

9 GENERAL MANAGER

9.1 Our Road Map: Moving Forward to Reset Our Organisation

Report Author: General Manager

Authoriser: General Manager

PURPOSE

To advise Council of the preparation of *Our Road Map: Moving Forward to reset our Organisation*. This Road Map sets out the path to guide the rebuild and reset of the organisation to ensure we are positioned to deliver for our community and are a leading example of Local Government in NSW.

OFFICER'S RECOMMENDATION

THAT Council note Our Road Map: Moving Forward to Reset Our Organisation.

REPORT

BACKGROUND

Our Road Map: Moving Forward to Reset our Organisation has been prepared to guide the actions of the organisation over the coming five (5) plus years to ensure that it is positioned to deliver on the outcomes in the Community Strategic Plan and other key strategic documents.

Wingecarribee Shire Council is a complex and large organisation, with just under 500 staff covering an area of 2,600km², the size of the Sydney basin and offers a broad range of services from water and sewer, waste and recycling, libraries through to town planning and compliance.

The organisation is going through a period of significant change and transformation. To assist in this process the Road Map has been prepared to communicate the vision for the organisation, challenges, opportunities and the staging and initiatives to be undertaken to reset and rebuild the organisation.

The feedback from staff, residents and other key stakeholders combined with the recommendations from the various reviews undertaken show the magnitude of work that needs to be undertaken to create a strong base for the future of Council.

It is evident from the feedback from staff and other key stakeholders and the various reviews that have been undertaken that there are issues that need to be resolved for the organisation to be effective and efficient.

The greatest strength of the organisation is the commitment and passion of the staff. Despite the challenges that the organisation has faced, natural disasters – including the Black Summer Bushfires and three major outbreaks of the COVID pandemic - alongside the disruptive events leading up to and post the suspension of Council, most of the Team have remained focussed on delivering quality services and programs.

Development of the Road Map

The Road Map was drafted in November / December 2021 taking into consideration the following:

- 2019 staff survey and February 2021 Community survey – feedback and recommendations
- Findings from the independent reviews since the suspension of the elected Council in March 2021
- Strategic context in which Council operates at a regional and state level
- Operational practices, policies and issues
- Feedback from over 70 individual team members as well as team meeting feedback between July – October 2021 from meetings with the General Manager
- Feedback from community members and organisations
- Feedback from the State and Federal Members
- Feedback from regional stakeholders in the area and broader region including neighbouring Council's, Canberra Joint Regional Organisation, Office of Local Government and Resilience NSW.

The draft document was circulated to the new Directors, as well as the Managers and broader Team for feedback between December and February 2022. Feedback received has been considered and incorporated in the final document.

REPORT

The Road Map

The Road Map sets out the following:

1. Executive Summary
2. Where are we now
3. Background
4. Place and Communities
 - Our Place
 - Our Communities
5. Our Council
 - State of Play
 - Systems and Process
 - Financial
 - Assets
 - Governance, Human Resource and Statutory Reporting
 - People and Culture
 - Benchmark 2019 Results
 - 2019 Staff Wellbeing Survey
 - Feedback and Observations 2021
 - Strategy: Plans and Reviews
 - Challenges and Opportunities

Summary

6. Our Vision for Our Organisation: Where We Want to Be

Key Performance Indicators

Principles

Strategy

Horizon 1: Back to Basics 2022-2025

Direction 1: Refocusing on the future and Community

Direction 2: Reinvigorating our Workplace

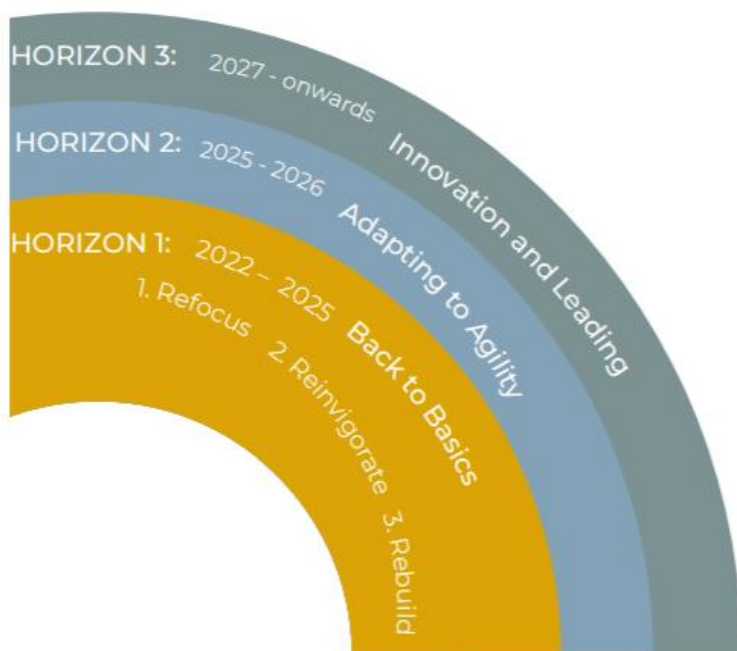
Direction 3: Rebuilding our Organisation and Reputation

7. Appendices

The 3 Horizons for moving forward

There is much work to do to ensure that there is a strong base upon which to build. We will need to be focused, determined and work as One Team to drive forward. We will also need to take a methodical and staged approach.

This will not be a quick fix and will take several years to rebuild. As such the Road Map is set out in three (3) Horizons, as set out below:



Horizon 1: Back to Basics 2022 – 2022

Horizon 1 sets out the key directions and supporting initiatives to create a strong base. The initial focus for the organisation will be around the 3 R's - Refocus, Reinvigorate and Rebuild:

- *Refocus* on the future and our community (driving results)
- *Reinvigorate* our workplace (building relationships)
- *Rebuilding* our organisation and reputation (building trust and respect)

The Road Map is presented in two (2) documents:

- *Summary* provided to all staff (Attachment 1)
- *Detailed document*: available to all staff however will primarily be used by the Executive and Management Team providing a greater level of detail and context. (Attachment 2)

A plan on a page will also be created to provide simplified summary for Horizon 1: Back to Basics 2022 – 2025.

Progress

Whilst the Road Map was only finalised early March, several initiatives have already been completed and / or are underway, details are set out below:

Refocus on the future

- Adoption of the Local Housing Strategy (adopted July 2021)
- Updating of forecast population figures and demographic with Profile ID
- Securing funding to assist with continued bushfire recovery efforts
- Commissioning the Community and Recreation Strategy (February 2022)
- Allocating funds in the December 2021 Review (Feb 2022) to undertake an Integrated Transport Strategy
- Allocating funds in the December 2021 Review (Feb 2022) to undertake the Bowral Master Plan and Traffic Study
- Meetings with NSW Department of Planning and Environment to secure funds to assist with land use plans that will support the review of the Local Environment Plan and Development Control Plans

Reinvigorate our workplace

- Implementation of Phase 1 of the structure and commencement of the Directors on 6 October
- Engagement of the new Chief Financial Officer and Executive Manager People and Culture.
- Introducing regular communications and opportunities for staff engagement
- Preparing and commenced implementation of the Attraction and Retention Plan
- Commencing Phase 2 of the structure realignment which is due for completion in June 2022.
- Commencing the salary system review.

Rebuild trust

- Adoption of the Corporate Relations Review (KPMG) (Dec 2021)
- Implementing an ongoing consultation program including Colo Vale place base initiatives; Robertson Place project, Moss Vale By-Pass
- Refreshing communications to rebuild Council's reputation in line with KPMG recommendations
- Undertaking Executive meetings with Community associations in the Villages and key agencies between October and December 2021
- Appointing the Place Liaison Officer for the Villages

- Undertaking the Listening Tour by the Executive and Place Liaison Officer to 16 locations across the Southern Highlands between March - May 2022

Internal Communication and Consultation

Consultation held with the Directors, Managers and all staff.

CONCLUSION

Our Road Map: Moving Forward to reset our organisation sets out the context in which Wingecarribee Shire Council is operating, current state and our pathway forward.

The Road Map provides three (3) horizons for this reset and rebuild. In moving forward there is a need to ensure that there is a deliberate and methodical approach. The next three (3) years will require a 'Back to Basics' approach around - refocussing, reinvigorating and rebuilding – to ensure that we have a solid base upon which to build to ensure that Council is well positioned to deliver for its community and is a leading example of local government in NSW.

ATTACHMENTS

1. FINAL WSC Road Map - Executive Summary [9.1.1 - 14 pages]
2. FINAL WSC Road Map [9.1.2 - 86 pages]

Our Road Map:

MOVING FORWARD

TO RESET OUR ORGANISATION

Executive Summary





The purpose of this paper is to provide the context in which Wingecarribee Shire Council (WSC) is operating, the current state and to set a road map for the future that ensures WSC is well positioned to deliver for its community and is a leading example of local government in NSW.

Since commencing at WSC as General Manager in late June 2021 I have looked, listened and learned. During this time, I have:

- Reviewed recommendations arising from various reviews and strategic documents
- Considered State + Regional Plans
- Began to look at the operational practices / policies + issues
- Met with over 70 individual team members as well as attended team meetings
- Met with over 60 local residents and organisations
- Met with the two State members and two Federal Members
- Met with regional stakeholders in the area and broader region including neighbouring Council's, Canberra Joint Regional Organisation, Office of Local Government and ResilienceNSW.

This document is based on observations during this time.

The directions will set the priorities to re-position the organisation for the future.

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Summary

Our people have been through an incredibly difficult time, however, there is a genuine hope and optimism for the future and a strong desire to move forward to rebuild trust with the Southern Highlands community.

In recent years Wingecarribee has faced many challenges with floods, severe storms, the Black Summer Bushfires in 2019/2020, COVID-19 Pandemic, COVID-Delta 2021 and COVID-Omicron 21/22.

Further there has been dysfunction and instability within the Council.

This resulted in the Minister for Local Government, initially suspending and subsequently announcing on 1 September 2021 a Public Inquiry into Wingecarribee Shire Council.

This has been a turbulent and testing time for the community and challenging for the Council, testing the resilience and resolve of the Team.

It is important to recognise the resilience of individual team members, 60% of whom also live in the area, who experienced what the community have experienced as residents whilst at the same time as a staff member working in challenging circumstances, often without recognition of the contributions they have made.

The Reviews undertaken over the past 9 months highlighted the need for improvement in the way in which Council fulfils its functions as a local government – in terms of governance practices, communication and working with the community and overall management and leadership within the organisation.

There is a need to restore transparency and openness both between the Council and the community and within the organisation.

This may be difficult at times – acknowledging that there may be times when we have got it wrong and need to improve, or perhaps having difficult conversations that may be uncomfortable but necessary to restore trust and confidence in the future.

For the community and impacted staff, the Public Inquiry will provide the opportunity to be heard by an independent body, which will ultimately make recommendations for the Council to move forward into the future as a strong local government authority.

AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

However, we will not be waiting for the Commissioner's final report to start our journey forward. We will be applying learnings from the past - build on our strengths, address our weaknesses and look for opportunities in the future to reset and rebuild our organisation.

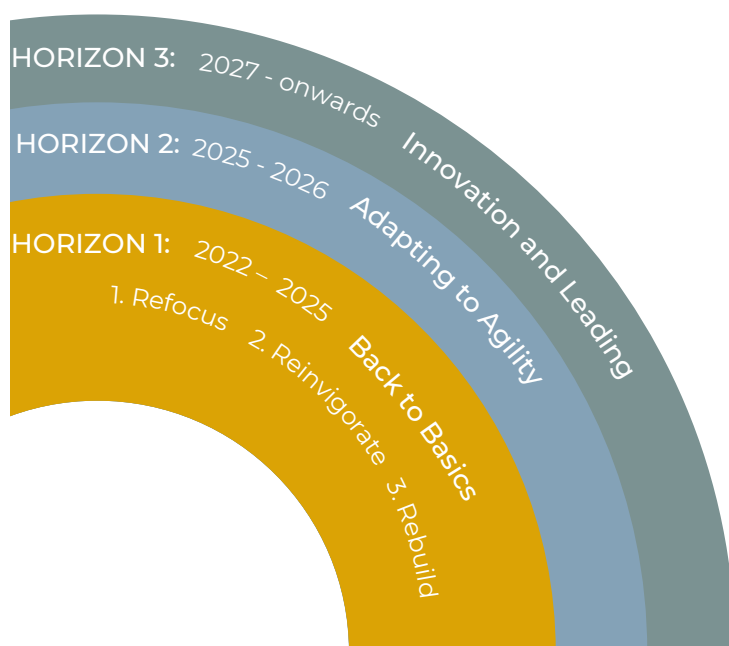
This document sets out 3 horizons for WSC to become a leading local government that is respected, community and customer focused and is a recognised leader in the community and broader local government industry.

To achieve this there is much to do with a clear Road Map to move forward.

The next 3 years we will take a *Back to Basics* approach, focusing on the fundamentals to ensure that we have a solid base upon which to build.

*reset the cultural clock towards
transparency,
honesty,
professionalism and
trust in local government*

Local resident



Our greatest strength is our people – our Team are passionate and care about what they do and the community they serve.

We will need to be focused, determined and work as *One Team* to drive Wingecarribee Shire Council forward.



We will be an exemplar of local government, applying the tests and learnings of the past to create a trusted, resilient, courageous and caring organisation.

We will place the community and customer at the centre of all we do.

We will be a trusted partner with our community and within the industry.

We will be a leader in creating partnerships that deliver on our vision of a sustainable community. Sustainable in the full sense – socially, economically and environmentally.

To create places where the heritage and history is preserved as we take advantage of the opportunities for growth and change.

We will be respected by the community and in our industry.

We have the courage to make the tough decisions and in doing so implement with empathy, care and authentic communication.

We have a commitment to work together to contribute to a happy, healthy and harmonious workplace where we treat each other with respect.

An organisation we are proud to work for.

We provide a contemporary workplace where we seek to support people to be the best they can be – both in the workplace and in life.

We do this through our wellbeing initiatives, our organisational culture and providing flexible work place practices that demonstrate trust and a focus on outcomes.

We will use the challenges that we have faced in the past to move forward to emerge stronger, smarter and more successful into our future.

Key performance indicators

OUTCOME	MEASURE	PERFORMANCE
Full staff establishment	Vacancy rates Turn over %	12 month trend 15%
High engagement	% High/moderately engaged	50% or higher
High customer satisfaction	Community survey No. of complaints	% % decrease
Effective financial management	+/- 5% operating budget v actual +/- 10% capital budget budget v actual +/- revenue budget v actual Meet OLG Benchmarks	+/- 5% operating budget v actual +/- 10% capital budget budget v actual +/- revenue budget v actual Meet OLG Benchmarks

Principles

In moving forward, we will:

- **Keep it simple:** Make the complex simple so it is understood
- **Put the community at the centre:** is it in the best interests of our community as a whole?
- **Place the customer first:** well communicated; timely and value for money
- Demonstrate **ethical leadership:** not just what is legal
- Commit to **continuous improvement:** we strive for excellence by continually reviewing and refining what we do
- Decisions are **evidence based:** there is sound data and aligns to our Community Strategic Plan
- **Focus on outcomes:** keep the end in mind throughout the process
- **Act with a sense of urgency** with an eye to the future
- Embed **sustainability** in all we do: social, environmental, financial
- Apply a **place lens:** look at the unique characteristics of each place and its community
- **Act think and speak as one organisation:** we are one team, we need to be flexible, agile and tap into all of the talent we have



Our Strategy

- We have lots to do!
- We need to do it together and bring our community and other key stakeholders along with us
- We need to communicate, be consistent and do what we say we are going to do
- We will need to be purposeful, focussed and determined with a clear focus on desired outcomes

HORIZON 1: 2022 - 2025

Back to Basics:
creating a strong foundation

Our 3 R's

1. Refocus → Results
2. Reinvigorate → Relationships
3. Rebuild → Respect

KEY FEATURES:

Systems, processes & culture
Clear accountability & decision-making
Improved technology
Customer focused
Common outcomes
Workforce planning
Consistent processes
Strategic enabling activities
Collaboration
Skill building
Leadership
Reward behaviours aligned to values
Stability
Understanding place
Sense of optimism

HORIZON 2: 2025 - 2026

Adapting to agility

KEY FEATURES:

Organisation-wide accountability
Pride
Mobile digital options
Improved experience
Deliver outcomes
Demographic mix is diverse
Human Centred
Innovation
Continuous improvement
Problem solving
Agile & cross functional teams

HORIZON 3: 2027 - onwards

Innovation and leading

KEY FEATURES:

Industry leading reputation
Integrated & consistent
Digital self - service
Meet changing
Community needs
Holistic eco-system
Data insights
Continual innovation
TQM 2 achieved
Strategic partnerships



HORIZON 1

Back to Basics

Creating a strong foundation: Our 3 R's 2022 - 2025

1. Refocusing on the future and our community

2. Reinvigorating our workplace

3. Rebuilding our organisation and reputation

Direction 1: Refocusing on the future and our community



Refocusing on the future and taking a proactive and strategic approach to ensure that we are well placed to meet challenges and opportunities.

Managing growth and change to optimise the opportunities that this change will bring whilst retaining and strengthening what is valued.

Ensuring that **decisions are evidence based** supported by genuine community consultation.

Having **strategic plans** with clear actions supported by resourcing to enable the organisation to deliver.

Making the decisions of today with the future in mind.

Refocusing on our community and customers and working in partnership to deliver the outcomes as set out in the community strategic plan.

Re-energising and strengthening our relationship with the community and other key stakeholders including business, industry, non – government and government organisations.

Creating new relationships through formal and informal communication and engagement.

Communicating and engaging in a genuine and meaningful way, recognising that we have many communities within our Shire: communities of interest and communities of place.

Developing a **shared understanding** of desired outcomes, service standards and the role of Council, community and key stakeholders.

Ensuring **clear communication** and engagement, with our culture, processes and systems aligned to support this.

Ensuring that **as we grow and evolve we are sustainable**, aligning our resource strategies (long-term financial plan, asset management plan, workforce plans and digital strategy) to ensure we are positioned to deliver and meet community expectations.



Direction 1: Refocusing on the future and our community

Initiatives:

- 1 Strengthen budget transparency with the active involvement of responsible managers in the development of the 2022/23 Operational Plan and Budget
 - a. Effective phasing and reporting
 - b. Accurate forecasts and projections
 - c. Rolling program of works
 - d. Improve budget reporting, monitoring and management, bring together the operational plan, budget, capital works programs and KPIs
 - e. Mapping services and accountabilities (June 2022)
- 2 Revise the Asset Management Plan (March 2022) with a particular focus on roads (March 2024)
- 3 Review the Long Term Financial Plan to improve operating performance and enable greater funds to be directed towards asset renewal and maintenance, actions include:
 - a. Undertake reviews of services to identify opportunities for greater efficiency and effectiveness
 - b. Reduce the Workers Compensation premium through a targeted action plan to address root causes
 - c. Pursue grant opportunities for projects focused on renewal works and projects identified in adopted strategic plans
 - d. Benchmark and review of Council's fees and charges
 - e. Identify organisational efficiencies through use of e-services and digital mediums, that have both financial and environmental benefits
 - f. Prepare meaningful indicators to measure projects
- 4 Develop a Customer Services Charter and underpinning service levels that are linked to the implementation of the new CRM system.
- 5 Develop an Investment Ready Plan that brings together major projects arising from the Integrated Strategic Plans to use as the basis for advocacy with Federal and State Governments and pursuing grants (June 2022)
- 6 Prepare and implement a process for the new Delivery Program to explore issues/expectations around development, population growth and long-term planning for the Shire
- 7 Implement review findings and recommendations to strengthen governance and communication (Dec 2022)
- 8 Implement a place-based approach for projects, services and issues to focus on and connect with our community.
- 9 A Plan for the Future: prepare an integrated plan for the future that uses the Community Strategic Plan + Local Strategic Planning Statement as the base and brings together:
 - a. Integrated transport strategy
 - b. Community infrastructure: recreation and community facilities strategy
 - c. Sustainability/ environmental strategy
 - d. Infrastructure and servicing strategy
 - e. Economic development strategy (Jun 2023)
- 10 Prepare an overarching Organisational Resourcing Strategy that aligns to the projected growth and Community Strategic Plan directions to ensure that we are Sustainable Financially and have the right skills and number of people in place to support delivery of the Community Strategic Plan and Delivery Plan (Jun 2023)
- 11 Prepare a program of service reviews and commence implementation (Mar 2023)

Direction 2: Reinvigorating our workplace



Reinvigorating our workplace is about recognising our people are our greatest asset and are the single highest determinate of the quality of service we provide.

Our people are currently fatigued by the events over the past few years, however, have displayed resilience in continuing to deliver for our community. As we refocus on the future we will reinvigorate and **re-energise our workplace to create a happy, harmonious, productive and healthy workplace.**

Retaining and capitalising on the experience of the existing team as well as bringing in new team members with fresh ideas and insights.

Fostering a place where people enjoy coming to, feel respected, valued and trusted – great place to work.

Encouraging diversity in the work place through a healthy culture supported by work practices designed to bring out the best in people, supporting delivery and a healthy work / life balance.

Offering opportunities to grow professionally either through specialising in areas of experience; broadening skills or progression through management streams.

Providing a contemporary work space with collaboration spaces.

Creating an organisation that is **an innovator and leader** in the community and within the local government sector.



Direction 2: Reinvigorating our workplace

Initiatives:

- 1 Fill critical vacancies (Mar 2022)
- 2 Implement new structure supported by contemporary systems and processes (including recruitment and selection; reward and recognition) (Jun 2022)
- 3 Refresh our workplaces to create a contemporary work space that is conducive to collaboration, team based initiatives and encourages effective flow of information/ ideas. (Dec 2022)
 - **Phase 1:** Move to Paper lite approach
 - **Phase 2:** Declutter + spring clean
 - **Phase 3:** Refresh our spaces providing spaces for different work styles
- 4 Establish new values for the organisation that are owned and understood across the organisation as part of Cultural Change Program. (Sep 2022)
- 5 Update and refresh the Risk Management and WHS System. (Jun 2022)
- 6 Map processes and undertake business improvement program. (Dec 2022)
- 7 Implement internal communications strategies including:
 - Monthly Managers meetings
 - Team leader meetings - quarterly
 - Quarterly operating plans and budget reviews
 - Whole staff meeting 2 times a year
 - Weekly GM updates
 - Organisational monthly newsletter
 - Onsite visits – out and about program
 - Employee engagement survey – annually
 - Create annual work plans that link with the CSP / Delivery Plan / Operational Plan
- 8 Develop and implement the Attraction and Retention Plan including launching the employee experience – informal communications, celebrating the successes; celebrating organisations milestones; sharing values and reactivate a program of social activities. (Sep 2022)
- 9 Implement the Health and Wellbeing Program. (Mar 2022)
- 10 Employ trainees to offer an entry into local government and capture local talent. (Dec 2022)
- 11 Develop and implement a Learning and Development Plan that is skills and competencies based. (Mar 2023)
- 12 Undertake organisational engagement survey. (Dec 2022)
- 13 Update Organisational Management Standards to reflect the new culture. (Sep 2022)

Direction 3: Rebuilding our organisation & reputation



Rebuilding and restoring trust between the community and Council and within Council itself

Trust is a fundamental building block for a strong foundation, for Council and the organisation to work effectively with the community and other stakeholders

The behaviours of the former Council and management within the organisations and subsequently Performance Improvement Orders and placement of Council into administration is an opportunity to now reset and rebuild...**Learning from the past to make for a better future**

The reviews undertaken over the past 9 months, along with the conduct of the Public Inquiry will provide a good base upon which to **build a strong foundation from the organisation** – as without a strong foundation the organisation will not be able to stabilise and effectively full fill its roles and responsibilities

This will **take time** and will require a **concerted and focused effort** by the Council (elected body) and the Administration.

Rebuilding our reputation in the community and the Region

Rebuilding confidence and credibility – do what we say we are going to do, when we say we are going to do it

Making the complex simple to communicate the why, what, how and when

Raising our profile in the sector by being active in our professional communities

Initiatives:

- 1 Ensure the Executive and Managers are visible and engaged in the organisation and community
- 2 Link roles to Community Strategic Plan with clear alignment of roles, responsibilities and accountability. Reinforce everyone has a role to play.
- 3 Build a Project Management Framework to guide the effective delivery of all projects from concept to operation that is linked to Council's resourcing plans, within the IPR framework and is based on good governance.
- 4 Initiate a program of continuous improvement
- 5 Prepare a relationship matrix (Sep 2022)
- 6 Raise our profile through active participation in focus, conferences and award programs
- 7 Develop and implement a communication, engagement and relationship strategy (Sep 2022)
- 8 Undertake an organisation rebranding exercise. (Jun 2023)

Our Road Map:

MOVING FORWARD

TO RESET OUR ORGANISATION





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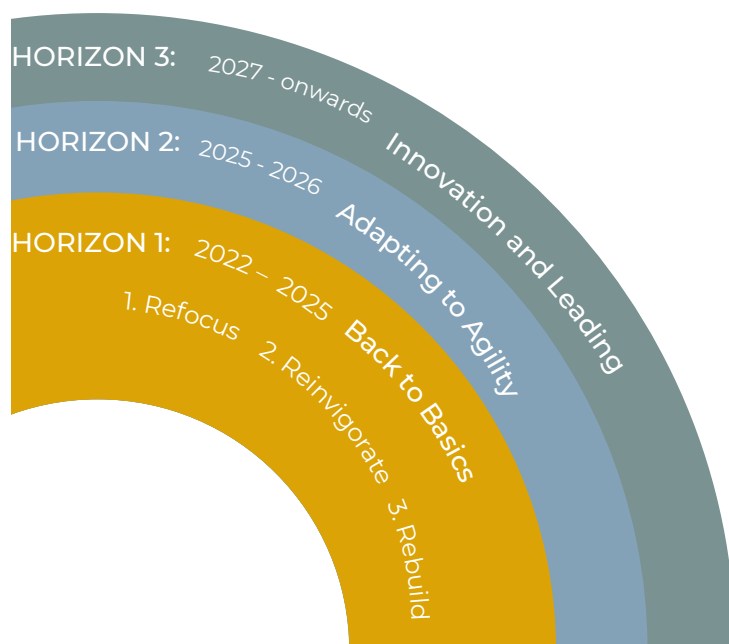
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This document proposes 3 horizons for this reset for WSC to become a leading local government that is respected, community and customer focused and is a recognised leader in the community and broader local government industry.

To achieve this there is much to do with a clear Road Map to move forward.

