accountability, taking credit for others work, favouritism)	We contribute positively to relationships and our work environment

In order to intrinsically engage and motivate people to 'live' these values and behaviours, it is essential to connect to their belief and emotional inner operating systems (the BE level). As such the below table outlines potential beliefs that people will need to hold in order to live the values. Also, the feelings that may motivate people to consciously live the values and behaviours. Support, tools, and techniques to facilitate mindset and belief shifts of leaders and employees are woven into the content of the Culture Behavioural Program and the Leadership Development initiatives which are major components of the Culture Development Plan.

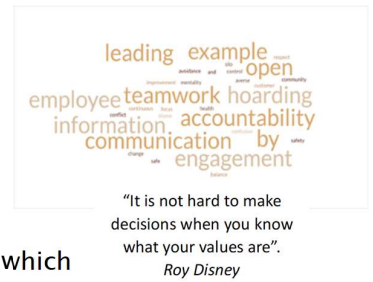


Table 3: Beliefs and Feelings

	Values	Beliefs (I believe...)	Feeling
C	Customer Focus	<ul style="list-style-type: none"> That every role in Council contributes to delivering value to our customers. I am here for the community 	<ul style="list-style-type: none"> Empowered Valued Informed Safe Positive Trusted Supported Engaged
O	Open Communication	<ul style="list-style-type: none"> That it is important to share information with colleagues to achieve the best outcomes for our customers. That I will continue to grow and develop through receiving constructive feedback 	
A	Accountability	<ul style="list-style-type: none"> In taking personal accountability for my decisions and actions. That it is a safe and supportive environment to have necessary conversations. In being open to and sharing new ideas and new ways of doing things. 	
S	Safety	<ul style="list-style-type: none"> In taking responsibility for my safety and the safety of those around me. My and my colleagues' contributions, ideas and opinions are valued. 	
T	Together – One Team	<ul style="list-style-type: none"> That better outcomes are created when we work together and support each other. That people are honest and trustworthy. In bringing a positive attitude to everything I do. 	

Symbols and Systems:

Using a systemic approach to create the target culture, it is also necessary to consider the key Symbols and Systems required to augment the behaviours that send messages about what is valued. In order to position the organisation to make significant shifts towards the target culture, the following tables outline the most important Symbols and Systems to focus energy and effort upon.

Table 4. Target Culture Symbols



Archetype	Symbol
Achievement	Time is spent planning with input from relevant people
	Vision, strategy, and priorities stay consistent long enough to determine their success
People First	Leaders are visible and regularly interact with people throughout the organisation
	Coaching and mentoring is common
	People are given the responsibility and chance to prove themselves
One Team	Combined social events are common – celebration
	Knowledge management systems are extensive and facilitate sharing of information and knowledge
Customer Centric	Stories of exceeding customer experience are widespread
Greater Good	Long term focus to contribute to the good of the community
Innovation	Resources are assigned to continuous improvement

Table 5. Target Culture Systems

Archetype	System
Achievement	Structure designed to encourage delegated authority and empowerment
	Data management systems are well established and utilised throughout the organisation
	Goals and expectations are clear
People First	Performance management is treated seriously and based on the importance of learning and development
	Training is targeted at the developmental needs of individuals
	Work life balance policies are consistently applied
	Diversity and fairness are built into all HR policies and are practiced and recognised
	Robust succession planning framework is in place
One Team	Communication systems give open access to information across the organisation including good feedback loops
	Collaboration on goal setting is common with reward systems encouraging one team behaviours
	Communication systems give access to information across the organisation
Customer Centric	Customer satisfaction is a key measure with focus on process improvement.
	Customer satisfaction is driven through process improvement



3.3 CCC Target Culture Piano

In order for the culture to be in tune, it is necessary to bring all of the systemic elements together, to align the strategic goals (the HAVE –what is to be delivered) with the messages sent through the behaviours, symbols, systems (the DO) and the internal operating systems of the values, beliefs and feelings(the BE). The following table brings these elements together for CCC's target culture.

