

Appendix 05

Council Plan Quarter 3 2017-18 Progress Report

Council Plan Progress Report

Quarter 3: January to March 2018



Acknowledgements

Council acknowledges the peoples of the Kulin nation as the Traditional Owners of these municipal lands and waterways and pays respect to Elders past and present.

April 2018

Introduction

This quarterly report provides a snapshot of Council's performance against its Annual Action Plan for Quarter 3 (January to March 2018).

The overarching vision for Hobsons Bay, brings together the aspirations of residents, Councillors, and stakeholders:

By 2030, embracing our heritage, environment and diversity, we – the community of Hobsons Bay – will be an inclusive, empowered, sustainable and visionary community, led and supported by a progressive Council of excellence.

In order to accomplish its responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (via the Hobsons Bay 2030 Community Vision) and operationalise these via the Council Plan 2017-21.

Each year Council identifies a number of initiatives and major initiatives that all Council departments have a responsibility for delivering against the Council Plan.

This third quarter report (January to March 2018) indicates Council's progress against the current action plan.

Reporting on the progress of these initiatives is a legislative requirement. It also assists Council to ensure initiatives are on track throughout the financial year.



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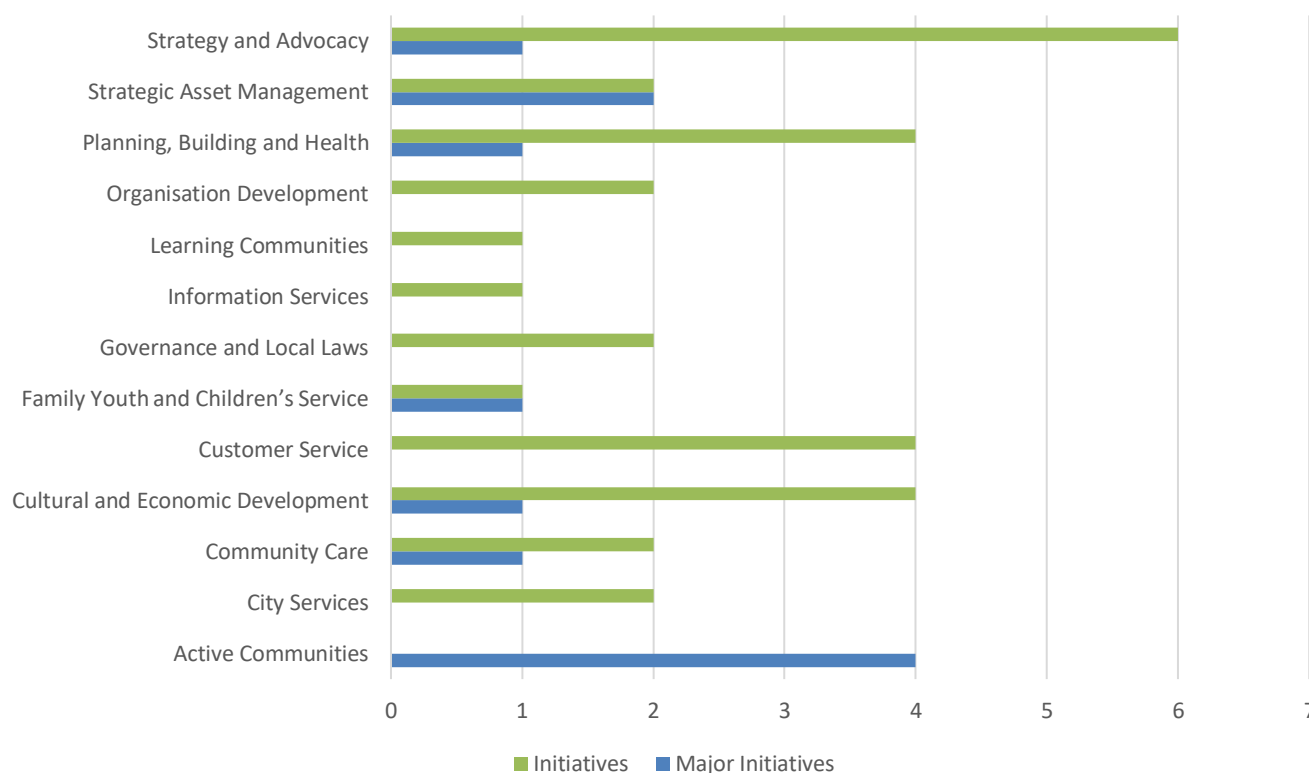
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Legislated Performance Indicators	Error! Bookmark not defined.