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Where we want to be:

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- Embed **sustainability** in all we do: social, environmental, financial
- Apply a **place lens:** look at the unique characteristics of each place and its community
- **Act think and speak as one organisation:** we are one team, we need to be flexible, agile and tap into all of the talent we have



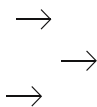
Our Strategy

- We have lots to do!
- We need to do it together and bring our community and other key stakeholders along with us
- We need to communicate, be consistent and do what we say we are going to do
- We will need to be purposeful, focussed and determined with a clear focus on desired outcomes

HORIZON 1: 2022 - 2025

Back to Basics:
creating a strong foundation

Our 3 R's



KEY FEATURES:

Systems, processes & culture
Clear accountability & decision-making
Improved technology
Customer focused
Common outcomes
Workforce planning
Consistent processes
Strategic enabling activities
Collaboration
Skill building
Leadership
Reward behaviours aligned to values
Stability
Understanding place
Sense of optimism

HORIZON 2: 2025 - 2026

Adapting to agility



KEY FEATURES:

Organisation-wide accountability
Pride
Mobile digital options
Improved experience
Deliver outcomes
Demographic mix is diverse
Human Centred
Innovation
Continuous improvement
Problem solving
Agile & cross functional teams

HORIZON 3: 2027 - onwards

Innovation and leading



KEY FEATURES:

Industry leading reputation
Integrated & consistent
Digital self - service
Meet changing
Community needs
Holistic eco-system
Data insights
Continual innovation
TQM 2 achieved
Strategic partnerships



HORIZON 1

Back to Basics

Creating a strong foundation: Our 3 R's 2022 - 2025

1. Refocusing on the future and our community

2. Reinvigorating our workplace

3. Rebuilding our organisation and reputation

Direction 1: Refocusing on the future and our community



Refocusing on the future and taking a proactive and strategic approach to ensure that we are well placed to meet challenges and opportunities.

Managing growth and change to optimise the opportunities that this change will bring whilst retaining and strengthening what is valued.

Ensuring that decisions are evidence based supported by genuine community consultation.

Having strategic plans with clear actions supported by resourcing to enable the organisation to deliver.

Making the decisions of today with the future in mind.

Refocusing on our community and customers and working in partnership to deliver the outcomes as set out in the community strategic plan.

Re-energising and strengthening our relationship with the community and other key stakeholders including business, industry, non – government and government organisations.

Creating new relationships through formal and informal communication and engagement.

Communicating and engaging in a genuine and meaningful way, recognising that we have many communities within our Shire: communities of interest and communities of place.

Developing a shared understanding of desired outcomes, service standards and the role Council, community and key stakeholders.

Ensuring clear communication and engagement, with our culture, processes and systems aligned to support this.

Ensuring that as we grow and evolve, we are sustainable, aligning our resource strategies (long-term financial plan, asset management plan, workforce plans and digital strategy) to ensure we are positioned to deliver and meet community expectations.



Direction 1: Refocusing on the future and our community

Initiatives:

- 1 Strengthen budget transparency with the active involvement of responsible managers in the development of the **2022/23 Operational Plan and Budget**
 - a. Effective phasing and reporting
 - b. Accurate forecasts and projections
 - c. Rolling program of works
 - d. Improve budget reporting, monitoring and management, bring together the operational plan, budget, capital works programs and KPIs
 - e. Mapping services and accountabilities (June 2022)
- 2 Revise the **Asset Management Plan** (March 2022) with a particular focus on roads (March 2024)
- 3 Review the **Long Term Financial Plan** to improve operating performance and enable greater funds to be directed towards asset renewal and maintenance, actions include:
 - a. Undertake reviews of services to identify opportunities for greater efficiency and effectiveness
 - b. Reduce the Workers Compensation premium through a targeted action plan to address root causes
 - c. Pursue grant opportunities for projects focused on renewal works and projects identified in adopted strategic plans
 - d. Benchmark and review of Council's fees and charges
 - e. Identify organisational efficiencies through use of e-services and digital mediums, that have both financially and environmental benefits
 - f. Prepare meaningful indicators to measure projects
- 4 Develop a **Customer Services Charter** and underpinning service levels that are linked to the implementation of the new CRM system.
- 5 Develop an **Investment Ready Plan** that brings together major projects arising from the **Integrated Strategic Plans** to use as the basis for advocacy with Federal and State Governments and pursuing grants (June 2022)
- 6 Prepare and implement a process for the new **Delivery Program** to explore issues/expectations around development, population growth and long-term planning for the Shire
- 7 Implement review findings and recommendations to strengthen governance and communication (Dec 2022)
- 8 Implement a place-based approach for projects, services and issues to focus on and connect with our community.
- 9 A **Plan for the Future**: prepare an integrated plan for the future that uses the CSP + LSPS as the base and brings together:
 - a. Integrated transport strategy
 - b. Community infrastructure: recreation and community facilities strategy
 - c. Sustainability/ environmental strategy
 - d. Infrastructure and servicing strategy
 - e. Economic development strategy (Jun 2023)
- 10 Prepare an overarching **Organisational Resourcing Strategy** that aligns to the projected growth and CSP directions to ensure that we are sustainable financially and have the right skills and number of people in place to support delivery of the CSP and Delivery Plan (Jun 2023)
- 11 Prepare a program of service reviews and comment implementation (Mar 2023)

Direction 2: Reinvigorating our workplace

Relationships

Reinvigorating our workplace is about recognising our people are our greatest asset and are the single highest determinate of the quality of service we provide.

Our people are currently fatigued by the events over the past few years, however, have displayed resilience in continuing to deliver for our community. As we refocus on the future we will reinvigorate and **re-energise our workplace to create a happy, harmonious, productive and healthy workplace.**

Retaining and capitalising on the experience of the existing team as well as bringing in new team members with fresh ideas and insights.

Fostering a place where people enjoy coming to, feel respected, valued and trusted – great place to work.

Encouraging diversity in the work place through a healthy culture supported by work practices designed to bring out the best in people, supporting delivery and a healthy work / life balance.

Offering opportunities to grow professionally either through specialising in areas of experience; broadening skills or progression through management streams.

Providing a contemporary work space with collaboration spaces.

Creating an organisation that is **an innovator and leader** in the community and within the local government sector.



Direction 2: Reinvigorating our workplace

Initiatives:

- 1 Fill critical vacancies (Mar 2022)
- 2 Implement new structure supported by contemporary systems and processes (including recruitment and selection; reward and recognition) (Jun 2022)
- 3 Refresh our workplaces to create a contemporary work space that is conducive to collaboration, team based initiatives and encourages effective flow of information/ ideas. (Dec 2022)
 - **Phase 1:** Move to Paper lite approach
 - **Phase 2:** Declutter + spring clean
 - **Phase 3:** Refresh our spaces providing spaces for different work styles
- 4 Establish new values for the organisation that are owned and understood across the organisation as part of Cultural Change Program.
- 5 Update and refresh the Risk Management and WHS System. (Jun 2022)
- 6 Map processes and undertake business improvement program. (Dec 2022)
- 7 Implement internal communications strategies including:
 - Monthly Managers meetings
 - Team leader meetings - quarterly
 - Quarterly operating plans and budget reviews
 - Whole staff meeting 2 times a year
 - Weekly GM updates
 - Organisational monthly newsletter
 - Onsite visits – out and about program
 - Employee engagement survey – annually
 - Create annual work plans that link with the CSP / Delivery Plan / Operational Plan
- 8 Develop and implement the Attraction and Retention Plan including launching the employee experience – informal communications, celebrating the successes; celebrating organisations milestones; sharing value and reactivate a program of social activities. (Sep 2022)
- 9 Implement the Health and Wellbeing Program. (Mar 2022)
- 10 Employ trainees to offer an entry into local government and capture local talent. (Dec 2022)
- 11 Develop and implement a Learning and Development Plan that is skills and competencies based. (Mar 2023)
- 12 Undertake organisational engagement survey. (Dec 2022)
- 13 Update organisation management standards to reflect the new culture. (Sep 2022)

Direction 3: Rebuilding our organisation & reputation



Rebuilding and restoring trust between the community and council and within Council itself

Trust is a fundamental building block for a strong foundation, for Council and the organisation to work effectively with the community and other stakeholders

The behaviours of the former Council and management within the organisations and subsequently Performance Improvement Orders and placement of Council into administration is an opportunity to now reset and rebuild...**Learning from the past to make for a better future**

The reviews undertaken over the past 9 months, along with the conduct of the Public Inquiry will provide a good base upon which to **build a strong foundation from the organisation** – as without a strong foundation the organisation will not be able to stabilise and effectively fulfil its roles and responsibilities

This will **take time** and will require a **concerted and focused effort** by the Council (elected body) and the Administration.

Rebuilding our reputation in the community and the Region

Rebuilding confidence and credibility – do what we say we are going to do, when we say we are going to do it

Making the complex simple to communicate the why, what, how and when

Raising our profile in the sector by being active in our professional communities

Initiatives:

- 1 Ensure the Executive and Managers are visible and engaged in the organisation and community
- 2 Link roles to Community Strategic Plan with clear alignment of roles, responsibilities and accountability. Reinforce everyone has a role to play.
- 3 Build a Project Management Framework to guide the effective delivery of all projects from concept to operation that is linked to Council's resourcing plans, within the IPR framework and is based on good governance.
- 4 Initiate a program of continuous improvement
- 5 Prepare a relationship matrix (Sep 2022)
- 6 Raise our profile through active participation in focus, conferences and award programs
- 7 Develop and implement a communication, engagement and relationship strategy (Sep 2022)
- 8 Undertake an organisation rebranding exercise.

2. Where are we Now...

Council & Interim Administrator

The Council was suspended, with the Minister for Local Government announcing on 1 September 2021 that a Public Inquiry will be held into Wingecarribee Shire Council.

Terms of Reference to *inquire into, and report upon, the following matters:*

1. Whether members of Council's governing body fully understand their roles and responsibilities and have adequately, reasonably and appropriately carried out their roles and responsibilities during the current term of Council.
2. Whether, during the current term of Council, there has been improper interference by the elected body of Council, or by individual councillors, in operational matters, with reference to staffing and planning functions.
3. Whether members of Council's governing body have been and will continue to be able to direct and control the affairs of Council in accordance with the Local Government Act 1993 and to otherwise fulfil its statutory obligations.
4. Any other matter that warrants inquiry, particularly those may impact on the effective administration of Council's functions and responsibilities or the community's confidence in the Council being able to do so.

*Since the IA has been appointed the following reviews have been undertaken, reported + commenced actioning

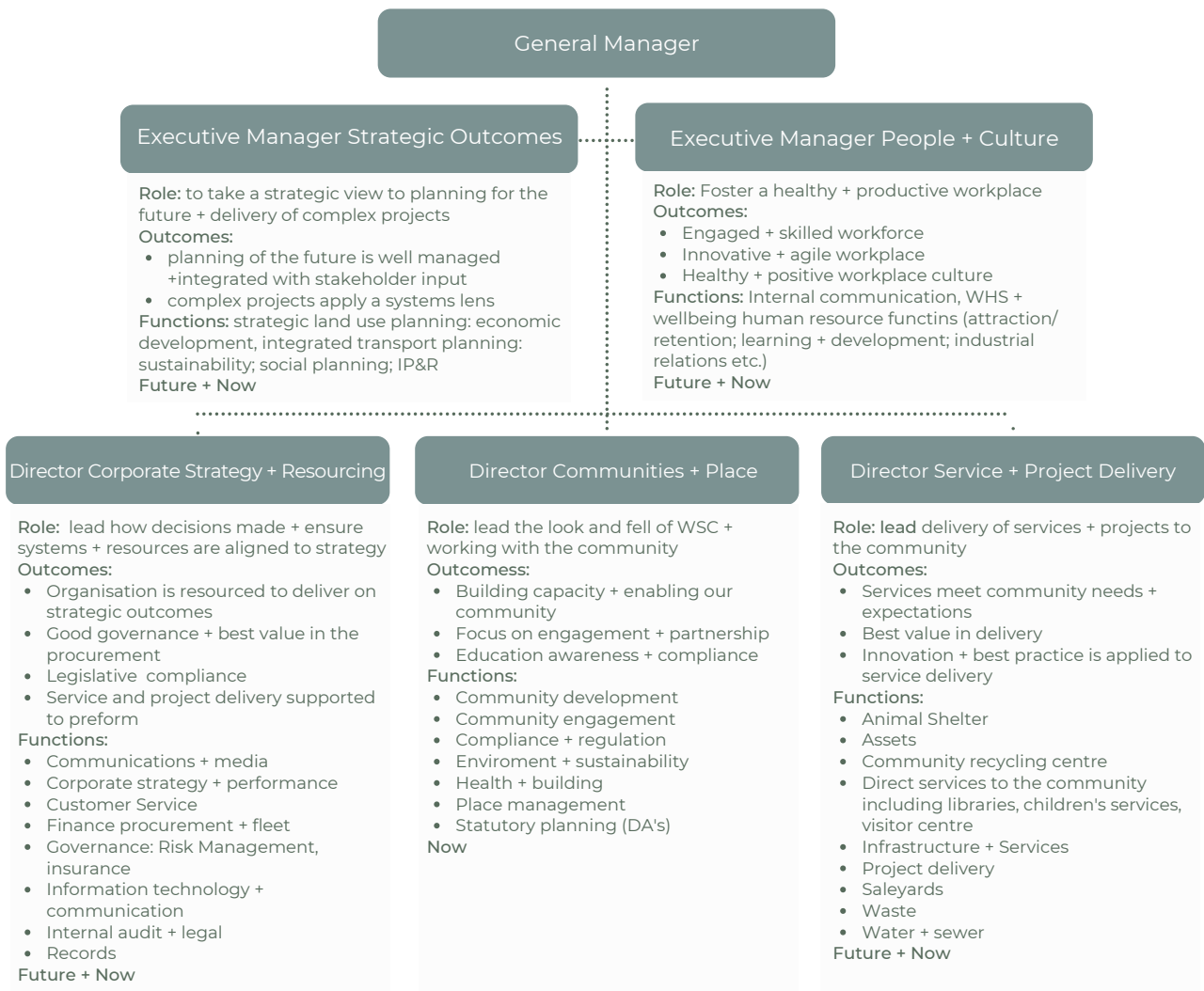
Sep 2020	Performance Improvement Order issued
Oct 2020	GM departed, followed by a succession of acting/GM's
Mar 2021	Interim Administrator appointed by Minister for LG Interim Administrator and a/GM commissioned several reviews highlighted need to: <ul style="list-style-type: none"> • Improve governance/ procurement practices • Address workforce management matters (attraction + retention, respectful behaviours/ cultural change) • Improve transparency, community communication + engagement
12 May 2021	Review of Council Finances (Finch Consulting)
12 May 2021	Review of Governance, Human Resources and Statutory Reporting at Wingecarribee Shire Council (Samantha Charlton)
9 Jun 2021	Interim Report on the Planning, Development and Regulatory area (Earnest Consulting)
21 Jun 2021	General Manager appointed
14 Jul 2021	Wombeyan Caves Road Expenditure Review (Finch Consulting)
27 Jul 2021	Minister advised awaiting final report from the Interim Administrator
28 Jul 2021:	The Administrator (IA) gave notice of intention to recommend a Public Inquiry
28 Jul 2021:	Righting the Wrongs: Second Report on Planning, Development and Regulatory Services (Earnest Consulting)
28 Jul 2021:	Bushfire Response and Recovery Review 2021 (Dave Owens)
28 Jul 2021:	Animal Shelter Review (David Ackroyd with Malcolm Ryan - Earnest Consulting)
28 Jul 2021:	Tourism and Economic Development Branch Expenditure Review (Finch Consulting)
28 Jul 2021	Purchase Card Review (Finch Consulting)
1 Sep 2021	Minister announces a Public Inquiry with the terms of reference
Dec 2021	Corporate Communications Review (KPMG)
Dec 2021	Review of Committees (Dave Ackroyd)
Dec 2021	Review of Civic Centre Refurbishment (Norm Smith)
Sep 2022	Next election for WSC flagged



Organisation

There was a need to review the structure. This will be undertaken in two phases.

The first phase was undertaken in the first 3 months with the creation of a 3 Directorate structure, with the Directors commencing in October 2021.



This structure provides:

- Alignment of functions to support Community Strategic Plan
- Clarity of roles
- A focus on the future: community and organisational strategy
- A focus on people and culture: our people are our greatest asset
- A base upon which to build capacity and capability
- An agile and community focused organisation

Phase 2 of the structure will be undertaken between October 2021 and June 2022.

A change management process and supporting documents has been prepared to support this phase.



Regional Context

The Wingecarribee Shire is located within the Sydney – Canberra – Melbourne transport corridor on the Southern railway line and Hume Highway within close proximity to the major metropolitan and regional centres of Sydney, Canberra and Wollongong. The Shire is predominantly rural in character with agricultural land separating our towns and villages characterised by unique landscape and aesthetic appeal.

We are uniquely positioned, between the Southern Tablelands, Illawarra and Macarthur Councils.

This presents both challenges and opportunities in terms of strategic positioning and alliances.

We are currently a member of the Canberra Region Organisation Council, however Council also participates in a range of different regional forums, on a *best fit* approach dependent on context and project.

Council's current involvement with strategic networks and government grouping, including the Canberra Region Joint Organisation.

At its meeting on 14 February 2018 Council resolved to be included in the Joint Organisation for the South East and Tablelands, as per the Minister for Local Government's recommendations.

Joint Organisations were proclaimed on 9 May 2018 and the Joint Organisation for the South East and Tablelands was named the Canberra Region Joint Organisation (CRJO).

In addition to Wingecarribee Shire Council, the CRJO includes the following member councils, Bega Valley Shire, Eurobodalla Shire, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang Regional, Snowy Monaro Regional, Snowy Valleys, Upper Lachlan Shire and Yass Valley Councils.

Prior to the formal establishment of the Joint Organisations, Council participated the Southern Councils Group (SCG) which included Wollongong, Kiama, Shoalhaven and Shellharbour. However, at the meeting held on 11 March 2015 Council resolved to terminate its membership with the SCG.

The SCG later became the Illawarra Shoalhaven Joint Organisation (ISJO). In May 2018 a councillor briefing was conducted by the ISJO to seek council's membership as an associate member. It is understood that Council declined this offer.

The principal functions of the Canberra Region Joint Organisation (CRJO) are to:

- Establish strategic regional priorities for the Joint Organisation area and develop strategies and plans for delivering these priorities.
- Provide regional leadership for the Joint Organisation area and to be an advocate for strategic regional priorities.
- Identify and take up opportunities for intergovernmental cooperation on matters relating to the Joint Organisation area.



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The other services and functions of the CRJO are:

- Joint procurement where agreed between parties
- Collaboration to achieve outcomes for the region or individual members
- Provide the key regional linkage to the South East and Tablelands Regional Strategy, Destination NSW, Destination Sydney Surrounds South and Regional Economic Development Strategies.
- Employment of appropriately qualified personnel to deliver grants, JO-funded programs and projects.

Since Council joined the CRJO, it has participated in Board meetings, General Managers meetings and staff have participated in a range of (but not all) working groups. The CRJO offers the following working groups for staff participation:

- Procurement
- Economic Development
- Finance
- Infrastructure
- Waste & Resource Recovery
- Human Resources
- Local Emergency Management
- Wellbeing and Integrated Planning & Reporting
- Regional Planners

While participation in the CRJO has offered several benefits to date, it is not clear that Council has participated in the CRJO sufficiently to gain maximum benefit. Communication within the organisation regarding Council's participation in the CRJO has also be very limited.

For instance, in the past the CRJO engaged KPMG to develop a regional workforce strategy. However, Wingecarribee Shire Council did not participate and is excluded from this document. Given the significant issues Council has recruiting and retaining staff, like other regional councils, this may have been a good opportunity to address such issues at a regional level.

For some functions Council's alignment to the CRJO is not always clear and often in conflict with other strategic networks and other state and federal government groupings for Wingecarribee.

Wingecarribee geographical locations means at times it is aligned to with the South West Sydney, Illawarra or South East and Tablelands areas.

We will continue to apply a best fit approach to participation in other Regional Forums. The following tables details some of these.



Council's strategic networks + government agencies

	Strategic Network / Government Grouping	Local Government Areas
1	Canberra Region Joint Organisation (CRJO)	Wingecarribee, Bega Valley, Eurobodalla, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Snowy Valleys, Upper Lachlan, Yass Valley
2	Department of Planning, Industry and Environment South East & Tablelands Regional Plan	Wingecarribee, Bega Valley, Eurobodalla, Goulburn Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan, Yass Valley
3	Regional Development Australia Southern Inland	Wingecarribee, Goulburn-Mulwaree, Hilltops, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan, Yass Valley
4	Bushfire Recovery	Wingecarribee, Shoalhaven, Eurobodalla, Queanbeyan Palerang, Snowy Monaro, Bega Valley and Snowy Valleys
5	Arts Southern Tablelands Arts	Wingecarribee, Goulburn-Mulwaree, Hill Tops, Queanbeyan-Palerang, Upper Lachlan, Wollondilly, Yass Valley
6	Health (NSW) SW Sydney LHD	Wingecarribee, Wollondilly, Camden, Campbelltown, Liverpool, Fairfield, Bankstown
7	Health (Federal) SW Sydney PHN	Wingecarribee, Wollondilly, Camden, Campbelltown, Liverpool, Fairfield, Bankstown
8	Department of Communities and Justice South West Sydney	Wingecarribee, Wollondilly, Camden, Campbelltown, Liverpool, Fairfield, Bankstown
9	Tourism Destination Sydney Surrounds South	Wingecarribee, Kiama, Shellharbour, Shoalhaven, Wollondilly, Wollongong
10	Employment Local Jobs Program Illawarra and South Coast	Wingecarribee, Kiama, Shoalhaven, Eurobodalla, Bega Valley, Wollongong, Shellharbour
11	Skills & Training Training Service NSW - Smart & Skilled	Southern Highlands (Wingecarribee), Illawarra, Shoalhaven
12	Skills & Training Training Service NSW - Smart & Skilled	Southern Highlands (Wingecarribee), Illawarra, Shoalhaven
13	Service NSW Council Relationship Management & Business Concierge	Wingecarribee and 22 Local Government Areas (LGAs)
14	Sydney Peri Urban Network	Wingecarribee, Wollondilly, The Hills Shire, Shoalhaven, Shellharbour, Penrith, Kiama, Hornsby, Hawkesbury, Gosford, Camden and Blue Mountains
15	Sports Illawarra Academy of Sport	Wingecarribee, Wollongong, Shellharbour, Kiama, Shoalhaven
16	Police Hume District	Wingecarribee, Goulburn-Mulwaree, Yass Valley, Hill Tops
17	Waste Contract	Wingecarribee, Campbelltown, Camden, Liverpool, Wollondilly
18	Regional Illegal Dumping	Wingecarribee, Wollongong, Shellharbour, Eurobodalla, Bega Valley, Wollondilly



Our Place

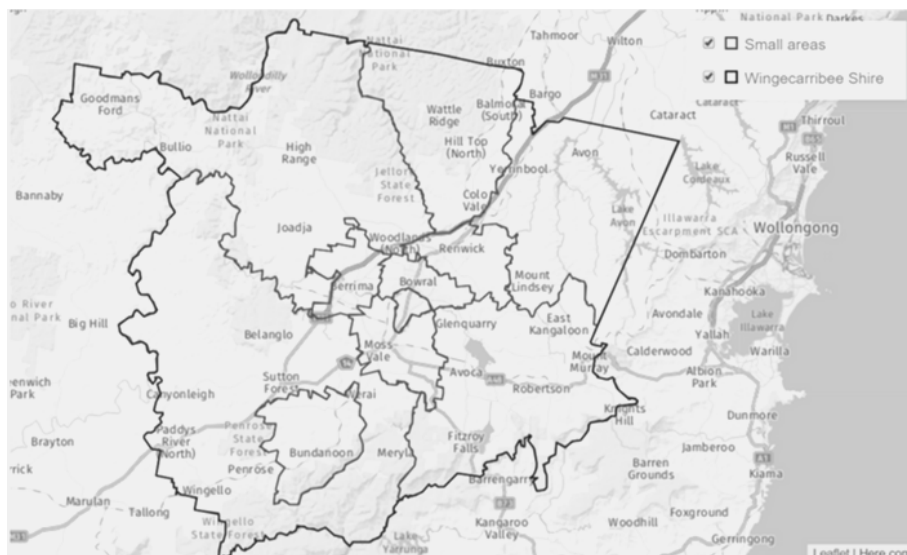
Wingecarribee Shire Council (Moss Vale) is located 75km from the south western fringe of Sydney and 110km from Sydney's central business district. The Shire has a total area of approximately 2,700km², 56% of which is north of the Wingecarribee River.

It is comparable in size to that of urban Sydney, averaging 55 Km from east to west and 45km from north to south, with its geographic centre north west of Berrima and is demographic centre south – east of Bowral.

Much of the Shire is located at or 640m above sea level.

The Southern Highlands has a rich history which began with the traditional owners of the land, the Gundungurra and D'harawal people, and later European settlers who first explored the area in 1798. The region is today recognised for its impressive 19th and 20th century buildings and streetscapes as well as for its natural and farming landscapes.

European settlement commenced in the area around 1820. The first settlement, Bong Bong settlement, located on the Moss Vale Road between Moss Vale and Burradoo adjoining the Wingecarribee River, is marked by an obelisk and sits within the greenbelt between Moss Vale and Burradoo as part of the Burradoo Landscape Conservation Area.

