

2017/18 Financial Sustainability Plan

Reporting on Action Implementation Plan for the period 1 July to 31 December 2017

Strategy Element: Expenditure Review

Actions	Action Owner	Action Due Date	Management Comments
1. Recommendations on expenditure savings or efficiency gains identified by responsible staff reported to the Executive Team.	DC&CS	June 2018	Progress Update 31 December 2017 Reports are prepared following the quarterly Strategic Procurement Steering Committee meetings to the Executive Team and responsible Managers. The reports include recommendations for potential savings or efficiency gains from Contracts tendered by Council or the NOROC Procurement Group, and recommendations on Contracts that should be developed and Tendered by Council.
2. Monthly Management Finance Reports provided to the Executive Team.	DC&CS	Monthly	Progress Update 31 December 2017 Monthly Management Finance Reports are prepared by the Manager Finance and considered by the Executive Team at the monthly Performance Management meeting held on the second Wednesday of each month.
3. Monthly Management Finance Reports provided to Councillors.	DC&CS	Monthly	Progress Update 31 December 2017 A copy of the Monthly Management Finance Report is distributed by the Director of Corporate and Community Services to Councillors on the Friday following the Executive Team Performance Management Meeting. The version of the Monthly Management Finance Report distributed to Councillors is in accordance with the template adopted by Council for the monthly report.
4. Progress reports to the Finance Committee on the implementation of the adopted FSP actions.	DC&CS	Quarterly	Progress Update 31 December 2017 The 2017/18 FSP was adopted by Council at its Ordinary Meeting held on 14 December 2017 (Res 17-647). This is the first progress report prepared for the Finance Advisory Committee updating the Committee on the progress of implementing the adopted actions.
5. Report to Council through the Quarterly Budget Review any identified expenditure savings.	DC&CS	Quarterly	Progress Update 31 December 2017 There were no identified expenditure savings in the 30 September 2017 Quarter Budget Review presented to Council in November 2017. Any identified expenditure savings will be included in the 31 December 2017 Quarter Budget Review report to this meeting of the Finance Advisory Committee Meeting.

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Actions	Action Owner	Action Due Date	Management Comments
6. Report to Council any recommendations regards policy changes.	DC&CS	As required	Progress Update 31 December 2017 Reported to Council as required.

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Strategy Element: Revenue Review

Actions	Action Owner	Action Due Date	Management Comments
1. Internal Staff Working Groups to report to the Executive Team on the progress achieved on the implementation of their specific initiative/s.	DC&CS	June 2018	Progress Update 31 December 2017 The Internal Working Group has continued to operate and report to the Executive Team as required. A weekly status update for identified critical projects is provided in the internal weekly Critical Project Status Update Report to the Executive Team.
2. Internal Staff Working Group/staff to report to the Executive Team any proposed opportunities for deriving new/additional revenue.	DC&CS	June 2018	Progress Update 31 December 2017 Reported as required.
3. Report to the Finance Committee and/or the Council any proposed opportunities for deriving new/additional revenue.	DC&CS	Quarterly	Progress Update 31 December 2017 Reported as required.
4. Report to Council any recommendations regarding policy change and/or increases to existing or new revenue sources.	DC&CS	June 2018	Progress Update 31 December 2017 Reported as required.
5. Prepare submissions and lobby for grant funding for significant infrastructure projects.	DC&CS	June 2018	Progress Update 31 December 2017 The Grant applications submitted by Council have been supported, where appropriate, with submissions to Local Members and the responsible State or Federal Minister. The Grant applications submitted are detailed in the monthly Grants Report to Council.
6. Research non-residential revenue sources (if any) and report to the Finance Advisory Committee quarterly.	DC&CS	June 2018	Progress Update 31 December 2017 Reported as required.

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Strategy Element: Land Review and Property Development

