

REPORT TO COUNCIL

Reporting on Council's 2013-17 Delivery Program (A12/0729)

Report dated 25 November from the Director, Corporate and Technical Services reporting on progress with implementing Council's 2013-17 Delivery Program as required by section 404(5) of the Local Government Act 1993.

Recommendation: That Council receive and note progress to date with actions from Council's Operational Plan in delivering on Council's 2013-17 Delivery Program.

Purpose of Report

This report and the review that accompanies it aim to provide a summary of progress with the actions from our 2013-14 Operational Plan as they reflect progress with our 2013-17 Delivery Program.

The reporting format is in line with the motion adopted by Council in July 2010 that "in the case of the six monthly reporting of the Delivery Program, a new version of the executive exception reporting could include comment on progress that has significantly stalled, or has well exceeded expectations, thereby not requiring the reader to delve into the detailed report for these items".

Background / Introduction

Section 404(5) of the Local Government Act 1993 requires that 'the General Manager ensure regular progress reports are provided to the Council as to its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every 6 months'.

We have chosen to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program and ultimately with progress in the directions from the Community Strategic Plan '*Waverley Together 3*'.

Council's planning is based on a long term community strategic plan, *Waverley Together 3*, which sets out the community's vision for Waverley in 2025 as well as their long term aspirations for our city and the directions that Council needs to pursue to help achieve these. In accordance with the legislation, sitting under the Community Strategic Plan is a four year Delivery Program and a one year Operational Plan (See diagram below).

REPORT TO COUNCIL



The Delivery Program is Council's commitment, during its four year term of office, on what it is going to deliver to the community to assist them, achieve the directions set out in the Community Strategic Plan. This report constitutes the first progress report on the implementation and progress of the *Delivery Program 2013 – 17* which is Council's second Delivery Program as required under the provisions of Integrated Planning and Reporting.

The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (services and projects) being undertaken by Waverley Council in the financial year to progress what the Delivery Program is to deliver.

Our decision to report on progress with actions from the Operational Plan as a measure of how well we are moving forward with the Delivery Program is based on a number of factors including the longer term output based nature of the progress measures in the Delivery Program and the integration of the Delivery Program and the Operational Plan – we need to complete the identified activities (services and projects) in the Operational Plan to deliver what we have said will we do in the Delivery Program.

