

Report for Information

No. CFI.(leave blank)/14



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

Trim File No.: A12/0729

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Recommendation

That Council receive and note progress to date with actions arising from Council's Operational Plan 2013-14 in delivering strategies identified in Council's 2013-17 Delivery Program.

1. Executive Summary

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 the strategies identified in the 2013-17 Delivery Program.

Progress can be summarised as follows:

Deliverables for:	Percent of Deliverables Meeting Target
Sustainable Community	87%
Sustainable Living	92%
Sustainable Environment	85%
Sustainable Governance	87%

2. Introduction/Background

Section 404(5) of the Local Government Act 1993 requires that 'the General Manager ensure regular progress 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 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).



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 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.

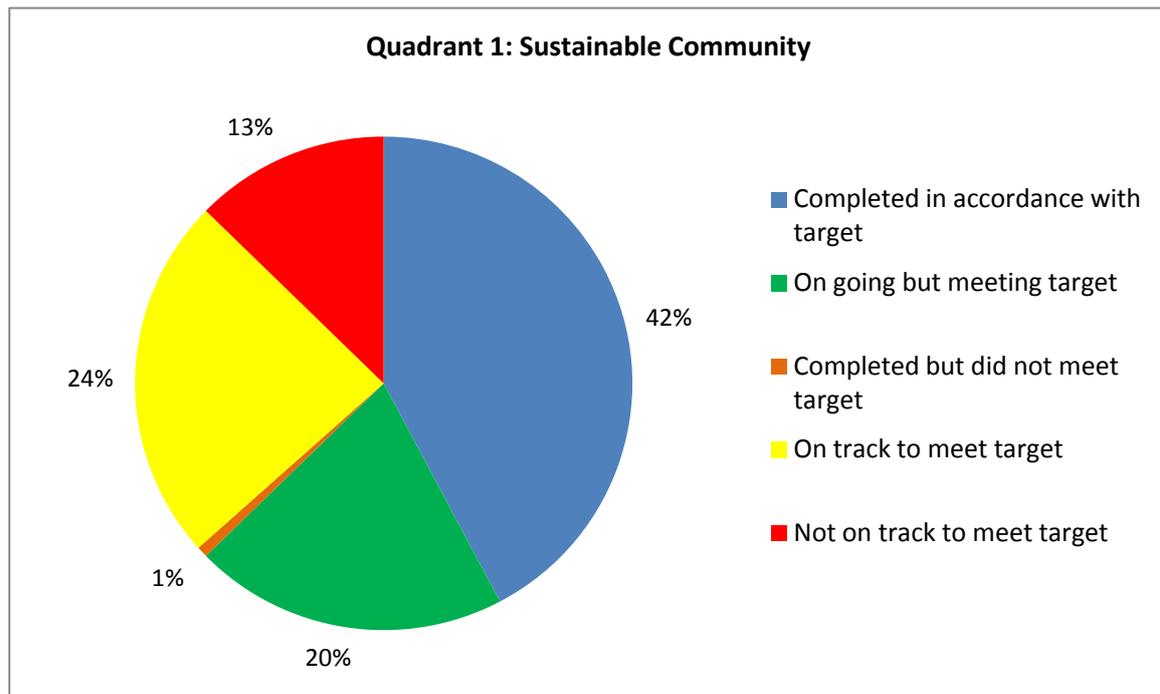
The one year Operational Plan, which is a sub-plan of the Delivery Program sets out the activities (services and projects) being undertaken by Waverley Council in the financial year to progress what the Delivery Program is to deliver.

