
ITEM NO:	8.3
REPORT FROM:	Executive Service's Department
KEY DIRECTION:	Trusted and Effective Government
SUBJECT:	STRATEGIC PRIORITIES WORKSHOP - FINAL OUTCOME

Submitted to Ordinary Council Meeting held on: 18 November 2014

PURPOSE:

This report is to seek Council's endorsement of an action plan to address ten priority strategic challenges.

BACKGROUND:

One of the recommendations from the recent Organisational Review was for the Mayor to organise a strategic priorities workshop with the Councillors and Executive staff and for the workshop participants to agree on the strategic priorities for the Council.

The workshop was conducted on 2nd September 2014, facilitated by Stephen Blackadder from Blackadder Associates. The outcomes report from the workshop is provided in Attachment 1.

The workshop participants identified ten strategic challenges. The Executive staff then developed a draft action plan to commence addressing these challenges. An initial version of the draft was discussed with Councillors at the monthly Councillor Workshop. The final draft is provided in Attachment 2.

The strategic challenges are:

1. To attract business and grow the local economy
2. Improve Council / community relationships and partnerships
3. Implement the organisational review action plan
4. Attract our fair share of project funding
5. Strategically manage the airport
6. Extend the high speed broadband network to Narrandera
7. Know our true financial position after assets plans are finalised
8. Face local government reform
9. Improve water quality and water security
10. Maximise our capacities and capabilities to meet our challenges

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES:

This report aligns with the Narrandera Shire Community Strategic Plan:-

<u>Key Direction</u>	5.2 -	A strong relationship between government and community
<u>Objective</u>	5.2.1 -	Open, transparent and informed decision making
<u>Action</u>	2 -	Actively update the community regarding significant decisions and projects.

ISSUES AND IMPLICATIONS:

- **Policy**
There are not enough resources to do everything for everyone. Hence priorities for the Council are necessary to ensure best value for the broader community.
- **Financial**
Some of the actions will require budgetary support. Any further financial commitment will be put forward as part of the draft 2015/2016 financial plan (budget).
- **Legal/Statutory**
Council is required to give effect to the Community Strategic Plan and to provide leadership and forward thinking for the community.
- **Community Engagement / Communication**
Some of the strategic actions will require consultation in accordance with Council's Community Engagement Policy
- **Human Resources / Industrial Relations (if applicable)**
Where Council does not have the required in house expertise, contractors / consultants may be required to assist with specific actions.
- **Risks**
There are still many competing priorities and it will be important for Council to stay focused on the strategic issues for the community rather than operational matters.

OPTIONS AND PROPOSAL:

Option 1 - Adopt the Action Plan as presented

Note that this is a starting point and further ideas will come forth to meet the challenge as we work through the issues. The Action Plan can then be updated.

Option 2 - Amend the Action Plan

Council will need to identify specific issues and note that there will be resource implications.

Option 3 - Receive and Note the Report

Council could defer implementing the Action Plan if there is no consensus on tackling the challenges.

ATTACHMENTS:

1. Draft Action Plan
2. Final Outcomes Report from Blackadder Associates (Confidential Attachment)

RECOMMENDED:

That Council:

1. Receive and note the Strategic Priorities Workshop Final Outcomes Report from Blackadder Associates.
2. Adopt the Action Plan.
3. Receive a progress report against the Action Plan at the same meetings that Council receives its progress reports on the Organisational Review Action Plan.

Challenge 1: To Attract Business and grow the local economy

Responsible: CEO with support from Executive Leadership Team, Council, Eco Dev Taskforce

Actions	Timeframe	Responsible person	Current Status
Define the measures of success, e.g. GDP, jobs	March 2015	Tourism & Marketing Manager (T&MM)	
Identify growth sectors, e.g. nuts	May 2015	Eco Dev officer (EDO)	Investigate 'new technology' sector
Prepare Master plans for attracting those industries	September 2015	EDO/T&MM	Seek examples from other Councils
Establish budget and resources	October 2015	EDO/T&MM	In line with timeframe for preparing 2015/16 budget
Recruit Eco Dev Officer	Dec 2014	T&MM	Option of Shared service delivery with Leeton Shire
Pro actively seek opportunities	Feb 2015	EDO	Conduct 'think tank'
Develop targeted packages to sell	July 2015	EDO/Andrew Brown	
Lobby for infrastructure	August 2015	ELT (Executive Leadership Team) / EDO	
Investigate other Council's actions and visit	February 2015	ELT/CEO	Initial discussion with Leeton & Tamworth
Review Economic Taskforce governance structure	Dec 2014	CEO	Option of Shared service delivery with Leeton Shire
Delegated authorisation to act	Dec 2014	CEO	
Identify community partners to assist Council and options on how to use their skills	Ongoing	ELT / Councillors	
Foster communication with existing businesses and understand their issues and their plans	Feb 2015	EDO/T&MM	Previously Council held dinners with key business owners in town & guest speaker. Mayor and CEO have weekly industry visits
Foster communication with Narrandera Business Group and Narrandera Tourism, with the aim of strengthening their contribution	Nov 2014	T&MM	Groups invited to Business Centre Engagement. CEO attending occasional meetings
Prepare and implement a Red Hill Industrial Estate Marketing Strategy	March 2015	DTS	Research other Council tactics to determine what works and to establish competitive point of difference
Conduct community engagement and prepare Business centre Master plan, implement the plan	September 2014	DTS / Asset & Project Engineer	Progressing
Improve the website for investors	March 2015	Eco Dev officer	Analyse other investment based websites to determine what works

