

REPORT TO COUNCIL

Reporting on Council's 2010/2013 Delivery Program (A10/0189)

Report dated 3 June from the Director, Corporate and Technical Services reporting on progress with implementing Council's 2010/2013 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 2010/2013 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 2012-2013 Operational Plan as they reflect progress with our 2010-2013 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 Operational Plan, 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".

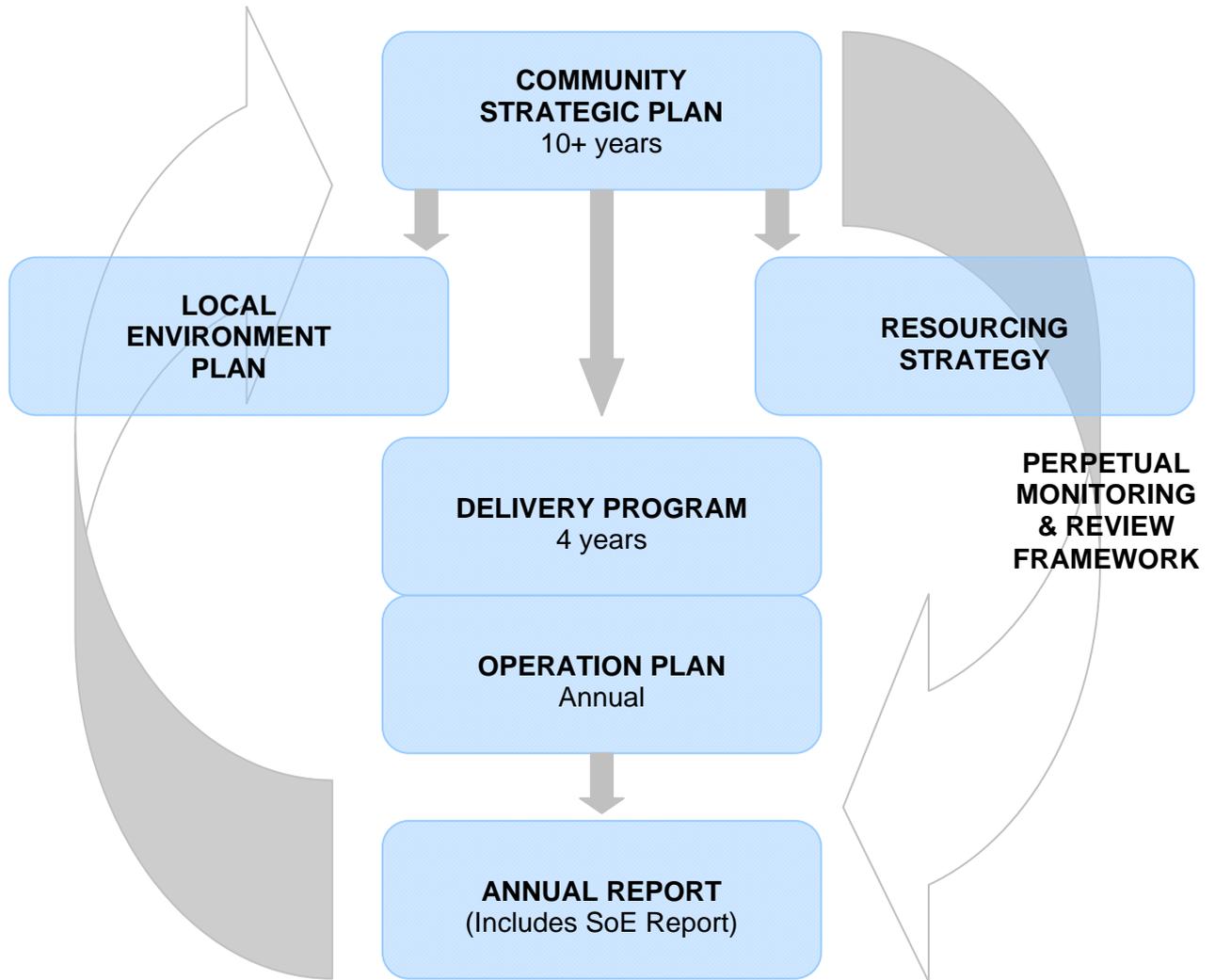
Background / Introduction

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 2*'.

