

Strategic Management Planning Framework

Adopted by Executive Management Team – 15 July 2025

**A safe, sustainable,
vibrant Community**



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Kaurna Acknowledgement

We acknowledge that we work, live and play on Kaurna Yarta. We respect the unique connection and relationship Kaurna Peoples have to Country and their ever enduring cultural heritage.

Review History

Date	Approved by	Amendment Detail
8/12/2009	EMT	Initial adoption
19/01/2016	EMT	Process updates throughout
15/07/2025	EMT	Updated for revised plans, architecture, branding and process

Introduction

The most recent Strategic Plan review process commenced with preparation of a Background Paper and Strategic Plan Scorecard in late 2023. Staff then worked with Elected Members, the Community and other stakeholders to identify and prioritise activities for its Strategic Plan documents.

Building on previous plans and process, Staff recognised opportunities to improve the effectiveness of the strategic planning process, linkages and branding through this review.

A Strategic Sub-Plans Group brought together owners of the following Plans and communications Staff to work through areas for improvement and timeliness of various processes to achieve a strategic planning review that was successful for Council whilst providing quality Community engagement opportunities for all Plans:

- Community Wellbeing Plan
- Economic Development Plan
- Environment Plan
- Information Technology Asset Management Plan
- Infrastructure Asset Management Plans
- Long Term Financial Plan
- Strategic Branding
- Strategic Plan

Areas of focus included review of the strategic architecture, bringing greater consistency to the document suite, particularly with regard to Sub-Plans structure, and making significant improvements to its strategic branding.

This Framework sets out the outcomes of the review process, updating the architecture and elements that make up Council's approach to strategic planning.

Council's revised strategic planning process provides a contemporary, accountable and Community focussed approach to strategic planning. The implementation and outcomes for the Community and the Council area will help to future-proof our city, care for our Community, grow our economy and green our environment.

We believe in creative, courageous and considered thinking because we know it's what will secure Campbelltown's future – and our future is bright.

Legislation

Local Government Act requirements

Section 122 of the *Local Government Act 1999* (the Act) provides direction to Councils to prepare and adopt plans for the management of its area, collectively called Strategic Management Plans.

This framework document encapsulates known information about Council's strategic planning architecture and practices, and assists with the planning process.

Strategic Management Plans suite

Section 122(8) of the Act requires Councils to specifically declare which of its plans constitute Strategic Management Plans of the Council. The Act also requires that Councils maintain a Long Term Financial Plan and Asset Management Plans for a period of at least 10 years.

In addition to these foundation principles, Council's Strategic Management Planning Framework (SMPF) comprises a quadruple bottom line approach (ie Environment, Community, Economy and Governance) as appropriate and achievable from a resourcing perspective for a city the size of Campbelltown.

The City of Campbelltown most recently declared the following documents to be Strategic Management Plans and acknowledges the review and resourcing requirements associated with this declaration:

- Strategic Plan
- Long Term Financial Plan
- Asset Management Plans:
 - Bridge Assets
 - Building Assets
 - Footpath and Walkway Assets
 - Information Technology Assets
 - Open Space Assets
 - Stormwater Assets
 - Transport Assets
- Community Wellbeing Plan
- Economic Development Plan
- Environment Plan.

Overarching principles and linkages

Principles

To effectively demonstrate the monitoring, review and reporting of issues and successes with regard to its Strategic planning systems, Staff:

- Review Council's Strategic Management Plans in accordance with the requirements of Section 122 of the Local Government Act, 1999 and sector best practice.
- Prior to each comprehensive review of the Strategic Plan, consider whether modifications need to be made to Council's Strategic Management Planning architecture.
- Track progress and report on activities in the Strategic Plans to support completion of them on time.

Stakeholders

Stakeholders of Council's SMPF and associated Strategic Management Plans include:

- Elected Members
- Ratepayers and Residents
- Community – networks, groups and individuals
- Staff
- Local businesses and industries
- Neighbouring Councils
- Government Agencies
- Other interested parties.