Challenge 2: **Improve Council/community relationships and partnerships**

Responsible: CEO with support from Executive Leadership Team, Council, Eco Dev Taskforce

Actions	Timeframe	Responsible person	Current Status
Involve skilled people in Council planning; eg group of community leaders to work on issues for the shire	March 2015	ELT / Councillors	community rep on organisational review task group, Community consultation being planned re Fit for the Future
Continue to support Section 355 Committees	Ongoing	ELT / Council	Leeton reviewed and significantly reduced its 355 committees approximately 5 years ago.
Continue to meet with Businesses and Cultural Groups	Ongoing	ELT / Councillors	Mayor and CEO weekly industry visits, Proactive requests to meet with major businesses
Improve skill levels of community members	Ongoing	ELT / Councillors	Grants workshop available to community groups and Section 355 Committee members
Research successful community foundations	June 2015	Eco Dev Officer	
Prepare a package for how a community foundation could work and boost philanthropy in the shire	September 2015	Eco Dev Officer	Consider producing a professionally designed compendium of philanthropic projects. Ensure foundation enables processing of community bequests.
Promote the foundation to the community	November 2015	Eco Dev Officer	
Develop policies and systems to support the philanthropy process	December 2015	Eco Dev Officer	
Improve communication and education about Council's role to the community	January 2015	CEO	Communications Strategy adopted

Challenge 3: **Implement the organisational review action plan**

Responsible overall: CEO with support from Executive Leadership Team, HR, Council

Actions	Timeframe	Responsible person	Current Status
Advise Consultative Committee & Unions of Council's decision	September 2014	CEO / HR	Completed
Create specific timeframes for each action	September 2014	ELT / CEO	Completed
Create a monitoring task force which will report quarterly to Council	October 2014	CEO / Executive Officer	Task Force to meet in November. Task Force Councillors appointed
Have a communication strategy	December 2014	CEO	Draft strategy developed
Brief Council's EAP service and promote this to staff	September 2014	HR Officer	Completed
Develop a process for how Council will conduct the priority service reviews	October 2014	ELT	Draft Framework developed, will be tested via 2 pilot reviews
Senior management to review each business unit of Council	December 2015	ELT	7 Service reviews to be conducted
Have a standing item on the Executive Leadership Team (ELT) weekly meeting agenda	September 2014	Executive Officer	Completed
Have a standing item on the SMT monthly meeting agenda	September 2014	Executive Officer	Completed
Prepare a process for how to monitor a 2.5% savings target	February 2015	DCS / Finance Manager	
Provide projects to the SMT members as a skill development process	December 2014	ELT	

Challenge 4: Attract our fair share of project funding

Responsible: Director Corporate Services with support from Executive Leadership Team, Grants Working Party, Council

Actions	Timeframe	Responsible person	Notes
Organise the Section 51 Grants Workshop	22/10/2014	General Manager	COMPLETE: Grant application workshop delivered by Section 51 consultancy
Identify projects that can be prepared to be "shovel ready" with clear KPIs	November 2014	DCS	Budget holders requested to identify "shovel ready" projects in submissions to September budget review
Fund the planning and works for those priority projects	As projects are identified	Project Manager	Project Manager implements the planning and funding within the project management application
Prepare and promulgate a grants approval and monitoring workflow process to managers and key staff	November / December 2015	Records Manager	Reinforce the correct procedure for Grants to ensure all documents are kept in a central location to make reporting easier. Conduct an audit for all current grant documents and ensure they are in the correct location and would also undertake quarterly auditing to pick up any new stray documents.
Have an approval template for ELT consideration	Template approval by ELT November 2014. Training of staff December 2014	Asset & Project Engineer	Grant approval template will utilise the project management software to develop a project proposal for approval prior to investing in development of a business case.
Have a standing agenda item at ELT	September 2014	Executive Officer	COMPLETE:- Standing agenda item implemented.
Allocate responsibility for each grant sector	December 2014	DCS	Managers will be responsible for grant proposals within their area of responsibility.
Use grants specialists within Council	December 2014	DCS	Grants working party convened to work through grant administrative procedures presented by the Records