Actions	Action Owner	Action Due Date	Management Comments
General Fund			
1. Lot 12 Bayshore Drive – Future use assessment through Eol and possible PPP.	DIS	June 2018	Progress Update 31 December 2017 Council has placed the proposed EOI on a temporary hold while potential sources of government funding are being explored.
2. Station Street – Complete sale to North Coast Community Housing.	DIS	June 2018	Progress Update 31 December 2017 DA assessment and subdivision registration are nearing completion.
3. Yaran Road, Tyagarah Airfield – Planning continuing.	DIS	June 2018	Progress Update 31 December 2017 Planning proposal being progressed in accordance with resolution.
4. Lot 22 Mullumbimby – Progress rezoning and implement Eol in accordance with Res 17-260.	DIS	June 2018	Progress Update 31 December 2017 Planning proposal lodged and responses to DoP continuing. Options regarding an EOI process are been considered.
5. Bayshore Drive Works Depot, Byron Bay (Lot 102, DP1087996, 1.79ha) – Progress relocation project.	DIS	June 2018	Progress Update 31 December 2017 Consultants Complete Urban are working on additional assessments before completing their options report.
6. Various small surplus land parcels – Continue program.	DIS	June 2018	Progress Update 31 December 2017 Ongoing assessment and sales
Water Fund			
7. Fletcher Street –Development approval and construction procurement.	DIS	June 2018	Progress Update 31 December 2017 Architects progressing the detail and the preparation of a DA.
Sewer Fund			
8. South Byron STP – Implement Res 17-225 by finalising remediation and Future Use assessment through Eol	DIS	June 2018	Progress Update 31 December 2017 Council has resolved to complete the remediation in 2018 and jointly go out to future use EOI in February.

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Actions	Action Owner	Action Due Date	Management Comments
and possible PPP.			
9. Brunswick Heads STP – Complete remediation and evaluate future use options including possible depot relocation.	DIS	June 2018	Progress Update 31 December 2017 A further stage of remediation is required as recovered fill volumes were insufficient to complete the works. The site is being assessed for a potential depot relocation.
10. Mullumbimby STP – Complete remediation.	DIS	June 2018	Progress Update 31 December 2017 A project management agreement has been prepared with DPWS to progress the remediation based on the GHD contamination report.
11. Brunswick Valley STP, Vallances Road – Implement Res 17-054 PoM outcomes.	DIS	June 2018	Progress Update 31 December 2017 The POM and associated actions are being progressed.
12. Bangalow STP – Site could be considered for solar farm options.	DIS	June 2018	Progress Update 31 December 2017 The focus of solar options has been Lot 15 Dingo Lane. The site will also be used for the storage of recovered timbers from the five bridge replacement project.
13. Lot 4 Mill Street – Complete site access acquisition process and implement EoI in accordance with Res 17-260.	DIS	June 2018	Progress Update 31 December 2017 Land acquisition progressing.
Waste Fund			
14. Lot 15 Dingo Lane, Myocum – Site to be retained in accordance with the Resource Recovery Master Plan.	DIS	June 2018	Progress Update 31 December 2017 Site being assessed for a potential solar farm.
15. Lot 16 Dingo Lane, Myocum – Implement Res 17-228 and sell to use funds to pay down loans to reduce debt servicing costs.	DIS	June 2018	Progress Update 31 December 2017 Sold

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Strategy Element: Strategic Procurement

Actions	Action Owner	Action Due Date	Management Comments
1. Develop a compliance and audit plan.	DC&CS	June 2018	Progress Update 31 December 2017 Procurement audit included in current internal audit plan.
2. Review and further develop contracts management processes and system.	DC&CS	June 2018	Progress Update 31 December 2017 Contract management system has been implemented. This action is now complete.
3. Develop ongoing supplier education program to assist local business.	DC&CS	June 2018	Progress Update 31 December 2017 Not started.
4. Review Stores procurement.	DC&CS	June 2018	Progress Update 31 December 2017 Permanent Stores Officer recruited. Scope of review to be defined by Strategic Procurement Committee first quarter of 2018.
5. Implement Stores review recommendations.	DC&CS	June 2018	Progress Update 31 December 2017 Not started.
6. Introduce negotiation processes and training.	DC&CS	June 2018	Progress Update 31 December 2017 Training course and relevant staff members to be identified.

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Strategy Element: Policy and Decision Making