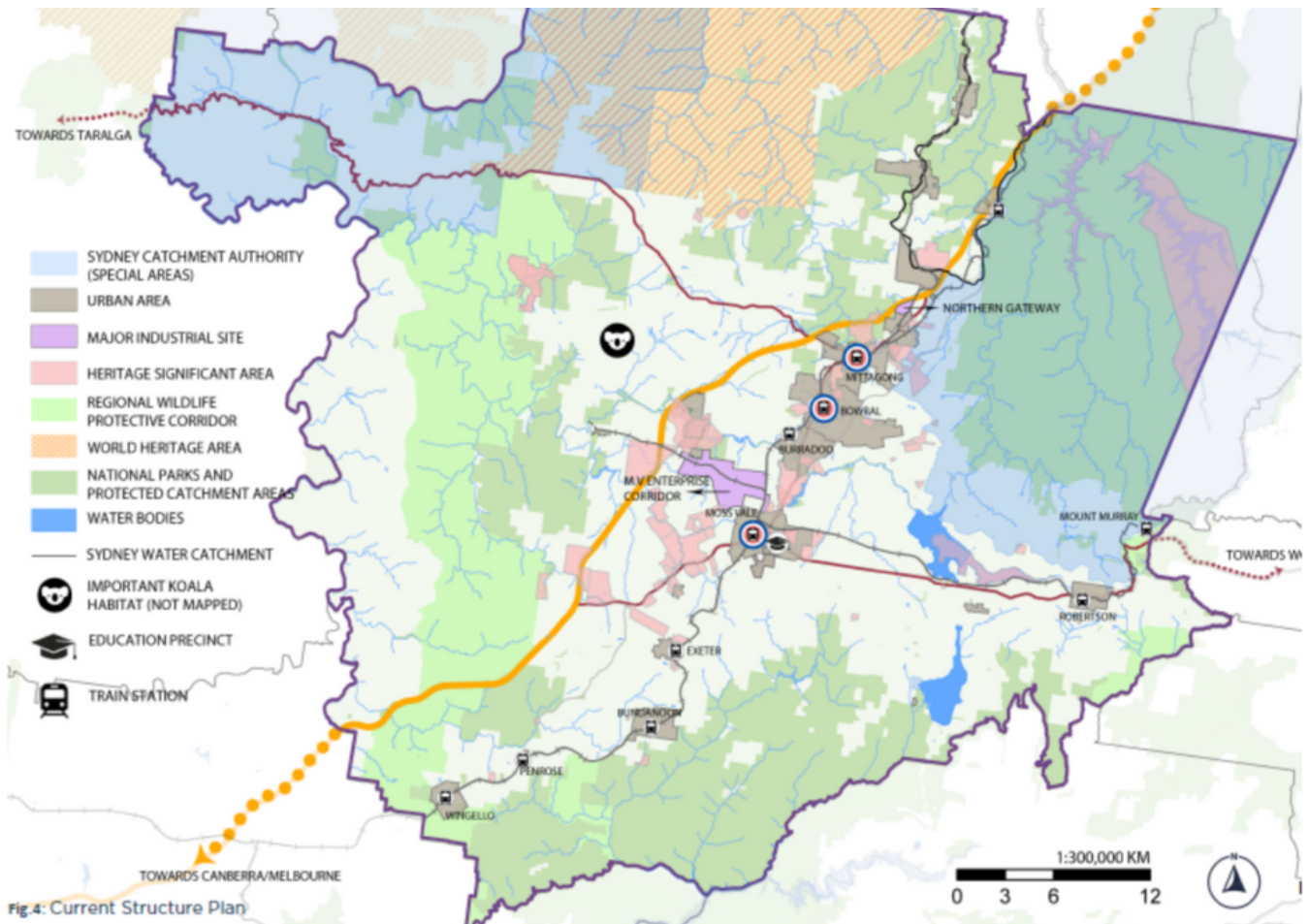


Berrima, the second settlement to be established in the district, dates back to the 1830s and survives today as the last remaining, largely intact, Georgian-period town on mainland Australia.

The urban structure and historic settlement pattern of the Shire was heavily influenced by the arrival of the Main Southern Railway Line, which resulted in the rapid development of Mittagong, Bowral and Moss Vale in the 1860's. Today, the Main Southern Railway acts as a spine running north-south through the Shire, with our towns and villages dispersed along the railway line.

The three towns of Bowral, Mittagong and Moss Vale each have a unique function and character and collectively act as the economic heart of the Shire. In addition, there are towns, villages and localities across the Shire that contribute to the unique character and overall beauty of the Shire.

38% of the Shire, or 103,000 ha are either national parks or nature reserves with almost the entire Shire located within the Sydney Drinking Water Catchment



Our Communities

Our population is forecast to grow to 66,860 by 2041. We have an economically diverse community, with 2.6% of public or social housing through to extremely wealthy high net individuals.

The rapid growth of south-west Sydney and the Western Sydney Aerotropolis present both challenges and opportunities to protect the green in between however to also harness the economic benefits for the Shire given the proximity to the Aerotropolis.

We have a healthy and diverse economy, driven by the health, tourism, education, manufacturing, agriculture, construction and professional industry sectors. However, our declining work force and aging population presents unique challenges to our economy.

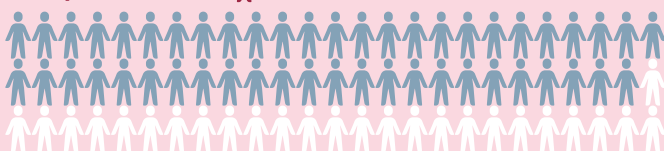
To our east, the large-scale urban release areas of West Dapto and Calderwood Valley will potentially alleviate development pressure in the Shire and will contribute to the workforce needed to service our key industries of health care, tourism, education, agribusiness, freight and logistics and advanced manufacturing.

Current development pressures are significant based on strong demand for residential and tourism related development as well as for infrastructure, industry and agricultural purposes, and the significant growth occurring in our neighbouring areas is likely to result in increased development pressures. Council adopted the Local Housing Strategy in 2021. This Strategy forms the basis for land use patterns for the next 20 years.

The Australian Government is investigating the viability of building a high-speed rail network to reduce travel time between capital cities along Australia's east coast. This network could present significant economic and housing opportunities that will require more detailed planning and consideration if this proposal comes to fruition.

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Population = 1,000 residents

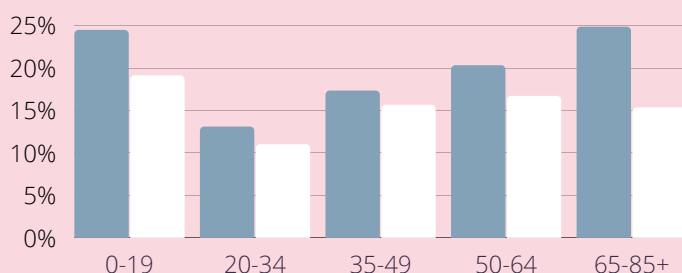


2016 Population = 49,000

Estimated 2041 Population = 51,500

High Growth Scenario 2041 Population = 66,860

Source: NSW Government - 2019



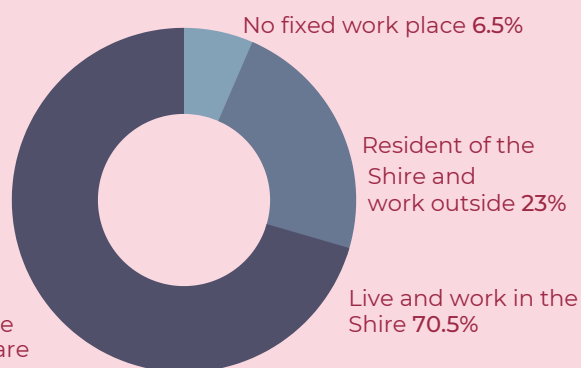
Median age is 47 years compared to State average of 38 years



47.8% of the population are males



52.2% of the population are females



Wingecarribee residents of age 65 and above will increase from 25% in 2016, to over 35% in 2041 representing an increase of some 54%

47.6% of our population is employed. The major employment sectors in Wingecarribee are:

Health Care and Social Assistance 14.2%

Retail Trade 11.7%

Food Services and Accommodation 11.1%



2016

36%

Couple only households accounted for about 36%, representing the largest household group in the Shire

2041

38%

Couple only households are predicted to form about 38% of all households, representing the largest household group in the Shire

27%

Couples with children currently represent the second largest household group in the Shire

22%

Couples with children households will lower in percentage in 2036 totaling to about 22% of all households, representing the second largest household group in the Shire

26%

Lone person household making up more than 26%

27%

Lone person households making up 27%



Key Stakeholders: Locally



Stakeholders by theme

Within our LGA there are a myriad of different organisations and groups.

	INDUSTRY	GOVERNMENT	NON-GOVERNMENT
ECONOMIC	<ul style="list-style-type: none"> Southern Key Stakeholders Group Southern Highlands Chamber of Commerce & Industry Moss Vale & Rural Chamber of Commerce Robertson Business Chamber Agribusiness & Equine Working Group Southern Highlands Food & Wine Association 	<ul style="list-style-type: none"> Destination Sydney Surround South Regional NSW Regional Development Australia Southern Inland National Trust, Retford Park, Harpers Mansion Transport Heritage NSW Canberra Region Joint Organisation 	<ul style="list-style-type: none"> Southern Highlands Botanic Gardens Markets - Hill Top, Mittagong, Bowral, Robertson, Moss Vale Highlands Garden Society
CULTURAL	<ul style="list-style-type: none"> Regional Art Gallery Bowral & District Art Society ImaginArta Puppetry Sturt Gallery & Studios Southern Highlands Symphony Orchestra 	<ul style="list-style-type: none"> Illawarra Local Aboriginal Land Council 	<ul style="list-style-type: none"> RSL branches - Mittagong, Bundanoon, Bowral, Robertson, Berrima and Moss Vale Country Women's Associations; Moss Vale, Bowral, Exeter, Bundanoon, Mittagong; various local Men's Shed Interchange, Lions Clubs Berrima District Historical & Family History Society
GOVERNANCE		<ul style="list-style-type: none"> Resilience NSW RFS brigades & SES; Bundanoon, Burrawang, Canyonleigh; Colo Vale; Exeter; High Range; Hill Top; Joadja; Mandemarr; Mittagong; Moss Vale; Penrose; Robertson; Wingello 	
ENVIRONMENTAL	<ul style="list-style-type: none"> Experience Nature Group Wild Horizons 	<ul style="list-style-type: none"> National Parks & Wildlife - Bangadilly, Guula Ngurra, Morton, Nattai, Meyla, Wingello, Penrose 	<ul style="list-style-type: none"> WinZero Bushcare Groups, Hill Top, Mt Gibraltar, Mt Alexandra Low Carbon Living Southern Highlands Robertson Environment Protection Society
SOCIAL	<ul style="list-style-type: none"> Argyle Housing CTC Robertson HarbisonCare Wingecarribee Adult Day Care Southern Highlands Foundation 	<ul style="list-style-type: none"> PCYC Mittagong 	<ul style="list-style-type: none"> Sporting clubs - rugby, soccer, hockey, basketball, netball, golf, swimming, sailing, croquet, tennis, pony club, bowling, cricket Quest for Life

Our Community: what they think

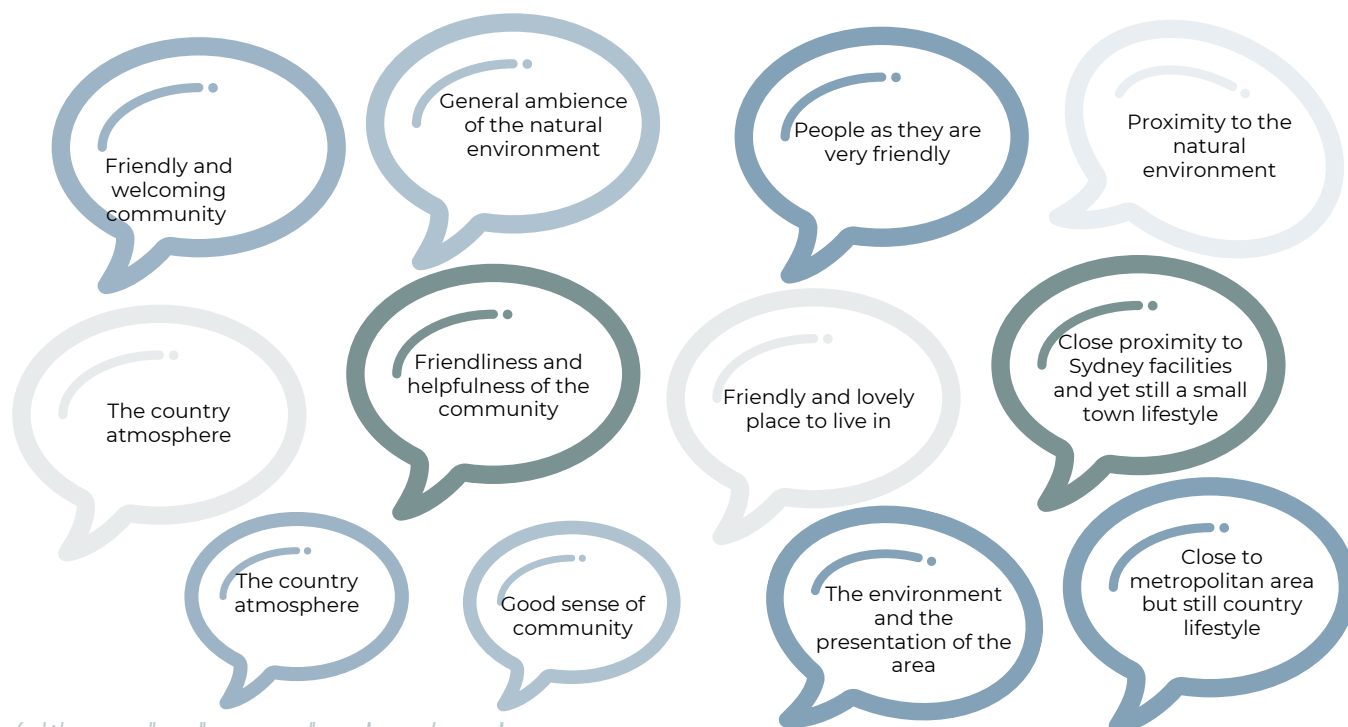
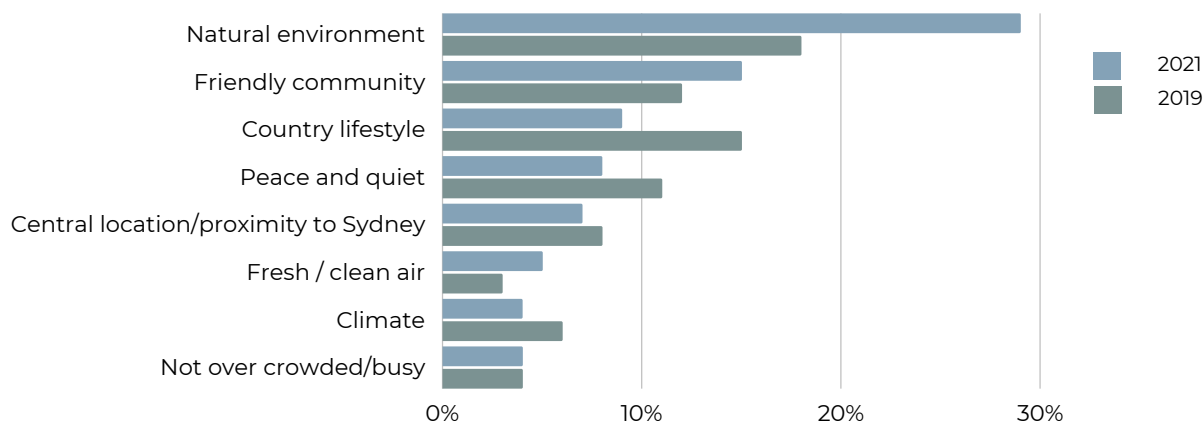
Set out below are the key points from the 2021 Community Survey

The survey was undertaken to:

- Explore and understand resident experiences contacting Council
- Identify the community's level of agreement with statements regarding the Wingecarribee Shire Council area
- Sample of 404 residents (as at early Feb 2021)

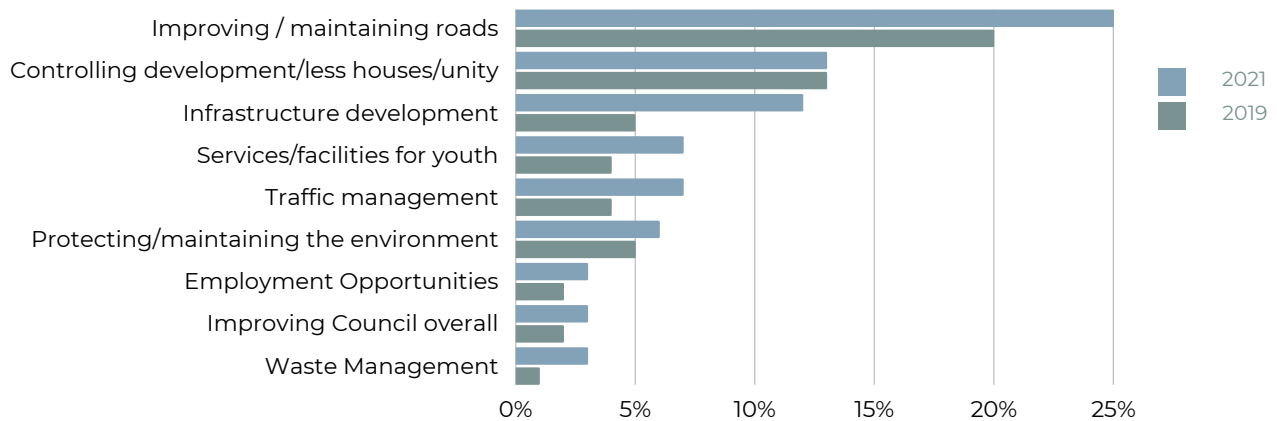


Best Thing About Living in the Shire



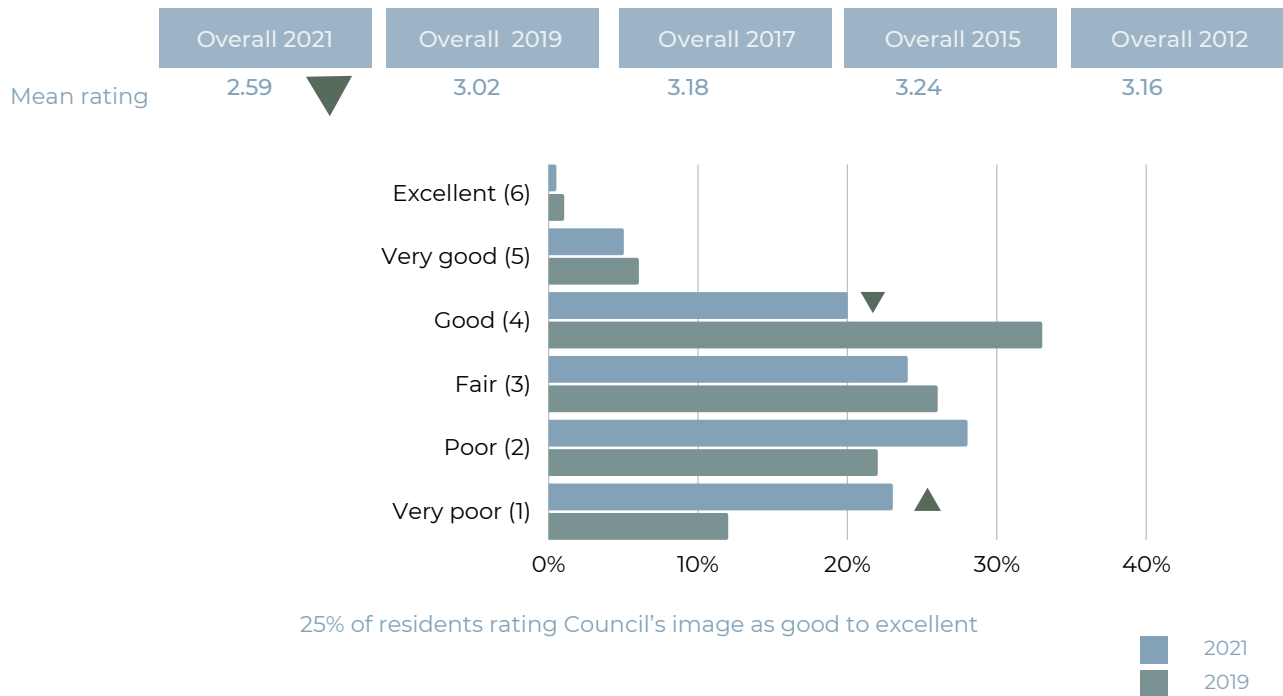
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Top Priorities for Council

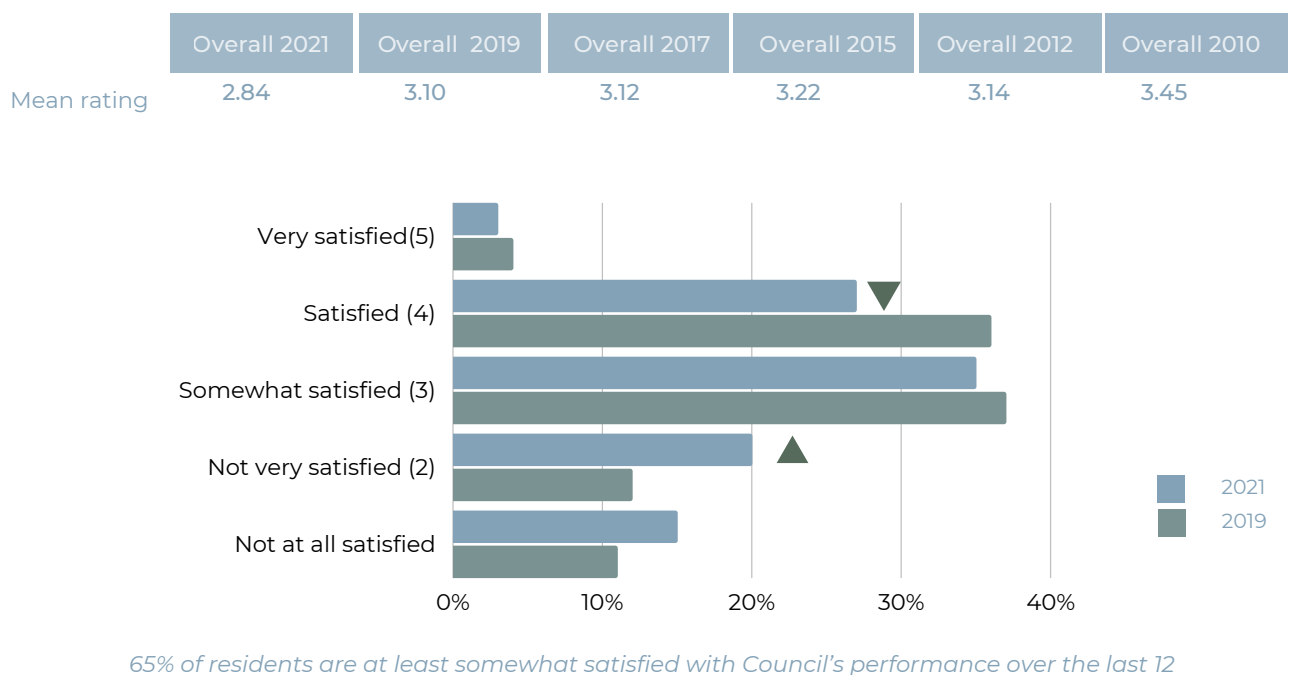




Council's Image

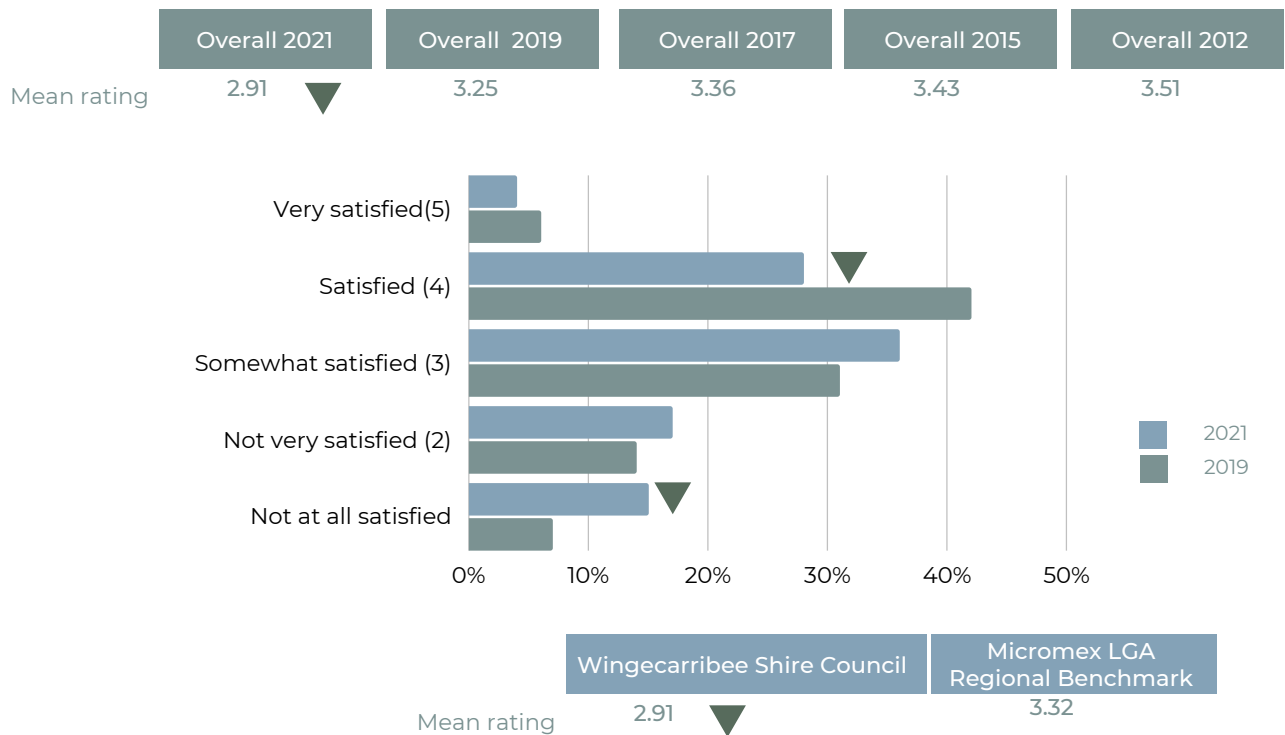


Overall Satisfaction



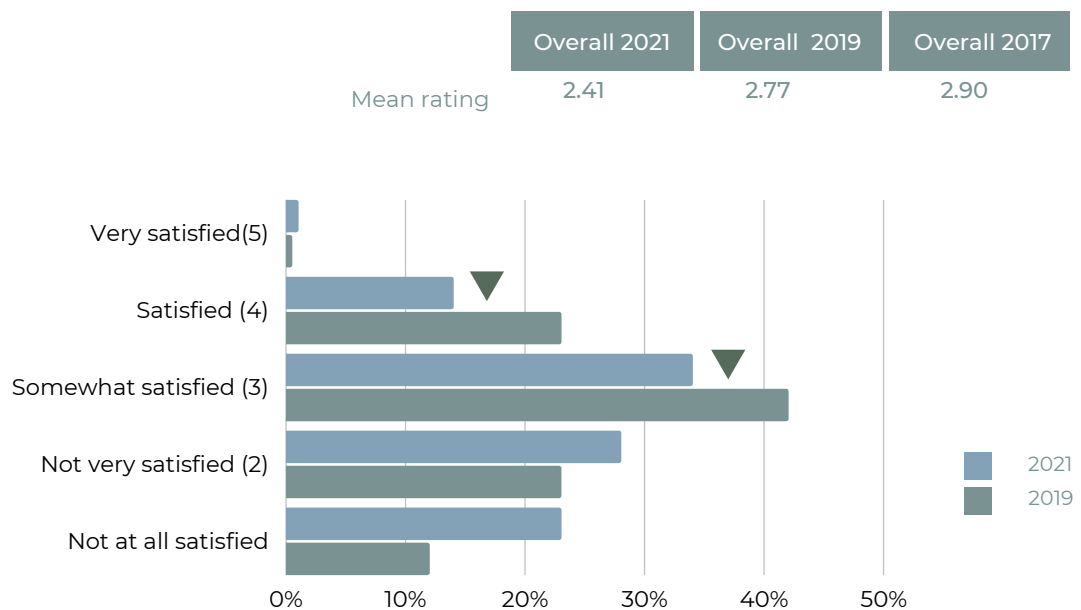
AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

Satisfaction with Council's communication



Overall, 68% of residents are at least somewhat satisfied with the Council's current level of communication with the community.

