

GO4 – Adoption of Council’s Corporate Planning Documents – Integrated Planning & Reporting

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TRIM 3798-3

EXECUTIVE SUMMARY

- Under the Office of Local Government’s guidelines for Local Government, Council is required to prepare (or review) a range of corporate planning documents prior to 30 June 2017:
 - Community Strategic Plan
 - Resourcing Strategy, which comprises:
 - Long Term Financial Plan
 - Asset Management Strategy
 - Workforce Management Strategy
 - Delivery Program and Annual Operational Plan.
- The purpose of this report is to provide a summary of the outcomes from the formal exhibition of the draft corporate planning documents from Monday 24 April - Monday 22 May 2017.
- This report recommends that Council adopts the following draft documents so as to commence operation on 1 July 2017:
 - Create Wollondilly - Community Strategic Plan 2033
 - Resourcing Strategy
 - Delivery Program and Operational Plan (including the proposed 2017/18 fees and charges).
- That the rates and charges for the period 1 July 2017 to 30 June 2018 as detailed in the exhibited draft Wollondilly Operational Plan 2017/18 be made.
- That the exhibited draft Schedule of Fees & Charges 2017/18, as detailed in the exhibited draft 2017/18 Operational Plan be adopted with the amendments contained within this report.
- That Council approve the budget as detailed in the exhibited draft 2017/18 Operational Plan including the amendments contained in this report and on that basis formally vote these funds for the 2017/18 financial year.
- That those persons and agencies who made submissions to Council regarding this matter be thanked and notified of Council’s decision.

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REPORT

The Integrated Planning and Reporting (IP&R) Framework for NSW Councils is another name for what most of us would call “corporate planning”. Under the IP&R framework, Council’s need to prepare a Community Strategic Plan (CSP) as their highest level long term plan. The CSP expresses the aspirations held by the community of Wollondilly and sets strategies for achieving those aspirations.

Supporting the CSP is a Resourcing Strategy which consists of:

- a 10 year Long Term Financial Plan
- a 10 year Asset Management Strategy
- a 4 year Workforce Management Strategy.

Council then prepares a 4 year Delivery Program (which outlines Council’s commitment to the implementation of the CSP and is aligned with the 4 year term of Council). Council’s annual Operational Plan is included as part of the 4 year Delivery Program.

Draft Community Strategic Plan (CSP)

Create Wollondilly - Community Strategic Plan 2033 will be the highest level long term plan that guides Council in its suite of “corporate plans”. The CSP identifies and expresses the aspirations held by the community of Wollondilly and sets strategies for achieving those aspirations.

The CSP focuses on five themes with a narrative on each about the issues facing Wollondilly and the challenges and opportunities for the future. Under each of these themes there are Outcomes, expressions of what we want to achieve in the long term.

The five CSP themes are:

- Sustainable and balanced GROWTH
- Management and provision of INFRASTRUCTURE
- Caring for the ENVIRONMENT
- Looking after the COMMUNITY
- Efficient and Effective COUNCIL.

The Outcomes under each of these five themes are:

Sustainable and balanced GROWTH

1. A built environment that supports liveable communities, respects the character, setting and heritage of our towns and villages and retains the vision of *Rural Living*.

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2. A unique environment and rural landscape balanced with managed growth that is consistent with Council’s Position on Growth and vision of Rural Living.
3. A strong local economy providing employment and other opportunities.
4. Expansion of employment and other opportunities based on the Shire’s natural assets, strong agricultural base and tourism potential.
5. A strong and viable agricultural sector supported by the protection and preservation of agricultural assets and resources.

Management and provision of INFRASTRUCTURE

1. Infrastructure that is safe, accessible and fit for purpose.
2. Infrastructure that is sustainably maintained.
3. Infrastructure that delivers upon the expectations and needs of our growing community.

Caring for the ENVIRONMENT

1. An environment that is valued, preserved and protected, with new planning and development proposals supporting these values.
2. A community that is engaged with, and cares about, their environment.

Looking after the COMMUNITY

1. Access to a range of activities, services and facilities.
2. Communities that are engaged, cohesive, included, and have a sense of belonging.
3. Communities that are healthy, happy and feel safe.

Efficient and Effective COUNCIL

1. Government, community and business talking and working together.
2. A Council that demonstrates good business management and ethical conduct.
3. A Council that is viewed by the community as transparent, accountable and responsive to their concerns.

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Strategies are connected to the Outcomes as detailed above giving Council a set of clear strategic priorities.

Resourcing Strategy

Council’s Resourcing Strategy is made up of a 10 year Long Term Financial Plan, a 10 year Asset Management Strategy and a 4 year Workforce Management Strategy.