Actions	Action Owner	Action Due Date	Management Comments
1. Council continue to consider the short, medium and long term financial impacts and the context of Council's long term financial sustainability in its ongoing policy and decision making processes.	Manager Finance	June 2018	Progress Update 31 December 2017 The Manager Finance undertakes a review of the reports to Council on a monthly basis and provides comments to Report Writers and the Executive Team on the financial implications. Comments are included in the reports for consideration of Council in the decision making process. Resolutions impacting on budgets are considered in the QBR process and then included in the financial modelling used for the preparation of the LTFP.
2. That any unspent budget votes from the 2016/17 budget recommended to be carried over to the 2017/18 Budget be reported to Council following the end of the 2016/17 Financial Year.	Council	June 2018	Progress Update 31 December 2017 This item is complete. Carryovers from the 2016/2017 to be added to the 2017/2018 budget were considered by the Finance Advisory Committee at its Meeting held on 17 August 2017. These were later adopted by Council at its Ordinary Meeting held on 24 August 2017 (Res 17-322).
3. That the monthly Finance Report be distributed to Councillors on a monthly basis.	Manager Finance	June 2018	Progress Update 31 December 2017 Monthly finance reports are being circulated to Councillors.
4. That policies that contain wording or provisions that are considered to be restrictive be reviewed to incorporate enabling wording and guidelines for Council's consideration and approval.	DC&CS	June 2018	Progress Update 31 December 2017 This project is ongoing and if applicable, policies once reviewed will be submitted to Council for consideration.
5. That the Special Rate Variation (SRV) and policy frameworks established through Res 17-222 be implemented and reported quarterly to the Finance Advisory Committee.	Manager Finance	June 2018	Progress Update 31 December 2017 The first quarterly update to the Finance Advisory Committee occurred on 16 November 2017 and included an expenditure table detailing how SRV funds have been expended for the first quarter of the 2017/2018 financial year. There is a subsequent provided to the 15 February 2018 Finance Advisory Committee Meeting.

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Strategy Element: Volunteerism

Actions	Action Owner	Action Due Date	Management Comments
1. Review the Volunteer Policy and framework to ensure that it meets the National Standards for volunteer involvement, and supports the organisation in delivering volunteer activities.	Manager Community Development	June 2018	Progress Update 31 December 2017 Draft Volunteer Policy and Guidelines completed and expected to report to ET in February 2018.
2. Undertake an organisation wide audit of current volunteer activities.	ET	June 2018	Progress Update 31 December 2017 Not commenced.
3. Recognition of current volunteers.	ET	June 2018	Progress Update 31 December 2017 Volunteer recognition event scheduled in National Volunteer Week May 2018
4. Undertake a capacity building project with Council S355 Committees.	Manager Community Development	June 2018	Progress Update 31 December 2017 Grant funded project "Love Byron Halls" has been awarded. Grant funds allow for capacity building workshops in relation to marketing and promotion. Contractor for project has been engaged. Delivery of full project by June 31 2018

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Strategy Element: Collaborations and Partnerships

Actions	Action Owner	Action Due Date	Management Comments
<p>1. Progress investigation of potential commercial opportunity projects currently underway such as:</p> <ul style="list-style-type: none"> a) Redevelopment of the Fletcher Street (former Library Building) site; b) Management and development of the Tyagarah Aerodrome; c) Redevelopment of Byron Bay Swimming Pool/Café. 	DIS	June 2018	<p>Progress Update 31 December 2017</p> <p>Briefings and reports provided to Council as required.</p>
<p>2. Progress with calling Expressions of Interest (or another type of competitive processes) currently underway, to investigate potential partnership opportunity on the following valuable community land sites:</p> <ul style="list-style-type: none"> a) Lot 12 Bayshore Drive, Byron Bay. b) 156 (Lot 22) Stuart Street, Mullumbimby. c) 3 Broken Head Road, Suffolk Park (former South Byron Sewerage Treatment Plant site). d) Lot 4 Mill Street, Mullumbimby. 	DIS	June 2018	<p>Progress Update 31 December 2017</p> <p>In progress.</p>

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Actions	Action Owner	Action Due Date	Management Comments
<p>3. For the Supporting Partnerships Policy, develop:</p> <ul style="list-style-type: none"> a) tools, guides and information for community and future partners on Council's Partnership Policy; b) a public web-based register to provide community with information on upcoming or potential partnerships and partnership projects; c) a Communications Strategy to support the community becoming and remaining informed about all things 'Partnership'; d) internal procedures and processes for management of potential collaboration and partnership opportunities. 	<p>Manager Corporate Services</p>	<p>June 2018</p>	<p>Progress Update 31 December 2017</p> <p>In progress.</p>
<p>4. Provide reports to ET on potential collaboration, partnership and commercial opportunities when they are identified.</p>	<p>ET/Managers</p>	<p>June 2018</p>	<p>Progress Update 31 December 2017</p> <p>Reported as required.</p>

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Strategy Element: Asset Management