Performance of Elected Councillors - Overall



49% of residents are at least somewhat satisfied with the overall performance of elected Councillors

AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

Our Services

What the community think about the services we offer and where we need to focus our attention into the future:

Importance & Satisfaction - Key Trends

Compared to 2019 research, there were significant increase in residents' levels of importance for 4 of the 43 comparable services / facilities

	2021	2019
Domestic garbage collection	4.71	4.55
Green waste collection	4.38	4.06
Provision and maintenance of local parks & gardens	4.35	4.21
Cleanliness & functionality of public toilets	4.32	4.15

There is no significant decline in residents' level of importance across the 43 service/facilities.

Key Satisfaction Trends

Over the same period there has been a significant increase in resident satisfaction for 2 of the 43 comparable services / facilities

	2021	2019
Town drinking water quality	4.07	3.79
Encouraging recycling	3.56	3.35

There was also a significant decline in resident satisfaction for the following:

	2021	2019
Condition of local roads	4.07	3.79
Providing adequate drainage	3.56	3.35
Provision & maintenance of swimming pools	3.11	3.61

Importance & Satisfaction - Highest /Lowest Rated Services / Facilities

Importance

The following services/facilities received the highest importance mean ratings:

Highest Importance	Mean	T2 Box
Condition of local roads	4.72	94%
Reliability of town water	4.72	92%
Town drinking water quality	4.72	92%
Domestic garbage collection	4.71	94%
Litter control & rubbish dumping	4.62	92%

The following services/facilities received the lowest importance mean ratings:

Lowest Importance	Mean	T2 Box
Dog Control	3.72	60%
Support for arts & culture	3.75	60%
Festivals & events	3.78	63%
Revitalisation / beautification of town and village centres	3.89	67%
Protecting heritage values & buildings	3.96	70%
Provision & maintenance of community halls / facilities	3.96	70%

Satisfaction

The following services/facilities received the highest satisfaction mean ratings:

Highest Satisfaction	Mean	T2 Box
Reliability of town water	4.26	95%
Domestic garbage collection	4.21	92%
Overall sewerage system performance	4.14	92%
Town drinking water quality	4.07	90%
Provision & operation of libraries	4.00	91%

The following services/facilities received the lowest satisfaction mean ratings:

Lowest Satisfaction	Mean	T2 Box
Condition of local roads	1.98	31%
Opportunities to participate in council decision making	2.44	50%
Enforcement of development & building regulations	2.57	50%
Availability of car parking in the town & village centres	2.59	51%
Managing development & growth	2.65	52%

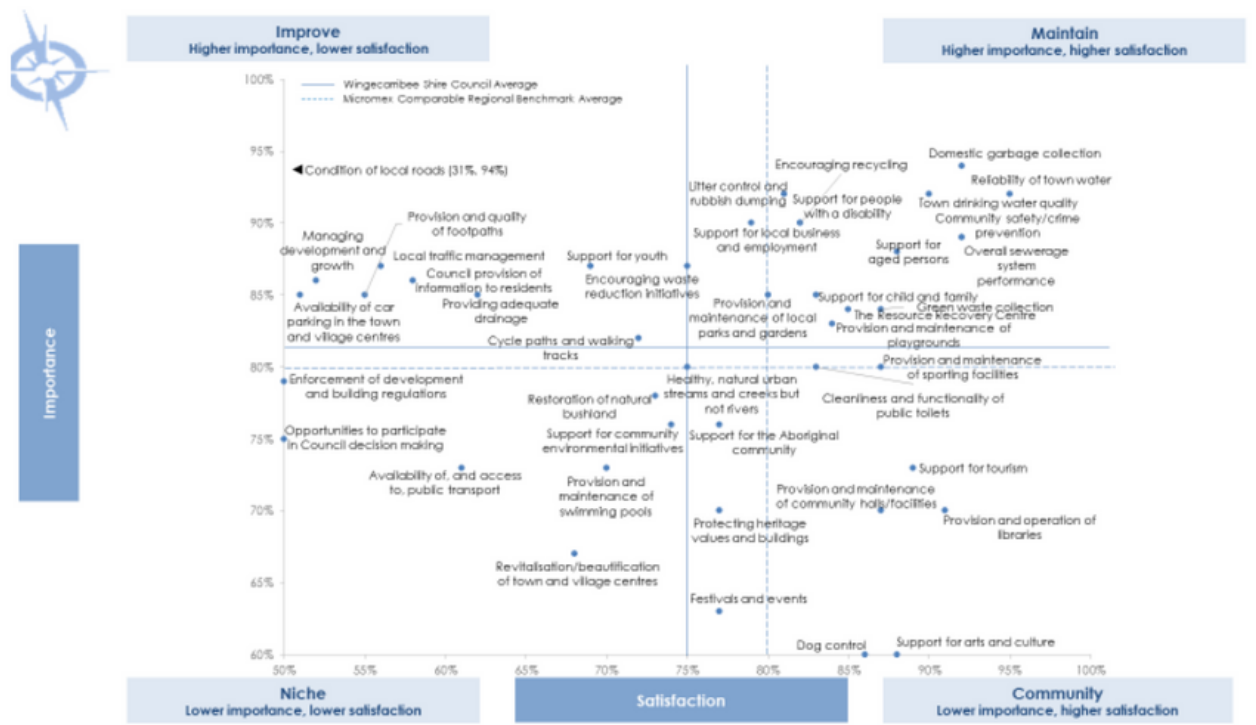
AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

Performance Gap Analysis

The table below examines the largest performance gaps, that is the difference between the importance residents place on an area and the level of satisfaction for all of these areas. The difference ranges between 31% and 69%.

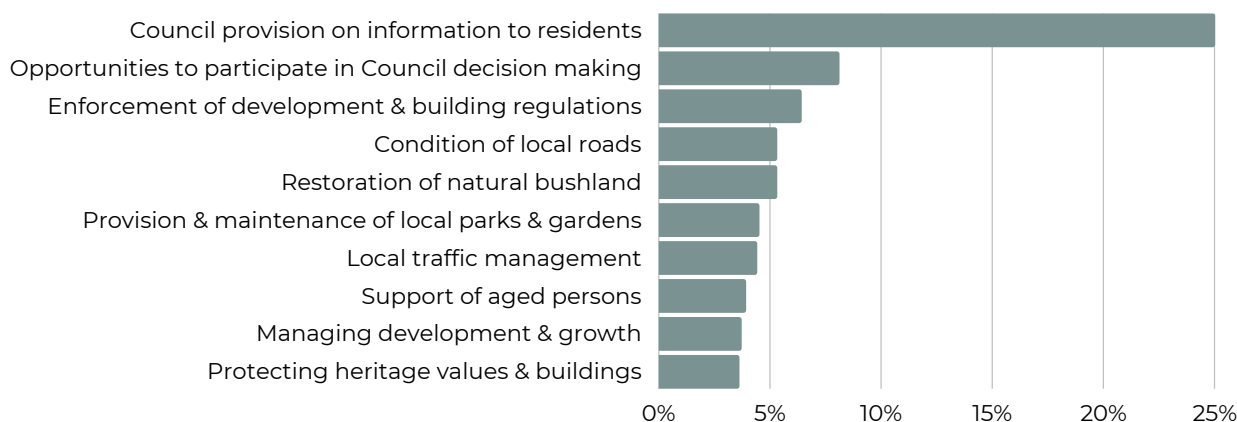
Service Area	Service / Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance- Satisfaction)
Places	Condition of local roads	94%	31%	63%
Places	Managing development & growth	86%	52%	34%
Environment	Availability of car parking in the town and village centres	85%	51%	34%
Places	Local traffic management	87%	56%	31%
Places	Provision & quality of footpaths	85%	55%	30%
Environment	Enforcement of development & building regulations	79%	50%	29%
Leadership & Economy	Council provision of information to residents	86%	58%	28%
Leadership & Economy	Opportunities to participate in Council decision making	75%	50%	25%
Environment	Providing adequate drainage	85%	62%	23%
People	Support of youth	87%	69%	18%

Note: The diagram below identifies the comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at a LGA level. This is step 2 of the analysis.



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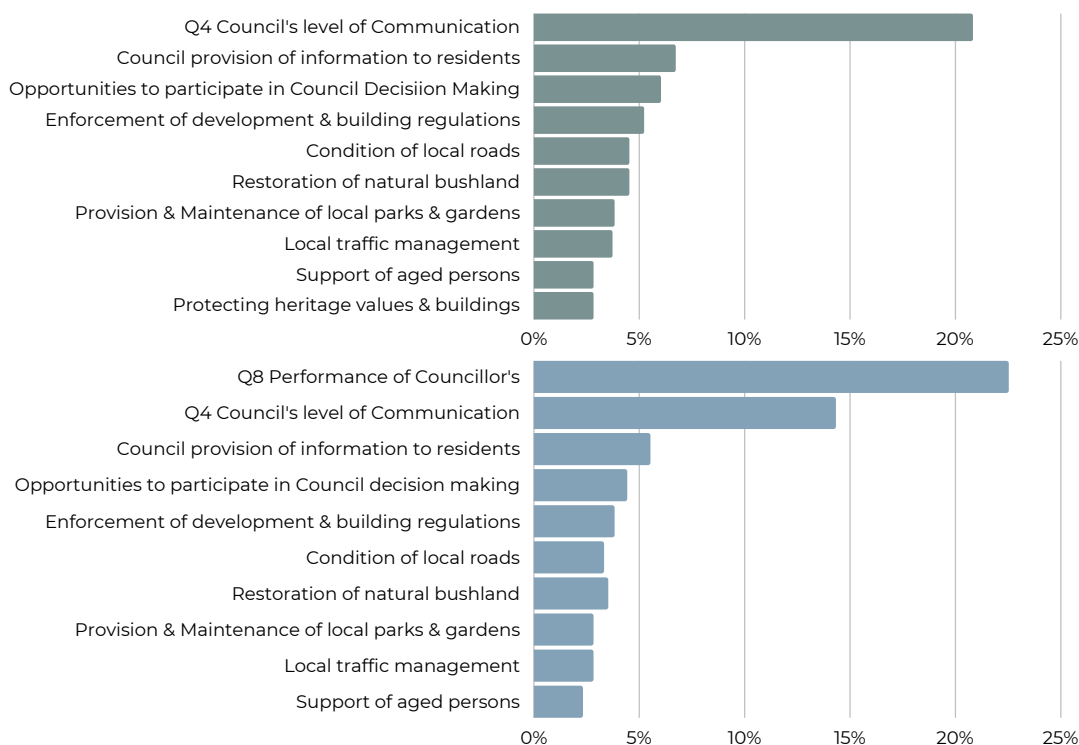
Key Drivers of Overall Satisfaction



These 10 services / facilities are the key community priorities and by addressing these, Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

Key Drivers of Overall Satisfaction

The charts below are a re-run of the key drivers contributing to overall satisfaction, but with the inclusion of Q4 'How satisfied are you with the level of communication Council currently has with the community?' and Q8b. Thinking overall about the Councillors elected in September 2016, how satisfied are you with their overall performance?'



This analysis enables understanding of the drivers of overall satisfaction and highlights the importance of community engagement and consultation, as well as the impact of the performance of Councillors on overall satisfaction.

Summary and Recommendations from the 2021 Community Satisfaction Survey

Drivers of Overall Satisfaction

Performance of Councillors

Council's level of communication

Council's provision of information to residents

Opportunities to participate in Council decision

Enforcement of development and building regulations

57 % Preferences Around Facilities
Of residents would prefer to have lots of small facilities across the Council area, rather than having fewer, larger facilities.

Best Thing about Living in the Area

Natural environment/open space

Friendly community

Country lifestyle

Peace and quiet

Top Priorities for Council to Focus on

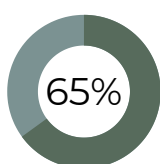
Improving/maintaining roads

Controlling development/less houses

Infrastructure development

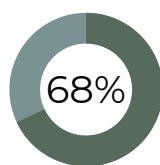
Traffic management

Overall Satisfaction



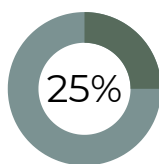
65% of Wingecarribee Shire Council residents are at least somewhat satisfied with the performance of Council in the last 12 months

Council's Communication



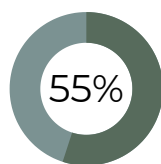
68% of residents are at least somewhat satisfied with Council's level of communication with the community

Council's Image



25% of residents rate Council's image within the community as good to excellent

Performance of Councillors



55% of residents are at least somewhat satisfied with the overall performance of Councillors

Governance & community engagement remain the key opportunity areas for Wingecarribee Shire Council



Observations and themes from community conversations:






The community is passionate, engaged and wants to be actively engaged in shaping the future of the community.

Alongside addressing the areas highlighted in the 2021 Community Satisfaction survey to improve / increase community satisfaction with Council there is also a need to repair and restore the relationship between Council – both the elected Council and the Administration – and the community.

There is also a lot of cynicism and suspicion arising out of how they feel that the previous Council performed and their interactions with the previous Administration and / or personal experiences with the communication and services provided by Council.

However, there is a strong desire expressed by the community to work with the Council to move forward.

Trust is Key

-  Trust takes a long time to develop and can disappear in an instance.
-  There is the challenge.
-  How do we rebuild trust and confidence in Council – the elected Council and the Administration.
-  This will be a focus now and into the future.
-  Providing clear and consistent communication – openness and transparency and building a constructive relationship with the community.

13 Behaviours of a high trusted leader

Franklin Covey

Behaviours		What to say	Opposite	Counterfeit
C H A R A C T E R	Talk straight	<ul style="list-style-type: none">• Be honest• Tell the truth• Let people know where you stand	Lie. Decieve.	<ul style="list-style-type: none">• Spinning, posturing and manipulating
	Demonstrate respect	<ul style="list-style-type: none">• Care for others and show it.• Treat everyone with respect, especially those who can't do anything for you.	Show disrespect or not care about others.	<ul style="list-style-type: none">• Faking respect, showing respect for some but not all.
	Create transparency	<ul style="list-style-type: none">• Tell the truth, be real, genuine, open and authentic.	Hide, cover up, obscure things.	<ul style="list-style-type: none">• Having hidden agendas, withholding information.
	Right wrongs	<ul style="list-style-type: none">• Admit when you're wrong, apologise quickly, show humility, and don't let pride get in the way of doing the right thing.	Deny, justify or rationalise wrong behaviour.	<ul style="list-style-type: none">• Cover up, disguise, hide mistakes until forced to admit error.
	Show loyalty	<ul style="list-style-type: none">• Give credit to others, speak about people as if they're present and represent others who aren't there.	Take Credit, betray others.	<ul style="list-style-type: none">• Being gossipy and two faced, appearing to give credit when they're present but down playing their contribution and taking credit when they are not around.
C O M P E T E N C E	Deliver results	<ul style="list-style-type: none">• Establish a track record of getting the right things done.• Make things happen, on-time and within budget.• As Yoda says, 'Do or not do, there is no try'.	Over promise and under deliver.	<ul style="list-style-type: none">• Delivering activities instead of results – doing busy work without accomplishing anything real.
	Get better	<ul style="list-style-type: none">• Continuously improve.• Increase your capabilities.• Be a constant learner.• Don't consider yourself above feedback.	Rest on your laurels, become irrelevant.	<ul style="list-style-type: none">• Learning but never producing, force fitting thinks into what you're good at.
	Confront reality	<ul style="list-style-type: none">• Tackle all issues head-on, even the 'undiscussables'.• Address the tough stuff directly.• Confront the reality not the person.	Ignore reality, be in denial.	<ul style="list-style-type: none">• Focus on side issues whilst skirting the real issues.
	Clarify expectations	<ul style="list-style-type: none">• Disclose, reveal and validate expectations.• Don't assume they are clear or shared.• Renegotiate if needed/ possible.	Leave expectations unclear or undefined.	<ul style="list-style-type: none">• Guessing.• Fail to pin down specifics for meaningful accountability.
	Practice accountability	<ul style="list-style-type: none">• Hold yourself first, others second. Take responsibility.• Be clear on how you'll communicate how you're doing and how others are doing.• Don't blame.	Not take responsibility.	<ul style="list-style-type: none">• Point fingers and blame others, fail to enforce consequences when expectations aren't met.
C H A R A C T E R + C O M P E T E N C E	Listen first	<ul style="list-style-type: none">• Listen before speaking. Understand.• Diagnose, listen with ears, eyes and heart.	Speak first and listen last or not listen at all.	<ul style="list-style-type: none">• Listen just to formulate your response, pretend to listen.
	Keep commitments	<ul style="list-style-type: none">• Say what you'll do, then do it.• Make commitments carefully and keep them at all costs.• Don't break confidences.	Break commitments, violate promises.	<ul style="list-style-type: none">• Make vague, elusive promises that can't be pinned down.
	Extend trust	<ul style="list-style-type: none">• Extend trust abundantly to those who've earned it, conditionally to those who are still earning it.	Withhold trust.	<ul style="list-style-type: none">• Extend false trust – giving responsibility without authority, then micromanage, snoopervise'



The OLG updates the 'Your Council' website each year. This site provides information about NSW's 128 local councils. The site enables people to find out more about their local council and the wide range of services it delivers at the click of a button.

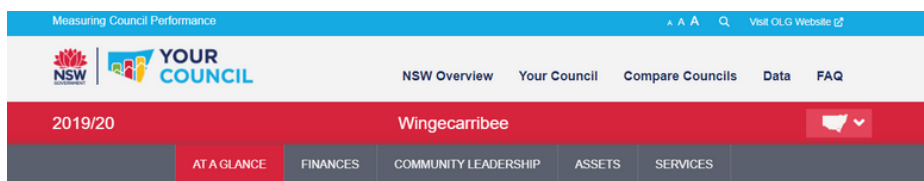
The site provides:

- a State-wide snapshot of the NSW local government sector.
- Council specific statistics on the operations of their local council and the profile of their local community; expenditure and community facilities.
- data for each council that is benchmarked against the average for like councils to enable comparative data

The website is updated annually as new performance measurement data becomes available.

The current website includes the latest data from the 2019-20 financial year.

Your Council: <https://www.yourcouncil.nsw.gov.au/council-data/wingecarribee/2019/>



Wingecarribee Shire is located in the Southern Highlands, with industries including dairy, beef and sheep production.

The town of Bowral is associated with Sir Donald Bradman and is home to the Bradman Museum and Bradman Oval. The Shire is also known for its annual Tulip Festival.



Systems and Process

In the implementation, continued effective support is required to ensure the new system are fully utilised and embedded and that there is integration between systems to maximise efficiencies.

This will require:

- integration between the systems
- thoughtfully timed and staged implementation plans;
- engagement of the end user at the initial stages;
- thorough training and support
- identification of super users in each area through engagement of Business Support Officers
- an ongoing program as part of the on boarding program.

Road map for future investment in technology

Themes	Initiatives	Year 1 2019/20	Year 2 2020/21	Year 3 2021-24
Customer First	<ul style="list-style-type: none"> • CRM • Community Feedback • Workflow redesign 	CRM Initial Rollout Community Engagement Framework Workflow analysis/ staff consult	CRM Enhancements Social Media Integration Workflow Phase 1 Streamlining	Workflow Phase 2 Streamlining
Mobility	<ul style="list-style-type: none"> • My Council App • In field Data Collection • Realtime Inspections 	Website Redesign/Consultation in-field data collection design Public wifi pilot	My Council App and Pilot/Phase 1 Vehicle safety monitoring pilot Field-based approvals design	App Enhancement (3-6 monthly) Sensor network integration Realtime Inspections Other onsite info/decision tools
Open Information	<ul style="list-style-type: none"> • Open Data • EDRMS Redesign & Upgrade • Information Aggregation 	Review Data Policy/Framework EDRMS sourcing & redesign Data structure analysis/modelling	Open data published Big data/ BI rollout EDRMS rollout enterprises search Aggregation schema pilot (with big data)	Data integration, AI pilots Automation - insights, predictions, sentiment analysis
Connected Shire	<ul style="list-style-type: none"> • Smart Parking Management • Smart Water Metres • Public Transport locators • Connected Council 	Water meter analysis, sourcing Connected council ideas workshop	Water meter pilot & review Bus tracking sensors My App integration Pilot community candidates (eg bins, lighting)	Parking system rollout & review Water meter full deployment On-demand transport automation Integrated connections - road transport etc
Digital Governance	<ul style="list-style-type: none"> • ICT PMD & Digital Metrics • Data Management • Cyber Security Policy & Controls 	Establish ICT PMO and metrics Data privacy and governance rules Cyber security current state review	Review/revise metrics 6mth program reviews Data sharing, ownership guides Cyber security 'essential 8' program	Ongoing review and monitoring
ICT Operations	<ul style="list-style-type: none"> • Cloud Computing • Architecture • ICT Sourcing 	Explore cloud options/architectures Tech architecture review Identify strategic partners	Pilot Cloud opportunities Integrate to governance & apps delivery Modernise sourcing r'ships & process	Final cloud position (hybrid?) Review strategic partnering



Financial Situation

PAST FINANCIAL PERFORMANCE

- Council's audited Financial Statements for the last five years reported consolidated Operating Surpluses (before capital grants and contributions). A disaggregation of these results by Fund reveals that whilst Water and Sewer funds recorded surpluses, the General Fund recorded Operating Deficits over the same period.
- Past operating results in the General Fund have restricted Council's capacity to fully fund asset replacement and renewal and achieve published benchmarks for asset renewals. Published Infrastructure condition indicators reveal that the condition of key infrastructure assets has also declined over this five-year period.
- Financial sustainability and the capacity to maintain and renew infrastructure was recognised by Council in 2016 and prompted a successful application to IPART for a Special Rate Variation (SRV) which would increase general rate revenue by 45% over five years and fund projects outlined in the 2017-2027 Resourcing Strategy.
- Delays in the delivery of maintenance and capital programs has contributed to Council not fully achieving the goals of the Resourcing Strategy.

CURRENT FINANCIAL POSITION

- The audited Financial Statements for the year ended 30 June 2020 demonstrate that Council's current financial position is sound.
- Key financial performance indicators are all generally close to or better than benchmark. As at 30 June 2020 the level of borrowings for the General Fund was relatively low and the Sewer Fund has manageable debt levels.

- Cash and Investment balances before funding reserves are relatively positive. However, Council's approach to authorising and funding Internal Restrictions should be reviewed to ensure adequate working capital balances.
- Under current market conditions, Council's investment portfolio is achieving minimal returns and therefore a policy review and utilisation of professional advice should be considered.

PROJECTED FINANCIAL PERFORMANCE AND RESOURCING

- Council's future direction is governed by the Resourcing Strategy 2017-2027 plan, which incorporates the Long-Term Financial Plan, Workforce Plan and Strategic Asset Management Plan. The Workforce Plan and Asset Management Plan require updating to align with the Long-Term Financial Plan.
- The Long-Term Financial Plan is projecting that both General and Sewer Funds will achieve operating surpluses for the next five years, whereas the Water fund will operate in deficit. We understand that the 2021/22 draft budget will address this issue.
- Council is planning to expend over \$295m on capital projects over the next four years to be funded by a combination of grants, loans, developer contributions and Council funds.
- Over 50% of the funding for capital works in the next four years will be derived from cash surpluses and reserves. The utilisation of funds from this source will have a significant impact on the level of reserves held by the Water and Sewer Fund which will need to be carefully managed.
- It is intended to raise \$49m in new loans as part funding of capital projects. Whilst the level of loan raising is significant the future debt service cover ratio will remain within acceptable benchmarks.
- The planned capital and maintenance expenditure program will have a positive impact on achieving relevant asset renewal and maintenance benchmarks.

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SPECIAL RATE VARIATION (SRV)

- We are of the view that the SRV has been levied in accordance with the IPART Determination and the environmental levy component of the SRV for 2019-20 has been treated in accordance with the intent of both Council and IPART.
- For reasons outlined in this report, Council has not fully achieved the planned capital and operating expenditure targets nor the reduction in operating deficits proposed in the IPART Determination. The shortfall in expenditure on SRV projects of \$5.2m has been set aside in the Investing in Our Future reserve.
- Revenue from the Environmental Levy and has been expended on appropriate environmental projects over the last four years and the under expenditure of \$61,000 in 2019/20 has been appropriately transferred to the Environment Levy Restriction.

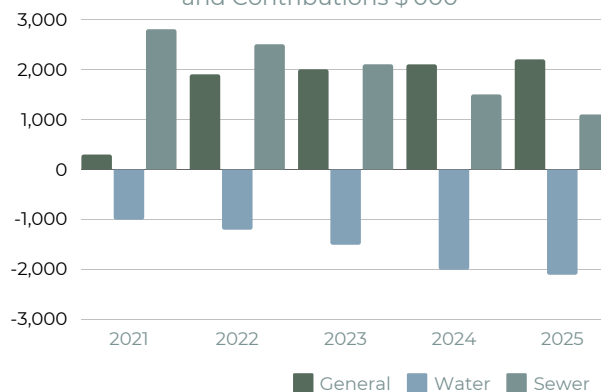
CIVIC CENTRE PROJECT

- Total actual and planned expenditure on the Civic Centre project, including fit out, library renovations, solar and landscaping expenditure is expected to reach \$10.7m.
- The Office of Local Government Expenditure Review Guidelines require Council to submit an Expenditure Review (business case) before commencing the project. The Expenditure Review document lodged by Council, the week before acceptance of the prime tender for the project, was not tabled for consideration or approval of the elected Council.
- Governance oversight and management reporting on this significant and potentially contentious project between 2016 and 2019 lacked transparency.
- Whilst reporting to the elected Council on expenditure and funding approval may not have been fully open and transparent in the earlier years, it is apparent from our review that the elected body approved the total expenditure of the Civic Centre project via adoption of Operating Plans and approval of Revotes.

PROJECTED FINANCIAL OPERATING RESULTS

The Long-Term Financial Plan (LTFP) discloses the expected operating results by fund for the next five years.