Long Term Financial Plan - shows the way Council proposes to manage its financial commitments and maintain financial sustainability. This plan addresses areas that impact on Council's ability to fund its services and capital works, whilst operating within its means and ensuring financial sustainability.

Asset Management Strategy - provides the information needed to plan for future management of assets and identifies ways to fund the repair and upkeep of current assets. This plan is a reflection of Council's intention that our community's infrastructure network and services are maintained in partnership with other levels of Government and stakeholders to meet the needs of local residents.

Workforce Management Strategy - outlines how our staff will achieve the community’s long term goals and objectives under the Wollondilly Community Strategic Plan and Delivery Program. This Strategy ensures that we have the right resources, programs and strategies to overcome the identified workforce challenges now and into the future. This includes managing growth and resourcing provision, local government reform and continuous improvement, ageing workforce and investment in skills, attraction and retention and opportunities for leadership capability.

4-year Delivery Program/ 1-year Operational Plan

Wollondilly Delivery Program sets strategic direction, projects and activities that Council has prioritised over its four year term to achieve the outcomes in the Community Strategic Plan. It addresses the full range of Council’s operations.

The Annual Operational Plan is a one-year plan that is developed each year providing the detail of the services, actions and projects identified for that year aligned with the Delivery Program. The Operational Plan allocates responsibility and provides a detailed budget for each year. The Operational Plan is an opportunity to review our progress and achievements and report to the community through quarterly and annual reporting.

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Layout/Format

During the exhibition, some minor amendments to the Operational Plan were identified and it is proposed that these changes be made to the document. These changes (such as typographical errors, layouts, formats, etc) do not alter the intent or direction of the document and as such do not impact on the exhibition process.

Making of the Rates

Wollondilly Shire Council has adopted an ad valorem rate structure with a minimum rate and the proposed values for 2017/18 are as follows:

Category	Sub-Category	2016/17		2017/18	
		Ad Valorem Rate	Minimum Value	Ad Valorem Rate	Minimum Value
Residential	Rural Residential	0.416585	1,156.00	0.307959	1,280.00
Residential	Residential Town Centre	0.497083	1,063.00	0.372804	1,177.00
Residential	Residential Other	0.422515	1,156.00	0.309716	1,280.00
Farmland	Primary Production	0.247251	982.00	0.208055	1,088.00
Business	General	0.726224	1,156.00	0.659732	1,280.00
Business	Light Industrial Centres	0.528479	1,156.00	0.471893	1,280.00
Mining	Mining Activities	6.965099	1,156.00	7.714249	1,280.00
Mining	Coal Rights	0.100000	0.00	0.100000	0.00

In accordance with the provision of Section 535 of the Local Government Act 1993, it is necessary for Council to carry a resolution which formally makes the 2017/2018 Rates and Charges.

In addition to the statutory pensioner rebate (Section 575 of the Local Government Act), all eligible pensioners are offered a further voluntary \$45 reduction of rates and 50% reduction of the Domestic Waste Management Charge.

Rate notices will be issued on a quarterly basis and due dates will be on 31 August 2017, 30 November 2017, 28 February 2018 and 31 May 2018.

Making of the Annual Charges

The annual charges associated with each of the available bin options are detailed in the Wollondilly Operational Plan 2017/18.

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Stormwater Management Charge

The Stormwater Management Charge assists Council to undertake works that will provide improved quality of stormwater being discharged into waterways. The charge is proposed to remain unchanged from 2016/17 amounts and is expected to yield Council approximately \$270,000 towards new stormwater initiatives. The proposed charge and associated works are clearly defined within Council’s Asset Management Plan and Wollondilly Operational Plan 2017/18.

Fees and Charges

Since the Wollondilly Operational Plan 2017/18 was placed on exhibition, advice has been received in relation to some Statutory Fees. It was also necessary to amend some of the entry fees for Warragamba Pool. Accordingly, the following amendments have been made to the Fees & Charges section of the Operational Plan:

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Item 7 - Payment Charges: the Minister for Local Government has determined that the maximum interest rate for overdue rates be set at 7.5% pa. (2016/17 = 8.0%pa). In accordance with section 566(3) of the Local Government Act 1993, Council will apply the maximum interest rate as determined by the Minister.

Item 15 - Section 603 Certificates: the standard base fee has been determined by the Director General of the Office of Local Government to be \$80.00 for the 2017/18 year. (2016/17 = \$75.00).

Infrastructure

Item 27 - Warragamba Swimming Pool

- School children entry fee increased from \$3.10 to \$3.30
- Adults & non-school children entry fee increased from \$3.50 to \$3.70
- Spectator fee increased from \$2.30 to \$2.50
- Season Pass - Family increased from \$304.00 to \$314.00
- Season Pass - Adult increased from \$185.00 to \$190.00
- Season Pass - School Children increased from \$154.50 to \$160.00
- Group entry fee (per person) increased from \$2.90 to \$3.10.