Council's planning is based on a long term community strategic plan, *Waverley Together 2*, which sets out the community's vision for Waverley in 2022 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).

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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 final progress report on the implementation and progress of the *Delivery Program 2010 – 13* which is Council's first Delivery Program as required under the provisions of Integrated Planning and Reporting.. A new Delivery Program (*Delivery Program 2013 – 2017*) has been developed to continue the work begun under Council's first Delivery Program and is subject of a separate report within this agenda.

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.

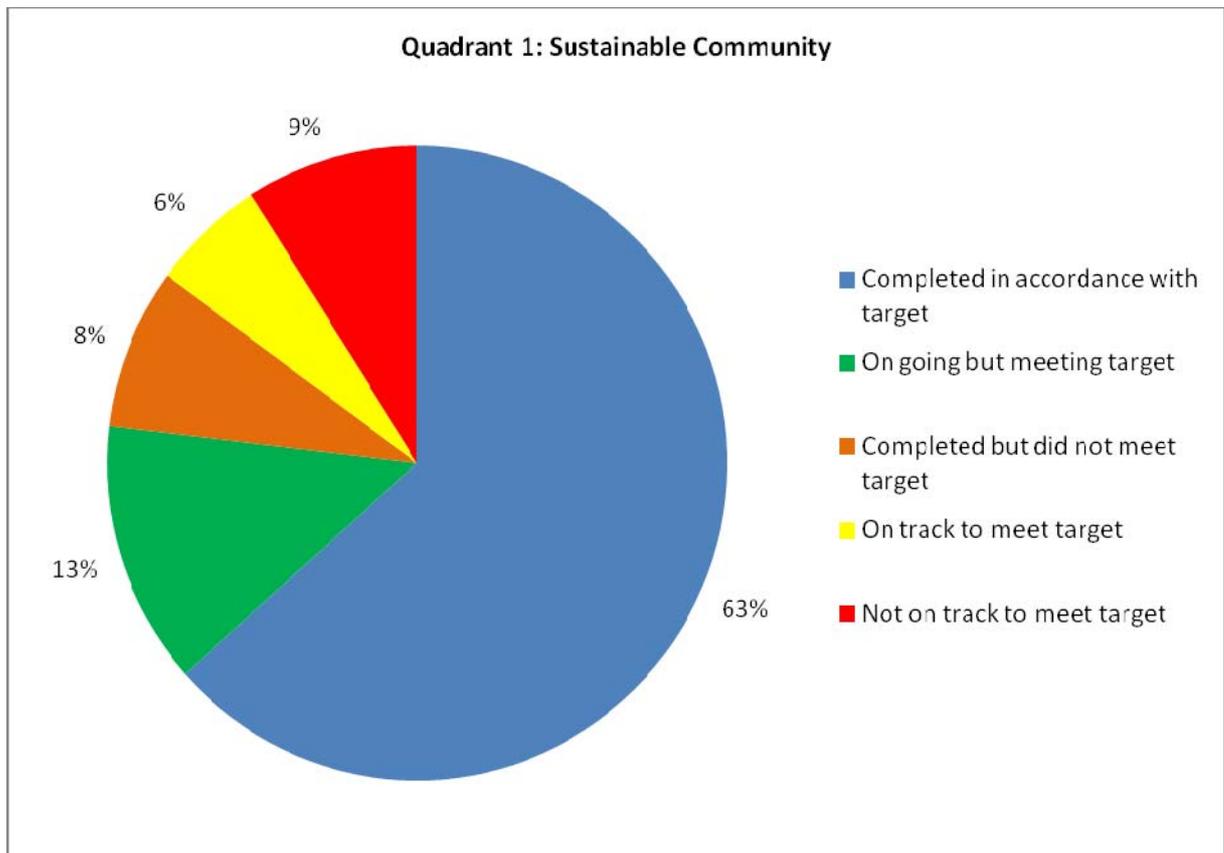
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Our approach to using the Operational Plan actions for reporting on the Delivery Program is in line with comments from the *Integrated Planning and Reporting Manual for Local Government in NSW (March 2013)*, which states (at page 119) that the “*the 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

