

Report for Information

No. CFI.(leave blank)/15



Subject: Reporting on Council's 2013-17 Delivery Program

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Recommendation

That Council receive and note progress to date with the Operational Plan 2014 - 2015 in delivering strategies as identified in Council's 2013-17 Delivery Program.

1. Executive Summary

This report and the progress review that accompanies it aim to provide a summary of progress with the actions from our 2014 – 2015 Operational Plan as they reflect progress with the strategies identified in the 2013-17 Delivery Program.

Progress can be summarised as follows:

Deliverables for:	Percent of Deliverables Meeting Target
Sustainable Community	96%
Sustainable Living	94%
Sustainable Environment	94%
Sustainable Governance	82%

2. Introduction/Background

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

The annual Operational Plan is a one-year version of the Delivery Program. We have therefore 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 plan 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 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).



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 to achieve the directions set out in the Community Strategic Plan. This report constitutes the third 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.

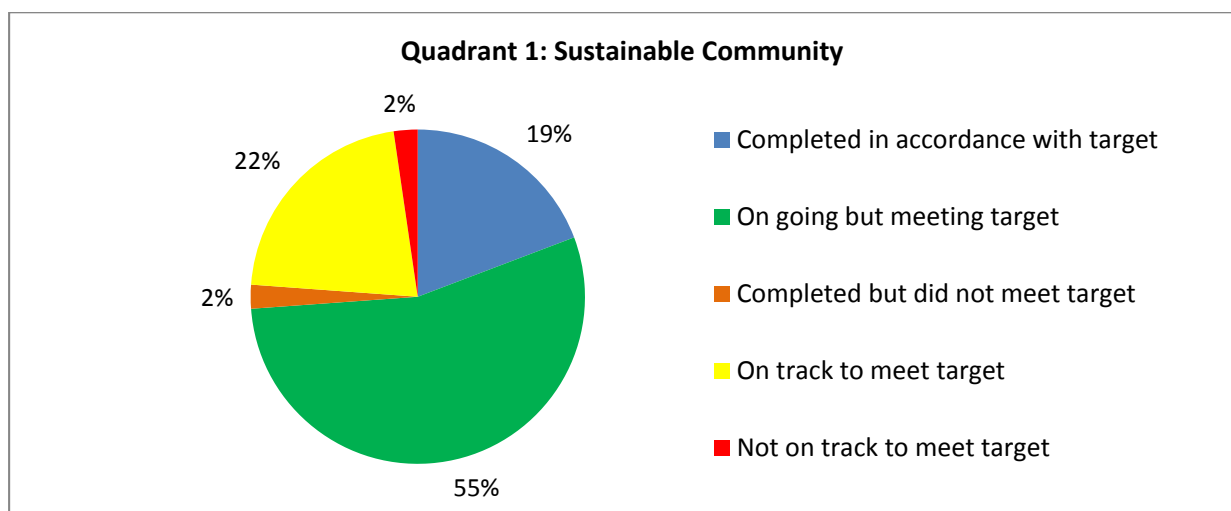
The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (services and projects) being undertaken by Waverley Council in the financial year to progress what the Delivery Program is to deliver.

Our 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".

3. Discussion

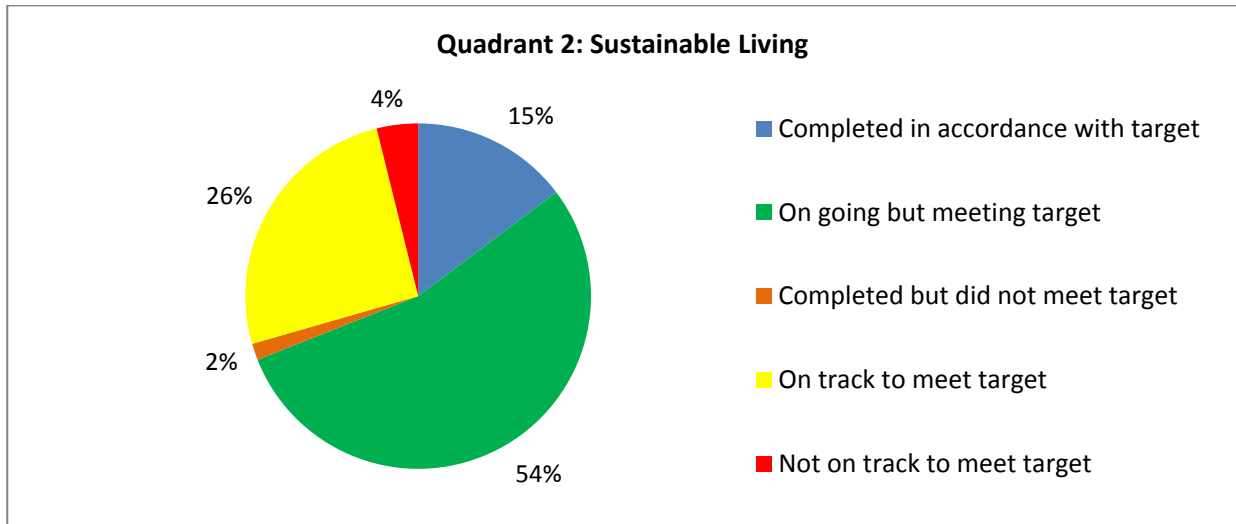
This review suggests that good progress has been made with Operational Plan actions against the targets set.