Table 6: Target Culture Piano

HAVE	Financial / Business Results	<i>We are committed to nurturing a safe, happy, healthy community through creating opportunities that enhance the livability of our region. Our Council will continuously improve delivery of projects and services with accountability and pride</i>
	Cultural Attributes	<i>A People first focus on working as one team creating an achievement culture.</i> <i>We deliver on our mission and vision in a well led and positive workplace where delivering on our accountabilities is the way we do things around here. We work seamlessly across our organisation, sharing information and knowledge to deliver to our colleagues and our community. We all contribute to a safe work environment where our thoughts, ideas and contributions are valued. We bring a positive attitude and openness to continual improvement. We feel valued and value others, respecting self, each other, and our community regardless of position.</i>
DO	Behaviour	<u>Customer Focus</u> – We consider the customer impact in every decision , We value, listen with empathy, and support our customers (internal and external). <u>Open Communication</u> : We openly share information and knowledge across the organisation , We challenge ourselves and others, constructively giving and receiving feedback with good intent, Leaders coach, mentor, support and listen to their people <u>Accountability</u> - We take personal responsibility for our actions, deliver on our promises, and do what we say we will do , We seek out business improvement opportunities and are open to change, We clarify our goals and expectations and are trusted to deliver on our role. <u>Safety</u> - We actively contribute to a psychologically safe work environment, stick our necks out, constructively speak minds, ask questions, and listen to what others have to contribute , Safety is part of what we do every day in our thinking, decisions and actions, We do not tolerate disrespectful behaviours (bullying, lack of accountability, taking credit for others work, favouritism). <u>Together – One Team</u> - We trust and are trusted, and have each other's back , We work together, learn from, and share successes and failures, We contribute positively to relationships and our work environment.
	Symbols	Time is spent planning with input from relevant people , Vision, strategy, and priorities stay consistent long enough to determine their success, Leaders are visible and regularly interact with people throughout the organisation , Coaching and mentoring is common, People are given the responsibility and chance to prove themselves , Combined social events are common – celebration, Knowledge management systems are extensive and facilitate sharing of information and knowledge , Stories of exceeding customer experience are widespread, Long term focus to contribute to the good of the community , Resources are assigned to continuous improvement
	Systems	Structure designed to encourage delegated authority and empowerment , Data management systems are well established and utilised throughout the organisation, Goals and expectations are clear , Performance management is treated seriously and based on the importance of learning and development, Training is targeted at the developmental needs of individuals , Work life balance policies are consistently applied, Diversity and fairness are built into all HR policies and are practiced and recognised , Robust succession planning framework is in place, Communication systems give open access to information across the organisation including good feedback loops , Collaboration on goal setting is common with reward systems encouraging one team behaviours, Communication systems give access to information across the organisation , Customer satisfaction is a key measure with focus on process improvement, Customer satisfaction is driven through process improvement
BE	Beliefs	<u>I believe</u> - That every role in Council is contributes to delivering value to our customers , I am here for the community, That it is important to share information with colleagues to achieve the best outcomes for our customers , In taking personal accountability for my decisions and actions, That it is a safe and supportive environment to have necessary conversations , In being open to and sharing new ideas and new ways of doing things, That I will continue to grow and develop through receiving honest feedback, provided with good intent , In taking responsibility for my safety and the safety of those around me. My and my colleague's contributions, ideas and opinions are valued , That better outcomes are created when we work together and support each other. That people are honest and trustworthy, and In bringing a positive attitude to everything I do.
	Values	<u>Values</u> – Customer Focus, Open Communication, Accountability; Safety; Together – One Team
	Feelings	<u>Feelings</u> – Empowered, Valued, Informed, Safe, Positive, Trusted, Supported, Engaged
	Consciousness	<u>Consciousness</u> – We have a high level of cultural consciousness contributing to and are part of a safe and positive work environment in which we are accountable and in which we thrive.