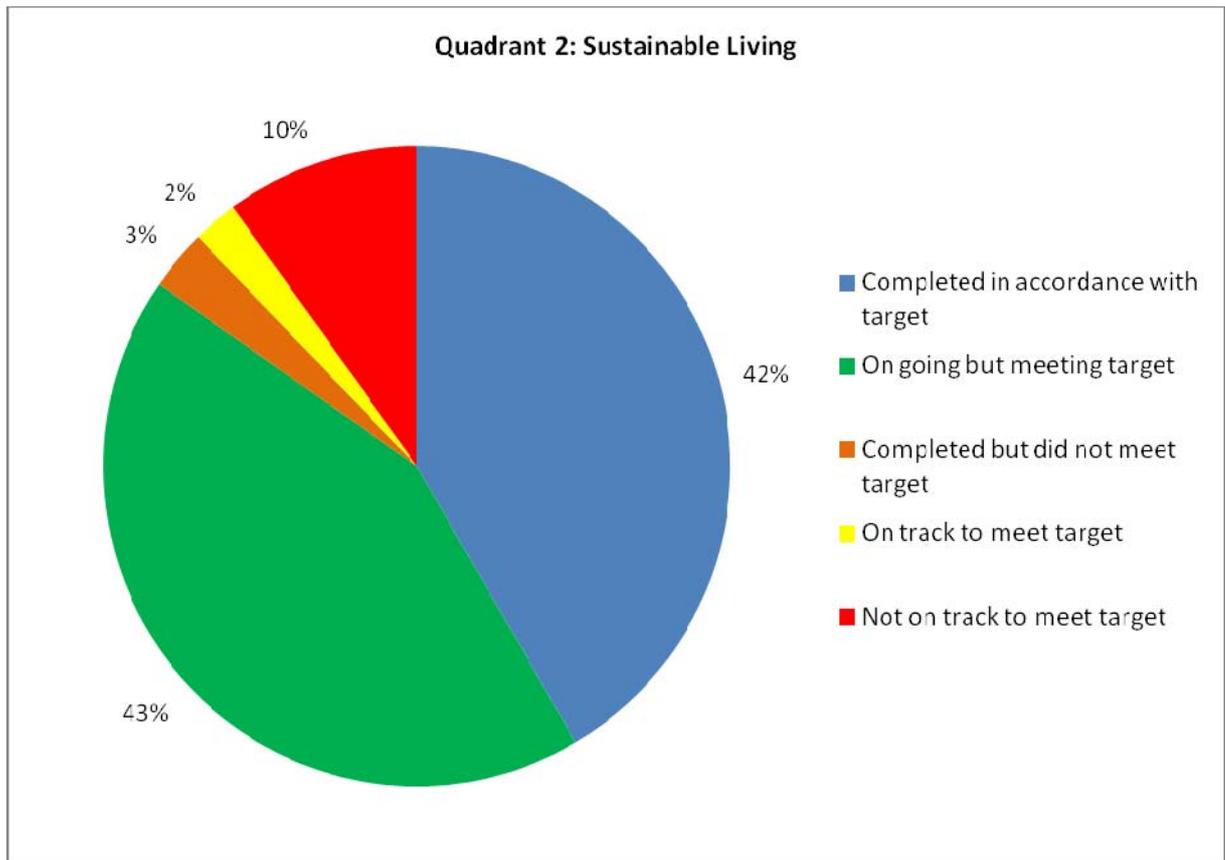
This review suggests that good progress has been made with Operational Plan actions against the targets set.