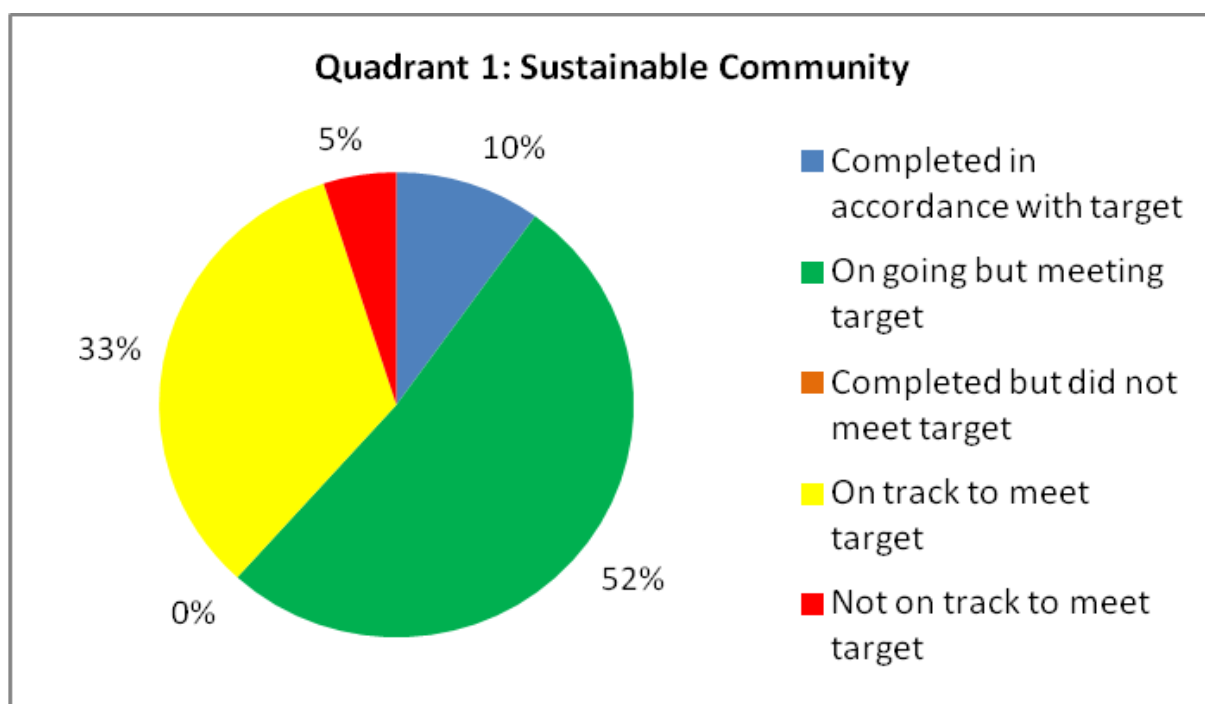
REPORT TO COUNCIL

Our approach to using the Operational Plan actions for reporting on the Delivery Program is in line with comments from the *Integrated Planning and Reporting Manual for Local Government in NSW (March 2013)*, which states (at page 119) that the “*the Operational Plan is a sub set of the Delivery Program – not a separate entity so the Delivery Program and the Operational Plan need to be wholly complementary*”.

Analysis

This review suggests that good progress has been made with Operational Plan actions against the targets set.

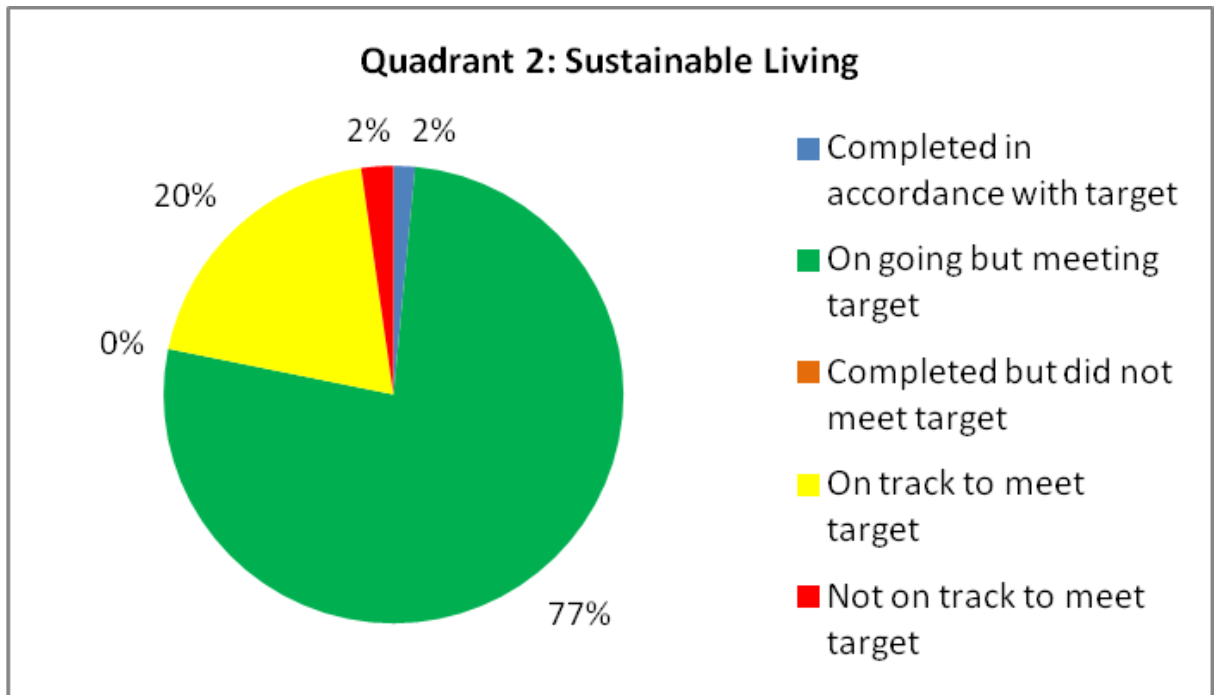
A breakdown on achieving the deliverables by Quadrant is set out in the graphics below:



The Community quadrant has performed well, with 95% of the deliverables completed in accordance with target, ongoing but meeting target or on track to meet target. This leaves only 5% of deliverables that are not on track to meet the target. Some targets that were not met were due to:

1. Library usage being maintained but not increased, which is in line with NSW trends.
2. One fatal incident which meant we did not meet our high expectations of beach safety.
3. The POM for Bondi Park and Pavilion was delayed due to review by the Crown Lands Division.
4. Decisions by Council to investigate other projects and scheduling conflicts that arose as a result.

