

DETERMINATION REPORTS

8.20 Development of a Stronger Councils Framework for QPRC (Ref: C174536; Author: Spyve/Spyve)

Summary

As part of the ongoing implementation of the amalgamation process, the Department of Premier and Cabinet (DPC) has been working with the newly merged councils to establish a 'Stronger Councils Framework'. The framework is based on five characteristics and a shared vision for what it means to be a 'strong, vibrant council that delivers for its community'.

The characteristics provide the basis for councils to shape and measure their performance, and openly engage in ongoing dialogue with staff, stakeholders and communities about the role councils play, the services they deliver and how they deliver them. The Stronger Councils Framework is intended to focus investment in activities that will transform the way councils are seen by their customers, through the delivery of real benefits to their communities. A framework has been developed for Queanbeyan-Palerang Regional Council for endorsement.

Recommendation

That Council endorse the Stronger Councils Framework for QPRC as set out in Attachment 1.

Background

Since they were established in mid-May 2016, the newly merged NSW councils have been working hard on achieving the early steps contained in the Roadmap for Phase 1 of the reform and laying strong foundations to achieve the 10 Key Results of:

- Service continuity with smart service improvements
- Robust governance that delivers confidence to communities
- Easy to do business with, in person and on-line
- Engaged staff who understand their roles and how they contribute to the new council
- Involved communities who have their say
- Communities can readily identify with their new council
- A shared vision and direction for the whole community
- Rates maintained within existing patterns and resources used wisely to serve the entire council
- Expected benefits which are clear, measurable and on target
- A newly elected council working for the whole community

The Department of Premier and Cabinet has been working with the newly merged councils to establish a Stronger Councils Framework which builds on the Key Result of '*Expected benefits which are clear, measurable and on target.*'

The Framework is based on five characteristics and a shared vision for what it means to be a strong, vibrant council that delivers for the community (see Diagram below). These Characteristics are:

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Strategic Capacity

Where the Council is a strong partner in the system of government, with strategic outlook, confidently representing and progressing matters of local and regional significance.

Outstanding service provision

Where residents and businesses have an efficient, convenient and satisfying experience when using council services, information and infrastructure.

Robust community relationships

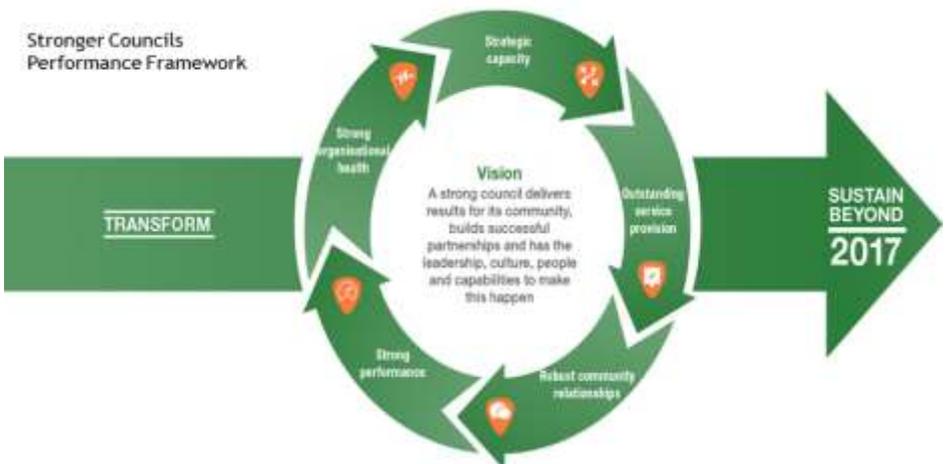
Where residents and businesses have a voice in the vision for their community and there is meaningful, open dialogue between the council and community on solving local issues.

Strong Performance

Where the council is a robust, flexible and capable organisation that delivers on the needs of the community.

Sound Organisational Health

Where Council staff, leadership and culture directly contribute to the council's success and to positive, customer-centric culture and delivery.



The Department of Premier & Cabinet believe the characteristics are an important tool, because they provide the basis for councils to shape and measure their performance, and openly engage in ongoing dialogue with staff, stakeholders and communities about the role councils play, the services they deliver and how they deliver them. The Stronger Councils Framework is intended to focus investment in activities that will transform the way councils are seen by their customers, through the delivery of real benefits to their communities.

A series of workshops were held around the State in August 2016 to develop the Framework and in particular to identify the local benefits, performance measures and indicators.

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In addition to the standard measures for all merged councils, QPRC has drafted additional measures specific to this Council and has forwarded these to the DPC (See Attachment 1). Endorsement of this Framework is now being sought from Council.

Implications***Strategic***

The development and implementation of the Framework will set in place a series of measures to follow the newly established councils' progress towards long term sustainability. It will also allow these councils to establish baseline measure upon which to measure future performance.