SECTION TWO

Tasmania's Central Coast Council

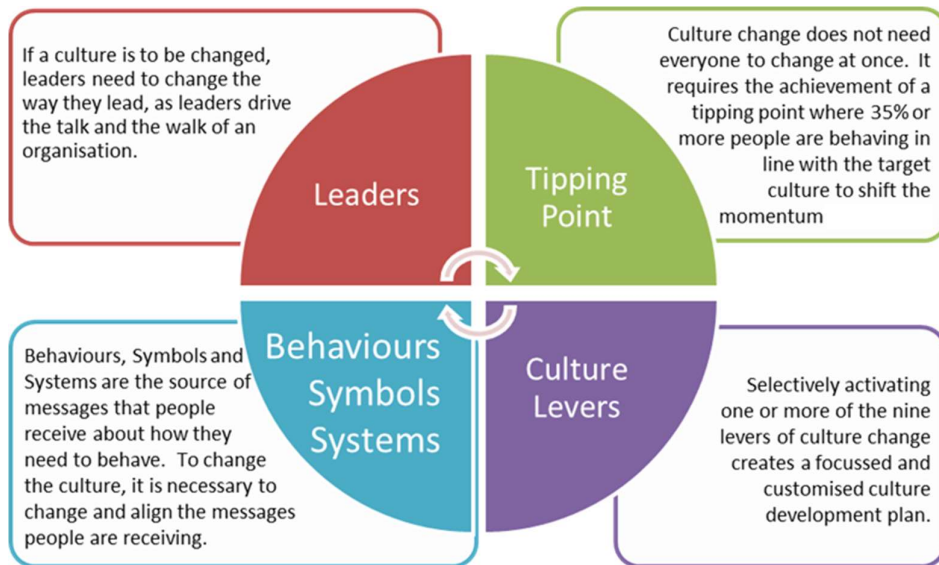
CULTURE DEVELOPMENT PROGRAM



4 The Culture Development Program

4.1 Introduction to the Culture Development Program

The Culture Development Program has been based on a number of Culture Transformation Principles.






Culture Levers

There are nine cultural change levers within the Behaviours, Symbols and Systems model which can be activated, to varying degrees, in order to create a focussed and customised culture development program and achieve the biggest shifts towards the target culture.



Table 7. Levers of Cultural Change

Cultural Lever	Behaviour, Symbol, or System	Lever Description
Top Team		This lever incorporates initiatives that support the most senior leaders of the group to lead culture. Initiatives are designed to build leadership capability, to role model required behaviours and values, to encourage or discourage patterns of behaviours in their people.
People Development		This lever's initiatives are designed to provide specific support for the next layer of management (Combined Management Team, Coordinators and Team Leaders & Supervisors), culture champions and key influencers, in leading and influencing the shift towards the target culture. The initiatives build self-awareness, as well as awareness of how this group impact the culture and assist in building the required behaviours, skills, and beliefs that they need to role model.
People Placement		People in key roles send strong messages about the culture and its values through their behaviour. Therefore, People Placement can be a very symbolic lever. This lever should demonstrate the considerations and values alignment through initiatives built into the selection, promotion, succession planning and the exiting of people.
Workplace Design		This lever incorporates initiatives that deal with the physical and virtual environment in which people work. The workplace design can incorporate initiatives that enable people to behave in line with the target culture and in particularly engender openness, collaboration, communication, and trust.
Quick Wins		This lever incorporates various initiatives which change the culture and often do not involve a lot of additional time or money. The initiatives can have significant impact and demonstrate shifts quickly. Many of these initiatives involve choices about where time is spent, visible signage and language used.
Business Management Processes		The processes to which people work must enable them to behave in line with the target culture. The initiatives within this lever are centred on a range of processes that are used to manage the resources in the business e.g., people and financial. The processes centre on strategic and operational planning, budgeting, reporting and measurement and authority levels (delegation levels).
Performance Management		The performance management system is the formal mechanism to communicate what is important and what is rewarded. Initiatives within this lever are designed to align the performance management process with the target culture to ensure all are working towards common goals, receive constructive feedback on performance and are rewarded for the 'values aligned' attainment of goals.

Cultural Lever	Behaviour, Symbol, or System	Lever Description
External Relationships		This lever incorporates initiatives that focus on the relationships with external groups with which the organisation interacts. Initiatives centre on how the voice of these groups e.g., customers, suppliers, unions, are heard by the organisation and ultimately, how the organisation responds to them.
Communication		Communication is an essential lever to include in the planning process, as the initiatives incorporate how employees communicate with each other, the information they share and their engagement in the cultural change process.

4.2 Culture Development Program

The Cultural Development Plan provides a systemic approach to achieving the target culture. The plan incorporates priority focus areas, outlining priority areas centred on the culture levers designed to achieve a significant shift towards the target culture.