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



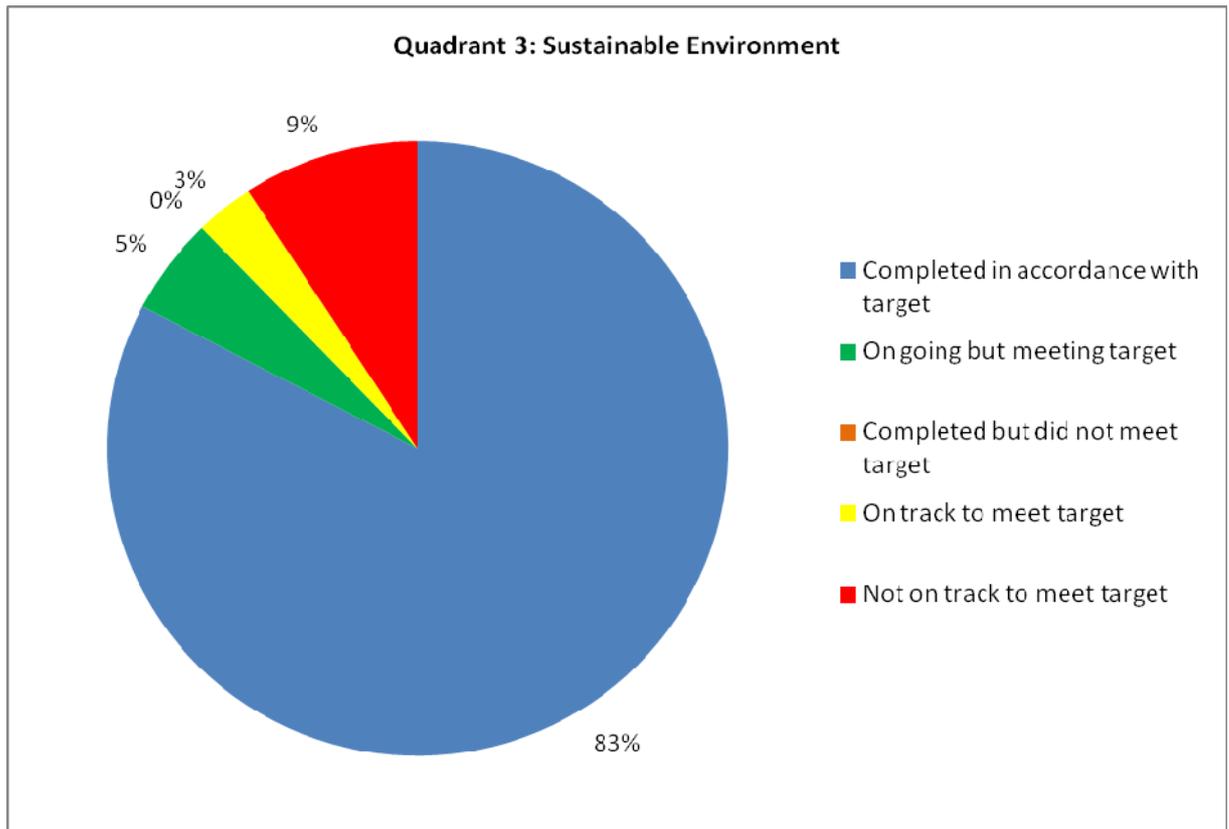
83% of deliverables within the Sustainable Community Quadrant are on track, ongoing but meeting target or have been completed in accordance with their target, with 17% not on track to meet their target. Reasons for some delays include but are not limited to lack of funding and staff shortages, as well as changes to plans by Council. Most delays cannot be generalised, and are explained further in the ‘comments’ column in the report.

