

Reference: AF15/366

9th June 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
(Committee Room - Level 4):

Wednesday 15th June, 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

_____ ☐ Council ☐ Committee ☐ Board
(insert full name of Committee/Sub-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 Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Wednesday 15th June, 2016 at 12.00p.m.

AGENDA

PRESENT: Cr F Morello (Presiding Member)
Cr M Lovett, Cr S Perryman and Cr P Richardson

APOLOGIES: moved the that apology(ies) from Mayor A Lee
be received.

seconded

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

COUNCIL MEMBERS
AS OBSERVERS:

**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
Thursday 28th April, 2016 be taken as read and confirmed.

seconded

QUESTIONS:

(a) With Notice - nil submitted

(b) Without Notice -

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).

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

seconded

Strategic Planning Sub-Committee Agenda, 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

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.

seconded

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

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.

seconded

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.

moved it be recommended:

- (a) The report be received.
- (b) To be determined at the meeting.

seconded.

MOTIONS WITH NOTICE - Nil

MOTIONS WITHOUT NOTICE -

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

STRATEGIC PLANNING SUB-COMMITTEE

Minutes of meeting held in the Committee Room, Level 4, Civic Centre, 10 Watson Terrace,
Mount Gambier on Thursday 28th April, 2016 at 12.00 p.m.

MINUTES

PRESENT: Cr F Morello (Presiding Member)
Cr M Lovett, Cr S Perryman

APOLOGIES: Mayor A Lee and Cr P Richardson

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

COUNCIL MEMBERS Nil
AS OBSERVERS:

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 Tuesday, 15th March 2016 be taken as read and confirmed.

Cr Perryman seconded

Carried

QUESTIONS:

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

1. REVIEW OF THE STRATEGIC PLAN – Community Plan – Community Consultation/Engagement – Strategic Planning Sub-Committee Report No 1/2016 Ref. AF15/179

Cr Morello moved it be recommended:

- (a) Strategic Planning Sub-Committee report 1/2016 be received.**
- (b) The Community Plan be amended in accordance with the summary of submission tables and the changes proposed by the Strategic Planning Sub-Committee as identified within the Gap Analysis.**
- (c) The following additional Strategy be incorporated into the Community Plan:**

“Goal 3 – Our Economy

Council Operate in accordance with relevant legislation, regulations, policies, governance and business practices and ensure professional and ethical standards focusing on continuous improvement.”

Minutes of the Strategic Planning Sub-Committee, Thursday 28th April, 2016 cont'd...

- (d) **Upon the completion of the amendments as identified, the Community Plan be referred to Council for consideration of endorsement.**

Cr Lovett seconded

Carried

2. COMMUNITY PLAN – CHAT ASSESMENT - Ref. AF 15/179

The Manager Business and Strategic Planning reported:

- (a) 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) The adoption of a plan, policy and strategy such as the Community Plan is an activity that has been identified as requiring a CHAT Assessment. The results of the CHAT assessment of the Community Plan will be included in further documentation to Council for consideration.
- (c) Council Members and selected Council Staff have been identified to undertake a CHAT Assessment of the Community Plan. The results of the CHAT assessment will be provided to Members as soon as the assessment has been completed.

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

Cr Lovett seconded

Carried

3. COMMUNITY PLAN – Implementation and Resourcing Implications – Strategic Planning Sub Committee Report No. 2/2016- Ref. AF15/179

Cr Perryman moved it be recommended.

- (a) **Strategic Planning Sub-Committee Report no 2/2016 be received.**
- (b) **Upon the endorsement of the Community Plan by Council, work be undertaken to commence the implementation of the Plan.**

Cr Lovett seconded

Carried

MOTIONS WITHOUT NOTICE

1. COMMUNITY PLAN – Community Consultation/Engagement – Submissions received REF. AF16/67

Cr Perryman moved that all those people who made the effort to provide a submission on the Community Plan be formally thanked.

Cr Morello seconded

Carried

The meeting closed at 12.40 p.m.

TT

CONFIRMED THIS

DAY OF

2016.

.....
PRESIDING MEMBER

Compiled Survey Results

SURVEY: COMMUNITY PLAN

Average score of Survey: 78%

>80	Excellent! This activity will greatly improve the holistic performance of the organisation.
>70	Good. This activity will improve the holistic performance of the organisation.
>55	Average. The holistic performance of this activity could be improved.
≤55	Poor. Consider how the activity could be improved from a quadruple bottom line perspective
<40	Very poor. The activity should not proceed without a major rethinking.