Council's Performance

The Council Plan 2017-21 articulates Council's strategic direction for the next four years. It is prepared in accordance with legislative requirements of the *Local Government Act 1989* and is based on a planning framework that aligns the community's vision to Hobsons Bay's strategies, activities and financial resources.

The Council Plan 2017-21 is structured around four key goals, which describe how Council will serve the community to deliver on the community's vision for Hobsons Bay. Each goal identifies the objectives that the organisation will work towards achieving for the period 2017 - 2021.

The figure below shows the spread of all initiatives across Council departments.



The following key has been applied to show progress on major initiatives and initiatives.

Key		
Completed	✓	The initiative is fully completed
On Schedule	➔	Progress of this initiative is on schedule
Not Started	✗	Work on this initiative has not yet commenced
Deferred	🕒	Work on this initiative has been deferred to another time
Behind Schedule	⬅	Completion of this initiative is behind schedule and at risk of not being completed
No Longer Relevant	●	The initiative is no longer relevant

Overall Performance Summary

This section provides a snapshot of the performance achieved this quarter.

In 2017-18 the Council Plan and budget included 12 major initiatives and 30 initiatives.

Overall Progress

Overall at the end of quarter three (31 March 2018), 52 per cent (22) of all initiatives and major initiatives were progressing on schedule, with 36 per cent (15) completed and 12 per cent (5) deferred until the 2018-19 financial year.

Overall Progress Status	Total no.	Percentage
Completed	15	36%
On Schedule	22	52%
Deferred	5	12%
Total	42	100%

Progress of Major Initiatives

Out of the 12 major initiatives, 92 per cent (11) are completed or progressing on schedule with one deferred until 2018-19.

Major Initiatives Progress Status	No. of Major Initiatives	Percentage
Completed	2	17%
On Schedule	9	75%
Deferred	1	8%
Total	12	100%

Progress of Initiatives

Of the 30 initiatives, 87 per cent (26) are completed or progressing on schedule, with four deferred until 2018-19.

Initiatives Progress Status	No. of Initiatives	Percentage
Completed	13	43.33%
On Schedule	13	43.33%
Deferred	4	13.33%
Total	30	100%



Progress against Council Plan Goal Areas

GOAL 1: An Inclusive and Healthy Community

Enhancing the health and quality of life of the community through the equitable provision of quality services and opportunities for greater wellbeing

Portions of our population are vulnerable to a range of health and wellbeing factors. In particular, the impact of mental health disorders, such as depression, is more significant for people in Hobsons Bay, especially amongst young people. A significant percentage of males are overweight, and a significant number of residents do not engage in adequate physical activity. Many of the health issues experienced by Hobsons Bay residents are preventable through access to the right services and infrastructure that supports healthy living.

This goal area, therefore, aims to achieve progress towards priority two of the Hobsons Bay 2030 community vision, which calls for access to services and activities. It also includes an objective aimed at meeting priority three of the Hobsons Bay 2030 community vision, which calls for equitable access to primary through to tertiary education.

When asked what Council should prioritise within its Council Plan 2017-21, the community supported the priorities of the Hobsons Bay 2030 community vision by indicating that they would like to see more services for mental health, more community projects and programs to increase resilience and/or support those most vulnerable in the community,

and increased options for education, particularly tertiary education within the municipality. Council also received many suggestions for improvements to recreation facilities and community facilities and spaces. These related primarily to upgrades and expansions of existing infrastructure.