Our 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

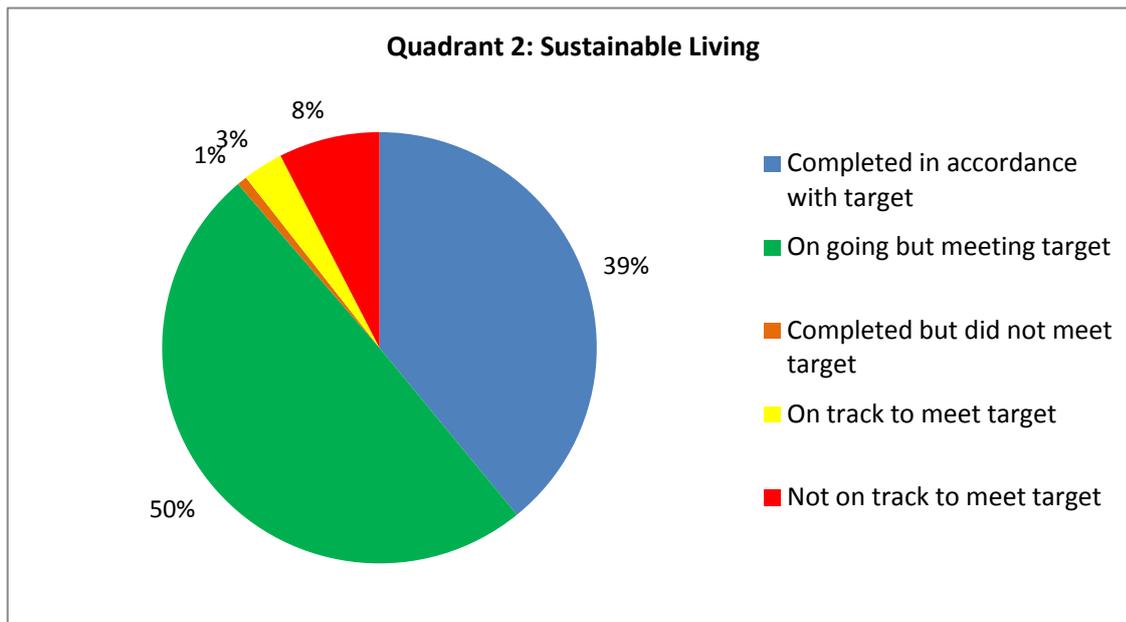
This review suggests that good progress has been made with Operational Plan actions against the targets set.

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



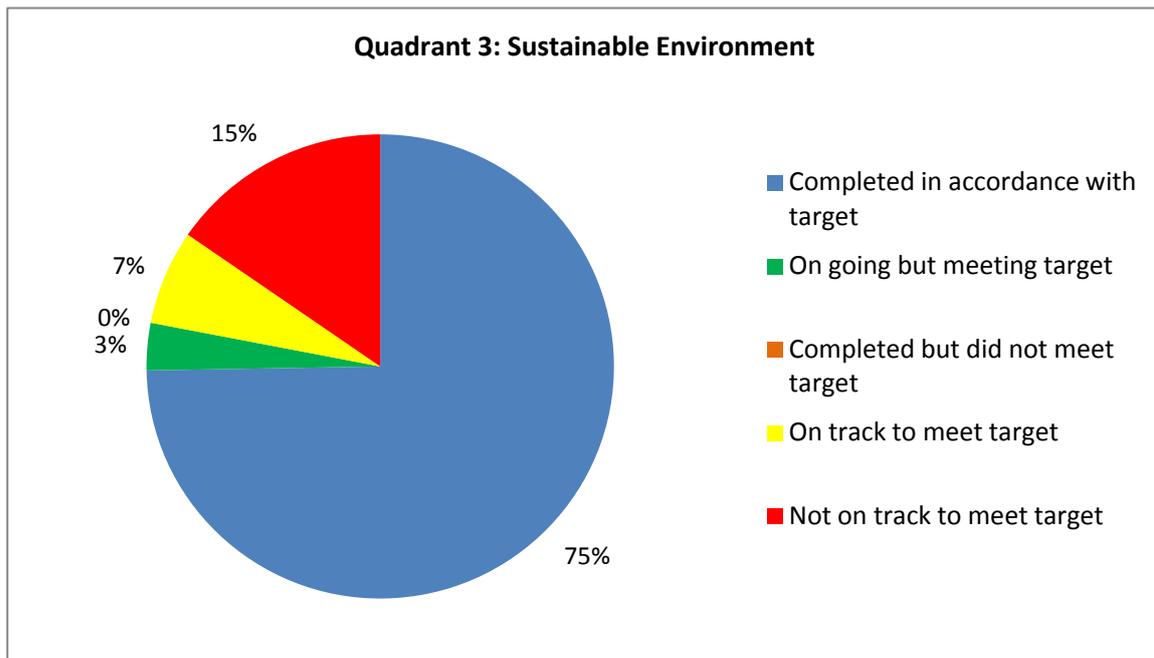
The Community quadrant has performed well, with 87% of the deliverables completed in accordance with target, ongoing but meeting target or on track to meet target. This leaves only 13% of deliverables that are not on track to meet the target. Some targets that were not met were due to:

1. Overly ambitious targets compared to current resources.
2. Increases in library online resources not reflecting in memberships.
3. Rescheduling due to staffing gaps.
4. New regulations.
5. Construction delays.



