

Attachment 1 – Evidence of Strategic Capacity

Theme	Strategic Capacity Elements	Evidence
Resource Flexibility	<ul style="list-style-type: none"> More robust revenue base and increased discretionary spending 	<ul style="list-style-type: none"> High own-source revenue ratio with limited dependence upon grants and debt service capacity provides security in determining LTFP and capital works program and ability to borrow, to address intergenerational equity of renewal program. Annual \$500,000 productivity target built into budget, combined with cost savings through strategic procurement and efficiencies (\$3.016m) and new income streams (\$784,000) 2011 review of S94/94A contribution plans to generate fund for town centre renewal resulted in exponential growth to \$12.7million in S94/94A funding with an adopted Strategy to implement upgrades. Ability to provide assistance to pensioners through voluntary pensioner rebates, above statutory provisions
	<ul style="list-style-type: none"> Scope to undertake new functions 	<ul style="list-style-type: none"> Secured two SRVs since 2008, based on accurate assessment of funding needed for capital works program that is integrated into organisational plans and aligned with community's willingness to pay and affordability Delivered \$4.5million accelerated footpath renewal program – ten years worth of capital works, delivered in 18months, ahead of time and on budget. Expanded functions by contracting back and managing Aquatic Centre in-house, resulting in better financial performance for business unit and increased visitation; effectively improving efficiency of community asset
	<ul style="list-style-type: none"> Resources to cope with complex and unexpected change 	<ul style="list-style-type: none"> Undertook \$20million redevelopment of Civic Centre and retired it's \$5million debt early in January 2015 TCorp FSR (Strong) and Outlook (Neutral) and Infrastructure Assessment (Strong) places Ashfield in the top 10% and 15%, respectively, of councils in NSW. Track record of excellent financial management has positioned Council well for borrowing to expand capital works program.
Organisational Resourcefulness	<ul style="list-style-type: none"> Ability to employ a wider range of skilled staff 	<ul style="list-style-type: none"> Higher proportional of women in executive leadership positions (75%) and managerial positions or above (36%) compared to other NSW councils (LG Professionals and PWC Report 2015). Increased project manager capacity and now have specialist project managers for key capital works projects. Ability to establish new functions and recruit high skilled staff to deliver: Internal Audit (2009), Strategic Procurement (2014); Social Planning (2013); Leasing (2014) In 2012-14, we recruited for 58 positions with an average of 6 to 9 weeks to successfully recruit, appoint and have candidates starting. The industry average is nearly 12 weeks.

		<ul style="list-style-type: none"> Highly skilled workforce demonstrated by achievements: <ul style="list-style-type: none"> Improved in-house management of Ashfield Swim School resulting receiving 'Highly Commended' award for Swim School of the Year in NSW Water Safety Awards in 2014 and attaining highest level of accreditation by peak industry body, AustSwim. Establishing partnership with Head Space, national leader in youth mental health services, leasing space in Council's Civic Centre and providing essential services to Ashfield's community Reduced workers' compensation premiums through internally developed Return to Work framework, reducing TLI and improving employee participation
	<ul style="list-style-type: none"> Knowledge, creativity and innovation 	<ul style="list-style-type: none"> Staff solutions to improve processes or programs through innovation: <ul style="list-style-type: none"> Implementation of 'Ashfield Simurban' 3D virtual mapping tool to improve assessment of developments and view proposals in relation to surrounding development Inclusive community engagement processes such as collaborative mapping exercise and local high school in place-based learning experience to develop Ashfield Town Centre Renewal Strategy Multidisciplinary approach integrated across workforce resulting in triple-bottom line solutions, e.g. Civic Centre designed to meet operational requirements (work spaces) and community needs (meeting spaces, library, reading room) resulted in integrated mix between customer service and libraries with open community spaces. Delivery of award winning programs: <ul style="list-style-type: none"> LG NSW Culture Award 2009, for Ashfield Youth Theatre National Awards for Economic Development Excellence 2010, for Feast of Flavours marketing strategy for local business Finalist in United Nations Association of Australia World Environment Day Awards 2012 for GreenWay Sustainability Project (Council was lead council and sponsor) Internal Audit program established in 2010 is embedded in Governance framework, meets international, best practice standards, comprised of independent members and chair and provides valuable objective recommendations on business across Council, including review of Council's community engagement and decision-making process about Fit for the Future. Internal Audit in 2011 recognised as leading practice by Internal Audit Association of Australia (NSW) Conference.
	<ul style="list-style-type: none"> Advanced skills in strategic planning and policy development 	<ul style="list-style-type: none"> Recognised by the then DLG in their IPR Manual: Planning a sustainable future as one of the leading councils for Integrated Planning and Reporting, Asset Management Planning, Community Strategic Plans in 2012 Community Engagement Policy recognised by the International Association for Public Participation – Australiasia and included as a resource in their online library Council staff recognised for their excellence in land use and strategic planning: <ul style="list-style-type: none"> Ashfield LEP 2013 has generated significant redevelopment of Ashfield Town Centre