Operating Budget

The operational budget now includes an additional \$94,392 of rate revenue as a result of advice received from the Valuer General in relation to supplementary levies recorded since the draft document was placed on exhibition.

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The budget estimates included in the exhibited Operational Plan also allowed for operating lease payments for much of Council’s plant and vehicle needs. Council now intends to finance some of its plant and vehicle requirements by entering into Finance Lease arrangements rather than Operating Leases. Whilst this will have minimal effect on the budgeted monthly repayment amounts, it will impact the balance sheet and there are also some additional reporting obligations associated with Finance Leasing.

Capital Works Program

The 2017/18 Capital Works Program has been amended from the exhibited draft due to the announcement in the Federal Budget that Wollondilly has been successful in a significant grant application process for Black Spot funding. As a result, the following projects have been added to the 2017/18 Capital Works Program:

- \$490,000 for section of Montpelier Drive at The Oaks (200m south of Victoria Park Road to 200m north of Evelyns Range Road)
- \$753,125 for section Montpelier Drive at The Oaks (200m south to 420m north of Strathmore Road)
- \$636,500 for section of Remembrance Driveway at Razorback (1.5km to 3.3km north east of Governors Lane).

This has resulted in the program increasing from \$15.069m to \$16.948m for 2017/18. The full four year proposed capital works program (including funding sources) is detailed in the revised 2017/18 Operational Plan document.

CONSULTATION STAGE 1

Council conducted an extensive community engagement process to inform the directions in the draft CSP (which in turn inform the directions in the other draft documents referred to in this report). These consultations involved:

Create Wollondilly 2033 Art Competition

Council held an art competition to give the community the opportunity to give feedback in a non-traditional way about the future of Wollondilly. In particular, Council was keen to get local children involved in having their say about the future of Wollondilly. The competition theme was “What do you want Wollondilly to look like in 2033?”

Telephone Survey

Council contracted the services of an independent research company to conduct a telephone survey of Wollondilly residents. This telephone survey provided Council with a statistically significant representation of the community’s views in relation to Council’s services, facilities and quality of life. The survey also explored a range of aspirational issues regarding the future of the Shire, and the concepts of rural living and growth. As not every resident could be surveyed as part of the telephone survey, it was also made available on Engage.Wollondilly as an online ‘opt-in’ version. Residents could therefore voluntarily choose to participate in the survey.

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Online Survey

Council developed its own shorter online survey that provided the community with the opportunity to offer their feedback in a simple and straightforward way.

Community Kiosks

A number of kiosks were held at community events across the Shire to engage with young children and their parents/carers about their vision for Wollondilly. Children completed a visioning exercise, while their parents/carers completed the online survey.

Focus Groups

Community members were provided with the opportunity to participate in a focus group. The focus groups concentrated on having an in-depth discussion with active members of the community and allowed Council to gain a deeper insight into the community’s views on Wollondilly’s future, particularly in relation to the interrelated concepts of rural living and growth and whether they can be achieved in balance.

The opportunity to participate in these processes was widely promoted and available to everyone in the Shire. Council sought to engage a diverse group of people to reflect the demographic make-up of the Shire as well as gain a range of perspectives.

FORMAL EXHIBITION

The formal public exhibition of the draft corporate planning documents extended from Monday 24 April to Monday 22 May 2017 and included:

- Advertisements and press releases in local papers
- Promotional editorials in Bush Telegraph
- Dedicated webpage containing all draft documents and providing opportunity for online comments
- Dedicated on-line engagement portal and use of social media
- Hard copies of documents available in Council’s Foyer and Library
- Follow-up engagement with CSP stakeholders (an email alert to over 730 stakeholders – government agencies, community groups and organisations, residents who had previously participated in engagement activities).

A total of 7 submissions were received on the draft Corporate Planning documents:

- 4 Submissions from agencies
- 3 Submissions from residents.

A detailed table outlining the submissions and Council’s response is contained in Attachment 1.

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FINANCIAL IMPLICATIONS

The 2017/18 Operational Plan includes the allocation of resources required to deliver the services and projects to the Community for the upcoming year. It has been well documented that most Councils across NSW (including Wollondilly Shire Council) have not been able to afford to maintain their infrastructure to a satisfactory standard, resulting in an increasing infrastructure maintenance gap year after year.

ATTACHMENTS INCLUDED IN A SEPARATE BOOKLET

1. Summary of Submissions table
2. Copy of submissions will be provided to Councillors under separate cover.

RECOMMENDATION

1. That Council adopts the following draft documents so as to commence operation on 1 July 2017:
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