

Attachment 1 Further Scale and Capacity examples

- More robust revenue base and increased discretionary spending
 - o NSC is also proceeding with investing in further economic development resources to ensure support and resources for attracting industry to the shire to further grow the rate base.
- Scope to undertake new functions and major projects
 - o NSC has been successful in recent times with several grant applications. This has allowed capital projects to proceed including refurbishment of the arts and community centre, building of toilets and bus shelter at one of the villages, shade structures at one of the village pools, better boating infrastructure, sewerage infrastructure at one of the villages, flood risk management plans and RDIF at the library.
- Ability to employ wider range of skilled staff
 - o Council has reviewed its recruitment processes, position descriptions, succession planning and advertising approach to ensure the attraction of quality applicants
 - o Council is currently implementing a revised performance management, staff development and succession planning framework to ensure the retention of quality staff
- Knowledge, creativity and innovation
 - o NSC will further develop its networking with other Councils and special interest groups to learn about innovations being pursued by other Councils.
- Advanced skills in strategic planning and policy development
 - o Council has had success in joint advocacy with neighbouring councils for greater regional development activity such as leading the Food Bowl Inland Rail advocacy alliance
- Effective regional collaboration
 - o NSC will continue to be an active participant of the Joint Organisation (JO) as we are currently with RAMROC. For example NSC is a founding member and host Council of the RAMROC Procurement Group.
 - o Council will continue to be an active member of bodies such as Riverina Tourism where Council staff participated in development of Destination Management Plans.
 - o NSC will lobby for the creation of an effective collaboration framework within the JO
- Credibility for more effective advocacy
 - o NSC will continue to be an active participant of the Joint Organisation (JO) as we are currently with RAMROC. NSC has been an active participant in several RAMROC delegations to Sydney and Canberra including the Water for Food campaign.
- Capable partner for state and federal agencies
 - o NSC will continue to be an active participant of the Joint Organisation (JO) as we are currently with RAMROC. For example NSC pro actively participated in the Regional Growth Plan development.

- NSC will contribute to the creation of an effective JO collaboration framework.
- Strong collaboration between council, police and RMS for local traffic matters
- Proactive chairing by Council of the Local Emergency Management Committee which is a multiagency committee
- NSC has met all compliance obligations, e.g. airport security on behalf of Transport and Communications and monitoring drinking water on behalf of NSW Health
- NSC undertakes contract works for RMS on a regular basis on NSW state roads
- Resources to cope with complex and unexpected change
 - NSC is implementing the 2014 Organisational Review Action Plan which outlines a range of initiatives and change management programs including service reviews. This Action Plan is being implemented and regularly monitored.
- High quality political and managerial leadership
 - NSC will consider again in 2016 making the executive positions “senior staff” and placing these on performance based tenured contracts. Meanwhile the current director positions, while employed under the LG Award, are assessed against a performance based annual plan that reflects the General Manager’s Performance Plan.

Impact of Joint Organisations

Narrandera Shire Council can draw on the experience of the former Riverina Regional Organisation of Councils (RIVROC) whereby 6 Murrumbidgee Councils found that the overheads of only six Councils supporting a ROC was punitive and that the performance was not meeting the member Councils’ expectations. After merging with Murray ROC to form RAMROC, the critical mass of 18 Councils significantly enhanced the ROC’s performance for strategic regional planning, advocacy and collaboration with government as well as allowing for an economical annual member subscription, higher quality and more effective professional staff interest groups and the ability to afford a quality Executive Officer.

Narrandera Shire Council has assumed that the Joint Organisation it is allocated to has the critical mass to replicate the success of RAMROC. This could be achieved with a single administration for a larger number of Councils and smaller sub groups of Councils could be created when addressing specific issues. A larger JO will also provide the scale and capacity to create an effective share services framework that NSC can access.