Projected Operating Result before Capital Grants and Contributions \$'000



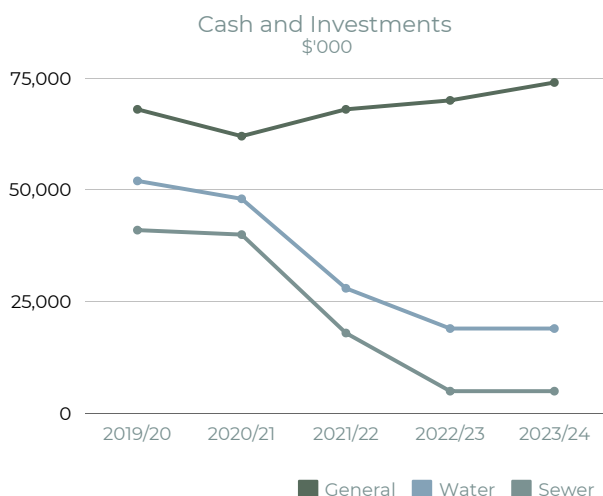
It is positive to note that the LTFP predicts that general fund will achieve operating surpluses over this period, however the Water Fund is predicted to move from a position of positive operating surpluses over the last five years to operating deficits over the next five years. This significant change is mainly due to limited growth in revenue from User charges and Fees and significant growth in employee benefits and material and contract costs.

A review of the Water Fund LTFP would be appropriate with the objective of returning the planned deficits to surpluses.

Future Capital Projects and Funding the LTFP 2020-30 proposes that over the next four years Council will expend \$295m on capital projects. The source of funding for this expenditure is shown in the following table.

	General	Water	Sewer
Developer Contributions	67,000,000	18,800,000	19,258,000
TOTAL Capital Expenditure	124,788,000	71,910,000	97,920,000

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The extensive asset renewal program for Water and Sewer Fund will see a significant depletion in cash reserves, particularly the Sewer fund. By 2023/24 the Sewer Fund is expected to have only \$4.7m in cash and Investments of which \$1.7m will be externally restricted resulting in a tight working capital balance or limited reserves.

The main impact on the Sewer fund arises from the planned upgrade to three sewerage treatment plant at a cost of \$85m. Council's Integrated Water Cycle Management Strategy 2018 provides technical justification for these upgrades. Council originally anticipated State Government funding of up to 30% towards this project, however approved funding of only \$6.6m is now anticipated thus placing more reliance on Sewer fund reserves and loans.

New loans will also be a funding source over the next four years and thus will impact on the debt service cover ratio described above, however these ratios will remain within acceptable benchmarks.

By way of further explanation, an average of 3% of general fund revenue from rates, user and annual charges will be utilised fund loan interest and principal repayments. In the Sewer fund this percentage increases to an average of 11% over the next four years.

We believe that both General and Water Fund have additional borrowing capacity should the need arises, subject to an appropriate assessment of Council's ability to service the debt.

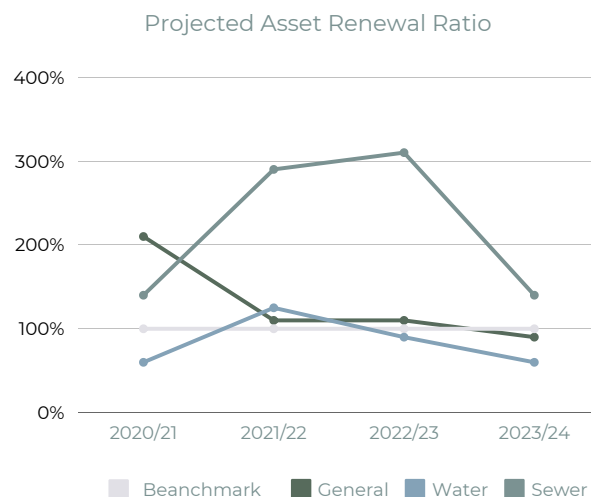
UNFUNDED PROJECTS

Councils Operational Plan 2020/21 lists unfunded projects amounting to \$418m. This total is now reduced to \$333m as the sewerage treatment plant project was incorrectly disclosed as unfunded. We understand that the Unfunded Projects Lists comprises projects that are regionally significant and as such funding is to be sought from all tiers of government.

Unfunded projects amounting to \$322m relate to the General Fund. The General funds sound rating base will assist the fund in maintaining the existing level of reserves and together with additional borrowing capacity will allow the Council to maintain the rate of asset renewal or consider further projects on the unfunded project list.

IMPACT ON RENEWALS RATIO

As reported above Council has been unable to achieve the 100% benchmark for Asset Renewals over the five years to 2019/20. The proposed capital expenditure program for next four year will have the following impact on the Asset Renewals ratio.



The Asset Maintenance ratio should also achieve benchmarks over this period

SPECIAL RATE VARIATION (SRV)

Background

In 2016, Council applied for a multi-year special variation under section 508A of the Local Government Act. The council requested increases of 8.55% for 2016-17 and 9.25% in each of 2017-18 and 2018-19 with an increase of 12.15% in 2019-20, a cumulative increase of 45.30%. It applied for the increase to remain permanently in the rate base. This increase includes additional revenue to replace the 3.5% environmental levy that will expire on 30 June 2019.

The application was sort for the following projects:

- The continuation of the Wingecarribee Our Future Environment program.
- Increased infrastructure maintenance and renewals for roads, buildings, drainage and parks.
- Asset upgrades for roads and drainage.
- Improve the council's financial sustainability

The Independent Pricing and Regulatory Tribunal of NSW (IPART), which is responsible for setting the amount by which councils may increase their general income, approved Council's application in May 2016 subject to the following conditions:

1. *The council uses the additional income from the special variation for the purposes of improving financial sustainability and reducing infrastructure backlogs as outlined in the council's application and listed in Appendix A of the Determination.*

2. *The council reports in its annual report for each year from 2016-17 to 2025-26 on:*

- *the actual revenues, expenses and operating balance against the projected revenues, expenses and operating balance, as outlined in the Long Term Financial Plan provided in the council's application, and summarised in Appendix B of the determination.*
- *any significant variations from its proposed expenditure as forecast in the current Long Term Financial Plan and any corrective action taken or to be taken to address any such variation*
- *Expenditure consistent with the council's application and listed in Appendix A of the Determination, and the reasons for any significant differences from the proposed expenditure, and o the outcomes achieved as a result of the actual program of expenditure. Part of our brief is to undertake general review of expenditure under Council's SRV's (Infrastructure Component & Continuation of Environment Levy) to ensure compliance with approvals. Our findings are as follows*

SRV Income

In conjunction with the audit of the annual financial statements, the Audit Office undertakes an audit of the Permissible Income Yield for General Rates. The Audit Office has issued unqualified opinions since commencement of the SRV thus providing assurance that the levy was rated in accordance with the IPART determination.

The environmental levy, which expired on 30 June 2019, was not part of the permissible income audit until 2019-20. There has been conjecture among ratepayers in relation to the percentage increase that should apply to the environment levy 2019-20 and beyond. Some ratepayers argue that the environmental component of the SRV should be permanently fixed at 3.5% of general rate income, thus resulting in an increase of \$450,000 PA on the income raised by the Environmental Levy in 2018/19.

This argument does not take into consideration that the IPART Determination is based on increases in general income, and that the percentage increase will vary from year to year based on the number and value of rate 56 assessments. Councils SRV application and the IPART Determination also clearly indicate that the revenue from the SRV will allow \$9.4m to be expended on the Our Future Environment program between 2019/20 and 2025/26.

The \$9.4m in equivalent revenue arises from applying 2.5% assumed rate peg increase to the Environment Levy base of 2018-19. If the argument that 3.5% of general income should be permanently applied, the total revenue over this period would amount to approximately \$13m. We believe that this was not the intent of Council nor IPART in making the Determination.

Management tabled a report to Council on 28 October 2020 which clarified the debate on this issue. We believe that report to be a correct interpretation of the facts. The report was noted without qualification by the elected body

Expenditure funded by SRV

Council is required to report annually on the actual revenues, expenses and operating result compared with the Long Term Financial Plan (LTFP) detailed in the IPART Determination.

The following table compares the proposed operating and capital expenditure disclosed in the LTFP compared with the actual expenditure disclosed in Council's Annual Reports.

SPECIAL RATE VARIATION (SRV) cont..

	2016-17	2017-18	2018-19	2019-20	4 Year Total
Per IPART Determination (LTFP)	596,000	1,188,000	2,079,000	3,915,000	7,778,000
Actual Per Annual Report	514,161	1,134,031	1,555,567	3,615,184	6,818,943
GAIN (Shortfall)	(81,839)	(53,969)	(523,433)	(299,816)	(959,057)
Capital Expenditure					
Per IPART Determination (LTFP)	1,726,000	3,737,000	5,774,000	8,142,000	19,379,000
Actual Per Annual Report	1,220,596	1,134,031	1,555,567	3,615,184	6,818,943
GAIN (Shortfall)	(505,404)	(53,969)	(523,433)	(299,816)	(959,057)
GAIN (Shortfall)	(587,243)	(53,969)	(523,433)	(299,816)	(5,243,066)

This table discloses that Council did not fully achieve the LTFP objectives in most years since the commencement of the SRV. The total shortfall in operating and capital expenditure of \$5.2m represents approximately 19.3% of additional SRV revenue of \$27.1m (above the assumed rate peg increase) generated over the last four years.

Management has advised that the shortfall described above is primarily due to:

- Project savings (expenditure below budget)
- Delays in project delivery
- Delay in the development of maintenance plans

Even though the Annual Reports disclose a shortfall in SRV capital expenditure, it is relevant to note that additional capital expenditure on roads, drainage, buildings and parks over the last four years, compared with the base year of 2015/16, exceeded the planned SRV capital expenditure for those years. This additional capital expenditure was partly due to additional unplanned funding from grants and developer contributions.

It should be noted that the unexpended component of SRV funding has been set aside as an internal restriction in the "Investing in our Future" reserve.

OUR FUTURE ENVIRONMENT PROGRAM

	2016-17	2017-18	2018-19	2019-20	4 Year Total
Income from Environment Levy	1,141,000	1,186,000	1,247,000		
Income from SRV				1,290,000	4,864,000
Environment Expenditure	1,294,258	1,191,882	1,255,390	1,228,976	4,970,506
Variation	(153,258)	(5,882)	(8,390)	61,024	(106,506)

Revenue generated by the Environment Levy between 2016-17 and 2018-19 and part SRV for 2019/20, and the associated expenditure as disclosed in the Annual Reports is shown in above.

This table demonstrates that, 2016/17 and 2018/18 income from the Environmental Levy has been fully expended. The 2019/20 underspend of \$61,024 has been transferred to the Environment Levy restriction.

We have reviewed the expenditure totals disclosed in the Annual Reports for 2018/19 and 2019/20 and confirm that they agree with Council's ledger system and the expenditure categories within the ledger satisfy the intent of the Levy.

OPERATING RESULT

	2016-17	2017-18	2018-19	2019-20	4 Year Total
Per IPART Determination (LTFP)	(2,555,000)	(467,000)	1,519,000	3,513,000	2,010,000
Actual Per Annual Report*	(37,000)	(2,906,000)	(1,512,000)	(1,008,000)	(5,463,000)
GAIN (Shortfall)	2,518,000	(2,439,000)	(3,031,000)	(4,521,000)	(7,473,000)

*General Fund Operating Result excluding Capital Grants and Contributions

Council application for an SRV was partly based on generating additional income to reduce or eliminate general fund budget deficits. The actual General Fund operating result over the last four years fell short of planned operating result in the LTFP.

Our earlier comments in this report regarding the reasons for excess expenditure in materials and contracts has contributed to the variation between planned and actual operating results.

Reporting

As indicated above, it is a condition of the IPART Determination that Council provide specific information in the Annual Reports in relation to the application of the SRV. Our review of the Annual Reports for the relevant years indicates that Council has complied with most of the reporting requirement, however the reports do not appear to disclose the requirement that Council report on "any corrective action taken or to be taken to address any significant variation" from proposed expenditure.



Projected Financial Performance and Resourcing

Bob Finch, as part of his review undertaken in April 2021 made the following observations:

Councils Resourcing Strategy 2017-2027 incorporates several key planning documents:

- Long Term Financial Plan
- Workforce Plan
- Strategic Asset Management Plan

These planning documents were the culmination of the Fit for the Future assessment, community consultation program in 2015 and IPART application for a Special Rate Variation in 2016 and set the scene for the future development of the Shire.

We reviewed these documents to assess their application over recent years and to determine Council capacity to resource future plans.

In reviewing the Workforce Plan and the Strategic Asset Management Plan, we noted that they had not been updated since inception, although it is acknowledged that there is only a statutory requirement to renew the Resourcing Strategy every four years.

In 2015/16 staff turnover rate was approximately 19 per cent. This is higher than the industry average of approximately seven per cent. The Workforce Plan identified proposed strategies to satisfy the workforce gap analysis. We have seen no evidence of the review of outcomes or evidence of ongoing monitoring, particularly at the elected Council level.

The Strategic Asset Management Plan provides an assessment of the "Level of Service" of relevant assets classes. We noted that many of the "current performance" indicators were described as "yet to be measured or assessed" or "policy to be developed". We have seen no evidence of review and confirmation of assumptions for this plan.

The Long Term Financial Plan is typically updated annually as part of Council's annual budget process, however future years are not necessarily aligned with other two key planning documents.

In response to our comments in relation to updating of the Resourcing Strategy, Management has advised that the delay in the local government elections has put back plans for community consultation and subsequent renewal of the Resourcing Strategy.

As indicated earlier, Council has established a dedicated Project Delivery Branch and we understand that asset management practice areas have significantly improved in the last 2-3 years.

As the Resourcing Strategy is the overarching planning document in the asset management program, regular updating, monitoring and performance reviews at a governance level should assist this Branch in satisfying governance accountability.

AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

Moving forward there are areas that need to be reviewed and addressed including:

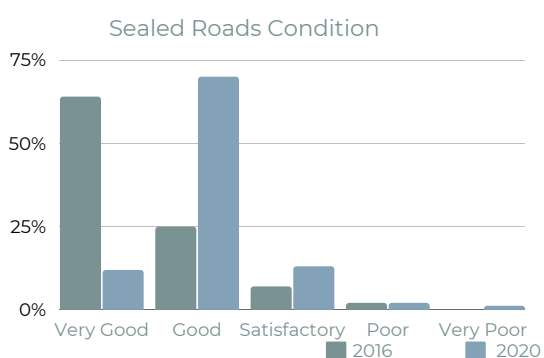
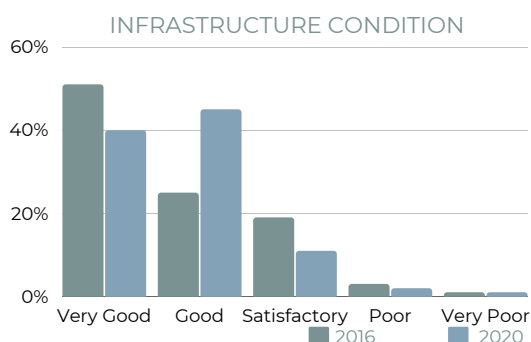
- Review of the practice of 'loans' provided to organisations. There has been a practice of providing interest free loans to community and sporting organisations. In 2020/21 this amounted to over \$400K and over the past 5 years totalled over \$1.1M)
- Increase in Workers Compensation Premium by \$500k in the past 12 months, with further increased projected given the 3-year tailing off of claims. A clear plan to address this needs to be developed to address work place safety matters and reduce the premium to enable these funds to be directed to proactive projects rather than premiums.
- There is a need to review the Council's LTFFP in light of the impacts of COVID, the announcement and conduct of the Public Inquiry and to ensure that there is alignment and Council has the ability to fully fund depreciation to ensure it has sufficient funds for renewal and maintained of Council's assets.
- The recently completed Housing Strategy and more accurate population forecasts now provide a clear picture as to the level of population growth into the future and where this growth will occur. In line with this there is a need to undertake strategic work in terms of provision of infrastructure as well as the associated organisational resourcing impacts – that is do we have enough of the right skills in the right locations to do the work required into the future. This work will require an overarching organisation strategy that considers the delivery of assets and infrastructure and increased services and then implications for Councils resourcing strategies (LTFFP, AMP, WFMP and Digital Plan)
- There is also a need to look to diversify Council's revenue base. Council has a high reliance on rate income to enable greater investment in infrastructure provision, maintenance and renewal as well as services to our community. Strategies will include:
 - Proactive and aggressive pursuit of grants in particular focussing on renewal works
 - Taking a strategy review of Council's assets and how best to leverage community benefit
- Project planning and delivery: various reviews have highlighted the need for improved project delivery, including:
 - Initial planning and scoping
 - Governance and reporting around project delivery
 - Capacity to the full works program on time and within budget, as evidenced in the large revotes for the past few years.
- Revisit the Long-Term Financial Plan for the Water and Sewerage funds to ensure financial sustainability over the longer term *.
- Adopt a Reserves policy that ensures a minimum of \$5M is available as unrestricted cash to fund working capital requirements before setting aside funds as Internal Restrictions*.
- Ensure that the establishment and funding of Internal Restrictions is supported by Council resolutions*.
- Consider rationalising the number of Internal Restrictions*.
- Modify the budget reporting framework to ensure that there is clear disclosure of operating results by fund*.
- Ensure appropriate governance oversight and risk monitoring of major projects*.
- Review and update the existing Investment Policy and consider the appointment of an investment adviser to improve portfolio performance*
- Regularly review and update the Resourcing Strategy to reflect current community expectations and changes in long term planning *
- Review the process and scale of revotes with a view to incorporating the financial impact of delays in projects into the following years original budget rather than approving significant project revotes after the original budget has been adopted *
- Prepare OLG Capital Expenditure Reviews in a timely manner and table for approval by the elected Council *
- Review the allocation of projects to be funded from the SRV with a view to satisfying the IPART Determination expenditure expectations *.

**Recommendations from the Bob Finch Review of Council's Financial Position April 2021*



The April 2021 Review of Council's Financial Position by Bob Finch also considered Council's assets. Set out below are extracts from this report:

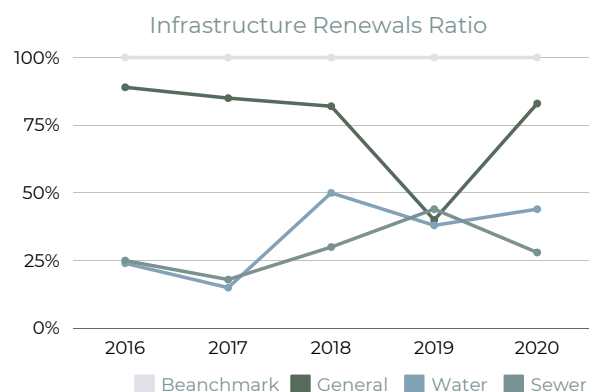
INFRASTRUCTURE ASSET CONDITION



BUILDINGS AND INFRASTRUCTURE RENEWAL

As part of the annual reporting compliance process, Council is required to report a Building an Infrastructure Renewals Ratio. This ratio is an assessment of the rate that these assets are being renewed relative to the rate at which they are depreciating. It is important to note that "renewals" represent the replacement and/or refurbishment of existing assets to an equivalent capacity as opposed to the acquisition of new assets (or the refurbishment of old assets that increases capacity or performance).

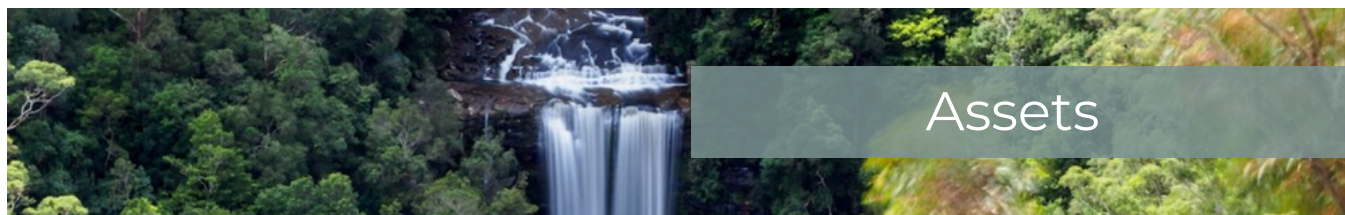
The benchmarks reported by Council for the last five years are summarised in the follow graph.



Water and Sewer fund renewal ratios suggest a poor rate of renewal, however it is relevant to consider that long life below ground infrastructure are usually only renewed at the end of the life cycle, so it is essential that these funds hold strong reserves to fund eventual replacement.

Councils 2017-2027 Resourcing Strategy expected that the 100% benchmark, on both a consolidated and general fund basis, would have been achieved by 2018 to 2020 and maintained at an average above 90% up to 2027. Delays in the asset renewal program, particularly water and sewer have contributed to the failure to fully achieve these objectives.

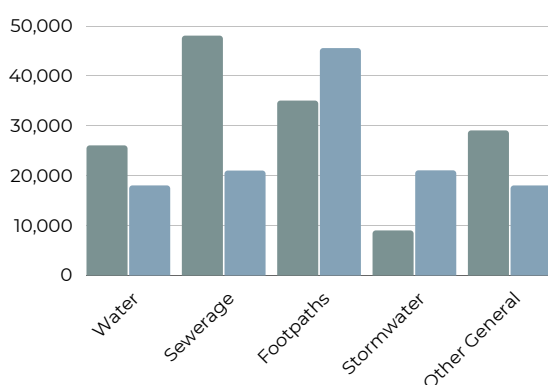
It is also relevant to note that the ratio excludes capital works-in-progress. Whilst the renewal ratio has not achieved benchmark in the last five years, new assets or refurbished assets, that have increased performance or capacity, have grown substantially to the extent that the combination of new and renewed assets, including work-in-progress, has considerably exceeded the rate of depreciation in those years.



Assets

CAPITAL EXPENDITURE BUDGETS

Capital Expenditure 2017/18 to 2019/20



The inability to achieve planned expenditure in Water and Sewer funds is reflected in the relatively poor infrastructure renewal ratio described earlier.

	2017-18	2018-19	2019-20
TOTAL	22,674,000	45,272,000	33,057,000

Moving forward:

- Review the Asset Management Plan and the system that supports this to ensure that the conditions assessment ratings are consistent with industry
- Align the Long Term Financial Plan and Asset Management Plan to ensure that assets are able to be renewed and maintained at the required or better than required level
- Integrate the finance, customer request and asset management systems to ensure data is accurate and current and a clear focus on customer requests
- Create a simple and easily understood Asset Management Plan that the Council and community understand where Council is investing funds, why and associated condition ratings and forward plan



Governance, human resource and statutory reporting

In May 2021 the Interim Administrator commissioned an independent review of Council's governance, human resources and statutory reporting functions. Samantha Charlton undertook this Review. Set out below is a summary of the findings and key recommendations.

The brief for the review requested the following:

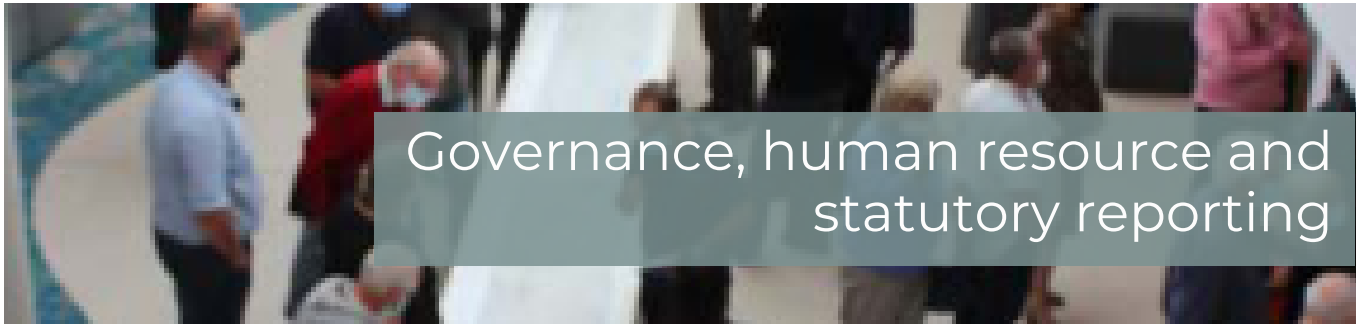
1. Generally, review, report on and make recommendations on Council's governance policies, procedures and systems.
2. Generally, review, report on and make recommendations on Council's HR policies, procedures and systems.
3. Analyse Council's procedures in preparing for, processing reports, preparing agendas and minuting of Council Meetings.
4. Review compliance with statutory reporting requirements and timetable of tasks required under the Local Government Act and other Acts.
5. Review policies and General Manager Practice Notes and Procedures recommending changes that will enhance the effectiveness of those policy platforms.
6. Review and comment on the standard framework for the development and publishing of policy, General Manager practice notes and procedures and recommend any changes to the adopted standard framework.
7. Comment and make any recommendations on any governance, HR and statutory reporting issues identified throughout the review.

In progressing the review consideration was to be given to, but not be limited to:

1. Council's overall policy framework
2. Risk Management
3. Internal Audit and Audit Risk and Improvement Advisory Panel
4. Statutory Reporting and Compliance
5. Conflicts of Interest both staff and Councillors
6. Delegations of Authority and Approval Processes
7. Council Meetings and Business Papers
8. Council appointed Committees their functionality and relevance
9. Council's media and communication policies
10. Corporate Governance Framework
11. Human Resources functions including recruitment
12. Performance Management

The report provided a summary of findings and recommended actions going forward to be used as a roadmap to guide the evolution of an improved governance framework and implementation of sound administrative practice at WSC.

Set out below are the key recommendations.



Governance, human resource and statutory reporting

Recommendations for Immediate Action:

Recommendation 2.1: That consideration be given to the implementation of a workplace culture review, that would aim to develop workplace culture interventions designed to achieve the following:

- reduce unacceptable behaviours
- improve staff engagement
- increase staff well-being
- development of new core values, and
- a staff developed vision of the future of WSC

Recommendation 2.4: Notwithstanding Recommendation 2.3: consideration be given to immediately having the role of Group Manager Organisational Development report to the Deputy General Manager Corporate Strategy, and Development Services.

Recommendation 2.5: Consideration be given to immediately having the role of Coordinator Media and Communications report to the Group Manager Corporate and Community or the Group Manager Tourism and Economic Development.

Recommendation 2.8: The greater use of shared resources, partnership agreements and professional development relationships with larger urban councils in NSW should be actively pursued. Large urban councils and small regional councils forming informal professional development relationships to exchange staff on a regular basis can be of great mutual benefit to both councils and can assist council plug knowledge and resourcing gaps.