REPORT TO COUNCIL

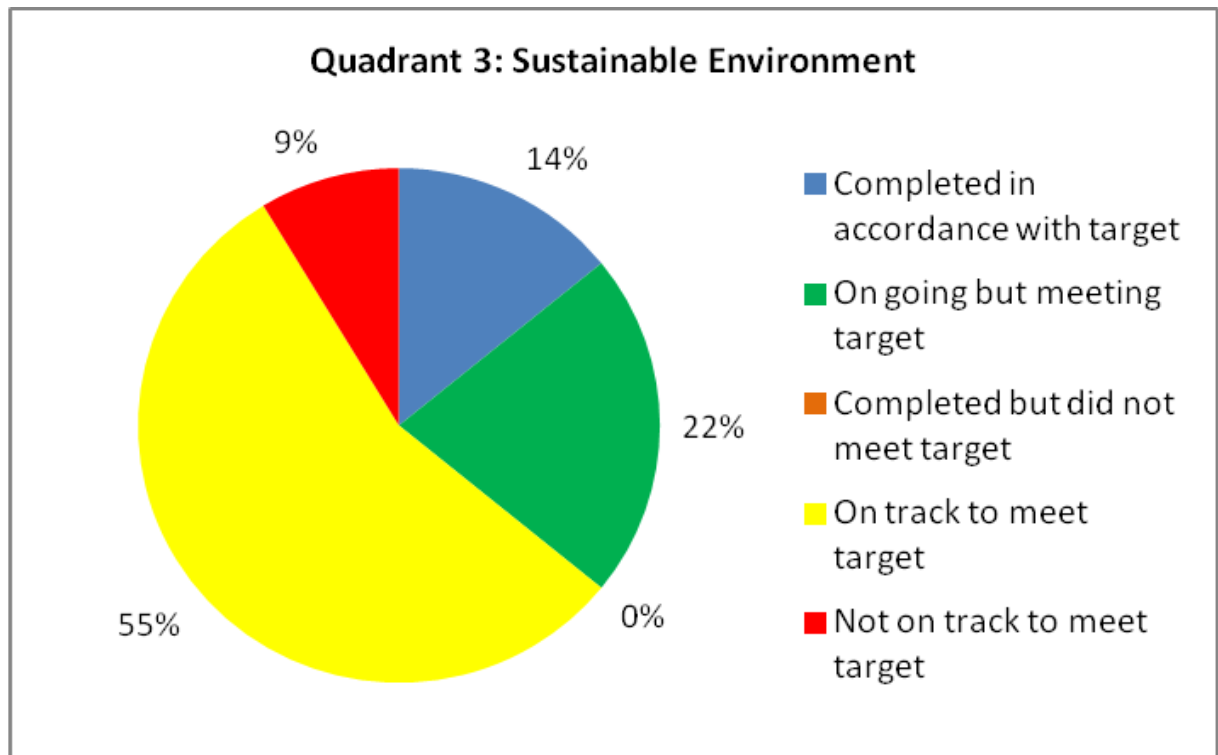


The Sustainable Living Quadrant achieved a very positive 98% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

1. Some proposed civic pride enhancements were delayed to align with the footpath program.
2. Some projects' quotes taking longer to complete than expected.
3. Transport Plan review changes that are to be finalised at the Q2 budget review.

One target relating to traffic and pedestrian crashes could not be measured due to the data only being available from the Roads and Maritime Service on an annual basis.