It is noted that the CCC Term Plan 2023–2026, other organisational system reviews initiated by the GM contain many relevant cultural lever initiatives that support the achievement of the target culture. Where possible and known, the CDP integrates these initiatives into the plan and identifies additional initiatives recommended to attained significant shift towards the target culture.

The Culture Development Plan has been divided into 4 areas:

- **Priority Focus Areas** which will create the momentum for change and drive the most significant shifts in the culture. These priority areas will be where the leadership invest the majority of their time. The major component being a **Cultural Behavioural Program** to facilitate the understanding, engagement of, and commitment to the culture across all levels of the organisation. A program that supports the leaders to create and lead the culture through a Cultural Leadership Program (*Priority Area 1.a*), alongside an Employee Culture Engagement Program (*Priority Area 1.c*) that facilitates bringing the culture to life for each and every employee relative to their roles.
- **Quick Win areas** which will signal change with minimal time and financial investment.
- **Priority Opportunities – Integration with Planned Organisational Initiatives**

The CCC Term Plan 2023–2026 and associated strategic and operational plans outline a considered program, with many initiatives being relevant key cultural levers required to affect significant shifts towards the target culture. The recent Noleen Jessup Review initiated by the GM outlines a number of recommendations associated with addressing a number of gaps in the HR systems and this plan aligns with the recommendations relating to performance management and other initiatives such as workforce planning (including succession planning), onboarding and recruitment practices.

- **Other Opportunities – Culture Integration**

In addition to the priority areas, other opportunities which will contribute to the culture program over time.

Priority Focus Areas include:

1. Culture Behavioural Program (Collective and Individual)

- a. Cultural Leadership Program
 - i. Leading Culture Workshops
 1. SLT and OLT
 2. Coordinators, Team leaders & Supervisors
 - ii. Strengthening Culture Leadership Development Topics
 - iii. Councillor Culture Leadership and updates
- b. Continued Individual Leadership Coaching
- c. Employee & Councillors Culture Engagement Program
 - i. Values Refresh

- ii. Culture champions
- iii. Employee Culture Cascade – employees
- iv. Pulse Surveys
- d. Culture Integration – Culture Activities – Keeping Culture Conscious
- e. Internal Culture Communication Strategy and Plan (integrated with the corporate communications plan)

2. Quick Wins

- a) Staff Engagement – SLT/OLT Visibility.
- b) Council Building Access for all employees and councillors.
- c) Together – One Team – Accountability – Clarity of Roles and Responsibilities
- d) Employee Valued and Recognition – Timely recognition aligned and misaligned behaviours.
- e) Information flow and coordination – Informed workforce.

3. Priority Opportunities – Integration with Planned Organisational Initiatives

- a) Performance Management system
- b) HR People initiatives
- c) Conscious Continuous improvement
- d) Knowledge Management

4. Other Opportunities – – Culture Integration

- a) Data management system
- b) Work Team Location changes
- c) Building Customer Awareness and Education




The Culture Development Program activates the following **Cultural Levers**:




- the Behaviour levers of **Top Team** (Councillors/GM/SLT/OLT) and **People Development**;
- the System levers of **Business Management Processes, Performance Management Workplace Design, External Stakeholders** and Communication; and
- the Symbol lever of **Quick Wins**.



4.3 Cultural Development Program Overview

Priority Focus Areas: Culture Behavioural Program (Collective and Individual)

A major component is the **Cultural Behavioural Program** to facilitate the understanding, engagement of, and commitment to the culture across all levels of CCC. A program that supports the leaders to create and lead the culture through a Cultural Leadership Program, alongside an Employee Culture Engagement Program that facilitates bringing the culture to life for each and every employee relative to their roles.

Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Proposed Timing
a) Cultural Leadership Program	Top Team 	GM, SLT/OLT	External Provider	Leading Culture The Leading Culture Workshop is designed to support leaders' to consciously lead the creation of the target culture. The leaders understand how they practically apply tools, techniques, and neuroscience of leadership material to create psychologically safe work environments bringing the culture to life through the values and behaviour commitments. Individual leader action plans are developed by leaders and include monitoring of progress, measurement, and peer support mechanisms.	Builds the capability of leaders to shape and manage culture. Gives leaders the tools that they need to enable success in the new culture. Leaders develop individualised action plans to create and lead culture in their area of responsibility. Department Leadership Teams build cohesion and implement department-specific actions.	Feb 2024
	Top Team 	Councillors	External Provider	Councillor Culture Leadership Three workshops (2 hours) conducted with the Councillors to provide updates on progress against the Culture Development Program and support understanding of how they create the target culture. These workshops will continue to build the common language and provide techniques to enable them to have the required conversations in relation to aligning behaviours to the target culture.	Supports the Councillors understanding of the target culture and contribution to attaining CCC's goals. Continues to support their understanding of their roles and their contribution to the attainment of the target culture. Leverages other initiatives which are designed to support Board Members to engage with the organisation.	Feb 2024– Feb 2025
	People Development 	Coordinator s/ Team Leaders / Supervisors	External Provider	Leading Culture The Leading Culture Workshop is designed to support Supervisors / Team Leaders' understanding of how they create and lead the target culture, understand the Why, How and What in relation to the Target Culture and build common language and culture leadership expectations. The leaders understand how they practically apply tools, techniques, and neuroscience of leadership material to create psychologically safe work environments bringing the culture to life through the values and behaviour commitments. Individual leader action plans are developed by leaders to apply and implement learnings and to commence effectively leading culture. This brings the Supervisors and Team Leaders 'up to speed' with the SLT and OLT, creating an understanding of the target culture and a common language to support collective leadership of the culture through the organisation	Builds understanding, engagement and commitment to CCC's target culture and what it means for these leaders. Builds the capability of leaders to shape and manage culture. Gives leaders the tools that they need to enable success in the new culture. Leaders develop individualised action plans to create and lead culture in their area of responsibility. Department Leadership Teams build cohesion and outwork department-aligned actions.	Feb 2024
	People Development	SLT/OLT/ Supervisors	External Provider	Strengthening Culture Leadership– Culture Leadership Development Topics The Culture Leadership development topics are designed to build leadership capability and deepen and strengthen the networks and	Builds leadership effectiveness in the key leadership competencies required to create the target culture environment and achieve strategic direction. Promotes cross-group collaboration, trust and one team mindset	April – Dec 2024





Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Proposed Timing
				<p>collaborative relationships across CCC. Each round focuses on a specific topic intrinsically linked to creating and leading the target culture.</p> <p>In each session, leaders will deep dive into the topic and be equipped with practical tools to support them to build skill. Leaders then apply learnings ‘on the job’ and regularly meet with their ‘coaching group’ to further embed learnings and build collaboration and relationships across departments. The sessions are scheduled 2–3 months apart to facilitate on the job application, reflection and embedding of learning.</p> <p>Leaders are allocated into small groups (approx. 15–20) for the sessions, establishing a conducive environment for deeper conversations, sharing of experience, and building relationships across departments.</p> <p>Session recommended topics:</p> <ul style="list-style-type: none"> • Leading Accountability • Neuroscience of Leading self and others through Change and Transitions • Interdependency and Collaboration • Building Trust and Communication 	<p>Example of scheduling of topics: Apr, June, August/Sept, Nov/ Dec</p>	
b) Continued Individual Leadership development	People Development 	SLT	External Providers	<p>Continue Individual SLT Leadership Development</p> <p>Enhance leadership effectiveness through leadership coaching. It is recommended; that leaders undertake 360-degree feedback development to further build leadership effectiveness and capability of the senior leaders of CCC. A series of individual coaching engagements are undertaken to support the continual and conscious leadership development of the SLT</p>	<p>Builds individual leader awareness around their behavioural patterns and underlying beliefs, so that they can consciously align, and role model their leadership behaviours.</p> <p>Initiatives already underway</p>	Commenced
c) Employee Culture Engagement	People Development 	Employees	External provider, Leaders, and Internal staff	<p>Employee Engagement – Awareness, understanding and commitment.</p> <p><u>Values Refresh: All Employees</u></p> <p>Launch the refreshed Values and associated behaviours, bringing these to life with tangible and practical activities designed for the specific organisational groups.</p> <p><u>Culture Champions</u></p> <p>Provision of development and internal capability build for individuals who are chosen as role models or early adopters of the Target culture and enthusiastic members so the CCC community in regard to advocating and communicating the target culture. Culture champions ensure values-aligned behaviours are being kept conscious and provide a voice for change at all levels of the organisation.</p> <p>The advocates are individuals who are role models or early adopters of the target culture and enthusiastic advocates in communicating the target culture.</p>	<p>Employees understand, the revised values with strong linkage to their feedback and organisational purpose.</p> <p>Culture continues to remain in focus and is actively integrated into CCC as the Culture Champions ensure values and behaviours are being kept conscious and provide a voice for change at all levels of the organisation.</p>	<p>Dec 2023</p> <p>Jan/Feb 2024 ongoing</p>


Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Proposed Timing
				<p>Employee Culture Cascade Workshops A foundation workshop (3 hours in duration) that is attended by every employee (either in intact teams or cross-functional groups) which builds a shared language about culture and a shared understanding of the target culture, the values and behaviour commitments that underpin it and the day-to-day behaviours that they are expected to demonstrate day to day.</p> <p>Pulse Surveys Held at six (6) monthly intervals, the survey engages all employees to provide input into the progress towards the target culture.</p>	<p>Employees understand, engage with, and connect to the culture, values, and behaviours specific to their roles.</p> <p>Builds understanding, a common language and practical application amongst all employees around the target culture and what it means for them day to day.</p> <p>At the end of the Culture Cascade Workshops employees will:</p> <ul style="list-style-type: none"> • Be aware of how culture is created and how it supports their individual and collective success. • Understand more about our Target Culture and the Values and Behaviour Commitments. • Be familiar with some frames of thinking and common language to build their skill and ability to live the values. • Learn and practice ways to constructively provide feedback on behaviour. • Provide an individual commitment as to how they will contribute to the creation of the target culture. <p>Employees continued to be engaged in culture progress feedback, connecting changes in observed behaviours by self and their leaders.</p>	<p>Feb 2024</p> <p>August 2024 & Feb 2025</p>
d) Culture Integration	Business Management Process 	All Employees	Leaders, Culture Champions, Employees	<p>Monthly Culture Activities – Integrated into existing team meetings/gatherings. Development of a structured program of ‘on the job’ culture activities designed to embed culture into day-to-day thinking and make it tangible in each part of CCC.</p> <p>Activities focus on key topics e.g., cross-group teamwork and where appropriate are customised to fit within operational parameters.</p> <p>Activities are leader-led and undertaken each month at appropriate or existing team gatherings e.g., toolbox talks, and monthly team meetings.</p>	<p>The structured program keeps culture and practical application conscious in the day-to-day way of operating.</p> <p>Leader-led and customised for groups enable input and ownership by leaders and all employees.</p>	March 2024–ongoing
Culture communication strategy and plan	Communication 	All Employees	External Provider and Internal Communication Lead	<p>Culture Communication Strategy and Plan Development of a comprehensive Culture Communication Strategy and Plan that will sit beside CCC’s Internal Communication and Engagement Strategy and leverage the many existing internal communication mechanisms within CCC.</p>	<p>Raise stories of positive culture alignment and connections with the bigger picture. Supports making culture tangible and builds an understanding of how people contribute towards culture.</p>	Dec 2023 – Ongoing

Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Proposed Timing
				The Culture Communication Strategy and Plan will support the external communication plan, the internal corporate communication plan and individual leader connection and alignment with Culture Development Program activities and support the organisation to continue to build understanding, engagement, and ongoing commitment to the target culture.	Keeps culture and how it supports the attainment of a positive work environment and CCC outcomes conscious.	


Quick Wins

The following outlines a number of Quick Win initiatives which facilitate momentum toward target culture. Quick Wins are usually initiatives that are minimal in cost and provide a strong symbolic connection to the commitment to creating target culture.

Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Timing
Staff Engagement – SLT /OLT Visibility	Quick Win 	All Employees	SLT/OLT	Leadership Visibility The SLT/OLT develop a program of regular information sessions with the purpose of communicating e.g., key decisions made at CCC and SLT meetings and gathering feedback and input to solutions for ongoing issues. Leaders including SLT/OLT schedule into their calendars and undertake regular ‘walk arounds’ / visits talking with staff and acknowledging their efforts with a ‘hello’, ‘thank you’, and/ or “well done”.	Employees are kept informed and engaged in decisions, events, and successes. The SLT/OLT is seen engaging together while developing and leading across the whole of CCC. Leaders are visible and demonstrate an authentic interest in employees, respect, and value, leading to deeper commitment and motivation through recognition and genuinely seeking their feedback and input.	Dec 2023 – Ongoing
Council Building Access	Quick Win 	All Employees	CCC Corporate Services	Council Building Access Revision of policy and process for signing into council buildings by CCC employees. Where a CCC employee from another building/ location, visits another council building, the employee undertakes a building site induction (workplace health and safety elements) and then does not need to sign in (or be inducted) for future visits.	Builds a sense of ‘Together’ and One team as employees feel and are treated like a valued employee regardless of where they are predominately based	Dec 2023– Feb 2024
Together – One Team and Accountable	Quick Win 	All Employees	Leaders	Clarity of Roles and Responsibilities Structured activities to share team profiles which build understanding of roles and responsibilities. Undertake actions that support team members to get to know each other better, put names to faces, and who is responsible for what and who to go to for what etc. For example, <ul style="list-style-type: none">Encourage regular visits/meetings between interdependent teams or between departments. Team members from a different departmental team visit another interdependent team meeting or morning tea to share knowledge and information on their respective roles, responsibilities, where and how the teams integrate. Share what is working between the teams and what is not.	Build understanding of team, goals, and challenges areas to leverage coordination and collaboration. Creates unified organisation with Improved openness, knowledge and Information sharing collaboration across groups, inclusion, and teamwork.	April 2024– ongoing
Employee Value and Recognition	Quick Win 	All Employees	SLT/ OLT/ Coordinators /Supervisors	Timely recognition of aligned and misaligned behaviours Leaders consciously look for opportunities to provide timely, positive, and authentic recognition for good work; providing ideas for improvement; making it okay to make mistakes, taking responsibility and sharing the learning.	Builds a sense of pride, engagement, respect, and connection by employees to the organisation. Breaks down silos and builds relationships and trust between employees and leaders. Increased recognition throughout the employee base.	Ongoing

Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Timing
				Leaders proactively and effectively take action on issues required to be addressed in a timely manner.		
Information flow and coordination	Quick Win 	All Employees	All	<p>Informed workforce</p> <p>Enhance communication and timeliness of information vertically into the organisation to support understanding of decisions and direction.</p> <p>Enhance communication flow between departments to support coordination, understanding of what other areas are doing and support effective internal and external customer interactions.</p> <p>It is safe to ask constructively seek understanding or clarification where unsure or believe there is an absence of communication with all taking personal accountability to seek communication</p>	<p>People are receiving relevant messaging in a timely manner that facilitates them being engaged and informed.</p> <p>Leaders through to Supervisors are taking personal responsibility to cascade relevant information to their people in a way that works for their specific areas.</p> <p>Increases cross-cooperation and a 1 team mindset.</p> <p>Builds a sense of pride and connection by employees to CCC.</p> <p>Builds community confidence and enhanced reputation of CCC and its employees.</p>	Ongoing

Priority Focus Area: Priority Opportunities: Integration with Planned Organisational Initiatives. The CCC Term Plan 2023–2026 and Strategic Business Plan outlines a considered program with many of the initiatives directly relating to key culture levers initiatives that are required to attain significant shifts towards the target culture. Whilst the program of work may require pacing to facilitate a high degree of success in the adoption of changes and sustainable benefit realisation, with conscious integration of and connection to the target culture, will significantly contribute to shifts in culture. The following tables recommends the most important initiatives to focus on as a priority and which will delivery significant cultural shift.




Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Timing
Performance Management	Performance Management 	All Staff	CCC People and Culture	<p>Performance Management Process Review</p> <p>Leaders with the skills and capabilities to effectively manage performance, including the ability to have effective performance conversations, are able to role model accountability by supporting employees to deliver on their goals and reach their potential.</p> <p>The performance agreement is a mechanism through which individual effort is focused on Council priorities. In order to reinforce the importance of performance, values and the target culture, it is therefore critical that values are effectively integrated into this process at a behavioural level for leaders.</p> <p>The enhancement of the current Performance Management process involves focusing on the skill of managers to have effective performance conversations when they need to be had. The performance management process in place, is not considered by employees to be credible due to the perception</p>	<p>People have a clear understanding of accountabilities and behavioural expectations and have regular discussions with leaders on their progress and development opportunities.</p> <p>Leaders are skilled at having constructive and proactive performance conversations recognising achievements and supporting focus on growth and development areas.</p>	Mar 2024 – June 2024