Alignment to other strategic plans

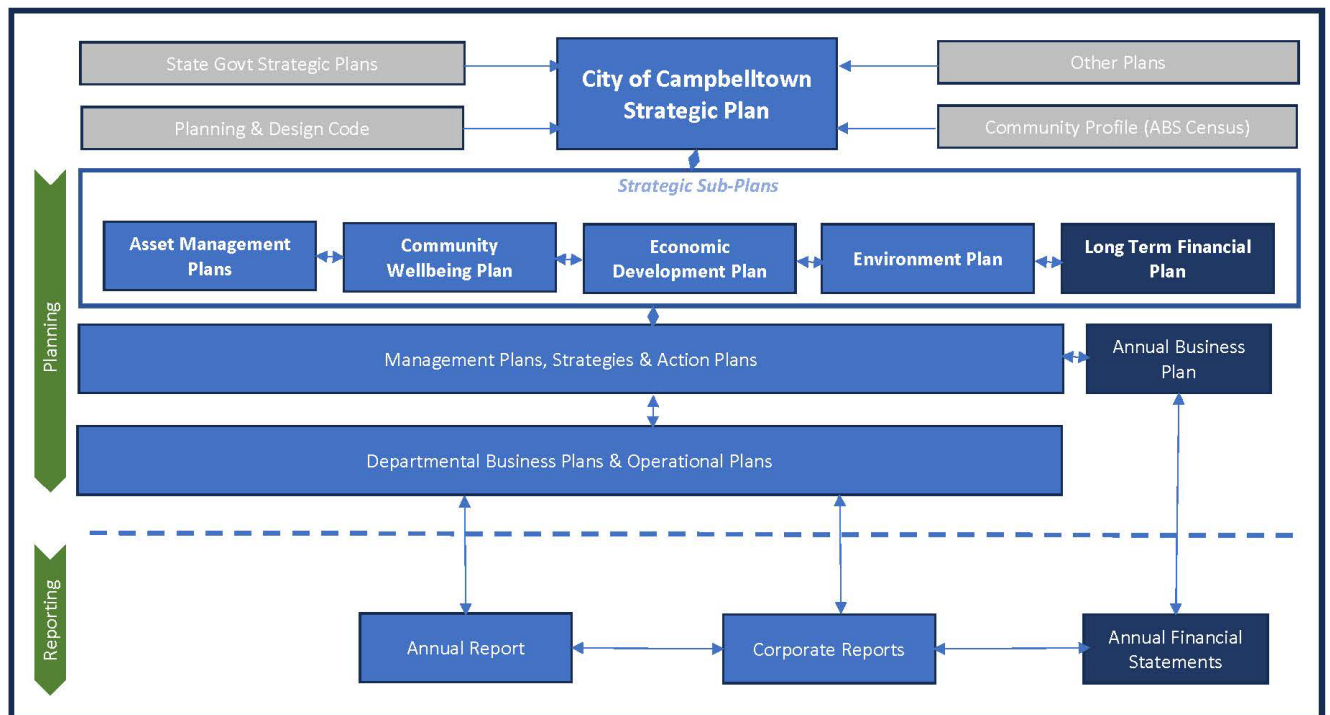
Council's Strategic Plan considers and aligns to the intentions of State Government Strategic Plans and neighbouring Councils' strategic documents where appropriate.

Linkages

Council's Strategic Plan 2028 contains the following links directly related to the development, integration and maintenance of Council's Strategic Plan, other planning documents of the Council and external organisations:

Goal 1	Support our Community and Businesses
Theme 1.2	<i>Work with our Community to connect people and create a sense of belonging</i>
Focus Area 1.2.2	Support a diverse Community where everyone is respected and can participate
Theme 1.4	Support our local businesses
Focus Area 1.4.4	Continue economic development initiatives and support events that attract visitors to our City
<hr/>	
Goal 2	Protect and enhance our Environment
Theme 2.1	<i>Lead our City to a Climate resilient, sustainable future</i>
Focus Area 2.1.2	Futureproof our City against climate related risks
<hr/>	
Goal 3	Manage our Assets effectively
Theme 3.1	<i>Enhance and maintain our assets to meet current and future Community needs</i>
Focus Area 3.1.3	Review and implement Asset Management Plans for all major asset classes
<hr/>	
Goal 4	Delivery Strong Leadership
Theme 4.1	<i>Enable our people</i>
Focus Area 4.1.1	Support Council to drive excellence in decision making
Theme 4.3	<i>Deliver corporate systems for sound decision making and service delivery</i>
Focus Area 4.3.1	Maintain and monitor Council's financial sustainability
Focus Area 4.3.2	Deliver stable, secure and innovative ICT systems and services
Focus Area 4.3.3	Provide a corporate governance system that addresses legislative and community needs
Theme 4.4	<i>Manage community safety effectively</i>
Focus Area 4.4.2	Facilitate high public health standards through effective partnerships
Theme 4.5	<i>Support responsible, innovative and vibrant development of our City</i>
Focus Area 4.5.1	Provide a timely, consultative and informative development service

Architecture



Council's strategic planning architecture is centred around the Strategic Plan.