Number of Surveys Completed: 7

Users Who have Completed a Survey:

1. Aaron Izzard (Environmental Sustainability Officer) - 79%
2. Sally Wilson (Team Leader Administration) - 85%
3. Kate Fife (Environmental Support Officer) - 86%
4. Barbara Cernovskis (Manager Community Services and Development) - 78%
5. Vicki Hutchinson (Library Manager) - 72%
6. Steven Perryman (Councillor) - 58%
7. Racheal Tilley (Finance Officer) - 87%

User Comments:

Q1. Water Conservation

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in Council's decision making processes and also maintain a healthy and pristine underground aquifer system. By doing this and also the strategy of educating and supporting the community on water consumption will reduce water usage.

Barbara Cernovskis:A strong focus on the environment and sustainability I would expect that all of our practices, including water usage and conservation to be reviewed and improved.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Q2. Waste Reduction

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in

Council's decision making processes. To educate and support the community in reducing greenhouse gas emissions, water consumption and waste will assist in decreasing waste to landfill.

Barbara Cernovskis:As above, we are already leading in this area and I would expect this to be an area of continual improvement

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Steven Perryman:Council will be accepting an additional 5000 tonnes of waste from a new waste removal contractor. This is over and above the current annual tonnage.

Q3. Sustainable Use of Resources

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in Council's decision making processes. To educate and support the community in reducing greenhouse gas emissions, water consumption and waste will assist in reducing the need for use of non-renewable resources.

Barbara Cernovskis:As above

Kate Fife:If sustainability goals in the Community Plan are achieved. Combination of water, GHG and waste reduction. Increased community knowledge. Large overall possibility for change.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Q4. GHG Emissions

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in Council's decision making processes. To educate and support the community in reducing greenhouse gas emissions, water consumption and waste will assist in decreasing GHG gas emissions.

Barbara Cernovskis:We are already doing this and can only improve and increase our knowledge in this area.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Q5. Water Quality

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in Council's decision making processes. To educate and support the community in reducing greenhouse gas emissions, water consumption and waste will assist in increasing water quality.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Steven Perryman:This is a monitoring activity only.

Q6. Air Quality

Sally Wilson :Goal 4 envisages that sustainability and environmental practices be embedded in Council's decision making processes. If we educate the community on improving air quality it will change for the better over time.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Q7. Soil Quality/Land Use

Sally Wilson :Goal 4 envisages to inspire pride in our environment, culture and heritage by actively learning about, promoting and preserving our heritage.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in improving the environmental sustainability of Council's operations.

Q8. Protection of Species & Habitat

Sally Wilson :Goal 4 envisages to inspire pride in our environment, culture and heritage by actively learning about, promoting and preserving our heritage.

Kate Fife:If sustainability goals in the Community Plan are achieved.

Aaron Izzard:If we're successful in enhancing open space etc.

Steven Perryman:There is no activities aimed at re-establishing native vegetation or increasing species diversity.

Q9. Fundamental Human Needs

Sally Wilson :The Community Plan has been identified from what the community has asked for and links to the Futures Paper. Goal 1 also identifies 'The People'.

Barbara Cernovskis:Maintaining quality relationships/partnerships, programming and infrastructure will be the key to implementing the community plan. Strong advocacy, facilitation and a focus on building capacity within the community is also instrumental to improving fundamental human needs. Wellbeing & Resilience project is an example.

Kate Fife:Goals relating to community health, availability of basic services, increased economy and employment all related to fundamental needs.

Aaron Izzard:If we're successful in enhancing open space etc.

Steven Perryman:Cultural development is a key theme as is economic development. Lobbying advocacy for social needs such as health (mental & physical), education, sport, connected-ness is well covered. Resilience is well covered too but Capacity Building seems to have become less of a focus.

Q10. Sustainable Travel

Sally Wilson :Goal 2 supports that there is infrastructure and transport systems in place to allow easy access and that we support these services for residents and visitors.

Barbara Cernovskis:Again, the community plan reaffirms the work that is already being undertaken.

Kate Fife: If sustainability & community health goals in the Community Plan are achieved. Open spaces developed to create linkages throughout the city.

Aaron Izzard: Numerous projects mention active transport / healthy infrastructure.