			Manager & Finance Manager. Allocation of responsibility for grant sectors as above can also be confirmed.
Identify assistance or contractors available in the community for preparing grant applications	December 2014	DCS	Community resources identified RDA may have reference group
Create a special projects expenditure budget	March 2015	DCS	Confirm allocation of current special projects allocation voted in 2014-15 budget.

Challenge 5: **Strategically manage the airport**

Responsible overall: Director Technical Services with support from Executive Leadership Team, Council, Section 355 Management Committee, Eco Dev Taskforce

Actions	Timeframe	Responsible person	Current Status
Reinvigorate the Section 355 Airport Management Committee, update its Terms of Reference in conjunction with Leeton Shire Council (membership and strategic commercial focus)	Q1 2015	DTS Works Manager Traffic & Airport Officer (TAO)	
Update the Airport Strategies: Regular Passenger Transport strategy and Strategic Operational Review	Q3 2015	Works Manager DTS Traffic & Airport Officer (TAO) Section 355 Airport Management Committee	
Prepare a marketing plan to identify new airside customers	Q4 2015	Traffic & Airport Officer (TAO) Section 355 Airport Management Committee	
Prepare an airport development strategy including the terminal	Q1 2016	Traffic & Airport Officer (TAO) Section 355 Airport Management Committee	

Challenge 6: **Extend the high speed broadband network to Narrandera**

Responsible overall: Director Corporate Services with support from Executive Leadership Team, Eco Dev Taskforce, Council

Actions	Timeframe	Responsible person	Notes
Develop a digital strategy for the shire as a tool to influence government and gain community buy in about the benefits	December 2015	Tourism and Economic Development Manager	Digital strategy must be aligned to the objectives and strategies proposed to promote economic expansion and employment growth.
Support proponents of High Speed Broadband alternatives to the NBN	As proposals come to Councils attention.	DCS	To date two operators have been supported with proposed high speed internet alternatives to the NBN utilising a combination of wireless technology and fibre trunks and wholesale pricing which can be accessed in Narrandera.
Use local community expertise to lobby government to bring the NBN to Narrandera	On going	Executive Officer to Economic Taskforce	Endeavour to become aware of opportunities for political representation and utilise the availability of fibre trunks in Narrandera to leverage off any regional proposals. Include an update from NBN Co rollout as a reoccurring item on the Economic Taskforce agenda.
Get 2000 signatures from the town saying that we will sign up if NBN comes to town	April / May 2015 in conjunction with budget roadshow	Admin Manager	Establish and promote a survey (paper and online) to query community demand for broadband, the perceived uses and price sensitivity of consumers.
Identify and quantify the economic setbacks for business and culture without the NBN	July/August 2015	Admin Manager	From the above survey results identify bottlenecks created by lack of broadband internet. Use this to inform the Digital Strategy, identifying anchor companies and efforts to lobby government.

Work with all providers to ensure availability of high speed broadband	Ongoing as options become available	IT Manager	React to actively support proposals for implementation of high speed broadband. Identify options to assist in sharing and locating infrastructure with Council assets.
Partner with business to identify anchor business companies	Throughout 2015	Executive Officer to Economic Taskforce	Quantify internet capacity requirements from potential anchor companies. Manildra, JBS and Hutchins. Can be informed by responses to above survey
Continue to partner with other Councils in RAMROC and the Murrumbidgee to advocate for economical, high speed broadband services	Continuing	Council and ELT	Already contributed to submissions and advocacy through DPC Regional Leadership Network and RAMROC Strategic Infrastructure Priorities

Challenge 7: Know our true financial position after assets plans are finalised

Responsible overall: Director Technical Services / Director Corporate Services with support from Executive Leadership Team, Council

