

Reference: AF15/366

12th August 2016

MEMBERS

NOTICE is hereby given that the Strategic Planning Sub-Committee meeting will meet in the following Meeting Room on the day, date and time as follows:

Strategic Planning Sub-Committee

*(Operational Services Conference Room, Level 1): *please note change from usual location**

Friday 19th of August, 2016 at 12:00 p.m.

An agenda for the meeting is enclosed herewith.



Mark McSHANE
CHIEF EXECUTIVE OFFICER

CONFLICT OF INTEREST DISCLOSURE FORM

I _____,
(insert name)

have received a copy of the agenda for the ☐ **ordinary** ☐ **special** meeting of the

(insert full name of Committee/Sub-Committee/Board) ☐ Council ☐ Committee ☐ Board

to be held on: _____
(insert date of meeting)

CONFLICT OF INTEREST DISCLOSURE

I consider that I have a:

☐ **material** conflict of interest pursuant to section 73 (complete and sign below)

☐ **actual** or ☐ **perceived** conflict of interest pursuant to section 74 (complete and sign overleaf)

of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

(insert details - include Agenda Item No, Report Number, Item/Report Subject Title)

which is to be discussed at that meeting.

MATERIAL

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above]*:

In accordance with section 74(1)(b) I will be leaving the meeting room while the matter is being discussed and voted on.

Signature

Date

In accordance with section 75A(2)(b) I propose ☐ to ☐ not to participate in the meeting in relation to the matter.

ACTUAL

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interests might lead to a decision that is contrary to the public interest in relation to the agenda item described above]:*

Where I have proposed to participate in the meeting I intend to deal with my **actual** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way].*

OR

PERCEIVED

The nature of the **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter].*

Where I have proposed to participate I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way].*

Signature

Date

STRATEGIC PLANNING SUB-COMMITTEE

Meeting to be held in the Operational Services Conference Room, Level 1,
Civic Centre, 10 Watson Terrace,
Mount Gambier on Friday 19th August, 2016 at 12.00 p.m.

AGENDA

- PRESENT: Cr F Morello (Presiding Member)
Mayor A Lee, Cr M Lovett and Cr P Richardson
- APOLOGIES: moved the apology/ies received from Cr Steven Perryman and be accepted.
- COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris
- COUNCIL MEMBERS
AS OBSERVERS: Nil

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

- MINUTES: moved that the Minutes of the previous meeting held on Wednesday 15th June, 2016 be taken as read and confirmed.
- seconded

QUESTIONS:

- (a) With Notice - nil submitted
- (b) Without Notice -

1. **BEST PEOPLE BEST COMMUNITY - Service Review - Strategic Planning Sub Committee Report No. 5/2016 - Ref 16/185**

moved it be recommended:

- (a) Strategic Planning Sub Committee Report No. 5/2016 be received.

seconded.

2. **BEST PEOPLE BEST COMMUNITY - Members Workshop - Ref. AF16/185**

The Manager Business and Strategic Planning reported:

- (a) A Members Workshop to outline the Best People Best Community program has been scheduled for Monday 5th September, 2016 commencing at 5.30p.m. in the Level 4 Committee Room.

moved it be recommended:

Strategic Planning Sub-Committee Agenda, Friday 19th August, 2016 cont'd...

- (a) The report be received and the Members Workshop scheduled for Monday 5th September, 2016 commencing at 5.00 p.m. in the Level 4 Committee Room be noted.

seconded

3. DECISION MAKING STRUCTURE OF COUNCIL - Attachment 1 - Decision Making Structure - Ref. AF14/283

The Manager Business and Strategic Planning reported:

- (a) Council adopted the Decision Making Structure to facilitate good governance and efficient decision making. The attached is updated (not endorsed) reflecting changes to the decision making structure triggered by Council decisions e.g. Railway Land Committee and external e.g. Provincial Cities and changes to the LCLGA Committees.
The Community Plan and organisational structure review provides an opportunity for Council to consider what decision making structure will best serve the Council's needs and deliver effective decision making.

moved it be recommended that the report be received and the updated decision making structure of Council be noted.

seconded.