Council has a range of roles it undertakes to address these issues, including listening to what the community needs; working with other levels of government, service providers, not for profit organisations and the private sector to respond; building and maintaining community, recreational and sporting facilities, and natural spaces; delivering accessible and culturally appropriate services; and supporting and facilitating community led projects that build resilience, helping people and organisations reach their full potential.

Recommendations from the Royal Commission into Family Violence have also encouraged state and local governments to work together to reduce family violence. Council has an ongoing role to play in local leadership, planning, service provision, developing facilities, creating safe public environments and as an employer in the community.

Council will:

- 1.1 Provide access to high quality services that enhance community health and wellbeing**
- 1.2 Deliver, support and facilitate projects and programs that encourage equity and diversity, so everyone can reach their full potential**
- 1.3 Ensure all community members will have access to quality community, sport and recreation facilities, cultural experiences and open spaces that encourage a healthy and active lifestyle**
- 1.4 Work in partnership with stakeholders to advocate to all levels of government for quality education, training and lifelong learning opportunities for all community members**
- 1.5 Understand the current and future needs of our community, and work to ensure those most vulnerable in our community are safe and have equitable and timely access to the support they need**

Progress of Major Initiatives

Within this goal area, all major initiatives are on schedule.

Major Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Develop a policy position on the provision of community aged care and disability services, including Home Care Package Pilot (HPCC) and National Disability Insurance Scheme (NDIS) rollout	Comprehensive service review completed and recommendations on future service provision parameters presented to Council for their consideration	Community Care	Services Review and recommendations were presented to Council in January 2018.	➔	➔	✓	
Work towards the opening of the Altona Early Years Hub in 2019	Progress made towards opening of the Altona Early Years Hub in 2019	Family Youth and Children's Service	Tender process for the management and service provision has concluded. Statutory advertising period for entering into lease agreement with centre management provider currently underway.	➔	➔	➔	
Altona Sports Centre Extension - complete business case, commence internal project brief and prepare grants to external bodies	Business case completed, project brief commenced and grant opportunities investigated	Active Communities	Advice received from state government is that the funding round will open in Q4. An application will be made at this time.	➔	➔	➔	
Development of an Aquatic Strategy which assesses the future of the Laverton Swim and Fitness Centre and general aquatic provision in Hobsons Bay	Aquatic feasibility background paper developed	Active Communities	Preparation of the Aquatic Strategy progressed in Q3 with the community and aquatic facility users invited to complete user surveys to determine current demand and use of the facilities and to highlight future improvements. Over 900 visits to the Participate page were received during the 8 week period that the survey was open to the public.	➔	➔	➔	

Progress of Initiatives

Within this goal area, four initiatives are on schedule and two have been completed.

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
An embedded and adequately resourced community transport program which caters for older residents and those with a disability who are transport disadvantaged	Community transport program commences operation	Community Care	Completed in Q1.	✓			
Transitioning to Regional Assessment Service and aligning functions with My Aged Care	Intake assessment service aligned with My Aged Care and operating as regional assessment service	Community Care	Completed in Q1.	✓			
Implementation of a new Library Management System (LMS)	Scope and prepare for new Library Management System (LMS) implementation in 2018-19	Learning Communities	Options paper to be developed for consideration by Council. Budget proposed across 2018-19 and 2019-20 financial year periods for implementation.	➔	➔	➔	
Development of Youth Digital Engagement Strategy for Young People	Finalise the phasing and commence roll out of a new brand. Finalise Implementation Plan for a website/portal to communicate, connect and celebrate young people from Hobsons Bay	Family Youth and Children's Service	Development of Strategy and launch of the site deferred and will recommence in 2018/19.	➔	➔	🕒	
The development of a 'one social policy' background paper	Background paper presented to Council	Strategy and Advocacy	The One Social Policy Background Paper is completed and scheduled to go to Council Briefing on the 17 April. The purpose of this meeting is to advise Councillors of the findings of the background paper and next steps, which include undertaking community consultation and drafting the One Social Policy.	➔	➔	➔	
Implement the 2017-18 Gender Equity Action Plan which works	Gender Equity Action Plan implemented	Strategy and Advocacy	The Gender Equity Action Plan 2017-18 is currently being implemented. The half yearly reporting indicated the following progress with actions:	➔	➔	➔	

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
towards reducing the incidence of family violence			Five actions are completed, 13 actions are progressing, 10 action are now ongoing core business, Two actions have not started, One action has been deferred.				