Actions	Timeframe	Responsible person	Notes
Revaluation of roads in 2015	December 2014 December to February determined by completion of revaluation calculations	Project and Assets Engineer Finance Manager revaluation Journals	Upon completion of the revaluation calculation the Finance Manger will journal the revised values to the ledger.
Update Asset Management Plans for roads	April 2015	Works Manager	
Finalise Asset Management Plans for Buildings	April 2015	Manager Development and Environmental Services	
Identify all reasonable infrastructure needs for the next 10 years	Rolling update of those we already have	DTS & Managers	
Recalculate the Long Term Financial Plan in light of updated Plans and inclusion of all key infrastructure needs	Rolling update of those we already have March April following update of asset plans	DTS & Managers Finance Manager	Changing income needs to be determined.
Analyse our key internal businesses for efficiencies	June 2016 Commence May June following draft budget	Relevant Managers Finance Manager / Works Manager	High risk of this process being set aside to deal with Fit for the Future modelling.
With clearer picture, then determine financial mitigation strategies	Review Annually Commence May June following draft budget	Directors / Finance Manager / Works Manager	

Challenge 8: **Face local government reform**

Responsible overall: General Manager with support from Executive Leadership Team, Council

Actions	Timeframe	Responsible person	Current Status
Work with Leeton Shire for shared service delivery enhancement	October 2014	CEO / Executive Officer / ELT	Commenced. Prepared a recruitment form for vacant positions. Researching shared services contracts. The two ELTs have planned to meet regularly
Work with Leeton Shire Council when preparing the Fit for the Future Submission	November to June 2014	Council / CEO / Executive Officer	Facilitators engaged through OLG panel
Work with other Councils	September 2014	CEO	Communication lines are open, meeting with Bland Shire, a meeting arranged for November with Lockhart Council
Create a Western Riverina coalition of Councils willing to work together to share service delivery	October 2014	Mayor / CEO	Council supported the Murray and Murrumbidgee Regional Joint Organisation Pilot Expression of Interest
Implement the Best Value Service Review process as a matter of priority	October 2014	ELT	A draft service review framework has been developed and is to be piloted with 2 service reviews (Visitor Information Services and Library service)
Embrace the Internal audit reviews and recommended improvements	December 2014	CEO / Executive Officer	Audit Committee re-established. OLG Promoting Better Practice Review completed with Action Plan prepared. Audit Committee to develop its Audit Review Plan
Communications Plan for informing and consulting with the community	November 2014	CEO / Executive Officer	Web page set up on Council's website. Liaison with local media.

Challenge 9: Improve water quality and water security

Responsible overall: Director Technical Services with support from Executive Leadership Team, Council

Actions	Timeframe	Responsible person	Current Status
Identify all the best practice documents that need to be developed	Complete	Water & Sewer Environmental Officer (WSEO)	
Identify and employ the resources required to prepare the documents	Complete	Director Technical Services & WSEO	
Commission the aerator	Nov 2014	WSEO	
Commission the 2 new bores	Nov 2014	WSEO	
Commission the re-se scheme to use recycled water	Dec 2014	WEO	
Construct the mains required at Red Hill Industrial Estate so further sub divisions can occur	Jan 2014	WSEO	Procurement documentation has been released to suppliers
Finalise the Gillenbah water & sewer project	Nov 2014	Water & Sewer Environmental Officer	In progress
Implement Organisational Review in Water and Sewer inc. succession planning, skill development, work practices	Dec 2014	Director Technical Services & WSEO	Conducting reviews of LSL Roster, Position Descriptions and Org Structure. Seeking expertise from other Councils
Have a plan for the effluent charges and how we will bill	Nov 2014	WSEO	
Leak detection strategy	March 2015	WSEO	
Smart metres implementation	April 2015	WSEO	Tender documentation prepared. Tender to proceed
Telemetry & control system completion	February 2014	WS Project Co-ordinator	Process underway

Challenge 10: **Maximise our capacities and capabilities to meet our challenges**

Responsible overall: General Manager with support from Executive Leadership Team, HR, Council

Actions	Timeframe	Responsible person	Current Status
Prepare Development Plan for the whole elected Council	December 2014	CEO / PA / Executive Officer	To be prepared once Councillors completed skill self assessment
Each Councillor to prepare a personal development plan	December 2014	CEO / PA / Executive Officer	Councillors completing skill self assessment, then a personal plan implemented
Each member of the Executive Leadership Team to have a personal development plan and a performance agreement	September 2014	ELT	Completed
An improved Skill assessment and development plan process for managers and staff, including for succession planning	May 2015	ELT / HR	Consultative Committee Working Party reviewing the Performance Appraisal and Skills Assessment process
Utilise the skills in the community on committees, through informal contact, through social contact, through mentoring	December 2014	ELT	Continue to foster the Section 355 Committees, liaise with industry, liaise with ke individuals
Learn from other Councils and visit them and develop contacts	June 2015	ELT / Councillors	Shared Services with Leeton; Visit other Councils as part of the Service Reviews
Work with other Councils in the Riverina	January 2015	Mayor and CEO	Member of the Murray and Murrumbidgee Regional Joint Organisation Pilot.