

### ANNEXURE 3

#### FINAL REPORT TEMPLATE

##### PART A: PROJECT AND FUNDING RECIPIENT DETAILS

[Project Manager to complete this section and Funding Recipient to confirm details and advise any changes.]

Project Name: Community Sustainability through Local Area Planning

Project Manager's Name: Bill Hayward

Telephone: 03 58 719214 \_\_\_\_\_ Mobile: 0418 323 163 \_\_\_\_\_

Facsimile: 03 58 721567 \_\_\_\_\_ Email: bhayward@moira.vic.gov.au

Name of Funding Recipient: Moira Shire  
Address of Funding Recipient: 44 Station Street  
Suburb: Cobram  
State: Victoria Postcode: 3644

ABN of Funding Recipient: 20538 141 700

Have any of the Project and Funding Recipient Details changed? Yes  No

If Yes, please provide details of any changes. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

##### PART B: DETAILS OF ACTIVITY PERFORMANCE

[Funding Recipient to complete this section.]

Period covered by this report: From: 31/07 /2007 To: 30/09/2007

(This period should be continued from any previous report submitted.)

What milestone does this report relate to: Final Project Summary Report

Provide a description and an analysis of the progress of the Activity to date, including detail(s) of the outputs achieved during the period.

Throughout this program there has been an acknowledgement that both councils would learn from the partnership. Early differences in the way in which each council provided service delivery and conducted community consultation was seen as positives for both councils to take on board and consider the possibilities of adopting the different approach.

As detailed in the overall project summary later in this report there has been considerable change implemented at Boroondara through the implementation of software and at each council in relation to the use of software to assist the planning and reporting processes. Additional improvements have been achieved in the recognition and the creation of a range of KPI's and Sustainability measures at Moira.

The implementation of the learnings that have been the outcome of this project will continue to develop ongoing opportunities to meet and discuss process improvement within both councils and enhance the way in which both councils deliver performance management for council and the community. Both councils will continue to take advantage of the benchmarking opportunities that have been created by adopting similar planning, management and reporting processes.

Are all the timeframes and milestones for the Activity being met?

Yes  No

If No, please provide an explanation of any delays that have occurred, including the reasons for those delays and the action You propose to take to address the delay(s) and the expected effects (if any) the delay will have on the Activity (including subsequent milestones and the overall completion of the Activity).

Are there any other issues relating to Your performance of the Activity that We should be aware of? Yes  No

If Yes, please outline these issues and how they will impact Your ability to meet the Terms and Conditions of the Funding Agreement.

**PART C: FINAL FINANCIAL INFORMATION (Schedule, clause C.1.1)**

<b>Project Income</b>	<b>Actual</b>
Grant Amount	\$130,000
Funds from Your organisation	
In kind from Your organisation	\$ 16,393
Funds from partnering organisations	\$ 7,150
In kind from partnering organisation	\$ 16,814
Other Contributions	
<b>Total Project Income</b>	<b>\$170,357</b>
<b>Project Expenditure</b>	
Professional Planning /Advice	\$ 46,000
Community Consultations	\$ 2,800
Project Coordination	\$ 12,178
Project evaluation	\$ 4,500
Research and Study	\$ 12,500
Education and Training	\$ 18,000
Equipment and material/infrastructure	\$ 49,000
Marketing and Promotional	\$ 6,527
Project Management	\$ 20,148
<b>Total Project Expenditure</b>	<b>\$171,653</b>

Is the Activity proceeding within the initial agreed Budget (or updated Budget from your previous Progress Report)? Yes  No

If No, please provide an explanation as to why the budget is not being met and the action you propose to take to address this.

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## **PART D: OTHER DETAILS**

### **Acknowledgement and Publicity (Schedule, clause L)**

Please outline how the support of the Victorian Government through the Local Area Planning Support Program has been acknowledged during the reporting period and any future plans for acknowledgement and publicity. **Please attach examples, copies and photographs. For photographs please complete the Department for Victorian Communities Photo Consent Form.**

Moira Shire referenced the project in relation to Performance scorecards in its annual report including recognition of the funding provided by the Department. **(Refer extract as attachment A)**

It has been agreed between the partnering councils that the opportunity to fully recognise the support given by the government through provision of the program is now more appropriate considering the finalisation of the program which presents an opportunity to more inform the community of the outcomes of the project.