4. STRATEGIC PLANNING SUB COMMITTEE – Next Meeting - Ref. AF15/266

The Manager Business and Strategic Planning reported:

- (a) The next meetings of the Strategic Planning Sub Committee have been scheduled for:

Friday 23rd September, 2016 commencing at 12.00 p.m. (midday); and
Friday 28th October, 2016 commencing at 12.00 p.m. (midday)

moved it be recommended:

- (b) The report be received and the next meetings of the Strategic Planning Sub Committee be noted.

seconded

MOTIONS WITH NOTICE - Nil

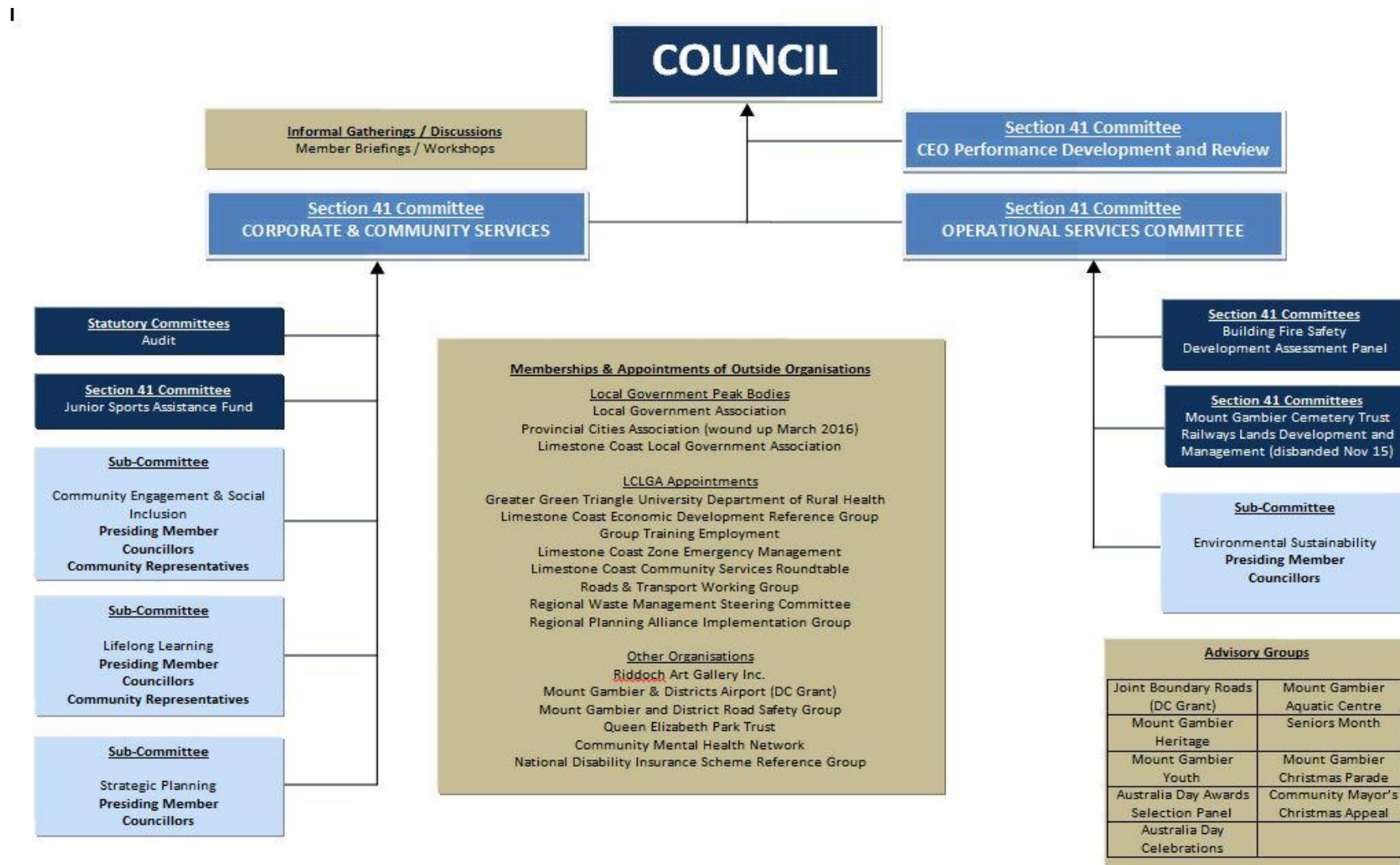
MOTIONS WITHOUT NOTICE -

The meeting closed at _____ p.m.

TT

Council Decision Making Structure - June 2016

(Charges are reflective of practice but the updated Structure has not been endorsed by Council)



STRATEGIC PLANNING SUB-COMMITTEE

Minutes of Meeting held in the Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Wednesday 15th June, 2016 at 12.00p.m.

PRESENT: Cr F Morello (Presiding Member)
Cr M Lovett
Cr S Perryman (arrived at 12.30 p.m.)
Cr P Richardson

APOLOGIES: Nil

COUNCIL OFFICERS: Chief Executive Officer, Mark McShane
Manager Business and Strategic Planning, Tracy Tzioutziouklaris

COUNCIL MEMBERS
AS OBSERVERS: Nil

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

MINUTES: Cr Morello moved that the Minutes of the previous meeting held on Thursday 28th April, 2016 be taken as read and confirmed.