		<p>(\$242m worth of DAs approved or in process, generating \$12.7m in potential S94 contributions)</p> <ul style="list-style-type: none"> ○ Economic development planning for Parramatta Road resulted in no improvements required from Urban Growth's Revitalisation Planning along Parramatta Road for Ashfield Council section ○ Commendation from Planning Institute of Australia Awards 2010/11 for Ashfield Urban Planning Strategy <ul style="list-style-type: none"> • Planning staff reviewed and improved DA processing to take Council from 3rd slowest in NSW to top performing Sydney Metro Council for DA turnaround time within three years. We remain in the top 3. • Leaders in effective policy and program development and first Council in NSW to adopt a Reconciliation Action Plan
	<ul style="list-style-type: none"> • High quality political and managerial leadership 	<ul style="list-style-type: none"> • 2008 Promoting Better Practice assessment noted Council's "strong and clear leadership [is] well positioned to strategically address the future needs of the LGA", particularly in terms of financial planning and corporate planning frameworks • Ashfield's General Manager chairs Local Emergency Management Committee; SSROC Environmental Managers' Group; working group for Human Services Data Hub, a project of Department of Premier and Cabinet; is a guest lecturer for UTS ACELG's Leadership in Local Government course and was recognised by the Ministers for Women and Local Government in 'rewarding, inspiring and fulfilling' women in Local Government • Ashfield's Directors chair are active participants in industry associations, present at conferences and have over 50 years' combined experience. • Council, with the Executive Team, effectively managed non-performing consultants and disputes with builders to successfully deliver Civic Centre Redevelopment
Strategic Relationships	<ul style="list-style-type: none"> • Effective regional collaboration 	<ul style="list-style-type: none"> • Lead council in establishing shared, regional programs for Internal Audit and Strategic Procurement • Active participation in regional programs including the Parramatta River Catchment Group and the award-winning Cooks River Alliance and those coordinated through SSROC including Regional Illegal Dumping Squad; Our Solar Future regional solar power brokering for small business and residents; Renewable Energy Master Plan • Library staff lead regional consortia of six councils' libraries to partner with Victorian libraries, a first for any council in NSW. This partnership has expanded the collections, improved customer service, provided a more efficient and accessible process for cataloguing and lending the collection and saves \$10,000 annually. • Council organised Ashfield Social Snapshot Forum and brought together 45 government and non-government service providers with council facilitating the networking and information sharing needed to improve delivery of social services, resulted in second forum targeting homelessness working towards a strategic response in the Ashfield area, reducing overlapping and addressing gaps

	<ul style="list-style-type: none"> • Credibility for more effective advocacy 	<ul style="list-style-type: none"> • Successfully advocated for the Inner West Light Rail extension as host council for four-council partnership project to support realisation of the GreenWay, bush and active transport corridor, including securing and managing \$2.1million NSW Environmental Trust grant; currently partnering Transport NSW and partner councils in place-making projects along GreenWay/Light Rail • Effective advocate on behalf of our community, for example, successfully negotiated with WestConnex Development Authority for explicit exclusion of Ashfield Park from all construction and development plans for WestConnex project • Successfully advocated NSW Government for commuter car park to be delivered by Transport for NSW. This piece of infrastructure is much needed by the community and aligns with regional transport plans.
	<ul style="list-style-type: none"> • Capable partner for State and Federal Agencies 	<ul style="list-style-type: none"> • Recognised by Urban Growth NSW for high level of strategic planning, specifically around economic development along Parramatta Road, which complements regional plan • Council delivers programs and works in partnership with many state agencies including: <ul style="list-style-type: none"> ○ Office of NSW Small Business Commissioner ○ NSW Department of Family and Community Services ○ NSW Ombudsman ○ NSW Office of Communities ○ NSW Office for Aging ○ State Library of NSW ○ Housing NSW ○ NSW Justice of the Peace ○ NSW Department of Planning and Environment ○ NSW Environmental Protection Authority ○ Transport for NSW ○ NSW Heritage Council ○ NSW Food Authority ○ Centrelink ○ NSW Police (Ashfield Local Area Command) ○ NSW Department of Education (NSW School of Volunteering, Petersham TAFE, Ashfield Boys High, Summer Hill Primary, Ashfield Primary, Canterbury Boys High)