Actions	Action Owner	Action Due Date	Management Comments
1. Update the Strategic Asset Management Plan including access considerations and other emerging issues.	DIS	June 2018	Progress Update 31 December 2017 The TAMP has been completed to draft stage and will be reported to the 13 Feb TIAC meeting.
2. Improve the integrity of the Asset Management system by implementing actions detailed in key audit reports.	DIS	June 2018	Progress Update 31 December 2017 Actions being addressed and tracked.
3. Implement asset modelling in accordance with Special Rate Variation requirements.	DIS	June 2018	Progress Update 31 December 2017 MyPredictor software has been used in the preparation of the TAMP.
4. Review annually integration of asset management plans, capital works program, S94 Plan, S64 Plan and LTFP.	DIS	June 2018	Progress Update 31 December 2017 This has occurred in the development of the 2018/19 budget.
5. Engage with the community to determine the customer LOS for accessible transport.	DIS	June 2018	Progress Update 31 December 2017 This is occurring as part of the TAMP and also as part of the proposed work by New Democracy.
6. Complete the annual infrastructure report (SS7).	DIS	June 2018	Progress Update 31 December 2017 Completed
7. Complete condition and access audit inspections of community buildings.	DIS	June 2018	Progress Update 31 December 2017 Quotes for the work have been obtained.
8. Implement replacement of high priority road bridges across the Shire	DIS	June 2018	Progress Update 31 December 2017 Tenders have closed for the five bridge replacement program. The recommendations report will go to Council in March.

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Strategy Element: Long Term Financial Planning

Actions	Action Owner	Action Due Date	Management Comments
1. Develop the 2017-2028 Long Term Financial Plan following adoption of the 2017/18 Operational Plan and report to the Finance Advisory Committee/Council prior to 16 November 2017.	Manager Finance	June 2018	Progress Update 31 December 2017 The next version of the Long Term Financial Plan is yet to be commenced and is behind schedule. It is anticipated this will be completed to be reported to the 17 May 2018 Finance Advisory Committee Meeting.
2. Further update the 2017-2028 Long Term Financial Plan to incorporate outcomes from the development of the new Community Strategic Plan in conjunction with the adoption of the 2018/19 Operational Plan and Budget Estimates to be reported to Council in June 2018.	Manager Finance	June 2018	Progress Update 31 December 2017 To be undertaken following the adoption of the 2018/2019 Budget Estimates.

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Strategy Element: Environmental Projects

Actions	Action Owner	Action Due Date	Management Comments
1. Implement actions from the Low Carbon Strategy as per scheduled timeframes. Example of actions that meet the FSP include energy efficiency measures, installation of solar power and solar hot water, energy data optimisation, electric fleet vehicles and installation of smart meters.	DSEE	June 2018	<p>Progress Update 31 December 2017</p> <p>Council endorsed 3 reports 14 Dec meeting:</p> <ul style="list-style-type: none"> • Council Emissions Reduction Strategy • GHG annual report / baseline emissions of Council operations • BE19 and council project update <p>The Emissions Reduction Strategy will transition from the existing Low Carbon Strategy to a net zero target by 2025, with the recently established 2015/16 baseline of Council operations, and identify measures required to move council towards this goal. Any ongoing actions from the Low Carbon Strategy will be reviewed and carried forward into the new Emissions Reduction Strategy if applicable.</p> <p>Actions progressed between 1/7/17 & 31/12/17 include: progression of cumulative ~99kW solar installs on the Byron Library, Sandhills Childcare Centre and Byron Resource and Recovery Centre; launch of Electric Vehicle Strategy; ongoing feasibility of Bio-Energy facilities; preparation of Brunswick Valley Sustainability Centre Management Plan; ongoing feasibility of ground mounted solar farm at Dingo Lane; ongoing analysis of EV charge station and solar covered car park at Mullumbimby administration building; partnering with ongoing procurement process of new electricity contracts (with intention of including green power and local electricity trading as a requirement); ongoing fit-out of Solar Analytics technology to provide real-time monitoring of solar systems on Council assets; Council collaborating with ISF:UTS (<i>Solar Gardens Project</i>) in application for ARENA grant; and the employment of the <i>Sustainability and Emissions Reduction Officer</i>.</p>
2. Work collaboratively with the Zero Emissions Byron project to identify actions that go beyond the Byron Shire Low Carbon Strategy.	DSEE	June 2018	<p>Progress Update 31 December 2017</p> <p>Zero Emissions Byron (ZEB) have produced the Baseline Emissions Report, which details the current emissions and emission reduction strategies, for the Byron community. ZEB have also developed a draft strategic plan and have produced their Energy Emissions Reduction Plan.</p>

