



	Objective	Actions to achieve goal	Required Outcome	Timing	Responsibility
1	Establishment of the High Plains Alliance Shared Services model which is fully operational by July 2017	High Plains workshop to review KPMG shared service report and develop potential areas for investigation	The ultimate goal of the creation of this model is to work together on identified areas thereby creating efficiencies and cost savings in the delivery of the service. In some instance there may not be a decrease in the cost of the service but the level of service provided will increase.	December 2015	GM
Facilitated workshop to define operational arrangements for High Plains Alliance Shared Service model (HPASS)		November 2015		GM	
Arrange HOA/MOU, charter and terms of reference for HPASS		December 2015		GM	
Council endorsement of HOA/MOU		February 2016		GM	
Meeting of GM’s to define the work program for the Executive Officer		February 2016		GM	
Develop the Position Description for HPASS Executive Officer		February 2016	GM		
Recruit the Executive Officer		March 2016	GM		
Finalise the Executive Officer work program		April 2016	GM		
Develop working parties to address identified potential services to be		June 2016	HPASSEO		

		undertaken by HPASS  Evaluate and implement agreed shared services per work program	over a 12 year period.	June 2016 to July 2017	
2	<b>Establishment of nine year special rate variation, Years 1 and 2 at 4% and years 3 to 9 at 3%</b>	<p>Review current IPART guidelines on applying for a special rate variation</p> <p>Develop community consultation process</p> <p>Review Fit for the Future outcomes and rate variation processes</p> <p>Community consultation undertaken as required under Fit for the Future processes</p> <p>Application made to IPART as required for Special Rate Variation</p> <p>Processing of annual rate notices for the 2016/2017 financial year incorporating rate increase</p>	Expected additional income in year one is \$263,937. Over the nine years a total of \$2.401M in additional revenue will be raised. The total rates income will increase from 6.28M in 2014 to 10.95 in 2025.	<p>July 2015</p> <p>July 2015 to September 2015</p> <p>October 2015</p> <p>November 2015 To January 2016</p> <p>February 2016</p> <p>June 2016</p>	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>
3	<b>Planned program of works completed to a “shovel ready” status to address the current infrastructure backlog</b>	Identification of projects relating to the current reported infrastructure backlog	Per the 2014 audited financial statements the infrastructure	October 2015	DEngS

		<p>Scoping and design of works</p> <p>Detailed costing of works</p> <p>Preparation of tender documents (where applicable)</p> <p>Regulatory processes completed ie environmental and council approvals</p> <p>Modelling undertaken to look at the reduction in annual maintenance cost as a result of better asset conditions</p>	<p>backlog stands at \$3.99M. This figure will be re-visited as part of the 2015 financial statements and ultimately funds will be borrowed to undertake these works over a two year period</p>	<p>January 2016</p> <p>February 2016</p> <p>February 2016</p> <p>February 2016</p> <p>December 2016</p>	
4	<b>Application lodged and funds received in relation to infrastructure back log program</b>	<p>Review process to access funds through TCorp facility (once released)</p> <p>Include intention to borrow in IP&amp;R documentation and plans</p> <p>Lodge annual Borrowings Return</p> <p>Lodge application for funds</p>	<p>Subject to finalisation of the costing of the infrastructure backlog up to \$3.5M is currently forecast to be borrowed for the purpose of infrastructure backlog works</p>	<p>When available</p> <p>May 2016</p> <p>May 2016</p> <p>August 2016</p>	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p>
5	<b>Policy in place for the use of Council reserves and surplus funds</b>	<p>Review of current Internally Restricted Reserves to update their purpose, funding streams and use of funds</p> <p>Review of long term works programs to be tied to reserves</p> <p>Develop new policy document setting out what reserves we hold, how they</p>		<p>February 2016</p> <p>March 2016</p> <p>April 2016</p>	<p>Finance Manager</p> <p>DEngS</p> <p>Finance Manager</p>