Recommendation 6.2: The following public registers be made available on Council's website to ensure compliance with the Government Information (Public Access) Act 2009:

- Development Contributions Register required under cl34 of the Environmental Planning and Assessment Regulation 2000
- Graffiti Removal Register required under s13 of the Graffiti Control Act 2008

Recommendation 6.3: The following public registers be reviewed to ensure that they are current and up to date and all required information is published on Council's website to ensure compliance with the Government Information (Public Access) Act 2009:

- Returns of Interests submitted by Designated Persons
- Voting on Planning Decisions Register

Recommendation 8.1: That urgent consideration be given for transferring responsibilities for the management of staff delegations to the governance area of council, to ensure consistency of approach and sound management and allow sufficiently skilled staff to manage the process moving forward.

Recommendation 8.2: An immediate review of the process for the management, issuing and review of delegations be undertaken to ensure that process is compliant with s378 of the Local Government Act 1993. The review will need to develop a process where changes are appropriately authorised by the General Manager.

Recommendation 8.6: Commence an immediate comprehensive review of the entire delegation register to review the wording of all individual delegation items, and to review the delegations allocated to each role with a view to significantly reducing the delegations allocated to those only relevant to each role.



Governance, human resource and statutory reporting

Recommendations for Immediate Action cont..

Recommendation 8.7: An immediate change to the staff delegations occur to vary the following delegations of authority to staff as follows:

- The authority to initiate legal proceedings only be delegated to Deputy General Managers, General Counsel and the Group Manager Planning, Development and Regulatory Services.
- The authority to initiate staff disciplinary action be delegated as follows:
 - Step 1 disciplinary action - Managers
 - Step 2 disciplinary action - Group Managers
 - Step 3 disciplinary action - Deputy General Managers
- The authority to initiate Step 3 of the disciplinary process remove the requirement for “concurrence” of Organisational Development, with letters to staff on a 3rd and final warning only being signed by Deputy General Managers.

Recommendation 10.3: Council should immediately commence planning and design of the reintroduction / induction program for the return of the elected council. Whilst it is important that the councillor induction program focuses on the skills and knowledge that all councillors need to do their roles effectively, in light of the current circumstances at WSC a particular focus, potentially as the most immediate priority, should be the establishment of effective and respectful relationships between councillors and between councillors and executive staff.

Recommendation 11.1: All advisory committees be disbanded, and a new set of committees linked to the strategic objectives in the Community Strategic Plan be established in the new council term.

Recommendation 13.1 Council undertake a comprehensive internal cultural review of council, with detailed investigations of any significant individual cases of bullying and harassment or alleged serious breaches of the Code of Conduct that are identified.

Recommendation 13.3: A staff conduct committee be immediately established that triages, approves and has oversight of investigations into staff conduct that may constitute a breach of the Code of Conduct.

Recommendation 13.4: Council investigate a shared service arrangement with other neighbouring councils to establish a Shared Internal Ombudsman between the councils.

Recommendation 14.1: The current project to update and modernise the council performance management system and process should be expedited to completion, and should consider the elements of performance management detailed in Part 14 of the review report.



Governance, human resource and statutory reporting

Governance Improvement Recommendations

Recommendation 3.1: That work continue to be undertaken on recent efforts to reduce the size of the Council Policy Register to ensure that adopted council policies are fit for purpose and only relate to matters that impact directly on customers and or ratepayers, and that operational matters are dealt with by General Managers Practice Notes.

Recommendation 3.2: Key Council Policy documents should be updated to incorporate the design and mandatory content within the templates in the Policy Development and Review Procedure. The Procedure and templates were adopted in July 2020 and the updated design will provide greater readability to customers; however, the new design has been incorporated into very few of Council's 66 policies.

Recommendation 3.3: Consideration should be given to revoking the following council policies as the content overlaps with the Code of Conduct and all expected behaviours and conduct should be defined in the Council's Code of Conduct:

- Gifts and Benefits Policy
- Statement of Ethics

Any relevant clauses from the above policies should be incorporated into Council's Code of Conduct.

Recommendation 3.4: Consideration should be given to presenting all adopted council policies, including codes, in a single section on the council website to improve accessibility for the public. Additionally, a review of the policy page on the council website be undertaken to ensure that all previously revoked policies have been removed, and the most up to date version of each policy appears.

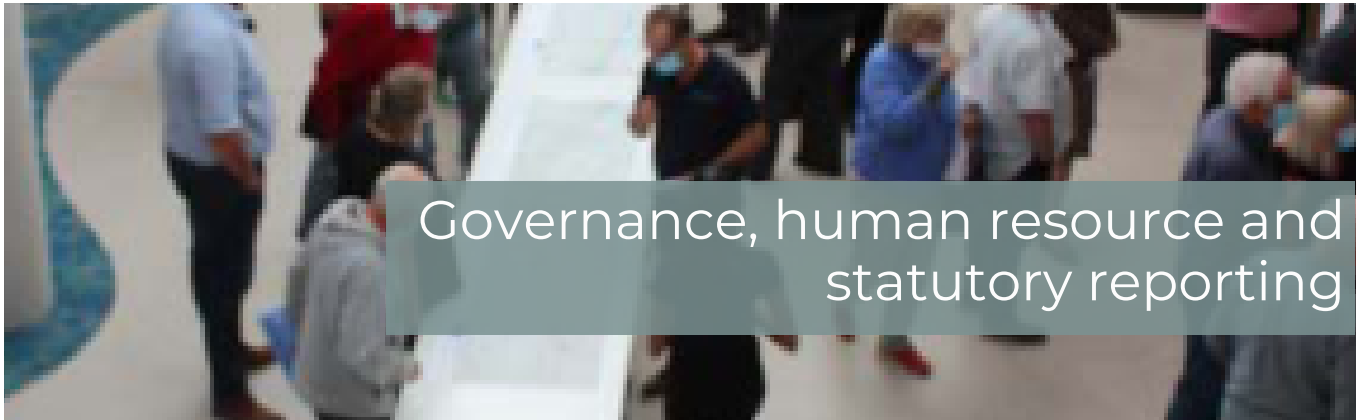
Recommendation 3.5: An appropriate information page should be developed on the council website in relation to making complaints under the Code of Conduct and complaints and feedback management in general.

Recommendation 3.6: The Policy Development and Review Procedure should be updated to provide greater clarity of the definition of a Council Policy as outlined in the report.

Recommendation 4.1: The existing Risk Management Manual and General Managers Practice Note on Risk Management be reviewed and replaced with a Risk Management Policy and Risk Management Plan that incorporates the requirements of the NSW Office of Local Government Discussion Paper "A new internal audit and risk management framework for local councils in NSW".

Recommendation 4.2: An investigation be commenced to identify an appropriate comprehensive business process management system that can manage council's risk management functions. Ideally any identified software can integrate with other governance related software for the management of policies, delegations etc.

Recommendation 4.3: Council complete the Fraud Control Checklist contained in the NSW Audit Office Fraud Control Improvement Kit. Following completion of the checklist, a Fraud and Corruption Prevention Improvement Plan should be presented to the Council Executive outlining actions required to address areas not matching best practice.



Recommendation 4.4: Council undertake a survey of all staff using the NSW Audit Office Fraud Control Health Check to gain an understanding of employee awareness of fraud control measures and staff confidence in relation to investigations and outcomes from reports of inappropriate conduct. The survey should be undertaken on a regular basis (i.e. 1-2 years) to track progress. Additionally, the use of the survey should be added to the Treatment Actions for Corporate Risk.

Recommendation 5.1: Consideration should be given to making the following minor adjustments to the Internal Audit Standard Operating Procedures to give effect to the following:

- internal audit scope documents to be approved by the relevant Deputy General Manager
- establish standard timelines for implementation of internal audit recommendations based on risk
- remove the option for the Council Executive to “reject recommended actions on reasonable grounds”, and provide that if the executive disagree with a recommendation, this can be noted in the management response.

Recommendation 5.2: A review be undertaken of the Council Internal Audit Plan and Assurance Map to ensure that all corporate risks are adequately addressed and regularly subject to internal audit, and address issues raised in the report.

Recommendation 5.3: Consideration be given to increasing the number of internal audits conducted each year to ensure that all risks are audited on a sufficiently regular basis.

Recommendation 6.1: That a process or system to monitor compliance with statutory reporting requirements be implemented, requiring an annual attestation from each manager and group manager signing off that they have undertaken each statutory reporting task allocated to them.

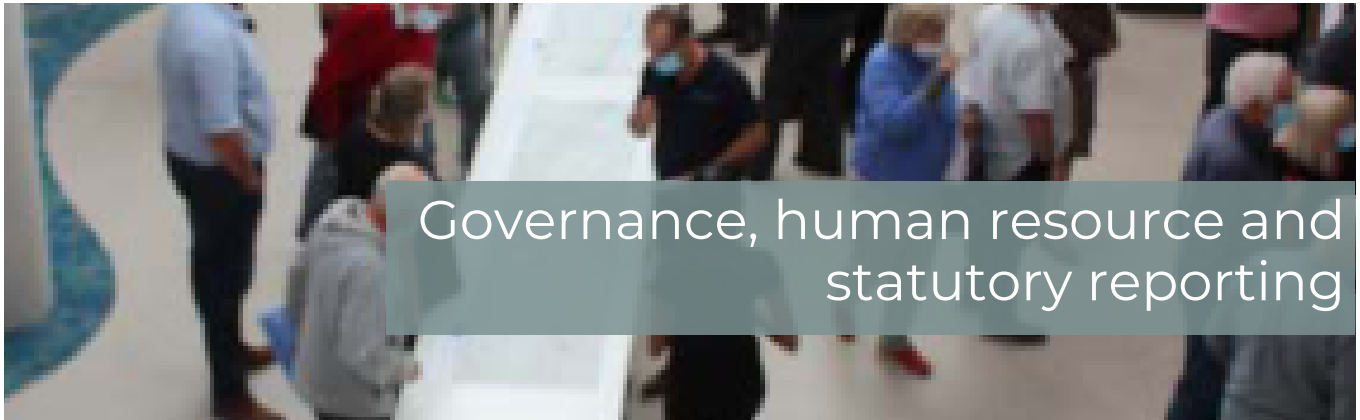
Recommendation 7.1: Consideration be given to amending the Council Code of Conduct to expressly prohibit staff and councillors from accepting gifts from suppliers.

Recommendation 7.2: A review be undertaken of the processes for identification and management of conflicts of interest at council using the NSW Independent Commission Against Corruption (ICAC) publication “Managing Conflicts of Interest in the Public Sector” as a guide.

Recommendation 7.3: A central register of conflicts of interests be established and managed by the Governance team. The register should be reported to the Council Executive and the Audit Risk Improvement Committee on a quarterly basis to ensure oversight and to identify any trends or areas of concern that need addressing.

Recommendation 7.4: Following implementation of recommendation 7.2, additional training be provided to staff, and councillors upon their return, in relation to expectations and requirements surrounding the declaration of conflicts of interests and the management of gifts and benefits under the Code of Conduct.

Recommendation 8.3: The delegation of authorities for each role (PDF copy) should be placed in a central location on the staff intranet to allow ready and immediate access to the delegations of all roles by all staff.



Recommendation 8.4: An investigation be commenced to identify an appropriate comprehensive business process management system that can manage council delegations, including the approval process and the publishing to staff and the council website.

Recommendation 8.5: An education campaign be commenced to increase staff awareness of levels of delegated authority and encourage decisions to be made at appropriate levels in the organisation in accordance with the delegation framework to increase the speed, efficiency and responsiveness of decision making in the organisation and also empower staff and give them confidence to deliver to the best of their abilities.

Recommendation 9.1: A comprehensive and ongoing education program be developed and implemented to educate staff on the requirements of an effective council report writing process, including:

- appropriate use of report templates
- guidance on how to create effective council reports
- writing for councillors and the public, and
- the timetable for production of council report

Recommendation 10.1: Council complete the Governance Lighthouse Toolkit published by the NSW Audit Office and following completion of the checklist, a Governance Improvement Plan should be presented to the Council Executive outlining actions required to address areas not matching best practice.

Recommendation 10.2: Council should define, build and implement a genuine Corporate Governance Framework following the suggested components in Section 10 of this report.

Recommendation 11.2: A standard terms of reference for Advisory Committees be established that includes specific objectives and limitations of scope, linkages to the Community Strategic Plan, responsibilities of members, as well as duration and tenure of committees.

Recommendation 11.3: A review of the standard constitution and instrument of delegation for s355 management committees be undertaken with a view to make it more concise, readable for members and to be consistent with the Local Government Act 1993.

Recommendation 13.2: Dedicated training should be provided to managers and supervisors in relation to the actions and expectations of managers in responding to bullying and harassment, and other staff conduct issues. This training should include the development of appropriate skills and managing these scenarios.



Governance, human resource and statutory reporting

General Recommendations

Recommendation 2.2: To support the recent appointment of a wellbeing officer, council should implement a significant promotional and awareness program about available wellbeing resources and initiatives to encourage and promote the use of these programs by staff.

Recommendation 2.3: That upon the commencement of the new permanent General Manager an immediate review of the structure of council be undertaken to provide a structure that is clear to staff and community, aligns co-related functions to increase efficiency and collaboration, and enables strategic planning and innovation to occur.

Recommendation 2.6: The use of alternate and more flexible recruitment options to fill key knowledge based roles in the council structure should be considered, such as remote workers, for suitable roles, as the COVID pandemic has demonstrated the ability of staff to work in any location, with only minimal office contact required.

Recommendation 2.7: Staff should be actively encouraged to engage with and participate in local government sector networks in key specialist areas, such as governance, finance, internal audit, procurement, integrated planning and reporting etc., as a way to bolster the local government knowledge of specialist staff who may be recruited from other sectors.

Recommendation 2.9: That appropriate reporting be provided to the Council Executive and the Joint Consultative Committee on a monthly basis, with details of all current vacancies, roles where recruitment action has not commenced within a month of vacancy arising; and roles vacant for more than 6 months.

Recommendation 12.1: A comprehensive review of the Media Policy be undertaken with a view to strengthening the approvals for the authority to talk to media and make public comment. In particular, the review of the policy should ensure that:

- The authority to talk to the media and make public comment should be limited to the Mayor, Councillors, General Manager and Coordinator Media and Communications.
- The sections on social media should be removed from the Media Policy, with the relevant policy positions being incorporated into the Council's Code of Conduct and the procedural elements to be covered in a General Managers Practice Note.

Recommendation 12.2: Upon completion of 12.1, an awareness campaign be conducted to ensure that staff are aware of and comply with the limitations in relation to talking to the media and making public comment. A similar education session, including social media requirements, should also be held with the elected council upon their return.

Recommendation 12.3: That further review of the Draft Communications Strategy be undertaken with the new Council Executive to ensure that it aligns with the strategic directions of the organisation as it moves forward from the current issues impacting upon Council.

Recommendation 14.2: A reward and recognition program, focused on recognising the values and behaviours of staff, be implemented as a matter of priority. The program should be allocated a permanent budget and ideally should be designed by staff themselves.



People and Culture

Further, previous leadership was mentioned several times, with a lack of communication and transparency, forward planning and a clear direction.

The behaviour of the former Councillors and some of the former senior staff has had a significant impact on the staff.

This section provides:

- an overview of the profile of the Team in the organisation drawing on current statistics
- Price Waterhouse Cooper Benchmarking survey 2019
- staff engagement survey undertaken in 2019
- feedback provided from individual team members
- observations.

Quick stats and facts

The organisation has 434 Full Time Employee (FTE) and 252 unique positions ranging from town planners, trades, water and sewer engineers, animal shelter officers, economic development officers.

Our Team work across 23 locations and across 7 days per week and variable hours.



AGENDA OF THE ORDINARY MEETING OF COUNCIL WEDNESDAY 16 MARCH 2022

The organisation has experienced a consistently high level of staff turn over for the past 5 plus years, ranging from 24% to 26.9%. A review of exit interviews have highlighted reasons for this including:

- new management
- didn't want to be part of the new changes
- pay
- no career development
- other opportunities elsewhere

As at 1 October there are approximately 40 vacancies.

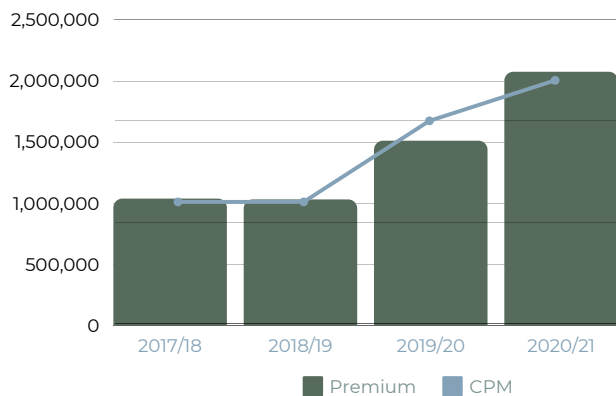
61 staff have over 8 weeks annual leave.

127 staff have over 8 weeks long service leave.

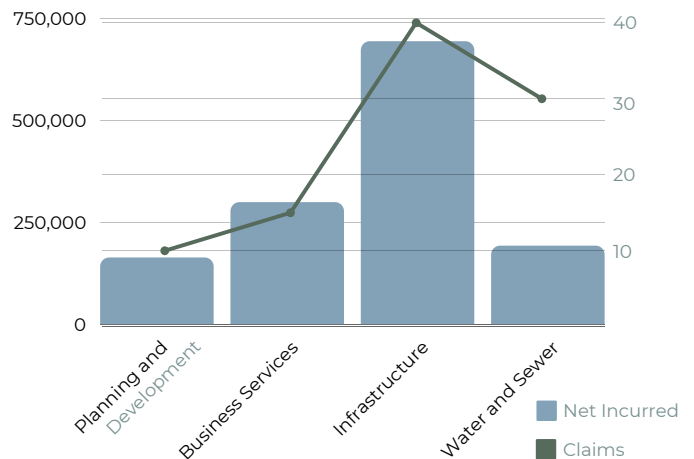
19 staff left in the first quarter, between 1 July – 30 September.

Work place accidents and the subsequent workers compensation costs has increased significantly over the past few years. The tables below provides the trends and associated costs.

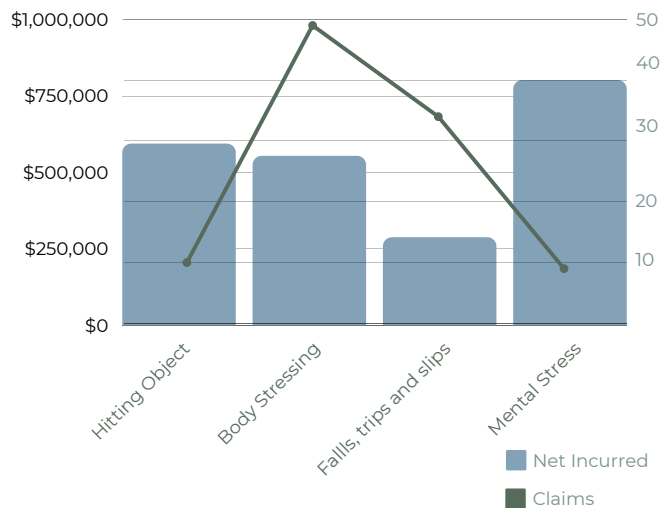
Premium Performance 2017/18 to 2020/21



Number of Claims and Net Incurred by department - 2018/19 to 2020/21



Number of Claims and Net Incurred by Mechanism of Injury 2017/18 to 2020/21

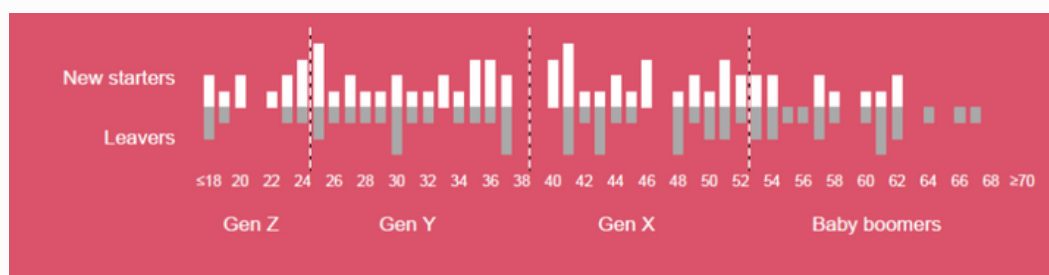
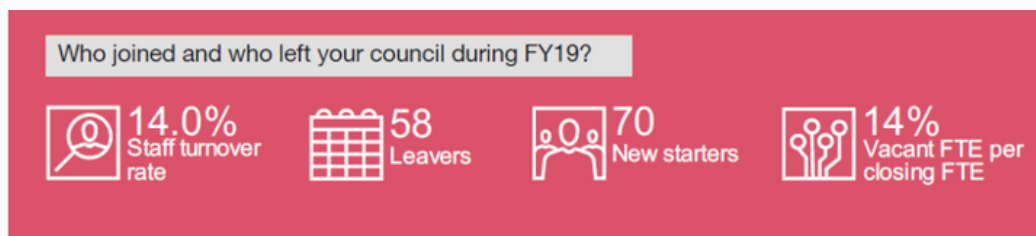
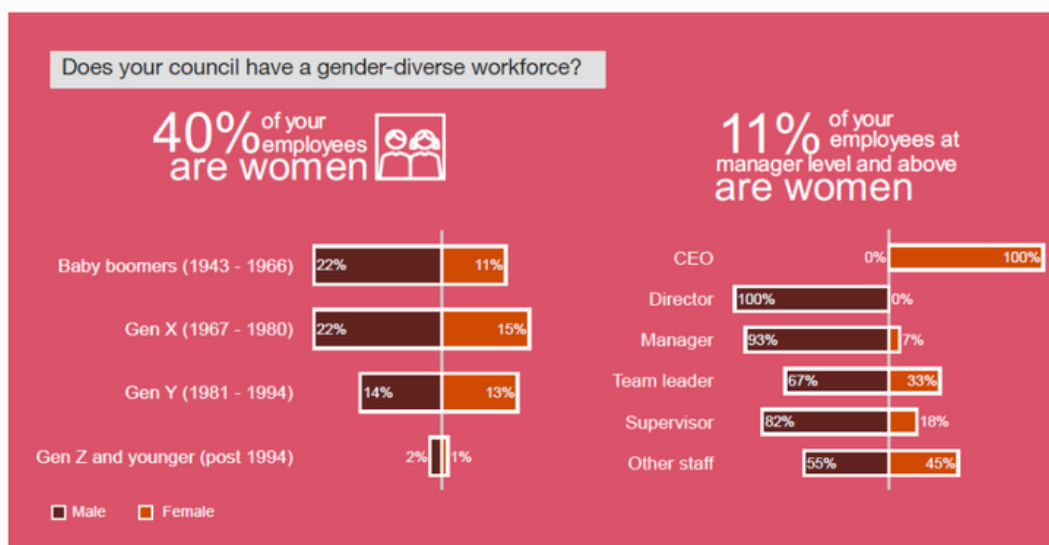


There will need to be a 3-year program to focus efforts on addressing the root causes to improve workplace safety and drive down the premium and provide the opportunity for this to be directed towards proactive employee benefits.

Benchmark 2019 Results

Council participated in the 2019/20 Price Waterhouse Coopers (PWC) Benchmarking survey.

The tables below provide a comparison of Wingecarribee Shire Council with other NSW based Council's participating in the survey.