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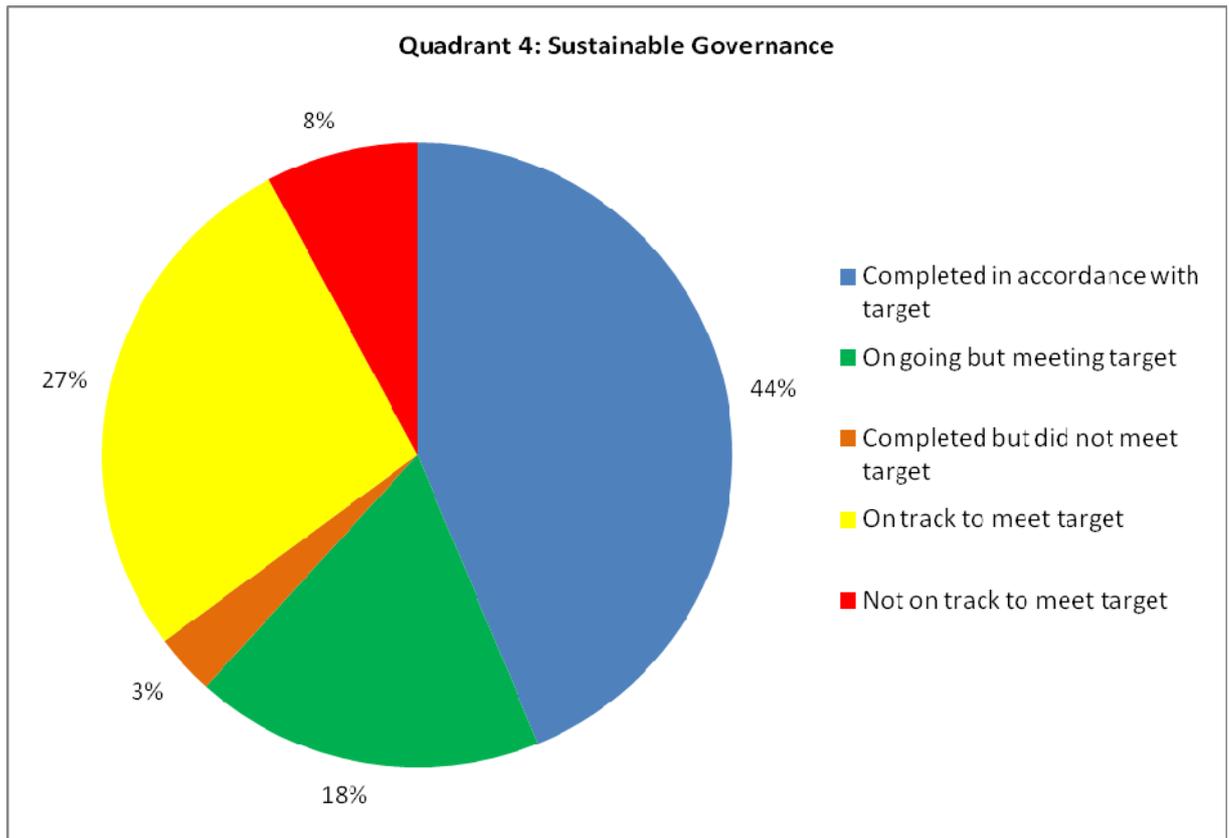
87% of the deliverables within the Sustainable Living Quadrant are on track, ongoing but meeting target or have been completed in accordance with their target. Only 13% of deliverables are not on track to meet their target or have been completed but did not meet target. Some recurring reasons for delays include the amalgamation of the Place Management Divisions, the establishment of the Waverley Business Forum which does not hold its first meeting until June 2013 and several projects relying on the completion of the Bondi Complete Streets program.

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91% of the deliverables within the Sustainable Environment Quadrant are on track, ongoing but meeting target or have been completed in accordance with their target, with only 9% not on track to meet their target. Delays have been due to an unsuccessful grant application, higher than expected estimated costs for projects and other general research and study delays. More information contained in the 'comments' column of the report.