		are funded including annual minimum transfer targets and how they are to be utilised against planned works			
		Council report to adopt the policy		June 2016	Finance Manager
6	<b>Monthly monitoring of the budget throughout the year and reporting though to Council</b>	<p>Consultation with Councillors, Senior Staff and Managers seeking their input into the design of the process</p> <p>Design of draft process including policy document</p> <p>Workshop with Senior Staff and Managers to review draft process and allow input</p> <p>Workshop with Councillors to present the process and allow input</p> <p>Council report to adopt the policy</p> <p>Implement the policy</p> <p>Monitor and review the process</p> <p>Set up and conduct regular workshops for the use of Civica system by Managers</p>	Enhanced monitoring of our budget ensures variances are quickly identified and dealt with. Achieving our budget target is a high priority in meeting our FFTF goals.	<p>August 2015</p> <p>October 2015</p> <p>November 2015</p> <p>November 2015</p> <p>December 2015</p> <p>January 2016</p> <p>June 2016</p> <p>June 2016</p>	<p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>DCS</p> <p>Finance Manager</p>
7	<b>Annual monitoring of the Fit for the Future benchmarks</b>	Set up monitoring process ensuring that Fit for the Future benchmark goals are	It is important that there is continual	December 2015	DCS

		reached as expected  Incorporate Fit for the Future benchmark targets as part of the annual budget process	monitoring of our long term forecasts and FFTF benchmarks to ensure we meet the goals that have been set.	January 2016	DCS
8	<b>Detailed long term works program covering capital and maintenance works</b>	Develop/maintain maintenance plans for: <ul style="list-style-type: none"> <li>• Roads</li> <li>• Property</li> <li>• Parks and gardens</li> </ul> Develop/maintain capital works plans for: <ul style="list-style-type: none"> <li>• Roads</li> <li>• Property</li> <li>• Parks and gardens</li> <li>• Fleet</li> </ul>	Increased level of planning is important to ensure there is a focus on infrastructure maintenance and renewal and that these works are prioritised over other expenditure.	December 2015  December 2015	DEngS  DEngS
9	<b>Review of staff expenditure</b>	Identify staff with excessive annual and long service leave balance and put a plan in place to reduce balances  Review and consolidate current leave related policies  Review current overtime expenditure with the aim of reducing total spend by	Wages are the single largest expenditure item and it is important that we regularly review them. The goal is to meet the forecast growth rates per our assumptions.	September 2015  December 2015  December 2015	DCS  DCS  DCS

		20%			
		Review use of casual labour in non-operational areas		December 2015	DCS
		Review expenditure on staff training		December 2015	DCS
		Implement staff training procedure focused on prioritising training from the organisations point of view		December 2015	DCS
10	<b>Updated fleet hire rates</b>	Review of current hire rates for use of plant items	Hire rates need to maintained at the correct level so as not to adversely affect our fleet replacement program or the business units utilising the plant.	September 2015	DEngS
		Review of current long term forecasts for fleet operations		September 2015	DEngS
		Review of changes to Leaseback Policy undertaken		February 2016	DEngS
11	<b>Annual budget process updated to reflect Fit for the Future goals</b>	Update the annual budget process to include: <ul style="list-style-type: none"> <li>• Fit for the future benchmark review</li> <li>• Annual maintenance priorities</li> <li>• Capital works priorities</li> <li>• </li> </ul>	It is important that the FFTF benchmarks become integral to how we plan and forecast into the future.	December 2016	DCS
12	<b>Ongoing Councillor support to achieving Fit for the Future goals</b>	Continue to provide Councillors with information regarding the Fit for the Future Program	Ensure that Councillors are kept up to date with the	Ongoing	GM

		<p>Schedule workshops as necessary with Councillors to inform and update throughout the implementation</p> <p>Provide a quarterly report to Council to update Councillors on the progress of the Fit for the Future initiatives</p>	<p>FFTF program into the future and decision making is undertaken with longer term plans in mind.</p>		
13	<b>Partner with other Council's / organisations to help drive efficiencies and advocate regionally</b>	<p>Maintain current memberships and involvement with external organisations</p> <p>Investigate the creation of working groups covering key aspects of the Authority software platform</p> <p>Actively contribute to the Canberra Region JO.</p>	<p>Working better together is key to being able to drive efficiencies and better advocacy for Council. We need to look for all possible opportunities to participate in partnerships.</p>	Ongoing	GM
14	<b>Review of all current services with new Council</b>	<p>Workshop with new Council to review current services including presentation by Managers</p>		November 2016	GM