GOAL 2: A Great Place

Ensure Hobsons Bay is a vibrant place to live, work and visit.

This goal area aims to achieve progress towards priority three of the Hobsons Bay 2030 community vision which would like to see Hobsons Bay become a first choice destination for future focused business and investment in order to provide local employment opportunities. Alongside priority two which calls for ensuring a community that is accepting, respectful and welcoming of all; and priority six which points to improving community connections, this goal area aims to make Hobsons Bay a vibrant place to live, work and visit.

When asked what Council should prioritise within its Council Plan 2017-21, the community supported the priorities of the Hobsons Bay 2030 community vision by mentioning that they would like to see a safer community, more promotion of cultures and opportunities to celebrate the diversity of the population. Responses demonstrated that the community is also concerned about securing local job opportunities, particularly for young people; with many responses calling for more investment in innovation and creation of future employment industries. Public transport continues to be a

concern for the community with renewed calls for better public transport, opportunities for active travel and exploration of new transport options such as water taxis and ferries.

Council has a range of roles to address these issues including supporting the local business community and promoting the municipality as a great place to do business. Access to arts and events is integral to a vibrant community, making a positive contribution to the liveability of a city.

Council plays a key role in improving the way people get around through the provision, management and maintenance of local roads and car parking, as well as the footpath and cycling network in Hobsons Bay. Ensuring the quality of this infrastructure, and additional measures such as adequate lighting is critical to promote usability and community safety. Council's role in relation to public transport is less direct and is focussed primarily around advocacy on issues affecting residents including the reliability, frequency, connectivity and accessibility of public transport.

Council will:

- 2.1 Protect and promote public health and community safety**
- 2.2 Celebrate and promote the diversity of our community**
- 2.3 Support the growth of our local economy, and encourage business investment that creates and maintains local jobs**
- 2.4 Deliver, support and promote arts, cultural, heritage, recreational and sporting events and programs that foster a sense of belonging and contribute to the liveability of the city**
- 2.5 Work with all levels of government and other stakeholders to improve our transport network and to address gaps and capacity in public transport, our roads, foot paths and cycling routes**

Progress of Major Initiatives

The one major initiative within this goal area is progressing on schedule.

Major Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Work with Western Business Accelerator and Centre for Excellence (BACE) to explore feasibility of establishing an incubator/hub in Hobsons Bay	Feasibility completed	Cultural and Economic Development	Progressing to schedule.	✗	➔	➔	

Progress of Initiatives

Within this goal area, three initiatives are complete, five are on schedule and two will commence in 2018.

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Development of a program of regular Essential Safety Measures (ESM) inspections	Delivery, and ongoing monitoring of ESM inspection program	Planning, Building and Health	Program delivered.	➔	✓		
Update and review the Influenza Pandemic Plan	Updated plan endorsed by the Municipal Emergency Management Planning (MEMP) Committee	Planning, Building and Health	Adopted by the MEMP Committee.	➔	➔	✓	
Redraft the Municipal Public Health Emergency Management Sub Plan	Updated plan endorsed by the MEMP Committee	Planning, Building and Health	Endorsed by the MEMP Committee.	➔	➔	✓	
Update and review the Heat Health Plan	Updated plan endorsed by the MEMP Committee	Planning, Building and Health	Plan endorsed by MEMP Committee.	➔	✓		