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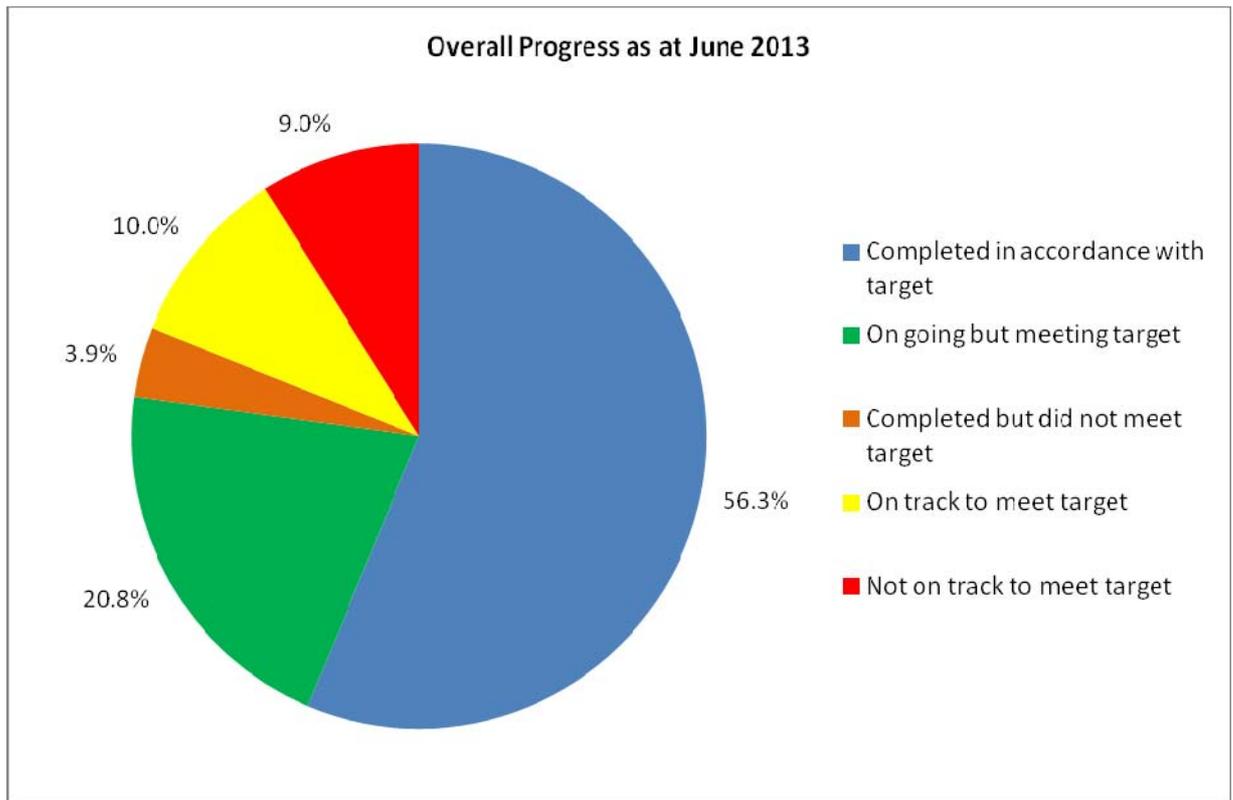


89% of deliverables within the Sustainable Governance Quadrant are on track, ongoing but meeting target or have been completed in accordance with their target, with only 11% not on track to meet their target. The majority of those deliverables which did not meet, or are not on track to meet the targets are due to delays such as new managers, reviewing the latest policies and legislation and revising plans, strategies and targets appropriately. Some projects have been carried over in to the 2013/14 Operational Plan.