Both councils are preparing a summary document that will be placed on their respective websites to acknowledge the successful completion of the project and identify the outcomes and learnings from the project.

### **Case Study**

The project was identified as an opportunity to join two diverse communities in a project to strengthen local area planning in the Moira and Boroondara through the introduction of consistent planning and performance management frameworks, organisational and community scorecards and a review of current community consultation methodologies. Technology was a key to be used to enhance the planning and performance management frameworks.

It was intended that information sharing between the two Council's would see Boroondara review their current integrated planning framework and Moira develop a comprehensive framework that will integrate the requirements of the community and stakeholders. These frameworks would then form the basis for the development of organisational and community sustainability scorecards that would give a graphical, at a glance overall summary of organisational performance linked to community sustainability. This increased transparency will lead to all communities within the municipalities benefiting from such rigorous planning and performance management frameworks.

It was apparent from early on in the project that there were significant differences in not only the way the two councils conducted community consultation but also in the level of services provided. These differences were raised as a potential area of difficulty due to the initial outcome of the project was to provide consistent planning

and performance management frameworks, organisational and community scorecards.

Following an approach to representatives of the Department it was accepted that although the fundamental hierarchy would be adopted by both councils there would be, as a result of the recognised differences, variations to the frameworks and scorecards implemented at each council.

The outcomes achieved have been;

- Resource efficiency savings in planning, monitoring and reporting processes

Resource Efficiency Savings have been achieved through the implementation of the Interplan software package which allows the organisation of text and numbers entered into the database to be used for multiple reporting requirements. Therefore operational management has significant time savings and efficiencies through the use of this tool.

- Relevant examples of organisational and Community Sustainability Scorecards for distribution

At both Moira and Boroondara the strategic measures include the Department of Victorian Communities Local Government Community Satisfaction survey and Victorian Local Government Indicators. This group of independently assessed community scorecard measures and the separate financial measures were believed to be of importance.

- Improved governance and strategic management practice through enhanced information for decision making

Strategic Management improvements have been already obtained at Moira through the implementation of Interplan whilst at Boroondara the governance practices have remained at a high standard but have benefited from reduced management effort reporting and duplication of tasks.

- A consistent framework for Key Performance Indicators enhancing the potential to benchmark across the Councils

Key performance indicators have been shared between the two Council's the concept of Community Wellbeing Indicators were transferred to Moira whilst Boroondara was impressed by the direct link between performance indicators and Council Plan Objectives that Moira had developed through the use of the Interplan performance management software.

- Enhanced understanding of the current planning environment in each Council and an agreed integrated local area planning hierarchy

The planning hierarchy consisting of three levels plus actions was already in place in both Councils due to the compliance with the *Local Government Act 1989*. However the hierarchy nomenclature remains different based on the two Councils' past practices. Boroondara has revised its planning diagram which more directly links outputs to Council's Key directions and supporting principles.

- Greater community involvement in local area planning

Community involvement through consultation remains high at both Councils. Learnings have included the transfer of consultation practices. For example Boroondara has incorporated elements of Moira's local community meeting style in its current Boroondara Vision project with local ward meetings being held to encourage direct community input.

Whilst Moira has taken on board the Boroondara Voice Community Panel telephone and internet survey methodology which enables larger number of community responses from a representative sample of the community across a short timeframe they will continue to work with the local area planning groups that they have established across the shire to provide input into ongoing improvements.

Learnings have been diverse and broad in spectrum. Aside from the specific knowledge outcomes noted above many others have been obtained.

- A broader understanding of the internal resource differences available to different size Council's.
- Implementation of software packages require far more resources time and effort than is expected.
- The successful implementation of performance reporting and planning frameworks requires extensive internal consultation.
- The interaction between two diverse councils provides opportunity for recognition and improvement in service delivery.

It is identified that public interest in how a service is planned to be delivered is low. The public are more concerned with the flexibility, quality and accessibility of a service and to a lesser extent its cost as determined by rate levels.

The outcomes and learnings from this project provides an opportunity to share the information across both government sectors. The considerations in relation to the difficulties experienced through the two diverse councils involved in this project should be acknowledged and accepted when implementing the framework management and reporting across the sectors. Outcomes will need to be specific depending on the level of service provided however the framework should be applied consistently to achieve the appropriate outcomes.