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



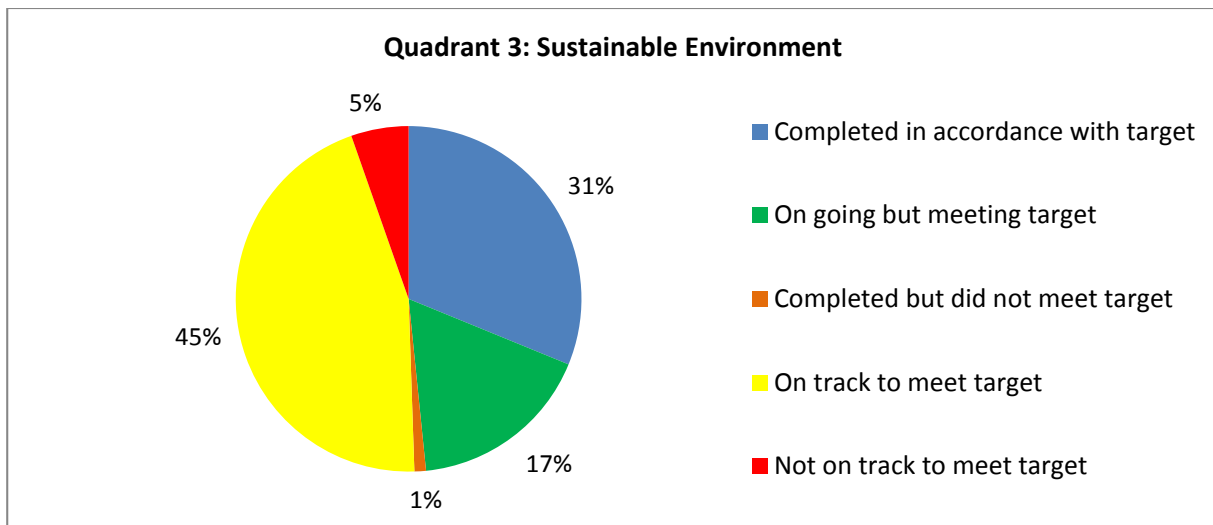
The **Community** Quadrant has achieved 96% of deliverables that are ongoing but meeting target, on track to meet target or completed in accordance with target. This leaves only 4% of deliverables that are not on track to meet the target or were completed but not in accordance with the target. Targets that were not met or will not be met are due to:

1. Decreasing uptake of specified services – Cemetery and Library.
2. Delay in provision of online services relating to implementation of Council's IT Strategy and digital business model.