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Explore feasibility of establishing an economic development advisory committee to ensure economic development activity aligns with stakeholder needs	Feasibility completed	Cultural and Economic Development	A paper has been drafted exploring the feasibility.	✗	✗	➔	
Coordinate the Gold Coast Commonwealth Games Queens Baton Relay and produce associated events taking place in Williamstown in February 2018	Event delivered	Cultural and Economic Development	Queens Baton Relay (QBR) was held on Saturday 10th February with community celebrations in Williamstown and Altona involving more than 30 community, cultural and sporting groups.	➔	➔	✓	
Development of the Arts and Culture Plan 2018-21	Arts and Culture Plan adopted by Council	Cultural and Economic Development	Draft will be presented to Council in May 2018 for endorsement. Public exhibition of draft will follow.	➔	➔	➔	
Development of the Cultural Collection and Heritage Management Plan	Cultural Collection and Heritage Management Plan adopted by Council	Cultural and Economic Development	Development is underway.	✗	✗	➔	
Review the Road Management Plan	Road Management Plan reviewed	Strategic Asset Management	The RMP was placed on public exhibition for 2 months. Submissions received to be reported to Council in April.	➔	➔	✓	
Finalise the Integrated Transport Plan	Integrated Transport Plan adopted by Council	Strategy and Advocacy	Completed in Q2. The Integrated Transport Plan was adopted by Council in November 2017. This has been promoted within the community and across stakeholders and will be implemented via the support of the Integrated Transport Officer.	➔	✓		

GOAL 3: A Well Designed, Maintained and Environmentally Sustainable Place

Manage future growth and development to ensure it is well-designed and accessible while protecting our natural and built environments.

In line with priority one of the Hobsons Bay 2030 community vision, residents value the 'village feel' of our local neighbourhoods and want to protect the varied heritage aspects of the municipality. The community would also like increased investment in parks and recreation, as well as stricter monitoring of polluting industries, litter and graffiti.

Alongside priority four and five of the Hobsons Bay 2030 community vision, which aims to protect the environment and address the impacts of climate change respectively, this goal area also aims to achieve progress towards priority one of the Hobsons Bay 2030 community vision, which would like to see future growth being sympathetic to heritage, neighbourhood character and the environment.

When asked what Council should prioritise within its Council Plan 2017-21, the community supported the priorities of the Hobsons Bay 2030 community vision by providing a number of suggestions on how Council could support the community to adapt and address climate change issues. Population growth and overdevelopment continues to be a concern for the community, particularly in relation to the effects it will have on the existing community and the protection of our heritage, neighbourhood character and open spaces.

Although planning for the local community is one of Council's core functions, the Victorian Government sets the broad directions for planning and development through the Victorian State Planning Policy Framework. This means that Council has a

role to play in ensuring that strategic and urban planning decisions aim to ensure the development needs of the community are met and that it does not support planning applications that do not align with the intent of its Municipal Strategic Statement.

Quality community spaces are a valuable resource for the community and Council maintains its buildings and facilities for use by the community and service providers. Council plans for the open space needs of the community, while also maintaining existing active and passive open spaces, natural assets and the diverse local native ecosystem. This is done through a range of ways, such as the implementation of strategic documents such as Open Space and Biodiversity Strategies, the enforcement of local laws, the management and protection of foreshore areas, the maintenance of Council public spaces and places, waste management, as well as a range of urban design, planning and programs to protect the environment and promote the beautification of the municipality.

In relation to addressing climate change, Council's role is focussed on helping the community understand issues such as conservation and the importance of our natural assets, while supporting behaviour change to reduce the impact of households and businesses on the environment. Council also plays a role in reducing its own energy consumption and incorporating energy saving initiatives and renewable energy technologies into its own operations wherever possible.

Council will:

- 3.1 Work with all levels of government, key stakeholders and the community to ensure urban development is appropriate and considers neighbourhood character and heritage**
- 3.2 Deliver and maintain well-designed, accessible and environmentally sustainable community assets**
- 3.3 Protect and enhance our coastal environment, biodiversity and natural areas in partnership with major stakeholders and the community**
- 3.4 Maintain a clean city and encourage the community, business and industry to reduce, reuse and recycle**
- 3.5 Work with the community, businesses and all levels of government to actively and innovatively address climate change and promote sustainable living**

Progress of Major Initiatives

Within this goal area, five major initiatives are on schedule and one has been completed.