Q11. Open Space

Sally Wilson : Goal 1 identifies the Rail Trail project, Goal 2 identifies the development of public spaces and Goal 4 identifies the development of footpaths and bike lanes. These will all improve open space within the City.

Kate Fife: Open spaces will be developed to interactive spaces with multiple uses. Red-tape around events on community spaces is hoped to be reduced as per Railway Lands activation examples. Open spaces will provide more cultural/art experiences for residents.

Aaron Izzard: Numerous projects mention active transport / healthy infrastructure.

Steven Perryman: Definitely based around Rail Land, both central & development of the trail. Scope through Economic Development activities to make progress in Crater Lakes area and CDB developments.

Q12. Community Engagement

Sally Wilson : This links to the Futures paper and has been formed from the community's desire following a public consultation process.

Barbara Cernovskis: To successfully implement this plan we need to continue and improve our engagement with the community. The success of the engagement principles applied to activating the Railway Lands is a testament to successful co-creation of space with our community and building community capacity.

Kate Fife: Following the new engagement style used in developing the Futures Paper and Activation Team at the Railway Lands - community would be activity engaged.

Aaron Izzard: Extensive consultation has occurred.

Steven Perryman: Elements of the community will be actively involved, there will be numerous consultations and inputs sought from a range of groups in the community but the perception will remain that council does not listen or consult.

Q13. Heritage & City Presentation

Barbara Cernovskis: This should be included in the development of the Cultural plan

Aaron Izzard: Heritage features strongly in the Plan.

Sally Wilson : Goal 4 envisages to celebrate cultural diversity, generate pride in our environment, actively promote and preserve our heritage.

Q14. Local Economy

Barbara Cernovskis: This is going to be a challenging element of the plan and will require strong leadership/engagement from Council and a focus on building community/industry capacity, confidence, facilitating relationships and being nimble (as required) with administrative processes

Kate Fife: Push for increase in services will create more jobs. Community driven events have possibility to boost local economy. Increasing local tourism would have a major impact.

Aaron Izzard:Local economy features strongly.

Sally Wilson :If everything identified in the Community Plan does happen this would certainly increase our local economy, for businesses and tourism.

Q15. Financial Sustainability - Capital Costs

Barbara Cernovskis:Not sure which one to select here. This will have an impact on our finances and we will need to 'cut the cloth' accordingly. Suggest a long term growth strategy (financial, organisation & population)

Kate Fife:Over a 5 year period projects will need to be budgeted for. During the initial implementation of the plan some projects may not be currently included in the budget. Council can apply for grant funding to begin small projects.

Aaron Izzard:Potentially numerous activities that are not yet budgeted for.

Steven Perryman:Although the gap analysis of the plan has not been completed initial indications are that there are significant gaps in delivering the plan. This will mean a need for additional resources (grants and taxes)to achieve outcomes, and/or the need to cut back in areas of existing activity. Either will result in negative impact of some sort, it is a matter for council to determine priorities and consider which activities give best benefit for money.

Sally Wilson :If we improve tourism and business industry it will make our City a great location to visit, and in turn would assist in being more financially sustainable.

Q16. Financial Sustainability - Operating Costs

Barbara Cernovskis:As above

Kate Fife:Higher level services provided may increase number of staff. Development of open spaces or improvement of existing spaces may require more maintenance (staff time).

Aaron Izzard:Potentially numerous activities that are not yet budgeted for.

Steven Perryman:Although the gap analysis of the plan has not been completed initial indications are that there are significant gaps in delivering the plan. This will mean a need for additional resources (grants and taxes)to achieve outcomes, and/or the need to cut back in areas of existing activity. Either will result in negative impact of some sort, it is a matter for council to determine priorities and consider which activities give best benefit for money.

Sally Wilson :I believe this will happen if increased revenue is generated from the activities identified in the Community Plan.

Q17. Beyond 2015

Kate Fife:The Futures Paper Community Plan will replace the Beyond 2015 Strategic Plan.

Aaron Izzard:Will replace Beyond 2015.

Steven Perryman:This activity builds upon and extends the Strategic Plan. The Community Plan is more ambitious and longer term so will be at odds in some respects until the Strategic Plan is reviewed.

Sally Wilson :This links to the Futures Paper which aims to meet the current and future needs for our City.

Q18. Achieving Service Efficiency

Barbara Cernovskis: We are a lean organisation punching well above our weight however to continue delivering a high service changes will need to be made.

Kate Fife: Will be providing services that the community has specifically requested.