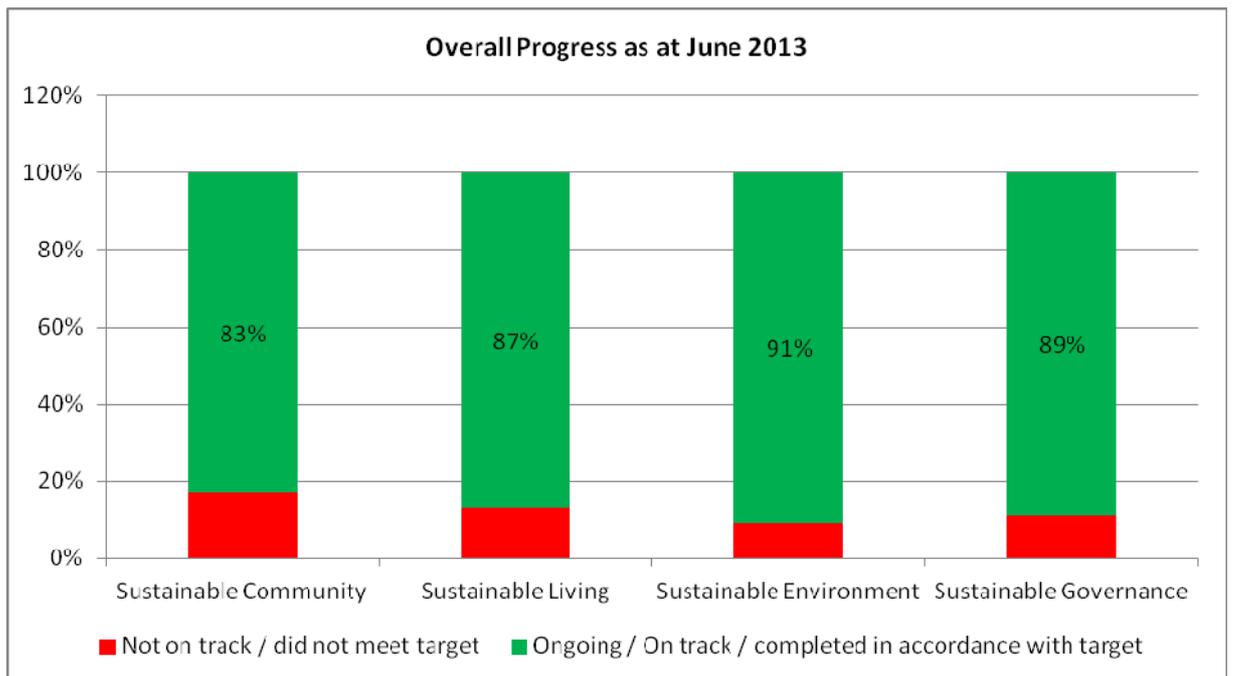
Overall Progress

Overall, 87.1% of the deliverables in the Operational Plan are on track to meet target, ongoing but meeting or have been completed in accordance with their target. Only 12.9% of the deliverables are not on track to meet their target of which 3.9% were projects that were completed but not within their target. As noted above, there are various reasons for delays such as funding and staff shortages and delayed review processes for plans and strategies. More detail is contained in the body of the report.

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The chart below shows that Council is tracking well in the achievement of its targets in each of the quadrants. On average the quadrants are achieving 87% of their deliverable targets. This is down 6% on the June report but as shown in the quadrant summaries this decline is due to staff shortages, funding allocations, internal reorganisations and policy reviews. No Quadrants are below 83% and Sustainable Environment is again on track to complete over 90% of targets.



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- **Financial:** Actions in the Operational Plan 2012-13 are included in the budget adopted when the Plan was adopted by Council in June 2012. 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 January 2012 to 30 June 2013. This constitutes the final report on progress with the implementation of Council's first Delivery Program (*Delivery Program 2010-13*). The next report on progress will be provided to Council in December 2013. And this will be reporting on the first six months of the implementation of Council's new Delivery Program (*Delivery Program 2013 -2017*)

Recommendation: That Council receive and note progress to date with actions from Council's Operational Plan in delivering on Council's 2010/2013 Delivery Program.

Bronwyn Kelly

Director, Corporate & Technical Services

Author: Paul Spyve Divisional Manager Governance & Integrated Planning, Corey Jones Governance and Integrated Planning Officer

Attachment 1	Progress Review 2010-2013 Delivery Program – June 2013
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