Major Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Development of Open Space Developer Contributions Framework	Developer contributions framework completed as part of the Open Space Strategy	Active Communities	The contributions framework is being finalised and will be presented to Council for consideration in May 2018.	➔	➔	➔	
Undertake a Statutory Planning Service Review	Service review completed and outcomes presented to Council	Planning Building and Health	Completed in Q1.	✓			
Develop 10 year asset renewal programs including undertaking condition audits for the main asset classes (roads, drains, buildings, bridges, pathways and open space)	Condition audits undertaken and 10 year capital works program developed	Strategic Asset Management	Long term programs have been developed for roads, bridges, pathways and open space assets. Drainage audit is in progress and building audit is to commence in May.	➔	➔	➔	
Develop asset management plans	Asset management plans completed for buildings, drainage, pathways and parks and open space	Strategic Asset Management	Draft Roads and bridges completed. To be presented to Council for approval to proceed to public exhibition. Open space asset plan commenced. Buildings Asset Management Plan will commence in 2018/19 upon completion of the audit in October 2018.	➔	➔	➔	
Finalise the Open Space Strategy	Open Space Strategy adopted by Council	Active Communities	Six community information sessions were held in February across the municipality as part of the public exhibition period for the Draft Open Space Strategy. A public hearing session to receive feedback on the strategy and the Sport Facility Needs Analysis was also held in March 2018. Adoption of the strategy is anticipated in Q4.	➔	➔	➔	
Development of an Environmentally Sustainable Design (ESD) policy	ESD policy adopted by Council	Strategy and Advocacy	A draft background report has been prepared and a draft ESD Policy Statement has been prepared and will be presented to Council before the end of the financial year. In March Council resolved to prepare a planning scheme amendment to introduce a local ESD policy into the Planning Scheme and is awaiting a response from the	➔	➔	➔	

Major Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
			Minister for Planning. Work on an internal design framework for Council buildings is continuing and will be presented to Council by June 2018.				

Progress of Initiatives

Within this goal area, three initiatives are on schedule and two have been completed.

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Develop long term maintenance plans for the main asset classes	Long term maintenance plans for the main asset classes (roads, drains, buildings, bridges, pathways and open space) developed	Strategic Asset Management	Completed in Q1.	✓			
Re-tendering of the roads and drainage maintenance contract	Tender of maintenance contract awarded	City Services	A new service delivery model has been adopted and the service specification for the delivery of the Roads and Drainage Maintenance Contract is being developed at the present time. The new service specification will be out for tender shortly and the new Roads and Drainage Maintenance Contract will commence October 2018.	➔	➔	➔	
Finalise the development of the Universal Design Policy Statement	Universal Design Policy Statement adopted by Council	Strategy and Advocacy	Completed in Q1.	➔	✓		
Formulation of Tree Strategy	Audit of Tree Population completed. Situation analysis paper presented to Council.	City Services	Development of a Situational Analysis paper is progressing.	➔	➔	➔	
Develop a new Waste and Litter Management Strategy	Waste and Litter Management Strategy adopted by Council	Strategy and Advocacy	A review of the existing Waste and Litter Management Strategy is underway including the preparation of a background paper. Due to changes occurring in the recycling industry the development of the strategy is behind schedule. It is anticipated that a background paper will be presented to Council in June 2018, which will inform a draft strategy and final strategy will be completed during 2018-19 financial year.	➔	➔	🕒	

GOAL 4: A Council of Excellence

We will be a leading and skilled council that is responsible, innovative and engaging in order to deliver excellence in all we do.

Councillors, community and staff spent time discussing and considering what a Council of excellence should be. It was agreed that a Council of excellence should be committed to excellence in everything it delivers in order to better serve, lead and advocate on behalf of the Hobsons Bay community.

Achieving the best outcomes for Hobsons Bay requires Council to be an effective, capable, transparent and well-resourced organisation that manages risks and maximises opportunities wherever possible. This requires excellence in governance and organisational practices. This is underpinned by a committed workforce, therefore it is critical for Council to have a focus on attracting and retaining the best workforce possible that will contribute to delivering the outcomes it needs.