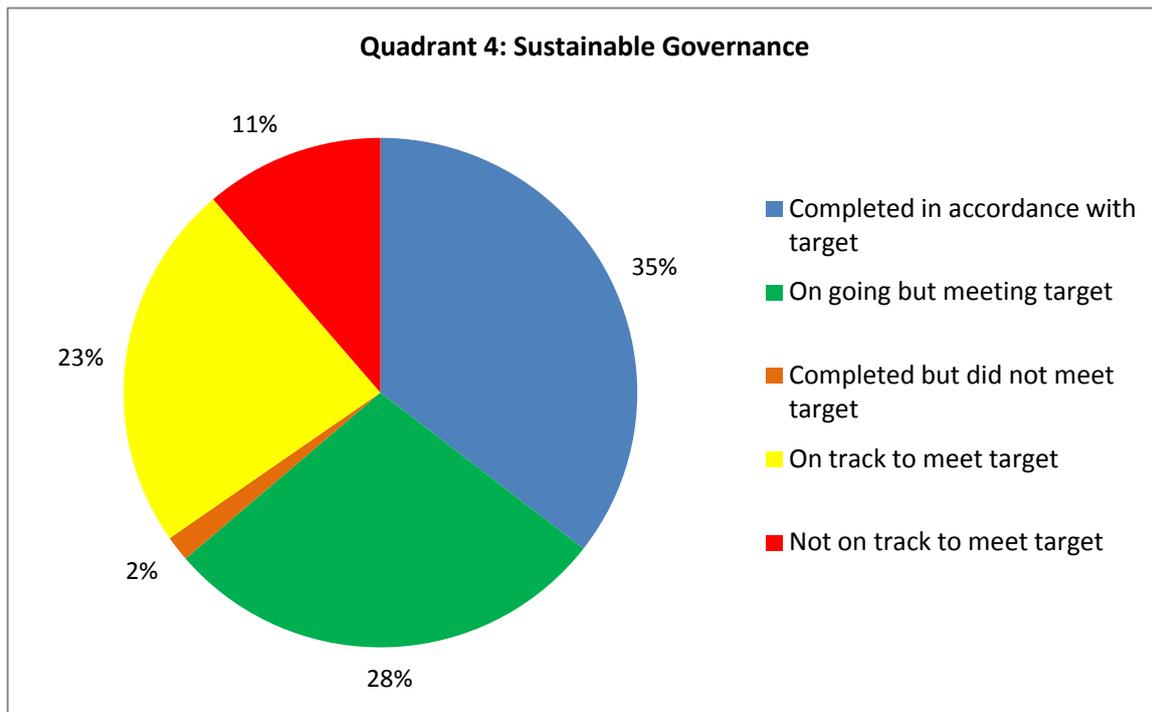
The Sustainable Living Quadrant achieved a very positive 92% of the deliverables being either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables that were not on track to meet the target were due to:

1. Staffing changes
2. Some maintenance quotes were over budget and required sourcing of additional funding.
3. Some road works were delayed by Energy Australia works.
4. Lack of funding on some projects.



The Sustainable Environment quadrant scored 85% of its deliverables either completed in accordance with the target, ongoing but meeting target or on track to meet target. This Quadrant reported that 15% of activities are not on track to meet target. Reasons why deliverables were not meeting their target were:

1. Delays in negotiations with Ausgrid and SSROC for LED lighting at Bondi Beach.
2. Lack of funding for some projects.
3. Some projects delayed for integration within 'Green Infrastructure Masterplan'.
4. Staff changes
5. Changing priorities for some projects.