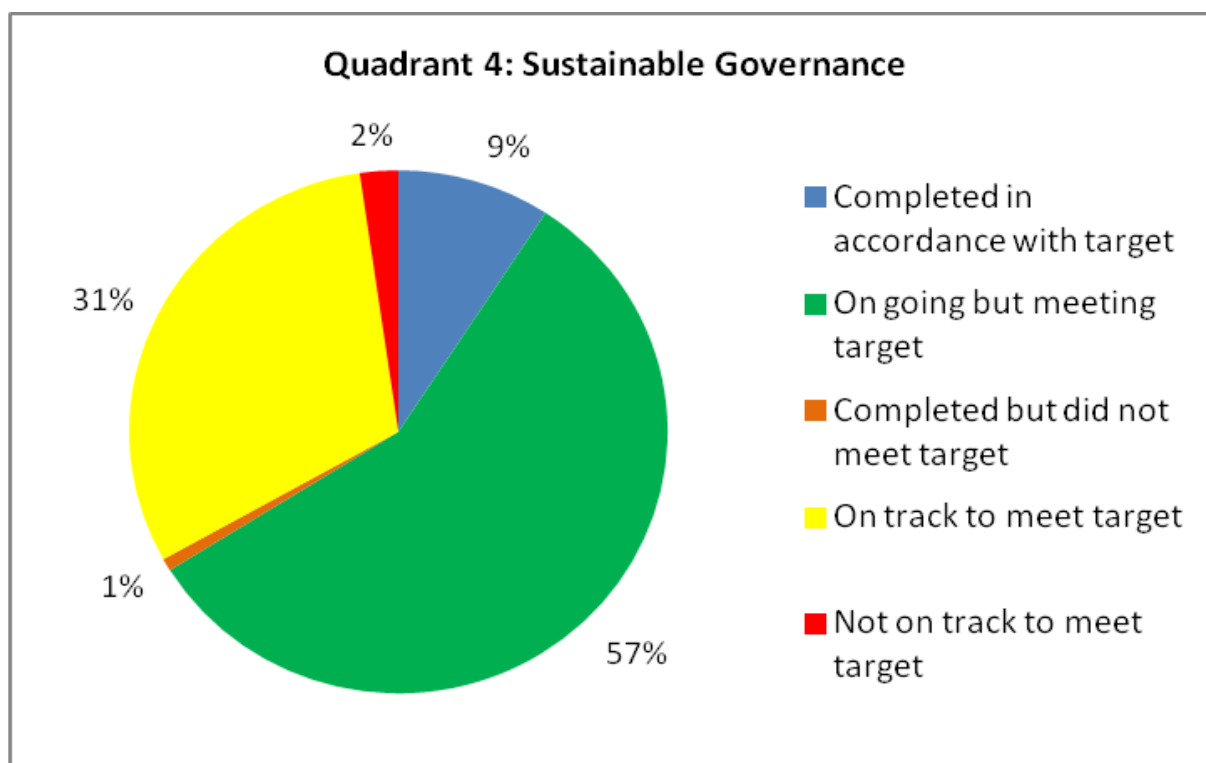
REPORT TO COUNCIL



The Sustainable Environment Quadrant scored 91% of its deliverables either completed in accordance with the target, ongoing but meeting target or on track to meet target. This Quadrant reported that 9% of activities are not on track to meet target. The main reasons for this were some delays with both the Street Tree data base management and Significant Tree Register due to the Tree Management Policy taking priority over those activities. Other reasons why deliverables were not meeting their target were:

1. The total tonnes of recycling did not increase from last year as hoped for. A new strategy will be designed to reinvigorate community participation in kerbside recycling.
2. A target relating to community engagement for recycling was not met due to a recent restructure.

REPORT TO COUNCIL



The Sustainable Governance Quadrant measured 97% of its deliverables to be either completed in accordance with the target, ongoing but meeting target or on track to meet target. Only 4 out of 130 deliverables in this Quadrant were completed but did not meet target or were not on track to meet target because:

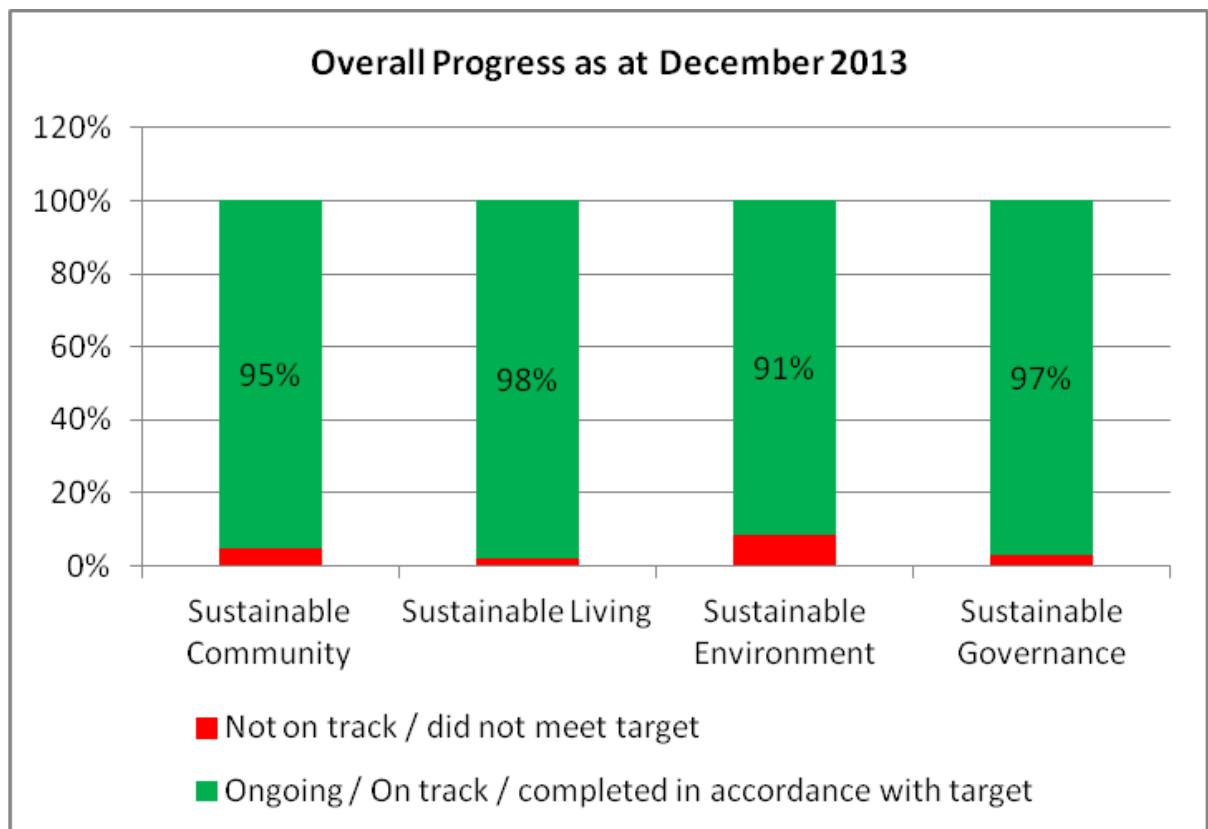
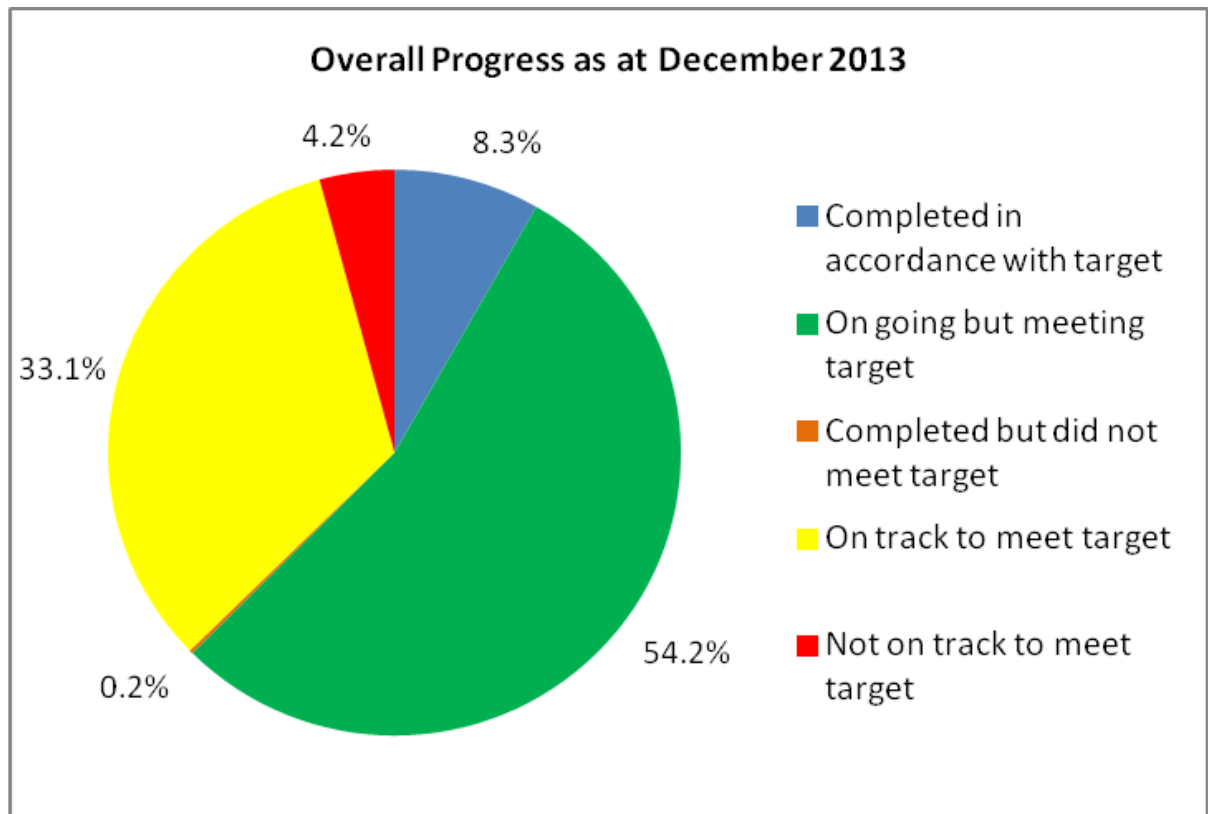
1. The review of the Code of Meeting Practice was delayed to await the results of the Local Government Acts Review as a model code is being proposed.
2. The first Quarter Customer Service Performance Report to the Executive Leadership Team and Council was delayed due to data extraction issues. This has now been resolved.
3. Cemetery works were deferred and a report will now go to Council in March 2014.
4. The deliverables for achieving employer of choice status were delayed. Analysis was completed with Aon Hewit but a decision was made to delay proceeding until the implementation of the new Workforce Plan.