Ultimately however, Council exists to serve the needs of its community - so understanding

community needs is vital to effectively plan and respond to our community. When asked what Council should prioritise within its Council Plan 2017-21, the community indicated they want more consultation and better communication. Engaging with and listening to our residents is, therefore, a key priority, the outcomes of which should drive the strategic directions of the organisation.

The operating environment for local councils in Victoria is changing. The years ahead will therefore present many challenges for Council, including significant cost increases and revenue decreases that may impact our functions and service delivery, an increasingly complex land use planning system, skill shortages and a challenging economic environment. Council is therefore committed to continuous improvement and to effective long term financial planning so that we have the financial capacity to deliver our strategic goals into the future.

Council will:

- 4.1 Collaborate with all levels of government, service providers, not for profit organisations and the private sector to address the concerns of our community**
- 4.2 Be a more efficient and effective organisation by having a strong focus on continuous improvement, innovation, strategic planning and responsible financial management**
- 4.3 Provide excellent customer service while ensuring all our communications are clear and easy to understand**
- 4.4 Actively seek the community's views by providing a range of opportunities for the community to contribute to Council's decision making**
- 4.5 Support and develop an engaged, skilled and professional workforce who are committed to maintaining a high performing and sustainable organisation**

Progress of Major Initiatives

The one major initiative within this goal area is on schedule.

Major Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Development of a service planning and continuous improvement framework	Framework adopted by CMT in order to cement Service planning, review and continuous improvement into the organisational practices	Strategy and Advocacy	Establishment of a dedicated continuous improvement and innovation team this year will enable the implementation of an organisational wide Council of Excellence framework in 2018/19.	➔	➔	🕒	

Progress of Initiatives

Within this goal area, six initiatives are on schedule, two have been completed and one will commence in 2018.

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
Development of an Enterprise Digital Strategy	Marked improvement in online customer satisfaction and business efficiency and productivity over the course of the strategy	Information Services	Consultant now working with the organisation and key staff to develop the Digital and ICT strategies.	➔	➔	➔	
Introduction of an electronic Council Agenda Management system	Automation and streamlining the production of Council Meeting Agendas, Minutes and Actions	Governance and Local Laws	Software deployment scheduled for key staff and system training booked.	➔	➔	➔	
Undertake a tender for Insurance Broking and Risk Management Services	Achievement of operational savings in insurance premiums	Governance and Local Laws	Completed in Q1.	✓			
As part of the implementation of the Customer Focus Strategy and Action Plan, increase digital customer service with a strong focus on	Increase online payment portal options and self service capabilities	Customer Service	A review of credit card payments has been completed and an action plan developed to support online payment and other self-serve options as a part of Council's new website.	➔	➔	➔	

Initiative	Outcome/Measure	Department	Comment	Quarterly Status			
				Q1	Q2	Q3	Q4
payment portals and integration with systems to ensure payments occur in “real time”							
As part of the implementation of the Customer Focus Strategy and Action Plan develop an organisation wide change culture program to improve customer satisfaction and performance	Change culture program developed	Customer Service	Customer focus, including understanding customer segments and their respective service needs and expectations, is a key objective within the A Council of Excellence strategy which will be implemented in 2018/19.	✗	✗	🕒	
As part of the implementation of the Customer Focus Strategy and Action Plan, explore innovative opportunities to share costs and look at resource opportunities	Working group established	Customer Service	The identification and implementation of efficiency gains and cost savings is a key objective within the A Council of Excellence strategy which will be implemented in 2018/19.	➡	➡	🕒	
As part of the implementation of the Customer Focus Strategy and Action Plan, carry out projects to improve the usability of our website and online customer experience	Increased usage of website and online options. Improved online customer satisfaction	Customer Service	Work is continuing towards the development of Open Forms as a part of Council's new website.	➡	➡	➡	
Development of Organisation Development Strategy	Organisation Development Strategy has been drafted, approved and action plan implemented	Organisation Development	Consultation with key stakeholders underway. Strategy in draft form.	➡	➡	➡	
Reward and Recognition program has been developed and implemented	Program implemented	Organisation Development	Completed in Q1.	✓			