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Workforce Trend Summary Wingecarribee Shire Council

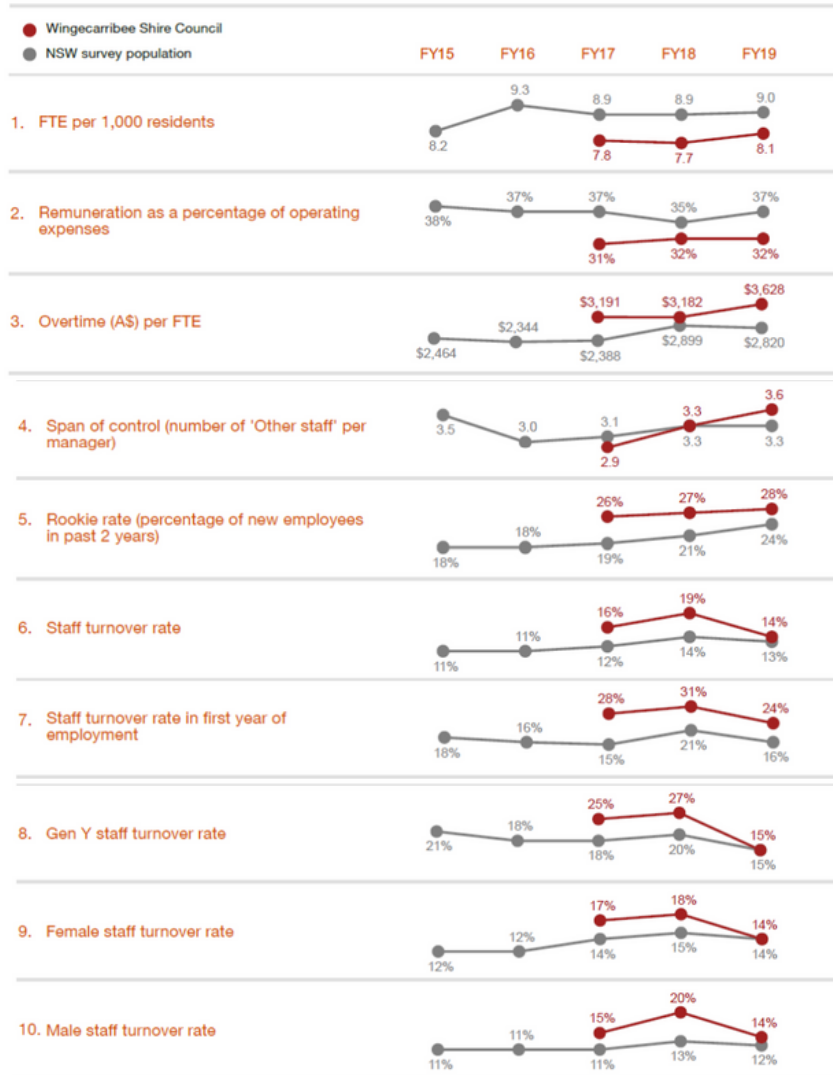
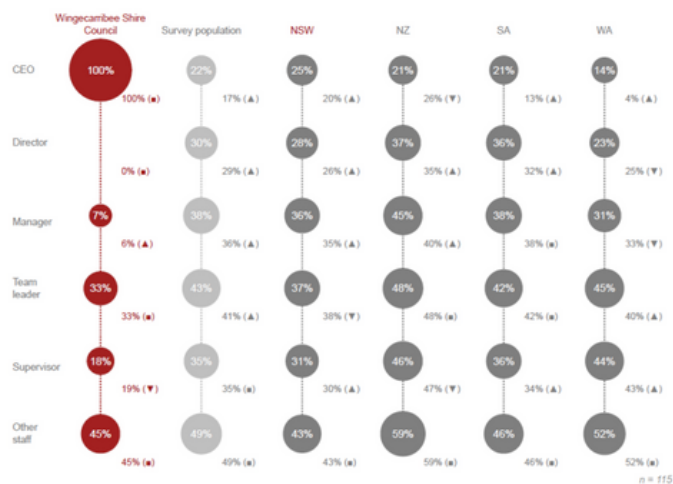


Figure 1.28: Female employees by staff level



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Figure 1.29: Females at manager and above levels

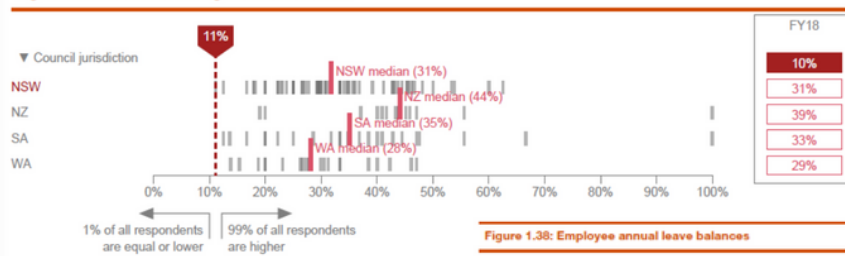


Figure 1.38: Employee annual leave balances

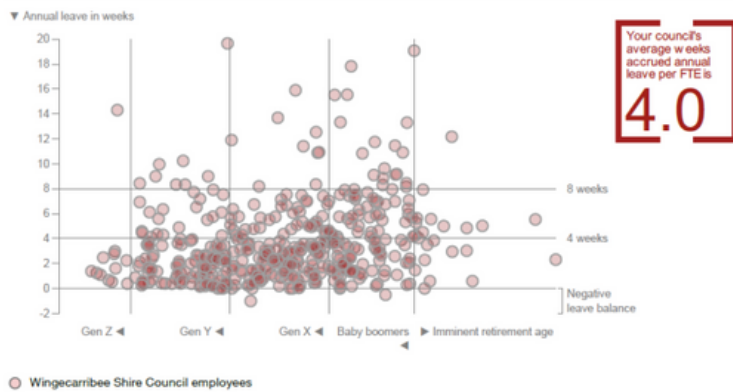


Figure 1.42: Is your council spending its training budget? (A\$)



Figure 1.43: Actual training spend against training budget per FTE (A\$)

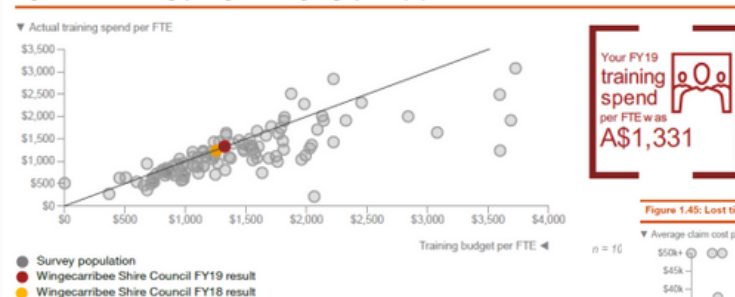
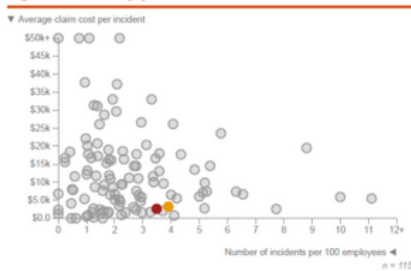


Figure 1.45: Lost time injury incidents



the incidents? How did they rate on a scale of very serious to minor?

Figure 1.46: Incidents per 100 employees by age bracket



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2019 Staff Wellbeing Survey

In 2019 a staff wellbeing survey was undertaken.

Set out below are the key themes and recommendations. It is recognised that since this time that there has been significant change however many of themes are still relevant and will be considered as part of the cultural change program and attraction and retention plan.

Themes

- Perceived lack of adequate communication
- Performance management framework not implemented consistently
- Lack of consistent feedback skills
- Bullying + harassment across multiple levels of leadership and a reluctance to report issues, delays in responding
- Retention + recruitment: reasons for leaving cited as 'incivility, non-support and low remuneration'
- High attrition rate: linked to negative perception of council as a workplace in the community; noncompetitive remuneration, cost of living in the shire, lack of other benefits working at council – suggests council is not perceived as an employer of choice
- Recognition + development: linked to performance appraisal system and perceive low remuneration plus lack of succession planning within business areas; limited opportunities for professional development, limited opportunity for progression and limited acknowledgement of discretionary effort
- Collaboration: low individual accountability; themes of nepotism; no avenues for employee feedback on how to improve procedures/ find efficiencies; perceived barriers to new ideas due to 'bureaucracy'
- Workflow: people wearing 2 – 3 hats; feeling that they are on call 24/7 + therefore cannot take leave; perceived lack of clarity arising from outdated PD's; outdated IT/ infrastructure; non-supportive leadership + outdated equipment
- Psychological safety: barriers to seeking support; use of EAP not promoted; limited processes in place for return to work; altered job duties or flexible work arrangements limited and dependent on individual managers
- Aggressive customer behaviour: front facing staff including outdoor staff; aggressive customer behaviour ranged from frustration to threats to personal safety; no protocol in place to upskills staff to de-escalate aggressive customer behaviour or provide pre, during or post-incident support

- Social + physical wellness: limited opportunities to engage with business areas outside of immediate teams; flexible work arrangements needed improvement (incl. job share, PT work, WFH opportunities); physical and psychological wellness appeared to be a tick the box exercise opposed to genuine care for employee wellbeing

Strengths to build on ...

While the feedback thus far from respondents across the seven core psychosocial factors has identified area of opportunity for the Council, there are also a number of key strengths that were identified. These include:

- A large number of respondents identified that their immediate work team were supportive and that there was strong team cohesion
- A large number of respondents identified significant intrinsic motivation to perform well within the Council
- The introduction of the Mental Health Awareness training across a staged approach including all employees, people leaders and mental health first aiders
- The recent change from bullying and harassment to dignity and respect
- A strong focus within WSC to improve and maintain physical safety procedures.
- A number of respondents identifying that the leave entitlements were an attractive part of the job role and that leave is rarely declined. This included roster days off and annual leave entitlements
- That the Council on whole supported significant life events in a compassionate and empathetic way
- That there are pockets of strong support leadership that are engaging and developing staff
- The job security is seen as a positive hygiene factor for respondents
- A strong sense of pride in the work that is completed and how it serves that community in the Wingecarribee Shire
- The induction process and bus tours were consistently highlighted as a positive for new staff and recognise by long-service staff
- A strong sense of pride in the work that is completed and how it serves the community in Wingecarribee Shire
- The induction process and bus tours were consistently highlighted as a positive for new staff and recognised by long-serving staff
- A perception that 'stove piping' has decreased, however, acknowledgement that distinct business areas are competing for funding and training opportunities

18 Recommendations & Actions

1. Executive commitment and modelling
2. Develop a Mental Health Strategy
3. Focus on Communication and visibility of leadership:
 - a. Conducting site visits and engaging with staff on a personable level and taking the time to listen to staff views
 - b. Participating in and holding regular open meetings and conducting webinars to ensure maximum reach across the geographically spread workforce on the priorities of the Council, workplace initiatives, and an opportunity to recognise the efforts of different Council staff
 - c. Regular staff communications
4. Leadership effectiveness:
 - a. Conduct 360-degree feedback surveys for the senior management team, that is delivered by an external agency to ensure anonymity confidentially
 - b. That this feedback be paired with coaching session to develop leadership effectiveness
 - c. All people leaders be upskilled in delivering consistent and skilled feedback, and that 1:1's be considered as a KPI for achievement for people leaders
 - d. That the pending Mental Health training be reviewed to ensure all people leaders are upskilled in conducting 'check-in' chats and have the competency and confidence to conduct early identification and intervention of compromised mental health in support and non-judgemental manner
 - e. All people leaders be trained in and held accountable for soliciting feedback from others so that the provider of the feedback feels safe and people leaders know how to respond to this in a constructive way
 - f. All people leaders be trained and held accountable for early dispute resolution or identify and manage conflict between individuals and / or teams
 - g. All people leaders be trained in how to consult effectively with their staff, champion their suggestions for improvement where appropriate, manage staff expectations where suggestions are not viable and provide feedback / follow up on these suggestions to staff so that they feel heard and part of the decision-making process
5. Promote dignity and respect in the workplace (and inclusiveness)
6. Enhance exit interviews have reports provided to Exec quarterly to identify areas to enhance retention
7. Undertake a staffing level review to consider:
 - a. The psychological job demands of the job roles personnel are conducting
 - b. The risks to both psychological and physical safety of the job roles.
 - c. The on-call roster and the minimum number of staff required to operate the roster. This should also consider whether there is the ability to turn off the on-call roster for non-essential services
 - d. The resources available to those who are on-call; for example, take-home vehicles.
8. Review recruitment practices to incl. realist job preview; remuneration and packaging benefits and more emphasis on onboarding and induction at the team level
9. Flexible work practices: more consistent across organisation and promote
10. Focus on career paths and review the Learning and Capacity procedure
11. Develop recognition and reward strategies: informal and formal and internal promotions and development pathways
12. Review remuneration system and practices
13. Explore non-remuneration incentives: gym membership
14. Review Position Descriptions and build in review of Position Description's in line with annual Performance Review and include psychological demands on the role and reporting lines (e.g. add the org change to the Position Descriptions)
15. Develop and implement system of staff feedback – annual as well as ongoing (e.g. Bright ideas/ pitch an idea)
16. Adopt a zero-tolerance approach to aggressive customer behaviours; provide training and protocols for pre – during and post
17. Develop return to work protocol
18. Re-establish opportunities for social interaction

Feedback and Observation

Between July - October 2021 the General Manager met with over 70 individuals.

As part of these meetings, people were asked a series of questions around: where they thought we were now, strengths, weaknesses as well as opportunities for the future.

Set out below is a summary of these:

on the edge of an opportunity to improve and shed off old ways - there are some old ways that we may like to look at and revisit

in a state of change; great opportunities ahead to change in a positive way

we tend to go around in a circle - when I started we had a very similar structure to what is now proposed; it will be great to have the structure back to what is proposed; the DGM was set up for failure - a minimum of 3 directorates is a great idea; need to work on communication and customer services - we should treat people the way we would like to be treated; if people want something we should provide it and be efficient

we have come to a place we really didn't want to come at with what has happened with our council - however we are there now so it is now an opportunity to do things better and improve

we are struggling to some regard; everyone is anxiously waiting to see how things will pan out; we do deal with a lot of other branches - challenges in the development control and regulatory control and infrastructure and projects; a bit of expectation of how this all pans out - a little bit of anticipation and excitement; everyone is prepared to go forward from what I feel and hear

Where are we now?

The most common themes were around recognising the difficulty of the past and the negative impact that the previous Council and some senior staff had on the performance of the Council and the organisation.

At the same time there was recognition we are about to start a new Chapter, expressed in different ways, but a general sense of hope for the future.

Below are some quotes:

if an organisation can have PSTD I think we have got it

pleased to see us going back to the 3 directorships - previous too much of a scramble and top heavy; a lot to do with communication and trust; so much change of staff over a period of time

at the moment we are a bit stressed; the organisation can move forward; council has to wave our flags a bit and self-promote what we do well; it has been improving - since your weekly newsletters have been coming out - it makes me feel better; we haven't got a manager; we are a bit stressed and getting questions when out and about; until things are clear

halfway between where we were and where we are going; we are hopeful and trusting in management to make the right choices for everyone; the customer services focus is good - we are obviously here to serve the community and is always the number one focus; as a team we juggle a lot and focus on customer services. as an organisation we need to build trust and support in the community for the organisation and show we are going to deliver - 'seems to be promises but not delivery'

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Strengths

Overwhelmingly our greatest strength was seen to be our people – our staff.

The resilience and passion of the Team was acknowledged...as was the need to rebuild trust within the organisation as well as between the organisations and the community.

our assets; infrastructure and staff - we have everything there we just need management to lead us; Wingecarribee is beautiful; the people behind the scenes are fantastic

we are resilient; it is having been a period of turmoil and we have coped and got on with the job - staffing issues and shortages we have pushed through

we are a good team; there is a lot of loyalty in the organisation and that is a strength as without that difficult to retain staff; at the moment there is so much movement in the organisation so difficult to know what our strengths are; in our own team - we work well - work well together and trying to be consistent - there is a long way to go thought in building trust in the staff as we have been let down a lot - so needs to be rebuilt - what we deliver outside needs to be delivered inside

we have a large majority of staff who are here for the greater good; if we can calm the people down and we are heading in a positive direction - your messages we are starting to see that flow through; a lot of good will of the staff and the poison of the old council out will see the organisation turn around

our staff - all of the people are committed, they care and want to make a difference and woefully over worked - particularly the assessment team and care about the outcomes; we want this change to happen - we want to be able to do our jobs well; we are resilient

unique as most staff live in the area or have good relationships in the community; the area its self is unique - has its own character there is a synergy between the resident and council to preserve and development of this unique character

pockets of really good people - who are passionate about what they do and the community; we don't celebrate this enough; as a resident and rate payer I find services seamless

Weaknesses + Challenges

Staffing – recognising and retaining skilled staff and celebrating our successes – we have had many but not seen.

our core values are essentially the same, but people are not always acknowledged

councillors at the election - hopefully the new council will move forward in a positive way - as staff it has been difficult at time with the negative surrounding the whole council - getting staff to rise above the negativity and be really proud of the Council

culture - we haven't been able to attract and keep people of good skills/ competence because of inconsistencies of policies and processes relating to staff and people not feeling they are being listened to and if they have an idea not always encouraged to share; still operating in silos; deadlines not always achieved; scoping at the front not always done properly; things not always followed through; we doesn't celebrate our successes well

getting the public back on side

not much trust inside with the staff - staff have lost a lot of trust in the organisation because they have been let down - there are a lot of loyalty though not returned (e.g. lack of support from management in some areas; doesn't flow - if you go to your manager with something doesn't seem to go any further. e.g. a trainee needing to have a pay increase - ...need processes that make things flow with a direct decision making, perhaps because of lack of communication and in the past conflict between managers; the organisation did seem to gel; need clear processes

upper management and worker level trust - needs to be built on both sides and if built will go from strengthen to strength and with the left hand knowing what the right hand

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Picking one thing we do well:

Overwhelming the response related to the Team and the commitment of people

most people who work at Council give 500% to what they do - our staff - sometimes issues however overall our staff are our key attributes without staff we can't achieve the good stuff

we provide a number of services to the community - 'we are here to serve the community' and there are people on the ground committed to that

we always deliver in the end - we have committed people who do what is needed to deliver

we are adaptive and rise to the challenge; most people like to work and put their head down and do the best job they can

the public face of the organisation - front line staff - customer services, pools, libraries; one of the parks and gardens staff cleaner - cleans cisterns until he can see his face :); people care about the place and majority live in the area so a lot of pride in the area

Picking the one thing we need to improve on:

Communication was the top area mentioned:

- communication within and across the organisation – knowing what people are working on, improved coordination, understanding of roles
- communication with the community.

There was also a recognition of the need to unlock the potential of the organisation and improve resourcing – through additional resources but also through better coordination to reduce double/triple handling:

clear communication (e.g. planning for events - 3 different answers - speak with one voice as Council)

resourcing - some people seem to have a lot of resourcing where as others seem to be really struggling

removing silos - finding out later people have been working in different systems (secret squirrel)

talking between branches, between staff and engaging staff (e.g. I would have like to provide input, 'why didn't they ask me') - how we talk across and knowing who the subject matter experts are and how we get the best out of that

training from the ground up - if everyone was trained for their position the organisation would gel a bit better - people not sure what they should be doing

working with the community to create a better perception of Council - open flexibly work arranging for staff to attract higher educated and experienced people

If anything, we shouldn't change:

Generally, there was a recognition that change is constant and there isn't anything we should look at. Where there were things that should change they generally related to specific areas such as the Team I am working with, individual managers / supervisors' individuals enjoy working with

I don't think anything should be off the table

we should try to build on what we do well

our perseverance

everything is evolving

there isn't anything not to change; continuous change is necessary

everyone is really friendly so hope that does not change

there has already been a lot of changes

all for change and continue on the path we are going at the moment.

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What we think of our community – using 3 words:



What we think of the organisation now?



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Our organisation in the future



Summary

From the staff one to one session held between July - October 2021 there is an acknowledgement that individuals have felt hurt, betrayed and in some cases damaged by the behaviour that they have experienced over the past few years.

There is also general recognition that it is time to move forward and people are seeking certainty, change and stability.

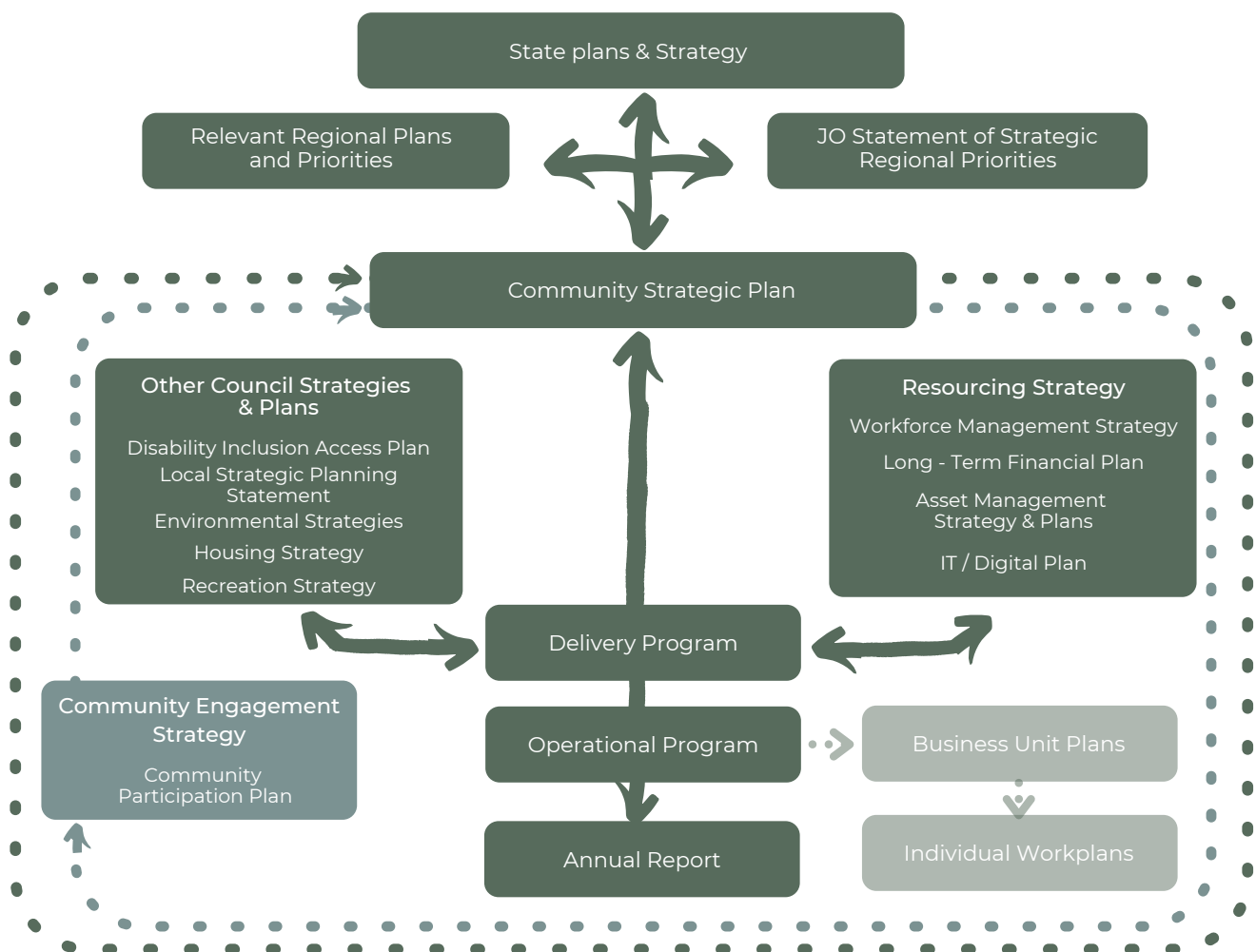
There is a level of cautiousness but hope in the future.

Overwhelmingly, responses about what we do well focused on people and the areas we need to improve also focused on people.

Strategy: plans and reviews

Moving forward there is a need to:

- Acquit the former plans
- Bring the various documents into a cohesive framework within the overall IP&R framework and regularly reported on.





Challenges + Opportunities

Strengths

- Our people: the staff within the organisation
- Financially sustainable
- External grant success partnership with community sporting
- Provision of water & sewer services
- Revolving energy fund savings
- Operation of successful commercial business units: Resource Recovery Centre; Southern Regional Livestock Exchange
- Community involvement & high level of volunteering
- Environment programs
- Destination marketing and domestic tourism

Weaknesses

- Communication and engagement within the organisation and between Council and the community and key stakeholders
- Community Satisfaction results 2021 : local roads, communication, involvement in decision making
- Reactive approach to asset maintenance
- Lack of asset management planning for natural assets
- Dispersed urban settlements and impact on economies of scale for service delivery
- Lack of an integrated public transport network
- Historically poor employee workplace systems and processes resulting in high workers compensation
- Integration with IT systems resulting in reduced productivity
- Asset management planning
- Project planning and delivery

Threats

- Unmanaged growth
- Financial sustainability - need to improve and maintain OLG benchmarks
- Lost opportunities due to a lack of a clear strategy
- Cost shifting
- Uncertainty of FAG's
- Managing the tension between community expectations of service levels and willingness/ capacity to pay
- Impacts of climate change
- Increased demand for appropriately skilled staff
- Lack of appropriate infrastructure to catalyse economic opportunities (e.g. the SHIP)
- Ageing infrastructure and community / recreation infrastructure not matched to population patterns and change
- Lack of state agencies investment in core services to support an ageing population
- Younger population (i.e. 15 – 25-year olds) leaving the Shire to pursue educations/ career opportunities

Opportunities

- Location
- Passionate & engaged community
- Local business network
- Natural beauty & environmental assets
- Southern Highlands Innovation Park (SHIP) to strengthen local economy & employment
- Leveraging off the opportunities for growth to delivery facilities & services to benefit new communities as well as existing
- Leverage breadth of services to demonstrate leadership & drive innovation and sustainability
- Bushfire recovery & future planning: building back better
- Western Sydney Airport
- Optimising investment in technology COVID: harnessing the rise of localism, working remotely / migration from Sydney & local tourism/ economic development
- Protection of the environment & opportunities to be a leader in water supply and quality

Summary

We need to:

- Get the basics right: communication, response and delivery: get the organisation 'humming'
- Secure grants
- Plan for Infrastructure
- Planning & Development needs to be more dynamic
- Local economic development is critical
- Have strong governance framework, understanding the principles with clear roles & responsibilities
- Ensure appropriate training & awareness of roles, responsibilities & our legislative framework
- Foster healthy, collaborative work practices that engage our people
- Apply consistency in approach: whether internally with policy & practices or externally in the advice and approach we take
- Improve implementation of systems & processes
- Have a clear vision for the future & be proactive
- Ensure role clarity between the elected Council & Administration & 'rules of engagement'
- Improve communication internally & externally to build trust: early and open communication & building a shared understanding (e.g. service levels for the community & councillors)





We will be an exemplar in local government, applying the tests and learnings of the past to create a trusted, resilient, courageous and caring organisation.

We will place the community and customer at the centre of all we do.

We will be a trusted partner with our community and within the industry.

We will be a leader in creating partnerships that deliver on our vision of a sustainable community. Sustainable in the full sense – socially, economically and environmentally.

To create places where the heritage and history is preserved as we take advantage of the opportunities for growth and change.

We will be respected by the community and in our industry.

We have the courage to make the tough decisions and in doing so implement with empathy, care and authentic communication.

We have a commitment to work together to contribute to a happy, healthy and harmonious workplace where we treat each other with respect.

An organisation we are proud to work for.

We provide a contemporary workplace where we seek to support people to be the best they can be – both in the workplace and in life.

We do this through our wellbeing initiatives, our organisational culture and providing flexible work place practices that demonstrate trust and a focus on outcomes.

We will use the challenges that we have faced in the past to move forward to emerge stronger, smarter and more successful into our future.

Key performance indicators

OUTCOME	MEASURE	PERFORMANCE
Full staff establishment	Vacancy rates Turn over %	12 month trend 15%
High engagement	% High/moderately engaged	50% or higher
High customer satisfaction	Community survey No. of complaints	% % decrease
Effective financial management	+/- 5% operating budget v actual +/- 10% capital budget budget v actual +/- revenue budget v actual Meet OLG Benchmarks	+/- 5% operating budget v actual +/- 10% capital budget budget v actual +/- revenue budget v actual Meet OLG Benchmarks

Principles

In moving forward, we will:

- **Keep it simple:** Make the complex simple so it is understood
- **Put the community at the centre:** is it in the best interests of our community as a whole?
- **Place the customer first:** well communicated; timely and value for money
- Demonstrate **ethical leadership:** not just what is legal
- Commit to **continuous improvement:** we strive for excellence by continually reviewing and refining what we do
- Decisions are **evidence based:** there is sound data and aligns to our Community Strategic Plan
- **Focus on outcomes:** keep the end in mind throughout the process
- **Act with a sense of urgency** with an eye to the future
- Embed **sustainability** in all we do: social, environmental, financial
- Apply a **place lens:** look at the unique characteristics of each place and its community
- **Act think and speak as one organisation:** we are one team, we need to be flexible, agile and tap into all of the talent we have



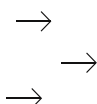
Our Strategy

- We have lots to do!
- We need to do it together and bring our community and other key stakeholders along with us
- We need to communicate, be consistent and do what we say we are going to do
- We will need to be purposeful, focussed and determined with a clear focus on desired outcomes

HORIZON 1: 2022 - 2025

Back to Basics:
creating a strong foundation

Our 3 R's



KEY FEATURES:

Systems, processes & culture
Clear accountability & decision-making
Improved technology
Customer focused
Common outcomes
Workforce planning
Consistent processes
Strategic enabling activities
Collaboration
Skill building
Leadership
Reward behaviours aligned to values
Stability
Understanding place
Sense of optimism

HORIZON 2: 2025 - 2026

Adapting to agility



KEY FEATURES:

Organisation-wide accountability
Pride
Mobile digital options
Improved experience
Deliver outcomes
Demographic mix is diverse
Human Centred
Innovation
Continuous improvement
Problem solving
Agile & cross functional teams

HORIZON 3: 2027 - onwards

Innovation and leading



KEY FEATURES:

Industry leading reputation
Integrated & consistent
Digital self - service
Meet changing
Community needs
Holistic eco-system
Data insights
Continual innovation
TQM 2 achieved
Strategic partnerships



HORIZON 1

Back to Basics

Creating a strong foundation: Our 3 R's 2022 - 2025

1. Refocusing on the future and our community

2. Reinvigorating our workplace

3. Rebuilding our organisation and reputation

Direction 1: Refocusing on the future and our community



Refocusing on the future and taking a proactive and strategic approach to ensure that we are well placed to meet challenges and opportunities.