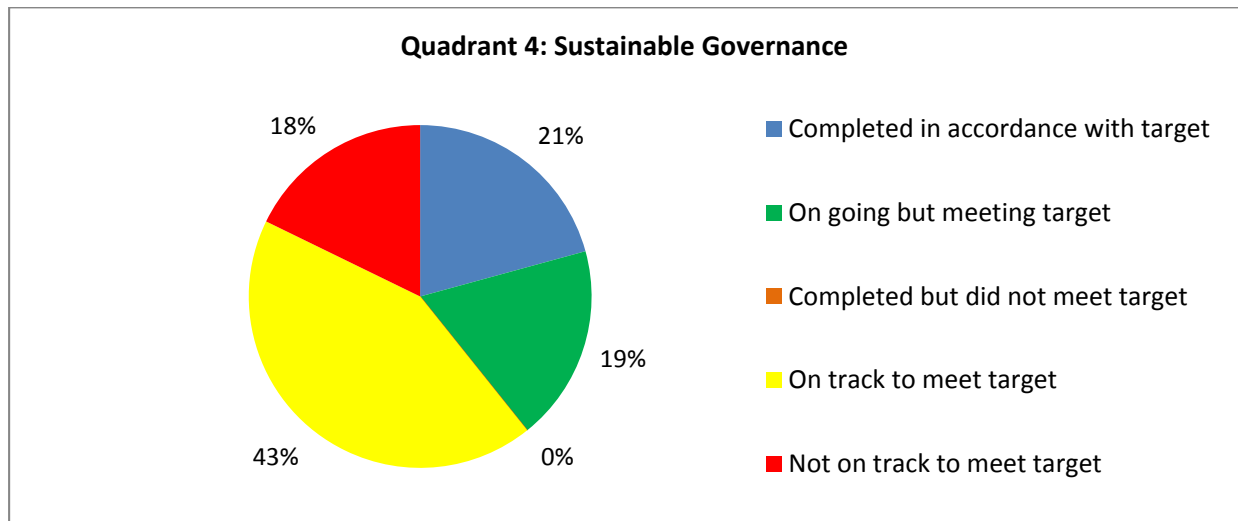
The Sustainable **Living** Quadrant is tracking at 94% with deliverables either ongoing but meeting target, on track to meet target or completed in accordance with the target. Deliverables that are not on track to meet the target or where targets were not met are due to:

1. Delays due to the development and implementation of new Economic Development Strategy.
2. Projects on hold whilst IT Strategy and the digital business model is finalised.



The Sustainable **Environment** Quadrant is rating at 94% for deliverables either ongoing but meeting target, on track to meet target or completed in accordance with the target. This Quadrant reports that 6% of activities are not on track to meet targets or were completed but not in accordance with the target for the following reasons:

1. Project delays due to ground contamination.
2. Projects delayed until finalisation of key studies and plans.



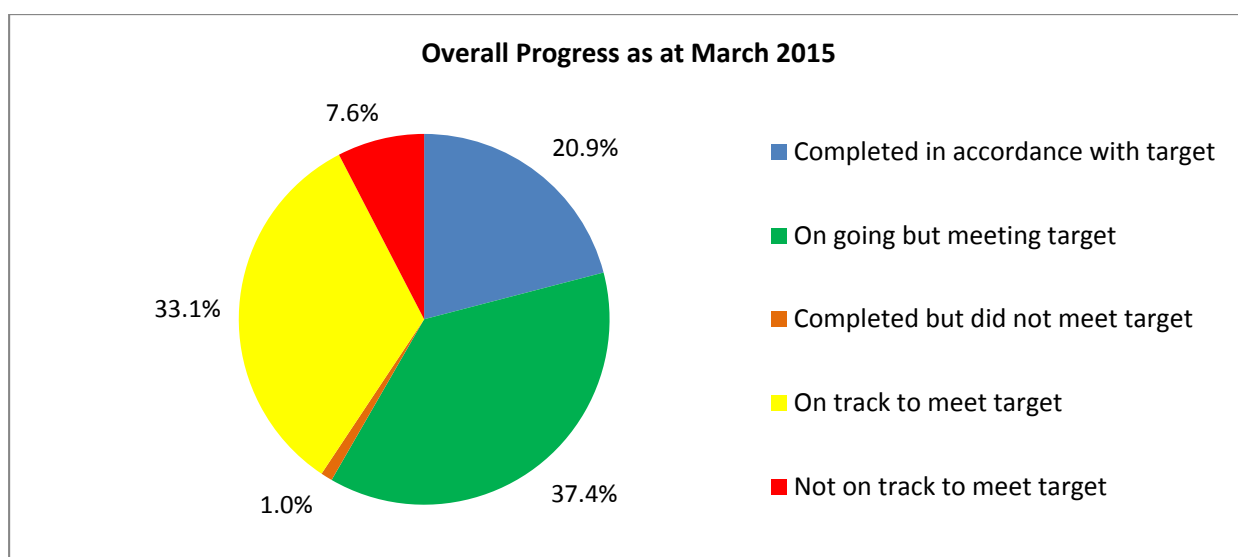
The Sustainable **Governance** Quadrant is tracking at 82% of its deliverables ongoing but meeting target, on track to meet target or completed in accordance with the target. Deliverables that will not be completed this financial year are due to the following:

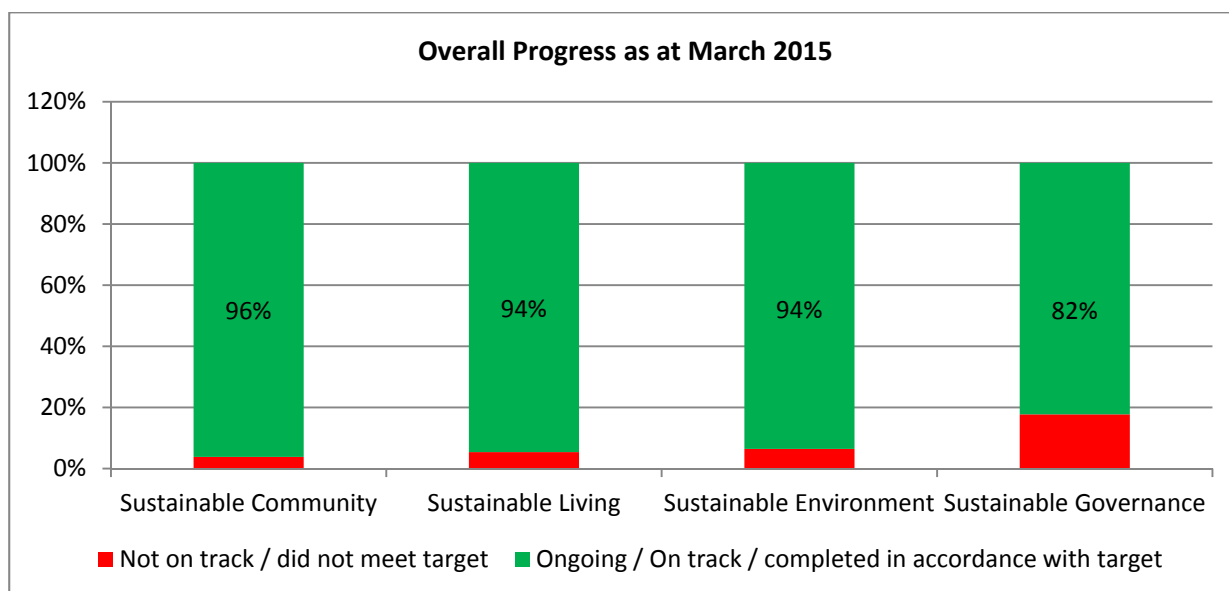
1. A new Learning & Development Program is being created – to be implemented in 2015-2016.
2. Projects deferred till completion of practice and process reviews.
3. Projects on hold till completion of IT Systems Review and implementation of a digital business model.

4. Conclusion

The chart below demonstrates that the majority of deliverables in the Operational Plan either have been completed or will be completed in accordance with their target. Despite the organisational restructure in June 2014, the organisation as a whole appears to be tracking at an overall 92% of delivery for the financial year.

A snapshot of reasons for deliverables not meeting their targets or not tracking to meet the target can be found in the Quadrant summaries however the more comprehensive results are contained in the body of the **Six Monthly Progress Review attached.**





The above chart shows how the four Quadrants scored in comparison to each other. It demonstrates very positive results for Council with a four Quadrant average of 92% achieving or on target to achieve their deliverables.

This is the first progress report for the Operational Plan 2014 – 2015.

5. Relationship to Waverley Together 3 & Delivery Program 2013-17

The relationship to *Waverley Together 3* and *Delivery Program 2013-17* is as follows:

Direction: G8 – Community information assets are well secured and managed in an accessible way.

Strategy: G8 b – Promote and advocate the provision of statutory, financial and management information and reporting on time and with a high degree of accuracy.

Deliverable: All reports required by legislation or requested by Government departments and agencies provided.

6. Financial Impact Statement/Timeframe/Consultation

Financial: Actions in the Operational Plan 2014-2015 are included in the budget adopted when the Plan was adopted by Council in June 2014. 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, strategic asset management plan and environmental action plan. The components of the resourcing strategy have also been adopted by Council.

Consultation: Operational Plan progress is based on information provided by Directors and Executive Managers across Council.

Timeframe: This progress review covers the period 1 July 2014 to 31 March 2015. This constitutes the third 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 August 2015.

7. Attachment/s:

Delivery Program 2013-17 Six Monthly Progress Review – March 2015