Steven Perryman: More resources will be required to deliver the plan - financial & human. See previous answer - Although the gap analysis of the plan has not been completed initial indications are that there are significant gaps in delivering the plan. This will mean a need for additional resources (grants and taxes) to achieve outcomes, and/or the need to cut back in areas of existing activity. Either will result in negative impact of some sort, it is a matter for council to determine priorities and consider which activities give best benefit for money.

Sally Wilson : The community have identified these areas as a need for our future development and will result in a greater service provision to the community, however I am unsure if this will enable staff to undertake their tasks more efficiently.

Q19. Governance & Regulation

Barbara Cernovskis: This will always be an area of continual improvement due to the nature of doing business.

Kate Fife: Governance and regulation standards will remain the same. Although, small reduction in 'red-tape' in community based events (i.e. railway lands activation examples).

Sally Wilson : The document directly relates to the Futures Paper and what the community desires are.

Q20. Staff Satisfaction & Wellbeing

Barbara Cernovskis: There is a lot of work required to implement the community plan. It will need a well structured and resourced organisation partnering with the community & industry to deliver successful, sustainable outcomes. This means change. Done well I believe that there will be an increase in staff satisfaction with the organisation.

Kate Fife: Staff will have increased communication with residents when completing project work. Satisfaction helping community achieve their aspirations. Altered public perception of Councils role in the community. Many staff are residents in Council area and community health goals will influence their wellbeing.

Steven Perryman: There is a good deal of aspiration in the plan which should inspire staff in many areas, however without the appropriate resources council may find staff stressed and unsatisfied as they are being asked to achieve the impossible. Some activities will require alteration to existing positions and responsibilities and new positions to be created. This could be unnerving to existing staff.

Sally Wilson : I do believe that this would assist in Council being an employer of choice and will actively promote our services to the general public. It may increase levels of work in particular areas for staff and provide new challenges.

STRATEGIC PLANNING SUB COMMITTEE REPORT NO: 3/2016

SUBJECT: COMMUNITY PLAN – QUARTERLY REPORTING

REF: AF16/185

INTRODUCTION

Council receives a quarterly report which provides information and updates regarding the achievement of Key Performance Indicators associated with the Strategic Plan – Beyond 2015.

Council at its meeting held in May 2016 endorsed the Community Plan. The Community Plan replaces the Strategic Plan – Beyond 2015 and is now Council's Strategic Plan for the next four year.

DISCUSSION

At the Council meeting in May, 2016 Council received and endorsed the Quarterly Summary Key Performance Indicator Report for the quarter ending in March 2016.

To conclude the reporting on Key Performance Indicators associated with the Strategic Plan – Beyond 2015 a final report will be provided to Council at the conclusion of the June 2016 quarter. After this time the Key Performance Indicators associated with the Strategic Plan will no longer apply.

The Community Plan, together with the Futures Paper are now Council's key strategic documents and are supported by the Long Term Financial Plan, the Asset Management Plan and the Annual Budget. These plans identify the direction, services and facilities that Council wishes to provide for the community over the next four years.

The Community Plan is a significant departure from the previous plan and Council will need to consider how to effectively deliver the outcomes. This will include, but may go beyond a comprehensive review of budget and resources and how best to align Council's structure with the Community Plan.

As part of the implementation of the Community Plan, the reporting process on the achievement of the Community Plan will be reviewed and new Key Performance Indicators developed. At this time it is envisaged that reporting on the Community Plan will commence in early 2017.

CONCLUSION

The last quarterly report identifying the Key Performance Indicators associated with the Strategic Plan – Beyond 2015 will be referred to Council at the conclusion of the June 2016 quarter.

The quarterly reports identifying the achievements associated with the Community Plan are envisaged to recommence at the satisfactory conclusion of a comprehensive service review of Council.

Strategic Planning Sub-Committee Report No. 3/2016 cont'd...

RECOMMENDATION

- (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.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

6th June, 2016
TT.MJT

STRATEGIC PLANNING SUB-COMMITTEE REPORT NO. 4/2016

SUBJECT: COMMUNITY PLAN – IMPLEMENTATION AND RESOURCING

REF: AF16/185

INTRODUCTION

The Community Plan was endorsed by Council at its meeting in May 2015.

The Community Plan together with the Futures Paper are now Council's key strategic documents and are supported by the Long Term Financial Plan, the Asset Management Plan and the Annual Budget. These plans identify the direction, services and facilities that Council wishes to provide for the community, specifically for the next four years but also for the future.