Managing growth and change to optimise the opportunities that this change will bring whilst retaining and strengthening what is valued.

Ensuring that **decisions are evidence based** supported by genuine community consultation.

Having **strategic plans** with clear actions supported by resourcing to enable the organisation to deliver.

Making the decisions of today with the future in mind.

Refocusing on our community and customers and working in partnership to deliver the outcomes as set out in the community strategic plan.

Re-energising and strengthening our relationship with the community and other key stakeholders including business, industry, non – government and government organisations.

Creating new relationships through formal and informal communication and engagement.

Communicating and engaging in a genuine and meaningful way, recognising that we have many communities within our Shire: communities of interest and communities of place.

Developing a **shared understanding** of desired outcomes, service standards and the role Council, community and key stakeholders.

Ensuring **clear communication** and engagement, with our culture, processes and systems aligned to support this.

Ensuring that **as we grow and evolve, we are sustainable**, aligning our resource strategies (long-term financial plan, asset management plan, workforce plans and digital strategy) to ensure we are positioned to deliver and meet community expectations.



Direction 1: Refocusing on the future and our community

Initiatives:

- 1 Strengthen budget transparency with the active involvement of responsible managers in the development of the **2022/23 Operational Plan and Budget**
 - a. Effective phasing and reporting
 - b. Accurate forecasts and projections
 - c. Rolling program of works
 - d. Improve budget reporting, monitoring and management, bring together the operational plan, budget, capital works programs and KPIs
 - e. Mapping services and accountabilities (June 2022)
- 2 Revise the **Asset Management Plan** (March 2022) with a particular focus on roads (March 2024)
- 3 Review the **Long Term Financial Plan** to improve operating performance and enable greater funds to be directed towards asset renewal and maintenance, actions include:
 - a. Undertake reviews of services to identify opportunities for greater efficiency and effectiveness
 - b. Reduce the Workers Compensation premium through a targeted action plan to address root causes
 - c. Pursue grant opportunities for projects focused on renewal works and projects identified in adopted strategic plans
 - d. Benchmark and review of Council's fees and charges
 - e. Identify organisational efficiencies through use of e-services and digital mediums, that have both financially and environmental benefits
 - f. Prepare meaningful indicators to measure projects
- 4 Develop a **Customer Services Charter** and underpinning service levels that are linked to the implementation of the new CRM system.
- 5 Develop an **Investment Ready Plan** that brings together major projects arising from the **Integrated Strategic Plans** to use as the basis for advocacy with Federal and State Governments and pursuing grants (June 2022)
- 6 Prepare and implement a process for the new **Delivery Program** to explore issues/expectations around development, population growth and long-term planning for the Shire
- 7 Implement review findings and recommendations to strengthen governance and communication (Dec 2022)
- 8 Implement a place-based approach for projects, services and issues to focus on and connect with our community.
- 9 A **Plan for the Future**: prepare an integrated plan for the future that uses the CSP + LSPS as the base and brings together:
 - a. Integrated transport strategy
 - b. Community infrastructure: recreation and community facilities strategy
 - c. Sustainability/ environmental strategy
 - d. Infrastructure and servicing strategy
 - e. Economic development strategy (Jun 2023)
- 10 Prepare an overarching **Organisational Resourcing Strategy** that aligns to the projected growth and CSP directions to ensure that we are sustainable financially and have the right skills and number of people in place to support delivery of the CSP and Delivery Plan (Jun 2023)
- 11 Prepare a program of service reviews and comment implementation (Mar 2023)

Direction 1: Refocusing on the future and our community

Measures

Community satisfaction: measured by a satisfaction survey conducted annually or every 2 years

	BASELINE Community Survey (2021)	2023	2025	2027
Overall	65%			
Satisfaction with Councillors Effective Leadership and Guidance of the Community at least / somewhat or more	49%			
Councils Image (good to excellent)	65%			

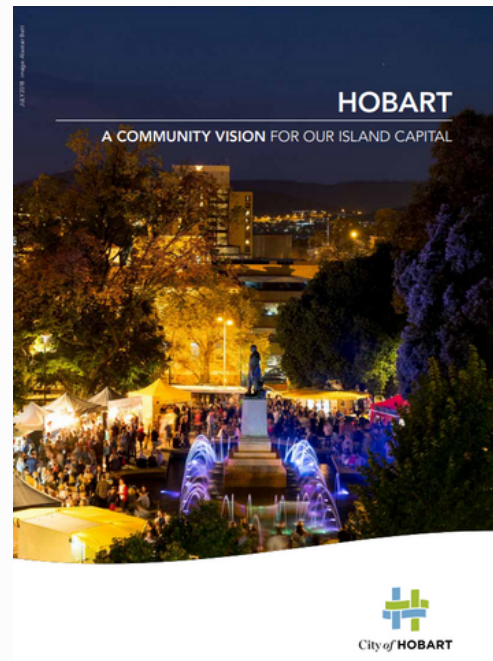
Direction 1: Refocusing on the future and our community

Food for thought

Hobart City Council – Community Vision

Transparency in budgeting: how Council spends its money
simple + linked to place & services

<https://www.hobartcity.com.au/files/assets/public/policies-before-09.19/hobarts-city-vision.pdf>



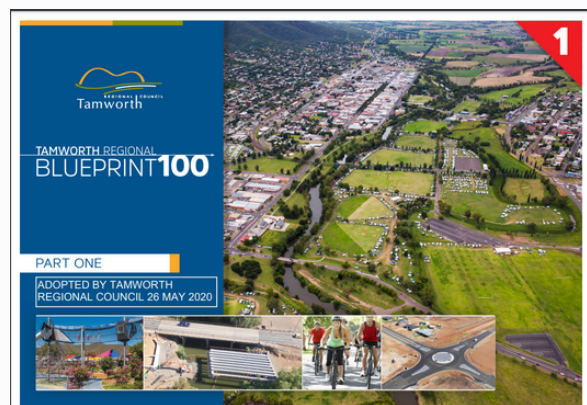
Tamworth Regional Council: Blue Print 100

The Blueprint has been created to ensure that Tamworth is ready for the future regardless of the time frame and implement strategies that smooth the impact of population growth for everyone – both current and future residents. It is a plan for both existing and new residents. It is about a well-planned sustainable community where we can continue to have the lifestyle we enjoy.

This aligns all tiers of government with regional priorities and the Council's Community Strategic Plan.

The Plan aims to position Tamworth as a smart, sustainable regional leader.

<https://www.tamworth.nsw.gov.au/about/policies-plans-and-regulations/blueprint-100>



Direction 1: Refocusing on the future and our community

Connected: Yarra Valley integrated transport plan

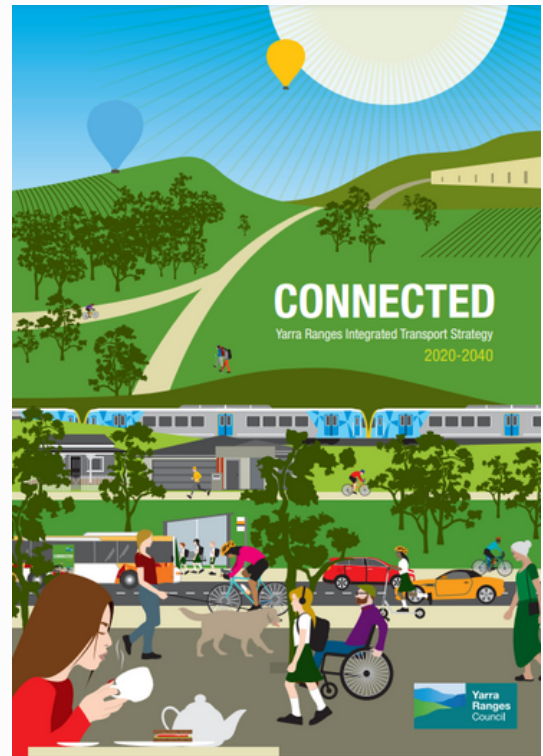
Connected is a key strategic document that will guide transport projects, advocacy, and decision-making in Yarra Ranges. It will provide guidance, support, and evidence-based justification to a range of important projects and plans across the municipality.

These include:

- Township Place Plans
- Township Structure Plans
- Level Crossing Removal Projects
- Advocating to State and Federal Governments
- Road upgrade projects
- Targeting local issues

Connected provides the blueprint for Council to work to improving transport, for all modes, throughout the next decade. If successful, it will make Yarra Ranges a more attractive place for those who work, live, and visit Yarra Ranges.

<https://www.yarraranges.vic.gov.au/Council/Corporate-documents/Policies-strategies/Integrated-Transport-Strategy>

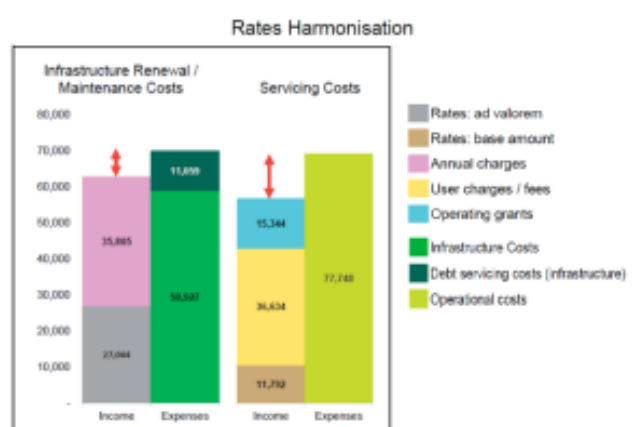


Queanbeyan-Palerang Regional Council:

A rating model that distinguishes rates sources:

- Base charge – funds services
- Ad valorem – funds infrastructure
- Principle for the LTFP and separate by geographic area
- Separate rates and water and sewer – provide 2 separate accounts
- Only towns charged waste, sewer, water and stormwater
- Villages – have septic inspection per annum
- Rural

<https://yourvoice.qprc.nsw.gov.au/harmonised-rate-structure-for-qprc>



City of Ryde

Provides a tailored breakdown for each rate payer on how their rates are spent on the back of each notice.



Direction 2: Reinvigorating our workplace

Relationships

Reinvigorating our workplace is about recognising our people are our greatest asset and are the single highest determinate of the quality of service we provide.

Our people are currently fatigued by the events over the past few years, however, have displayed resilience in continuing to deliver for our community. As we refocus on the future we will reinvigorate and **re-energise our workplace to create a happy, harmonious, productive and healthy workplace.**

Retaining and capitalising on the experience of the existing team as well as bringing in new team members with fresh ideas and insights.

Fostering a place where people enjoy coming to, feel respected, valued and trusted – great place to work.

Encouraging diversity in the work place through a healthy culture supported by work practices designed to bring out the best in people, supporting delivery and a healthy work / life balance.

Offering opportunities to grow professionally either through specialising in areas of experience; broadening skills or progression through management streams.

Providing a contemporary work space with collaboration spaces.

Creating an organisation that is **an innovator and leader** in the community and within the local government sector.



Direction 2: Reinvigorating our workplace

Initiatives:

- 1 Fill critical vacancies (Mar 2022)
- 2 Implement new structure supported by contemporary systems and processes (including recruitment and selection; reward and recognition) (Jun 2022)
- 3 Refresh our workplaces to create a contemporary work space that is conducive to collaboration, team based initiatives and encourages effective flow of information/ ideas. (Dec 2022)
 - **Phase 1:** Move to Paper lite approach
 - **Phase 2:** Declutter + spring clean
 - **Phase 3:** Refresh our spaces providing spaces for different work styles
- 4 Establish new values for the organisation that are owned and understood across the organisation as part of Cultural Change Program.
- 5 Update and refresh the Risk Management and WHS System. (Jun 2022)
- 6 Map processes and undertake business improvement program. (Dec 2022)
- 7 Implement internal communications strategies including:
 - Monthly Managers meetings
 - Team leader meetings - quarterly
 - Quarterly operating plans and budget reviews
 - Whole staff meeting 2 times a year
 - Weekly GM updates
 - Organisational monthly newsletter
 - Onsite visits – out and about program
 - Employee engagement survey – annually
 - Create annual work plans that link with the CSP / Delivery Plan / Operational Plan
- 8 Develop and implement the Attraction and Retention Plan including launching the employee experience – informal communications, celebrating the successes; celebrating organisations milestones; sharing value and reactivate a program of social activities. (Sep 2022)
- 9 Implement the Health and Wellbeing Program. (Mar 2022)
- 10 Employ trainees to offer an entry into local government and capture local talent. (Dec 2022)
- 11 Develop and implement a Learning and Development Plan that is skills and competencies based. (Mar 2023)
- 12 Undertake organisational engagement survey. (Dec 2022)
- 13 Update organisation management standards to reflect the new culture. (Sep 2022)

Direction 2: Reinvigorating our workplace

Measures

Annual Pulse survey

BASELINE 2021	2022	2023	2024

BASELINE 2019	2023	2025	2027
Level of Agreement			

I am personally aligned to this organisation's stated mission and values

75%

There is regular and clear communication between my manager/supervisor and my team members on organisational matters

51%

My manager provides me with clarity around my role, including my responsibilities and productivity expectations

60%

My direct manager/supervisors have good leadership and coaching skills

56%

My direct manager/supervisors provide me with regular feedback on my performance

52%

My direct manager is readily available and approachable if I have any workplace concerns

74%

Any problems experienced in our work team are handled quickly and effectively

50%

My direct manager/supervisors have the technical skills necessary to lead their group

66%

My direct manager/supervisors receive the support they need from the organisational leadership in order to do their job effectively

32%

My manager/supervisors regularly attend staff/team meetings

77%

Direction 2: Reinvigorating our workplace

Food for thought

Ideas for the cultural change...

At recruitment phase use tools such as:
Hogan profile for all staff to look at individual fit
(levels 1 – 4) Myers Briggs for level 2 & 3 as an
additional layer to look at style

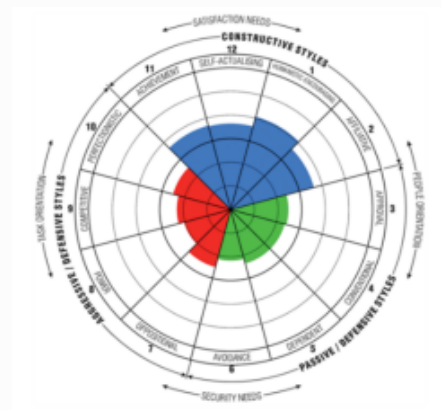
Retaining and Supporting Culture:

Human Synergistics to look at who you are and
what your impact is on the organisation: use
the results from the team survey to create a bi-
annual action plan to roll out and re-test – lead
by relevant managers as assessed through
Performance review.

Annual staff survey around what we can do as
a work place to improve effectiveness and
efficiency.

Use results to create action teams to drive
change and report back – lead by champions
with cross organisational representation

ASSESSMENT OVERVIEW



Direction 3: Rebuilding our organisation & reputation



Rebuilding and restoring trust between the community and council and within Council itself

Trust is a fundamental building block for a strong foundation, for Council and the organisation to work effectively with the community and other stakeholders

The behaviours of the former Council and management within the organisations and subsequently Performance Improvement Orders and placement of Council into administration is an opportunity to now reset and rebuild...*Learning from the past to make for a better future*

The reviews undertaken over the past 9 months, along with the conduct of the Public Inquiry will provide a good base upon which to *build a strong foundation from the organisation* – as without a strong foundation the organisation will not be able to stabilise and effectively fulfil its roles and responsibilities

This will *take time* and will require a *concerted and focused effort* by the Council (elected body) and the Administration.

Rebuilding our reputation in the community and the Region

Rebuilding confidence and credibility – do what we say we are going to do, when we say we are going to do it

Making the complex simple to communicate the why, what, how and when

Raising our profile in the sector by being active in our professional communities

Initiatives:

- 1 Ensure the Executive and Managers are visible and engaged in the organisation and community
- 2 Link roles to Community Strategic Plan with clear alignment of roles, responsibilities and accountability. Reinforce everyone has a role to play
- 3 Build a Project Management Framework to guide the effective delivery of all projects from concept to operation that is linked to Council's resourcing plans, within the IPR framework and is based on good governance
- 4 Initiate a program of continuous improvement
- 5 Prepare a relationship matrix (Sep 2022)
- 6 Raise our profile through active participation in focus, conferences and award programs
- 7 Develop and implement a communication, engagement and relationship strategy (Sep 2022)
- 8 Undertake an organisation rebranding exercise

Direction 3: Rebuilding our organisation & reputation

Measures

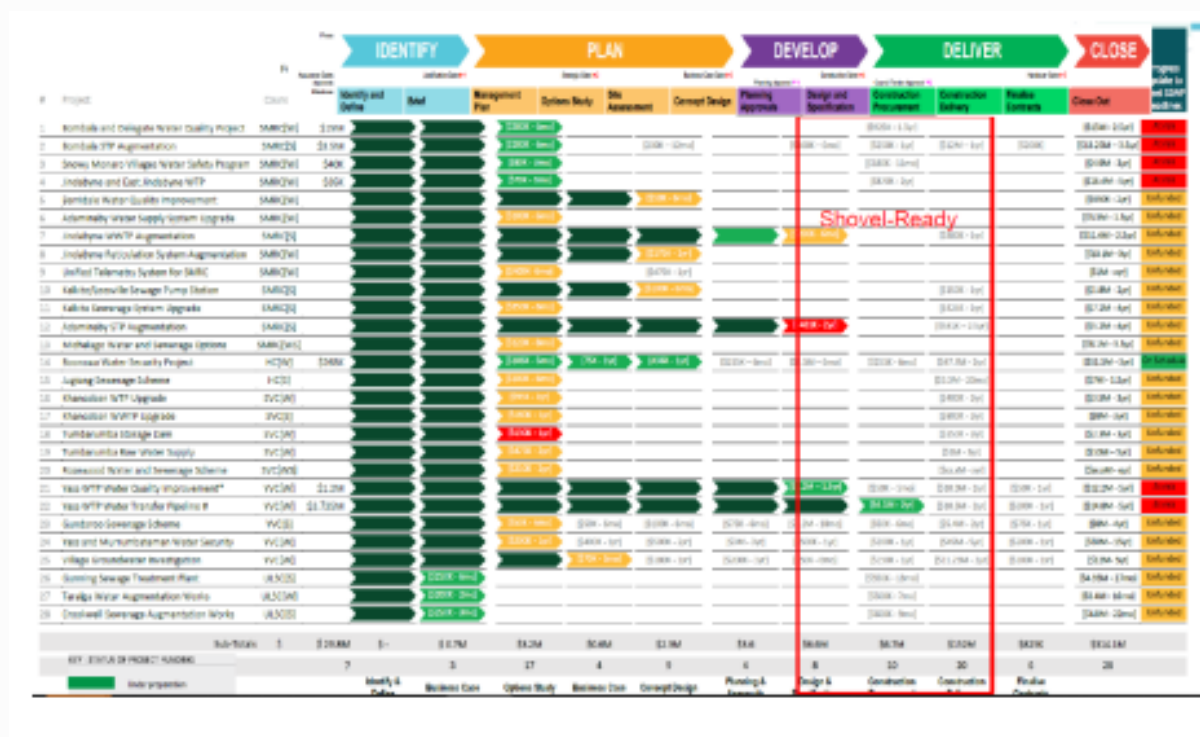
Delivery: % of actions completed in the Operational Plan

BASELINE 30 June 2021	30 June 2022	30 June 2023	30 June 2024

BASELINE 30 June 2021	30 June 2022	30 June 2023	30 June 2024

Food for thought

Project Delivery System Queanbeyan-Palerang Regional Council



7. Appendices



Links below to reports for further information

-  [Review of Council Finances - Finch Final Report](#)
-  [Review of Governance, Human Resources and Statutory Reporting - Samantha Charlton](#)
-  [Community Research Report 2021](#)

Summary 3 words – How we want to be in 12 months' time

delivering innovative leaders appreciated community minded fun enjoyable caring competent responsive streamlined valued performing at maximum capacity nurturing engaged progressive great service delivering good workforce provides great customer services efficient effective happy busy constructive great rapport with team and management engaged with community values based proud future focused action orientated stable engaged proactive informative progressive engaging settled happy community focused - in and outside proud tenacious strong organisation lots of good; happy strengths; organised - know where we are going proactive open professional stable good support flexible stable achieving modern strong well resourced committed; honest transparent and high trust in the organisations and in the community positive moving forward progressive empowered progressive communicative satisfied appreciated stability good communicators always listening providing a good service relieved engaged committed progressive engaged caring flourishing - more and different things settled happy + content with what is happening and where we are going nurturing safe thriving together achieving goals happy + content hopeful competent caring inclusive connected transparent resilient regained the trust of the community a more supportive and less caustic council proud consistent efficient organised has direction exciting resourced strategic stable with a clear path cohesive strong leadership progressive on top of things delivering services as per community expectations harmonious focused responsive great culture innovative connected to the community community at the heart of everything it does structured progressive proactive supportive a place to grow somewhere to be proud of proactive safe collaborative empowered for success proud happy dynamic enjoyable progressive happy efficient growing and embracing change stable efficient acceptable to the community valued respected resourced a great place to work forward-thinking proactive settled progress improved performance progressive happy collaborative proud consistent happy customers a leader caring - relationship building more communicative cooperative helpful proud to work here functional customer orientated passionate community focused friendly a place that you want to work for cohesive proactive customer focused proud successful understanding of what that community desires and not just the noisy ones collaborative vibrant friendly leading trusted reflective better passionate efficient teamwork vibrant inspiring fantastic place to work great place to work feeling connected - part of a team organised challenged and evolving structured improved stable customer focused

Summary 3 words – the organisation in September 2021

everyone is wanting to improve looking for direction improving helpful listening shambles devoid of experience a great base with the exiting dysfunctional under resourced struggling caring engaged progressive trying to deliver a good service struggling good staff unsettled a great place to have a career provides opportunities to progress sad busy hopeful messy disheartened unsettled under stress looking forward to the future level of excitement & apprehension evolving changing resilient inclusive exciting progressive changing growing community focused changing progressive resilient challenged motivated cohesive bunkered tired ready for improvement challenging rewarding changing inconsistent varied positive hopefully cautious resilient hiatus in anticipation in the middle of construction transitioning chaotic crunch time crossroads changing anxiety dysfunctional uncertain about the future worried about change tired anxious excited easy to do business with caring community focused tired willing / wanting to do a good job waiting to see what the future looks like in-between-to-worlds about-to-blossom challenging - lots of things happening opportunities working together full of promise untapped talented shell-shocked/battered changing on tightrope incredible possibilities a tour fingertips growing in transition and hoping to see more strategic thinking rather than reactive wounded - in survival mode broken disconnected not consistent communication complex unsteady unsure of what is happening / what they are doing unstable reactive underscored behind (look of the building, technology, processes) we are trying to catch-up disjointed evolving changing refreshing broken slow-moving community mind challenging family orientated/ flexible fun transitioning exhausted immense opportunity lost time poor lack of resourcing reactive negative fatigued on the back foot change verging on chaos resilient dysfunctional depressing people are supportive resilient learning and growing trying to be better messy difficult time functional striving fragile committed amess disconnected potential unsettled uncertain hopeful reactive tired willing hopeful changing motivated weary positive in general looking forward to the future - optimise frustrating self centered wanting to change dysfunctional excitement/hope in the organisation trepidation on a long journey customer focused close-knit siloed outdated dysfunctional opportunity instability daunting transforming influx optimistic reflective growing sincere busy influx changing changing improving secretive family/ community good people good values difficult position need time to rebuild challenging unstable hardworking

Summary 3 words - community

changing demography mystery-silent groups in the
community protective of the place lovely everyone knows
everyone beautiful self-centred young people hopeful
environmentally aware good bad indifferent caring
engaged progressive challenging great community
beautiful area friendly demanding clicky caring loyal
information outspoken empathetic friendly mixed-cross
section of ages and demographics interested critical
engaged opinionated proud frustrated by delivery a great
place to live feels safe diverse a community in danger of
splitting changing tightknit - everyone knows everyone's
business entitled and high expectation involved
professional challenging articulate beautiful passionate
unaware - of what Council does passionate close knit
changing engaged passionate challenging diverse
changing strong element of self entitlement diverse
intelligent natural area proactive engaged whinge
lifestyle heritage tradition high expectations demanding
unaware of priorities of council activities - not transparent
involving diverse passionate engaged older unwilling to
change engaged general level of apathy for council
proud vocal caring passionate diverse and different views
- lots of different view points thoughtful and caring
community about what they are passion about changing
- views, people, population educated opinionated split
beautiful unrealised potential politically savvy
picturesque regional medium sized entitled a
community focus but siloed- don't think about other
communities close-knit supportive - volunteer groups
growing demanding unrelenting difficult conscientious -
really cares about the place thy live in set in their ways
hold us accountability beautiful - a beautiful part of the
world energetic alive environmentally conscious
passionate relentless landscapes family opportunity
intelligent engaged understated challenging time rich
understandable-every one has a story ageing entitled
passionate high expectations vibrant diverse; beautiful
natural and council provided facilities aging determined
pedantic engaged diverse - from arts crew to
professionals to weekend people - villages have little
vibes resilient regional involved sustainability focused
passionate engaged responsive welcoming natural
beauty staid community strong family engaged
misinformed-quick to be critical without knowing the
facts high social capital rural artistic committed to the
environment/nature educated want to be part of the
community - strong volunteerism beautiful locale NIMBY
self-centred want to be regional but have an urban
mindset passionate community spirit caring close-knit
work well together vocal known as elite area but it is not
entitled busy bodies invested passionate intelligent
connected charismatic truthful accountable passionate
smart kind - country people passionate character driven
prestige beautiful nature community passionate high
standard some difficult affluent high expectations
lifestyle