Overall Progress

Overall, the majority of the deliverables in the Operational Plan are ongoing and meeting target. A further third of deliverables are on track to meet target with another 8.3% that have already been completed and met target. Less than half a percent of deliverables that have been completed did not meet the target and less than 5% are not on track to meet their target.

Some reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the quadrant summaries. More detailed results are contained in the body of the progress report.

REPORT TO COUNCIL



REPORT TO COUNCIL

The above chart shows how the four quadrants scored in comparison to each other. It shows very positive results with an average of 95% for all quadrants achieving or on target to achieve their deliverables.

The next progress report and second overall for this current Delivery Program will report to the June Council Meeting in 2014.

- **Financial:** Actions in the Operational Plan 2013-14 are included in the budget adopted when the Plan was adopted by Council in June 2013. Funding to implement the Delivery Program over its term is based on the resourcing strategy that supports the Delivery Program. This includes our long term financial plan, work force plan and strategic asset management plan and environmental action plan. The components of the resourcing strategy have also been adopted by Council.
- **Delivery Program/Operational Plan:** Strategy G8b in our Delivery Program requires that we provide statutory, financial and management information and reporting on time and with a high degree of accuracy. The deliverable for this strategy is the provision of reports required by legislation or requested by Government departments and agencies. Reporting as required by legislation on the Delivery Program is part of this deliverable and meets the progress measure set.
- **Consultation:** Operational Plan progress is based on information provided by Directors and Divisional Managers across Council.

Timeframe

This progress review covers the period 1 July 2013 to 31 December 2013. This constitutes the first report on progress with the implementation of Council's second Delivery Program (*Delivery Program 2013-17*). The next report on progress will be provided to Council in June 2014.

Recommendation: That Council receive and note progress to date with actions from Council's Operational Plan in delivering on Council's 2013-17 Delivery Program.

Bronwyn Kelly

Director, Corporate & Technical Services

Author: Corey Jones - Governance and Integrated Planning Officer

Attachment 1	Progress Review 2013-17 Delivery Program – December 2013
--------------	--