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Actions	Action Owner	Action Due Date	Management Comments
			Council's Emissions Reduction strategy will be developed in consultation with Zero Emissions Byron and the community. Council staff have initiated monthly meetings with ZEB, with the first meeting held 11/12/17, to collaboratively share information on a regular basis

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Strategy Element: Continuous Improvement

Actions	Action Owner	Action Due Date	Management Comments
Workforce			
1. Management of excessive annual and long service leave, supported by introduction of online leave processes.	Managers & Manager P&C	June 2018	<p>Progress Update 31 December 2017</p> <p>On-line leave functionality implemented across 75% of work teams. Approximately 50% of leave applications now being lodged online.</p> <p>Management of excessive leave by Managers is ongoing and performance continues to improve and exceed benchmarks.</p> <p>FY17 Performance Excellence Program results show at 30/6/17:</p> <ul style="list-style-type: none"> - 18% has excessive long service leave. This is favourable compared to a NSW average of 28% and is an improvement on FY16 results of 22%. - 10% of workforce has excessive annual leave. This is favourable, compared to a NSW average of 12% and was the same as FY16 result (which is good bearing in mind the significant improvement in excessive long service leave has been achieved without a corresponding negative impact on annual leave results).
2. Management of sick leave – improvement effort to be focused on staff taking 10.5 days or more p/a.	Managers	June 2018	<p>Progress Update 31 December 2017</p> <p>Manager P&C to provide report to all Managers by end January 2018 on staff who have taken 10.5 days or more sick leave during 2017.</p>
3. Ongoing monitoring of overtime costs as a percentage of total employee costs.	Manager Organisation Development	June 2018	<p>Progress Update 31 December 2017</p> <p>Overtime costs are reported to the Executive Team, with the information available to Managers, monthly.</p> <p>Total overtime cost of itself is not an indicator of performance, as some</p>

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Actions	Action Owner	Action Due Date	Management Comments
			overtime arises because of the nature of services (24/7 for some), to meet community needs (for example adjusting starting or finishing times for works to reduce impact on businesses) or as an efficiency measure in itself (eg managing spans of work to reduce site establishment/management costs). Purpose of monitoring and reporting is to give Managers business insights for management of their operations and resources.
4. Review and improve mapping of workforce to services (consistent with a review of Special Schedule 1).	Manager Organisation Development & Manager Finance	June 2018	<p>Progress Update 31 December 2017 - Complete</p> <p>A complete review of workforce mapping was conducted in July/Aug 2017 resulting in much improved data.</p> <p>In addition, a regional practitioners group has been established which will give Byron an opportunity to compare the business rules we have used to establish mapping to those of adjoining councils.</p>
Finance			
5. Continue to invest in Finance Team members gaining qualifications and building capacity.	Manager Finance	June 2018	<p>Progress Update 31 December 2017</p> <p>There are currently two members undertaking long term study to gain qualifications of a tertiary nature, enabling capacity for current staff to broaden their knowledge and assist in strengthening the Finance teams ability to step into various roles.</p>
6. Review Manager Finance Position Description to confirm focus on strategic transformation and increased focus on business insight activities.	DC&CS and Manager Finance	June 2018	<p>Progress Update 31 December 2017</p> <p>Position description not yet reviewed, however the expectation of providing a greater emphasis on business insight is understood.</p>
7. Finance Team to review operations and act on improvement opportunities with a focus on increasing business insight activity.	Manager Finance	June 2018	<p>Progress Update 31 December 2017</p> <p>Not commenced but proposed to review BIS Management Reporting system available through Council's Authority software.</p>
8. Directorate nominees with Finance Team to review Cost Centres and	Manager Finance	June 2018	<p>Progress Update 31 December 2017</p> <p>Finance continue to make progress with mapping of Special Schedule 1 in</p>

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Actions	Action Owner	Action Due Date	Management Comments
Allocation under Special Schedule 1 categories.			conjunction with each directorate.
Operations			
9. Review IT spend to identify total IT spend and map capital and recurrent costs drivers to increase business understanding and assist with future budgeting	Manager Business Systems and Technology	June 2018	Progress Update 31 December 2017 Undertaken in setting annual budget and quarterly budget reviews.
Service Delivery			
10. IS Managers, working with People and Culture Team, will develop actions focused on succession planning and increasing workforce diversity.	IS Managers	June 2018	Progress Update 31 December 2017 In progress.
11. SEE Managers, working with People and Culture Team, will develop actions focused on succession planning	SEE Managers	June 2018	Progress Update 31 December 2017 In progress.
12. Roads Services (Operating) – Working with Finance Team and benchmarking with comparable councils, Manager to critically review data, ascertain key drivers and develop an action plan to: 1. fully articulate and explain results; 2. develop a methodology to consistently measure genuine operating (non capital) expenditure. Including a focus on:	Manager Works & Manager Finance	June 2018	Progress Update 31 December 2017 In progress.