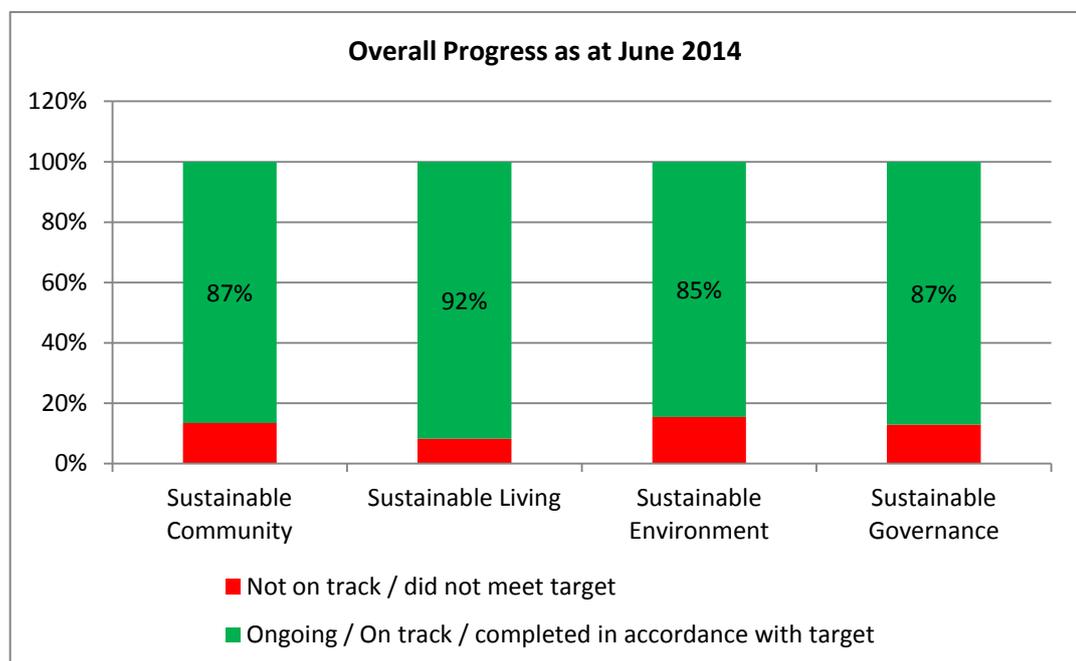
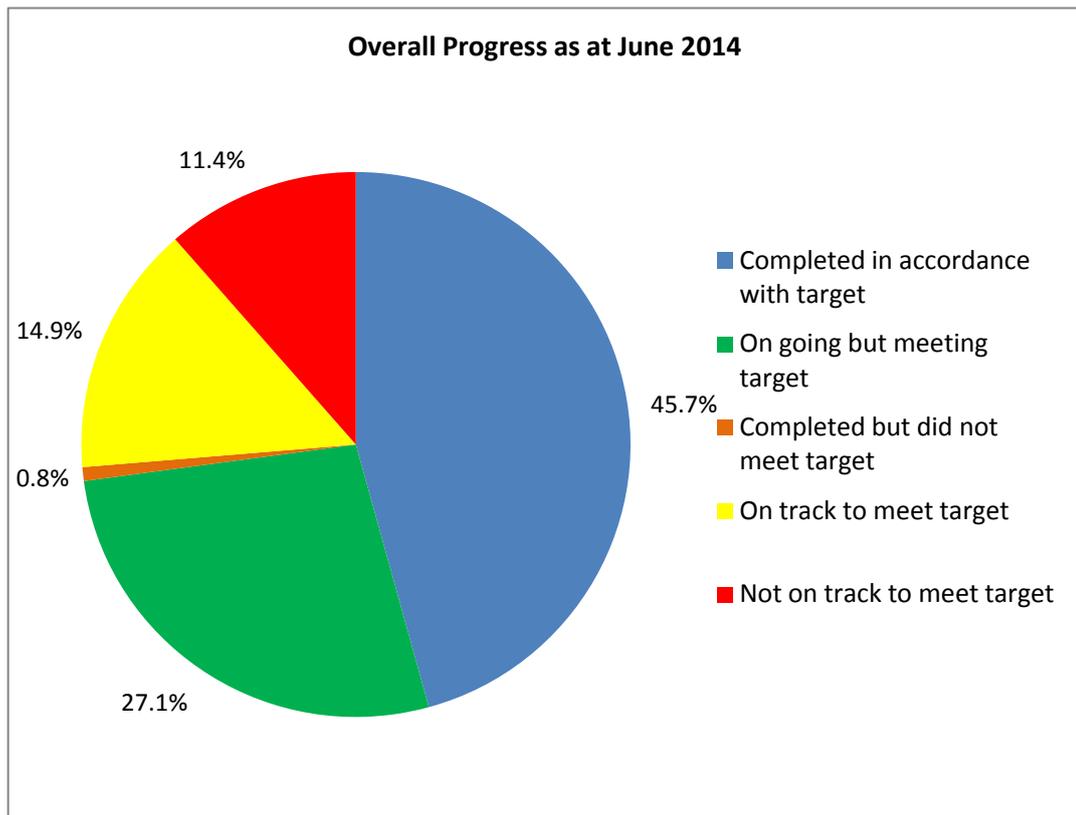
The Sustainable Governance Quadrant measured over 86% of its deliverables to be either completed in accordance with the target, ongoing but meeting target or on track to meet target. Some deliverables did not meet their target due to:

1. Rescheduling of some policy reviews.
2. Temporary suspension of Investment Strategy 3 Working Group to gather further technical and financial information.
3. Some projects delayed to be captured in the Organisational Risk Management Project in 2014.
4. Changes in the Executive layer have delayed some targets.

4. Conclusion

The chart below shows that the majority of deliverables in the Operational Plan have been completed and met the target. A further 27.1% are still ongoing but meeting the target and around 15% are on track to meet their targets. Less than 1% of deliverables that have been completed did not meet the target and only 11.4% 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.



The above chart shows how the four quadrants scored in comparison to each other. It shows very positive results with an average of 88% for all quadrants achieving or on target to achieve their deliverables.

This is the last progress report for the Operational Plan 2013-14 and the first progress report on the Operational Plan 2014-15 will go to the December Council Meeting.

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 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.
- **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 2014 to 30 June 2014. This constitutes the second 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 December 2014.

7. Attachment/s:

1. *Progress Review 2013-17 Delivery Program – June 2014*