Cr Lovett seconded

Carried

QUESTIONS:

- (a) With Notice - nil submitted
- (b) Without Notice - nil submitted

1. COMMUNITY PLAN - CHAT ASSESMENT - Compiled Survey Results - Ref. AF 15/179

The Manager Business and Strategic Planning reported:

- (a) The Strategic Planning Sub Committee at its meeting held on 28th April 2016 considered undertaking a CHAT assessment of the Community Plan. The CHAT (Comprehensive Holistic Assessment Tool) was approved by Council at its meeting held in February 2013 to be used to assess Council activities in a holistic context. This means considering the social, environmental, governance and risk elements, as well as financial.
- (b) Council Members familiar with the CHAT tool and selected Council Staff were identified to undertake a CHAT Assessment of the Community Plan. The results of the CHAT assessment is attached to the agenda. Out of seven surveys received six had a average score of good and/excellent and one with an average score (The holistic performance could be improved).

Cr Morello moved it be recommended the report be received and the Survey Results be noted.

Cr Lovett seconded

Carried

Strategic Planning Sub-Committee Minutes, Wednesday 15th June, 2016 cont'd...

2. STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 3/2016 - Community Plan - Key Performance Indicators and Quarterly Reporting - Ref. AF16/85

Cr Morello moved it be recommended:

- (a) Strategic Planning Sub Committee Report No. 3/2016 be received.**
- (b) Quarterly reporting on the achievement of the Community Plan to commence at the satisfactory conclusion of a comprehensive service review of Council.**

Cr Richardson seconded

Carried

3. STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 4/2016 - Community Plan - Implementation and Reporting - Ref. 16/185

Cr Morello moved it be recommended:

- (a) Strategic Planning Sub Committee Report No. 4/2016 be received.**
- (b) Council to be kept informed of the work undertaken to commence the implementation of the Community Plan through reporting to the Strategic Planning Sub Committee and Council as well as at workshops.**

Cr Richardson seconded

Carried

4. COMMUNITY PLAN – Community Consultation and Awareness - Ref. AF16/85

The Manager Business and Strategic Planning reported:

- (a) The Community Plan was endorsed by Council at its meeting held in May 2016. Recently an article about the Community Plan has featured on the front page of the Border Watch as well as featuring in an article by the Editor a week later. At this time no further media statements have been prepared in relation to the Community Plan.**
- (b) As part of the implementation of the Community Plan, it is proposed to develop reporting mechanisms to provide updates to the community regarding the achievement of activities within the Community Plan.**
- (c) Council may also wish to undertake additional promotion in relation to the Community Plan.**

Cr Morello moved it be recommended the report be received.

Cr Lovett seconded

Carried

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE - Nil

The meeting closed at 12.45 p.m.
TT/MJT

CONFIRMED THIS DAY OF 2016.

.....
PRESIDING MEMBER

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 05/2016

SUBJECT: COMMUNITY PLAN - BEST PEOPLE BEST COMMUNITY - SERVICE REVIEW

REF: AF16/185

INTRODUCTION

Best People Best Community is about the delivery of the Community Plan through a review of all services to identify Council's strengths and ability to deliver services efficiently and effectively. Best People Best Community has been developed as a link between the strategic and operational goals, turning strategy into reality.

The objectives of Best People Best Community are:

- A responsive and performance driven Council.

We are responsive to community needs to provide strong leadership, foresight and planning, including the delivery of the Community Plan. We deliver quality services to our community by innovating and optimizing the available resources and technology. We will maximize our performance and strive for continual improvement in organizational and personal achievement.

- A great place to work.

Ensuring Council is an employer of choice that provides a safe workplace and attracts and retains capable and committed staff and volunteers.

A major feature of Best People Best Community is a focus on staff engagement, building the capacity of staff to think innovatively, to challenge the status quo and embed a culture of continuous improvement.

DISCUSSION

Best People Best Community

It is a dual purpose cultural plan which links the performance management system and staff development plans to the delivery of the Community Plan measured through a continual improvement process that includes the identification of all services through a service and functional review followed by a structural review completing the connection.

Stage 1: Service Register

Significant work has commenced on Stage 1 of Best People Best Community. This involves information gathering and the identification of all of the services provided by Council. To ensure the systematic recording of the services provided, a Service Register is being developed to identify and understand exactly what services are delivered by Council and base line data regarding each service.

This information gathering process and the development of a Service Register will be completed at the end of August, 2016.

Strategic Planning Sub-Committee Report No. 05/2016 cont'd...

Stage 2: The Service Review/Functional Review

The Service Review is a comprehensive list of all services provided, coordinated or funded by the City of Mount Gambier. It helps to understand what services Council provides, which services are legislated and how much they cost to deliver.

The Service Review will assess a service on two levels:

1. The level of alignment with the Strategic Goals as contained within the Community Plan and Council core business.
2. Options per alternative service delivery.