				<p>that managers do not execute this process well and consider it to be purely a tick-and-flick exercise.</p> <p>To further reinforce the importance of values-aligned behaviour in achieving organisational goals, a modification to the Performance Agreements is recommended to include a score (weighted in relation to the overall annual performance) for how people behave in relation to the target culture.</p>		
HR People Initiatives	People Development, People placement 	All Staff	CCC People and Culture	Integration of Cultural Elements into the Organisation Development Initiatives Conscious integration and inclusion of culture elements to support alignment with the target culture. <ul style="list-style-type: none"> Onboarding process including recruitment, induction and selection and existing processes. Development of Workforce plan including Succession Planning Strategy (with a focus on emerging leaders). Reward and Recognition program – a holistic program with a mix of informal and formal reward and recognition of the demonstration of the values and behaviour commitments. 	<p>People in key roles send strong messages about the culture and its values through their behaviour. Deliberate considerations and values alignment through initiatives built into the selection, promotion, succession planning and exiting of people.</p> <p>The target culture and behavioural expectations are clearly articulated as employees enter the Council.</p> <p>Potential leaders are assessed not only on what they do but how they do it. Inclusion of how people demonstrate values-aligned behaviour as a criterion for involvement in the talent pool sends a strong message to others as to how to behave and what is rewarded.</p>	Feb 2024– June 2024
Conscious Continuous Improvement	Business Management Processes 	All Leaders and Employees	Corporate Services	Continuous Improvement Leaders actively and proactively engage with their teams to listen to and discuss the key challenges and opportunities in their day to day. Leaders empower employees to identify and action continuous improvement opportunities in their control and identify and action improvement and learning opportunities. Where the challenge or opportunity requires escalation, the leader takes carriage of the issues. This is integrated into a continuous improvement framework. Learnings and feedback are shared within and across departments with successful and unsuccessful ideas recognised.	<p>Employees feel empowered and acknowledged for raising improvement ideas and aware of the outcomes (benefits and learning) from their suggestions.</p> <p>Leaders are able to role model Continuous Improvement behaviours in how they engage with their people in this process.</p>	April 2024– ongoing
Knowledge Management	Business Systems 	Employees	Corporate Services & People & Culture	Development of Knowledge Management Develop a knowledge management system that supports the capture, sharing and application of the experience of people within the organisation. The program supports sharing by experienced long-term employees with newer employees	<p>Builds a sense of 1 team where employees are actively respecting and sharing their knowledge supporting the delivery of goals. Knowledge sharing is seen as a powerful approach to being valued and respected.</p>	May 2024– June 2025

				and incorporates a mutual sharing of information, expertise, and ideas. Incorporate a mentoring program between experienced personnel, and leaders to support employee growth and development and cross-collaboration		
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Other Opportunities – Culture Integration

In addition to the priority areas, the following table other opportunities which will contribute to the culture program over time.

Initiative	Culture Lever	Audience	Delivery Responsibility	Action	Expected Benefit	Timing
Data Management System	Business Management System 	All Employees	Corporate Services	Data Management System Introduction of a data management system supporting information capture, which facilitates information flow, transparency, and information sharing. Link data management back to target culture values and behaviours.	Data management will significantly align with key culture messages such as one team, respect, and accountability.	As per the Strategic Planning timeline
Work Team Location Changes	Workplace Design 	Leaders	CCC Facilities	Integration of culture into work team location changes Where opportunity arises, actively integrate core culture elements into changes in workplaces, for example when moving teams, ensure teams that have interdependencies are co-located to support communication and cross-collaboration. This could be incorporated into the Facilities Master Planning.	Supports opportunities to enhance collaboration within the organisation by co-locating teams who work closely together.	Ongoing
Building Customer Awareness and Education	External Stakeholders 	Customers and all employees	Community Services	Increasing Customer Awareness and Education Continue to build external customer awareness of the service standards that CCC can deliver and process to seek services and issue resolution. Continue to build education through an external communications strategy which enhances CCC's reputation, pride of employees and respect of employees within the Central Coast community for the services that are provided.	Employees feel valued and proud to work with CCC. Customers respect CCC workers and increased acknowledgement for work well done. Reduce customer complaints.	Ongoing