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<ul style="list-style-type: none"> a. Cost coding and accuracy of expense allocation; b. Depreciation expenses; c. Internal charging (including on-cost calculations and fleet charges); d. Capital expenditure required to be accounted for as operating expenditure (as per the Code of Accounting Practice). 			
<p>13. Sewerage Services (Operating) – Working with Finance Team and benchmarking with comparable councils, Manager to critically review data, ascertain key drivers and develop an action plan to:</p> <ul style="list-style-type: none"> 1. fully articulate and explain results; 2. develop a methodology to consistently measure genuine operating (non capital) expenditure. <p>Including a focus on:</p> <ul style="list-style-type: none"> a) Debt servicing impact on expenses; b) Position in lifecycle of plants; c) Impacts from environmental initiatives; d) Internal charging (on-cost calculations). 	Manager Utilities	June 2018	<p>Progress Update 31 December 2017</p> <p>In progress.</p>

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Actions	Action Owner	Action Due Date	Management Comments
Corporate Leadership			
14. Include measurement of Customer Satisfaction in the biennial CATI Community Satisfaction Survey going forward.	Manager Organisation Development	June 2018	Progress Update 31 December 2017 Noted. Can be included but development of the survey is not due to start yet.
15. Council meetings – Council continues to have some of the longest meetings and one of the top half a dozen councils with the highest number of resolutions. Councillors can review information provided and meeting procedures. Some considerations suggested in the Performance Excellence Report to help review meeting practices include: <ul style="list-style-type: none"> • Are our Council meetings passing resolutions in an efficient manner? • Are our meeting papers clear and concise? • Are agendas provided to Councillors well in advance to allow a timely review prior to the meeting? • Does Council conduct meeting performance reviews at the end of the year or end of the term? • Is Council up to date with best practice when it comes to council meetings? • Did the complexity of issues match the time taken to resolve them? 	Manager Corporate Services	June 2018	Progress Update 31 December 2017 Council will be receiving a workshop in February 2018 regarding a review of the Code of Meeting Practice. This is also linked to a new Model Code of Meeting Practice being developed by the Office of Local Government.

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Strategy Element: Finance Performance Indicators

Actions	Action Owner	Action Due Date	Management Comments
1. Ongoing quarterly reporting to the Finance Advisory Committee and Council on Financial Sustainability Plan (FSP) outcomes.	Manager Finance	Quarterly	Progress Update 31 December 2017 Reporting for the quarter ended 30 Sept 2017 reported to the FAC 16 November 2017. The December 2017 update will be reported at meeting on 15 February 2018.
2. Recognition through the QBR process of financial outcomes delivered by the FSP.	Manager Finance	Quarterly	Progress Update 31 December 2017 30 September 2017 QBR reported to FAC on 16 November 2017 and 31 December 2017 QBR will be reported to the 15 February 2018 FAC.
3. Structural changes to both revenue sources and expenditure will be updated in the base budget during the preparation of the 2018/19 Budget.	Manager Finance	June 2018	Progress Update 31 December 2017 2018/2019 Budget Estimates currently under development. Will be reported to Finance Advisory Committee and Council in May and June 2018.
4. The financial outcomes delivered by the FSP updated into the Council's Long Term Financial Plan and modelled in the Long Term Financial Plan Scenarios.	Manager Finance	June 2018	Progress Update 31 December 2017 To be included in the next version of the Long Term Financial Plan to be reported to the Finance Advisory Committee in May 2018.
5. Assessment of the Note 13 and Special Schedule 7 performance ratios disclosed annually in Council's audited financial statements which should indicate a trend improvement from FSP outcomes.	Manager Finance	June 2018	Progress Update 31 December 2017 Assessment was completed as part of finalisation of 2016/2017 Financial Statements reported to Council in October 2017.
6. Assessment of the seven 'Fit for Future' benchmarks on an ongoing basis to ensure Council maintains the 'Fit' outcome.	Manager Finance	June 2018	Progress Update 31 December 2017 Not yet commenced but to be included in the development of the next version of the Long Term Financial Plan to be reported to the Finance Advisory Committee in May 2018.