The Community Plan is a significant departure from the previous Strategic Plan and significant work needs to be undertaken to consider how to effectively deliver the outcomes. Discussions in relation to the implementation and resourcing of the Community Plan have been continuing and this report provides Members with an update of these discussions.

DISCUSSION

The future direction of Local Government is changing and transitioning away from the traditional service provision of roads, rates and rubbish to community health and wellbeing, arts, culture and economic development, to name a few. There are increasing external trends, pressures and worldwide events that are impacting on Local Government in particular to continue in the provision of services that meet the needs and wants (expectations) of the community.

Costs for providing services and maintaining infrastructure are increasing as are community expectations around service delivery. The overall effect is that Council must provide a greater range of services while endeavoring to ensure that they are both relevant to the community and are delivered in the most efficient and effective manner possible. Reviewing Council's services, programs and processes is an important element in our approach to continuous improvement and is a key objective in developing Council as a place of excellence within the community.

A framework has been developed, named 'Best Community/Best People', to provide a formal, transparent, systematic approach to the review of Council's services. It provides practical information on what is needed to identify, initiate and successfully carry out a service review, functional review and a structural review.

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

Best Community/Best People is about targeting improvements to the efficiency and effectiveness of Council's service delivery and the associated systems and processes that are part of 'business as usual'.

Strategic Planning Sub-Committee Report No. 4/2016 cont'd...

(i) Best Community/Best People

The following provides a brief outline of the Best Community/Best People framework that has been developed.

(a) Service Review

The Service Review is a comprehensive, fully costed list of all services, facilities and programs provided, undertaken, 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.

(b) Functional Review -

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

(c) Structural Review

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

The Service and Functional Reviews are a process to identify:

- (a) Activities currently undertaken throughout Council that currently align with the Community Plan.
- (b) Activities currently undertaken throughout Council that do not align with the Community Plan.
- (c) Activities identified in the Community Plan that Council's administration have responsibility for but no resources have been allocated to those activities.
- (d) New and emerging activities that are not currently undertaken by Council.

As part of the Functional Review, it is anticipated that the reporting structure to Council will also be reviewed. As an example should the organization structure reflect the four Goals of the Community Plan (Our People, Our Location, Our Diverse Economy and Our Climate, Natural Resources, Arts, Culture and Heritage), consideration will need to be given to the Standing Committee and Sub Committee structure of Council.

This initial work has primarily been to develop an understanding throughout Council of the resourcing implications of the Community Plan. Any review of the structure of the organization 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 services delivered by Council for the community.

Strategic Planning Sub-Committee Report No. 4/2016 cont'd...

A schedule for the implementation of Best Community/Best People has been developed and is as follows:

14 th June 2016	Management Briefing - Joint Executive Team Meeting and Senior Management Team Meeting to introduce the process
June 2016	Training for Managers to undertake the process
June – July 2016	SWOT Analysis and 360° discussion
Late July 2016	Presentation to CEO
August 2016	Member's Workshop
August 2016	Consultation with Staff
August – December 2016	Development of Best Community, Best People tools
January 2017	Implementation of Organisational Structure
January – March 2017	Best Community Best People training
April 2017	Implementation

Council Members will be kept informed and involved throughout this process through reporting to the Strategic Planning Sub Committee and Council as well as through Workshops.

CONCLUSION

There is significant work to implement and appropriately resource the aspirations and activities identified within the Community Plan.

The Best Community/Best people framework is a framework to assess how well a service aligns with Council and organizational strategic goals, council core business and the needs and wants (expectations) of the community. It seeks to represent the 'strategic alignment' of a service and compares this against the level of other service providers to identify if Council:

1. Should continue with the level of a service;
2. Develop an alternative service delivery model;
3. Decrease the level of a service; or
4. Provide no service (this service ceases)

RECOMMENDATION

- (a) Strategic Planning Sub-Committee Report No. 4/2016 be received;

Strategic Planning Sub-Committee Report No. 4/2016 cont'd...

- (b) Council be kept informed of the work undertaken to commence the implementation of the Plan through reporting to the Strategic Planning Sub Committee and Council as well as at workshops.



Tracy TZIOUTZIOUKLARIS
MANAGER BUSINESS AND STRATEGIC PLANNING

Sighted:



Mark McSHANE
CHIEF EXECUTIVE OFFICER

8th June, 2016
MJT