The attached document provides details of the overall project and framework agreed to by the partnering councils in relation to Performance Management Framework and Community Sustainability Indicators in relation to moving forward with the implementation of Performance Management Frameworks and Community Sustainability. **(Refer attachment B)**

**Decisions or Orders (Schedule, clause N)**

Have You had a decision or order of any court or tribunal made against You or involving You during the reporting period? Yes  No

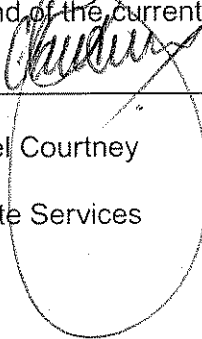
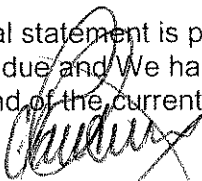
If Yes, please provide a copy.

**PART E: DECLARATION AND CERTIFICATION (STATEMENT BY CHIEF EXECUTIVE OFFICER)**

I, Michael Courtney on behalf of Gavin Cator, Chief Executive Officer, hereby certify that:

- a. all Funding received was spent for the purposes of the Activity and in accordance with the Agreement, and that We have complied with the Agreement;
- b. unless the Activity Period has expired or the Agreement has been terminated, the unspent portion of the Funds (if any) are available for use within the next Reporting period;
- c. the financial information is presented in accordance with the financial Reporting requirements You notified to Us;
- d. at the time the Report or financial statement is provided, We are able to pay all Our debts as and when they fall due and We have sufficient resources to discharge all Our debts at the end of the current Financial Year.

Signature of Authorised Person: \_\_\_\_\_



Name of Authorised Person: Michael Courtney

Position: General Manager Corporate Services

Telephone: 03 58 719222

Date: 09 October 2007

**Completed Final Report to be sent to:**

Elsie Alcordo  
Senior Project Officer  
Local Government Victoria  
Department for Victorian Communities  
GPO Box 2392  
Melbourne Vic 3001

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## PERFORMANCE MONITORING

Electronic performance monitoring through the Council Plan has been greatly enhanced with the use of customised software. Through the software, business plans and budget items for each service unit are linked directly to Council Plan objectives, strategies and outcomes.

The electronic system enables continual development and refinement to enhance the opportunity for informed business decisions to be made, implemented and measured across the organisation.

During 2006/07, council introduced an electronic personal performance evaluation system linked to the previously implemented integrated planning software which contains the organisation's business plans. Staff evaluations are now easier to complete and link business actions and budget planning directly to actions, goals and objectives of the Council Plan and other relevant strategies.

Improvements have continued to be made in the areas of Council Plan development and Business Plan development, implementation and monitoring capitalising on the work completed in previous years through the review and confirmation of ongoing implementation requirements contained within various strategies, plans and procedures that have been adopted to ensure continuous improvement throughout the organisation.

Improvements have also been implemented in relation to management reporting to ensure that the information prepared enhanced the opportunity for informed business decisions to be made and implemented across the organisation.

## PERFORMANCE SCORECARDS

Moira Shire Council and the City of Boroondara have been working together to develop simpler and more meaningful ways to report back to the community.

The performance scorecards will give a quick visual summary of organisational performance and community sustainability factoring in economic, social, environmental and governance indicators.

The project is funded by the Department for Victorian Communities.

## STAFF EVALUATION

The software mentioned earlier also links to employee appraisals through a dedicated Performance Evaluation System. The system provides a clearer direction for staff and the organisation in relation to the personal and professional development and planning for the training needs of the organisation.

The internet-based platform enables staff to more easily measure performance against the values of the organisation, progress against actions within business plans and progress against previously identified individual development goals for staff.

Further improvements planned for the 2007/08 year will allow this process to be expanded to include measurement of staff performance against key responsibilities and skill requirements contained within individual position descriptions.

## SYSTEM IMPROVEMENTS

As well as integrating council's performance management software, a number of other key improvements to council's information management systems were completed in 2006/07 to improve accuracy, efficiency, information sharing and integration between systems.

### ○ Automatic property certificates

Moira introduced automatic applications for property certificates including land information, planning and building certificates. The on-line service automates many functions to issue certificates quickly, saving time and money.

### ○ Property-based information

Council has integrated its debtors system with its property database and records management to enable information on animal registrations, infringements, health registrations and septic tank permits to be linked to individual properties to improve the secure flow of information and reporting.

### ○ Improving asset information

Other Assets, Land and many Land Improvement Assets from the Finance Register were validated, revalued and transferred to council's corporate database.