

ATTACHMENT H

Key Elements of Strategic Capacity

1. More robust revenue base and increased discretionary spending

- Proven ability to be a regional contractor to the NSW Roads and Maritime Services (RMS) for Road Maintenance Council Contract. Council has already undertaken work for neighbouring councils
- On 1 July 2015, Council will become agents for Service NSW, upgrading from the previous Motor Registry agency the council operates.
- Council has a number of commercial partners through its management of Temora Agricultural Innovations Centre. The level of partnerships has risen each year with now over 30 commercial partners and opportunity for escalation.
- There is great potential for revenue raising in terms of SRV and DSP. Council has never raised rates above rate pegging hence the opportunity for an increase is available. Similarly, council does not have a DSP or Section 94 contribution plan, providing a great opportunity for a new income stream
- Review of charging regimes for council properties and services
- Excellent satisfaction ratings from community indicating Council is meeting expectations.

2. Scope to undertake new functions and major projects

- In the past 3 years, council has undertaken a rigorous review of service levels, structure, and process mapping staffing levels. This has culminated in the following changes that have substantially increased the ability of council to provide capacity:
 - New salary system (2014)
 - New staffing structure (2015)
 - New work arrangements (2014)
 - Increased training commitment
 - Transitioning staff to new structure including some redundancies
 - Introduction of succession planning strategy
 - Review of service levels (2014-onward)
 - Review of asset management system
 - Review of asset procurement strategy
 - Adoption of a policy of unused asset (including land & property) disposal
- Major projects completed or new functions undertaken by Council in the past **3 years** include:
 - Temora Medical Complex (\$3.5 mil)
 - Temora Agricultural Innovation Centre
 - Temora Railway Adaptation Program incorporating Youth Space
 - Temora Heated Pool
 - Temora Town Hall Theatre
 - RMS contract work to the value of \$10.64mil

- Respond to Natural Disasters as required. In the past 3 years, this has provided \$1.19 funding of council works
- Development of Bundawarra Centre including Temora Men's Shed, NSW Ambulance Museum, RFS Museum partnership, Temora Historical Society and Temora Visitor Information Centre incorporating function centre, gallery space and commercial kitchen.
- Development of Temora Aviation Estate
- Development of Temora Agricultural Innovation Centre
- Expansion of Home and Community Care Services providing services to 6 other local government areas

Another excellent example of capacity, but not in the past 3 years, is:

- Public Private Partnership for the development of Temora Aerodrome involving Temora Shire Council, Temora Aviation Museum and Commonwealth Department of Transport with a value of \$3.8mil

3. Ability to employ a wide range of skilled staff

- Council has recently adopted a succession planning policy to ensure that appropriately qualified staff are readily available. The aim of council is to be an employer of choice and this is achieved by:
 - Competitive but not excessive salary payments (Temora Shire Council salary system is generally below the sector average)
 - Strong accent on professional development and training. At present, Council are assisting 13 employees with trade, vocational or tertiary study.
 - Provision of family friendly workplace and job share arrangement
 - With the new salary structure, all employees are provided with a career path that is not restricted to typical lines. For example, 2 plant operators are currently studying the overseers course as they have management ambitions
- Council is in the fortunate position of having excellent management staff with a good blend of experience and youth. The average age of the General Manager and 3 directors is 47.7 years with a combined average local government experience of 24.5 years
- Council have close working relationships with the schools in the area and hold regular careers information sessions for students
- Council has a commitment to developing young people in the community with a program of apprenticeships, traineeships and cadetships
- Temora Shire Council have a sister city arrangement with Randwick City Council (RCC) and have been provided access to RCC if required plus the opportunity to upskill existing staff by way of staff exchanges.
- To date, council has had no difficulty in recruiting appropriately trained staff to key positions

4. Knowledge, creativity and innovation

- Temora Shire Council has twice won the A R Bluett Award
- Council is the lead council in the Local Government Road Safety Officers Program and Riverina Eastern Noxious Weeds Authority & Rural Fire Service
- The Temora Agricultural Innovation Centre (TAIC) is a partnership between Council, grower groups, local farmers and commercial partners. This unique development provides the agricultural industry in Temora and the region with key research data to optimise the efficiency of the sector
- Adoption of an electronic risk management system that has been awarded funding by Statewide Mutual to develop further
- Lead role in the development of a Heavy Vehicle Movement Strategy for the area incorporating trials, industry and government consultation

5. Advanced skills in strategic planning and policy development

- Proven track record of well-planned and managed projects evidenced by :
 - No increase in rates above rate pegging
 - Low requirement for loan funding
 - Strong financially sustainable position
 - Good standard of well-maintained assets
- Excellent community plans that cover the breadth of community involvement
- High satisfaction rating from residents in community surveys

6. Effective regional collaborator

- There is ample evidence to confirm that a strength of the Riverina region is the collaboration and cooperation that occurs between councils. Please refer to ATTACHMENTS F&G for details

7. Credibility for more effective advocacy

- Council membership of REROC has provided a mechanism for effective advocacy on a regional basis. This will be enhanced by the new Riverina Joint Organisation
- Regular contact and excellent working relationship with state and federal local members
- Access is readily available to ministers at state and federal level with representatives of council meeting with a number of ministers pertaining to their portfolio.
- Membership of LGNSW and Country Mayors Association provides an excellent forum to access decision makers.

8. Credible partner for state and federal agencies

- Temora Shire Council maintains excellent working relationships with state and federal agencies including:
- NSW RMS contractor for Temora and Coolamon areas
- Provision of HACC services to the LGA of Cootamundra, Junee, Coolamon, Gundagai, Tumut, Tumbarumba utilising state and federal funds
- Provider of Service NSW services in Temora
- Coordination of emergency services within Temora Shire area
- Maintenance of close working relationship with Local Land Services including joint education programs with local schools
- Excellent relationship with Murrumbidgee Local Health District to provide local health services
- Work cooperatively with Police on projects such as CCTV, Alcohol Free Zones and emergency support
- Developed the Temora Agricultural Innovations Centre with Department of Industry and Investment
- Close working ties with the Heritage Office including the most recent project of the adaptive reuse of Temora Railway Station with John Holland Group.
- Work cooperatively with Transport NSW to provide public transport facilities for Temora and Cootamundra
- Provision of emergency services including Rural Fire Service and State Emergency Services

9. Resources to cope with complex and unexpected change

- Temora Shire Council has the ability to respond in an accurate and efficient way due to an unsurpassed knowledge of local geography, people
- Temora Shire Council has always responded to the needs of the community in an emergency or where priority needs exist. This has occurred historically without the need for external borrowings demonstrating capacity.
- Audited Business Continuity and Disaster Recovery Plan in place

10. High quality political and managerial leadership

- Temora Shire Council provides regular training for all Councillors in matters pertaining to their duties
- 2 Temora Shire Councillors have undertaken the Executive Certificate in Local Government run by University of Technology in Sydney. Additionally, one councillor is undertaking the Mater of Local Government Course.
- The council is solid and operates effectively as a unit for the good of the residents. There have been no Code of Conduct complaints investigated in the history of the Council.
- The community surveys conducted by council have shown an overwhelming degree of support for the council. In the most recent survey conducted for this document, the council satisfaction scores (out of 5) were:

- Quality of services council delivers to its residents 4.47
 - Financial strength of council 4.47
 - Way council communicates with its residents 4.43
 - % of residents wanting council to stand alone 96.19%
- Council has a strong community committee structure which enables an excellent conduit between council and the broader community