Delivery of the characteristics through organisation performance will form part of the Executive performance framework, as proposed in the transition structure report to Council.

Conclusion

A robust Stronger Councils Framework will provide the basis for councils to shape and measure their performance, and openly engage in ongoing dialogue with staff, stakeholders and communities about the role councils play, the services they deliver and how they deliver them.

Attachments

Attachment 1 Attachment 1 QPRC Stronger Councils Framework (*Under Separate Cover*)

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 JANUARY 2017

ITEM 8.20 DEVELOPMENT OF A STRONGER COUNCILS
FRAMEWORK FOR QPRC

ATTACHMENT 1 ATTACHMENT 1 QPRC STRONGER COUNCILS
FRAMEWORK

QUEANBEYAN-PALERANG REGIONAL COUNCIL

	Managing What are the first steps?	Measuring What is the evidence to show we're on the right path?	Transforming Where are we going?			
A strong council	10 key results <ul style="list-style-type: none"> • Service continuity, with smart service improvements • Robust governance that delivers confidence to communities • Easy to do business with, in person and online • Engaged staff who understand their roles and how they contribute to the new council • Involved communities who have their say • Communities can readily identify with their new council • A shared vision and direction for the whole community • Rates maintained within existing pathways and resources used wisely to serve the entire council area • Expected benefits which are clear, measurable and on target • A newly elected council working for the whole community 	Evidence of success to September 2017	Mission A strong council delivers results for its community, builds successful partnerships and has the leadership, culture, people and capacities to make this happen Characteristics <ul style="list-style-type: none"> • Strategic capacity • Outstanding service provision • Robust community relationships • Strong performance • Sound organisational health 			
		Measurable evidence				
		Priority area		Evidence		
		Value for money		<ul style="list-style-type: none"> • Net financial savings (NPV) of \$xxxx over 10 years included in Council's long term financial forecasts • Net financial benefit of \$xxxx achieved by September 2017 		
		Community satisfaction		<ul style="list-style-type: none"> • % of the community satisfied with Council's overall performance 		
		Local infrastructure and facilities		<ul style="list-style-type: none"> • Number of Stronger Communities Fund applications for community grants received • % of Stronger Communities Fund projects delivered 		
		Local projects		<ul style="list-style-type: none"> • % of priority community projects delivered on time and on budget 		
		Community engagement		<ul style="list-style-type: none"> • % of the community satisfied with Council's community engagement increases 		
		A strong community		Local benefits – initial thoughts See table below	Community and cultural events <ul style="list-style-type: none"> • Number of events increases • Number of people participating in events increases 	Vision and priorities – initial thoughts <ul style="list-style-type: none"> • Delivering equitable services which meet community needs, interests and ability to pay • Building a sense of place in all communities • Strengthening economic development across the whole region • Improving infrastructure, with appropriate and well maintained assets and major projects delivered in growth areas • Working closely in partnership with the ACT Government to successfully manage cross-border challenges and deliver the best outcomes for the region • Ensuring Council is in a strong financial position
					Online services <ul style="list-style-type: none"> • % of services available online 	
Partnerships <ul style="list-style-type: none"> • Number of partnerships of QPRC with the NSW and ACT agencies that progress local (DP) priorities 						
Staff and culture <ul style="list-style-type: none"> • % of staff who feel the organisation has a positive future and are committed to its success 						
Other important evidence and actions						
<ul style="list-style-type: none"> • A Community Strategic Plan is developed with extensive community involvement 						

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">• A strong community</p>	Local benefits – initial thoughts	Measure	Target (1-5)	Means	Frequency
	<ul style="list-style-type: none"> • Access to, transparency of, and participation in council decision- making 	<ul style="list-style-type: none"> • Satisfaction • Medium 	70% > 3 rating	Survey Google analytics Media monitors	Annual Quarter Quarter
	<ul style="list-style-type: none"> • Quality, reach and range of services 	<ul style="list-style-type: none"> • Satisfaction • Response to request 	70% > 3 rating 80% > 3	Survey 1:10 client callback	Annual Monthly
	<ul style="list-style-type: none"> • Quality and siting of infrastructure facilities 	<ul style="list-style-type: none"> • Satisfaction 	70% > 3	Survey Survey monkey (cohort)	Annual Seasonal
	<ul style="list-style-type: none"> • Level of engagement and type of communications 	<ul style="list-style-type: none"> • Satisfaction • Medium 	70% > 3 Web > 40%	Survey monkey (target) Exit survey	Project/Plan Campaign
	<ul style="list-style-type: none"> • Building sense of community 	<ul style="list-style-type: none"> • quality of life 	80%> rate their overall quality of life 'good' or 'extremely good'	Quality of Life Survey (happiness)	Biennial
	<ul style="list-style-type: none"> • Confidence in quality of advice 	<ul style="list-style-type: none"> • Satisfaction 	70% > 3	Client exit survey (eg DA) 1:10 client callback	