The Service Review is intended to identify whether:

- To continue with the level of a service;
- To identify alternative Service Delivery Models;
- To decrease the level of service;
- To provide no service; and
- To increase the level of service.

The second element investigates how well a service meets intended performance outcomes and identifies:

- Maintain performance;
- Continuous improvement;
- Value and efficiency; and
- Delivery review.

This review considers the alignment of services provided with the Community Plan. It supports decision making and enables Council to strategically analyse a particular service and question why the service is provided, what Council's role is, how well it is provided and whether the service should continue to be provided into the future.

Stage 3: Structural Review

Following the Service Review and Functional Review phases recommendations are developed on the future delivery of the service and consideration is given on how best to structure the organisation to achieve the required services and functions.

The new Community Plan is a significant departure from previous strategic plans and along with other demands on Council necessitates a structure best able to deliver services into the future. Informed by the reviews and input from senior staff a revised organisational structure will be developed for implementation in the first quarter of 2017.

Reporting Structure

Best People Best Community is a cultural change program which links performance management, staff development, organisational culture and our values with the delivery of the Community Plan.

As part of Best People Best Community, it is anticipated that the reporting structure to Council will also be reviewed. As an example should the structure of the organisation reflect the four goals within the Futures Paper (Council's long term strategic plan) and subsequently the Community Plan:

Strategic Planning Sub-Committee Report No. 05/2016 cont'd...

- Our People
- Our Location
- Our Diverse Economy
- Our Climate, Natural Resources, Arts, Culture and Heritage

Following consideration of the organisational structure of Council consideration will also need to be given to the Standing Committee and Sub-Committee structure of Council to provide an effective reporting process between the administration and Elected Members of Council.

Business Unit Planning/KPI's & PDR's

During the implementation of the new organisation structure, new Business Unit Plan Key Performance Indicator's (KPI's) will be developed that align with and deliver the strategies in the Community Plan. From the Business Unit Plan new revised individual KPI's will be developed and incorporated into the Performance Development Review (PDR) process. The PDR has been simplified and targets the key outcomes expected from each employee.

Timeframe/Schedule of Activities

A timeframe/Schedule has been developed for the delivery of Best People Best Community and is outlined as follows:

August 2016	Service Register established SWOT Analysis commences
September 2016	SWOT Analysis completed Review of all findings
October 2016	Functional Review undertaken
November/December 2016	Organisational Structural Review undertaken
January 2017	New Structure implementation commences Performance Management Training New Business Plans created New Performance Development Review's established

Involvement of Council Members and Employees

The Strategic Planning Sub-Committee will be provided with regular updates and information throughout Best People Best Community via regular meetings. The Strategic Planning Sub-Committee reports to Council and will provide guidance, recommendations and advice in relation to this process as required.

In addition to the role of the Strategic Planning Sub-Committee, workshops will be held to provide briefings and updates to all Elected Members. A workshop has been scheduled on Monday 5th September, 2016 commencing at 5.30 p.m. in the Level 1 Committee Room to provide information on Best People Best Community.

Strategic Planning Sub-Committee Report No. 05/2016 cont'd...

All Council employees have been and will continue to be involved within the Best People Best Community program. It is the individuals who have the best understanding of their role, what services they provide and what services they play a role in. Individual involvement within the Best People Best Community process is overseen and supported by their Supervisor/Manager and Director.

All employees have been involved in the data collection process associated with the identification of services delivered by Council. Senior Staff will then be provided with training to be able to lead the SWOT Analysis process for each service identified.

Not only is Best People Best Community a review process investigating the efficient and effective service delivery as outlined within the Community Plan, it also provides a strong focus on staff development. It is designed to build staff capacity, be inclusive, build capacity to think innovatively, challenge the status quo and embed a culture of continuous improvement.

CONCLUSION

Best People Best Community has primarily one key purpose to develop an understanding throughout Council of the resourcing implications of the Community Plan. Any review of the structure of the organisation will occur following the Service and Functional Reviews and will be guided by the Community Plan. It is important to note that this review focuses on the efficient and effectiveness of services delivered by Council for the community. It is about targeting improvements to Council's service delivery and aligning efforts towards achieving the aspirations of the Community Plan. In achieving the Community Plan and meeting challenges for future service delivery and focus will also be on what services will be resourced to deliver outcomes.

Best People Best Community is also about identifying training and development opportunities for employees so as to equip people with the best skills for their future.

Change programs and organisational reviews can create a level of employee concern and apprehension about the future. The application of positive engagement and ongoing communication will mitigate these issues but not entirely. Staff have multiple internal avenues to seek responses to any questions or issues and Councillors should discuss any issues they have with the Chief Executive Officer.

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report No. 5/2016 be received.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

8th August, 2016
TT