Other planning arrangements and documents are shown in relation to how they link to the Plan. These documents provide support for implementation of the organisation's long term Vision and Mission, business strategy and operational needs.

The architecture includes strategic reporting to communicate outcomes ensuring transparency, accountability and future informed decision making.

Community Profile

Council provides demographic data on its website through an external company, Profile ID. Data available is customised for Council to a suburb level and includes spatial and numerical demographic statistics related to the most previous census, as well as numerical forecasting information.

This information is used in the preparation of background papers for Plans, monitoring the effectiveness of strategic activities and report writing prior to Council decision making.

Regional Plans

Council works closely with other Councils in its region through the Eastern Regional Alliance (ERA) to identify and establish appropriate Regional Plans for the area. These Plans fall outside the traditional planning framework for Council, however it is expected by ERA that Councils will give due consideration to its Regional Plans when establishing new Strategic (and other) Plans for individual Councils.

Preparation and review of Regional Plans is managed through ERA via steering groups. Adoption of Regional Plans is similarly undertaken by ERA after consideration and consultation has been carried out with individual Councils.

Planning & Design Code

The Planning & Design Code is the single source of planning policy in South Australia. Planning policies are applied on a property basis, enabling the assessment of development applications within the City of Campbelltown and across the State under the *Planning, Development and Infrastructure Act 2016*.

The implementation of the Planning & Design Code within the City impacts the availability of properties, population growth and associated economic activity locally. These outcomes impact all of Council's Strategic Management Plans and the liveability of the area for local Community members.

Strategic Plan structures

The Long Term Financial Plan and Asset Management Plans have their structure aligned to sector agreed templates.

As agreed in early 2024, the Strategic Plan and Strategic Sub-Plans¹ have aligned structural arrangements. The order of structural elements may vary, however each Plan should contain the following:

- Introduction²:
 - How the Plan was created
 - Context/setting
 - Community Snapshot (Infographic)
 - Achievements over the last 4 years
- Plan at a Glance (Vision, Mission, Themes & Focus Areas)
 - Vision and Mission (unique to the Plan or as per Strategic Plan)
- Principles of the Plan
- Environmental (SWOT) assessment
- Our Role as Council
- Plan Architecture
 - Sub-plans may include both Strategic and <Specific> Plan architecture
- Our Supporting Plans
- Enduring Commitments (may include resourcing considerations, service delivery, key facilities, monitoring and implementation arrangements). As a minimum will likely include:
 - Innovation
 - Sustainability
 - Financial considerations
- Community Stories to explain what is working well, what will continue, what will be changed or commence, areas of focus
- Glossary & Reference List

¹ Community Wellbeing Plan, Economic Development Plan and Environment Plan

² May also include a message from Mayor and/or Chief Executive Officer

In addition, the Strategic Plan and Strategic Sub-Plans will contain an Action Plan including the following sections and layout:

- Where we are headed
- Underlying principles
- What people said they wanted (extracts from community engagement) – this might be in a separate section or on the Action Plan pages
- How we will get there

GOAL				
#	Focus Area	Performance Indicator	Target	Department
##	Theme Description			
###	Focus Area description			

Further agreed constraints for the Strategic Plan and Sub-Plans:

- Documents must include a Vision
- Focus Areas, Performance Indicators and targets should be strategic (a stretch/aspirational approach is also preferred)
- Activity for Action pages should be supporting the 'Implications' in future Council agendas
- First person language – our/we/us
- Action-based Terminology to be Goals, Themes, Focus Areas, Performance Indicators
- Numbering is critical and needs to be consistent across all Plans
- Consistent branding (refer Branding section of this document for more); layout must be Portrait A4 size.

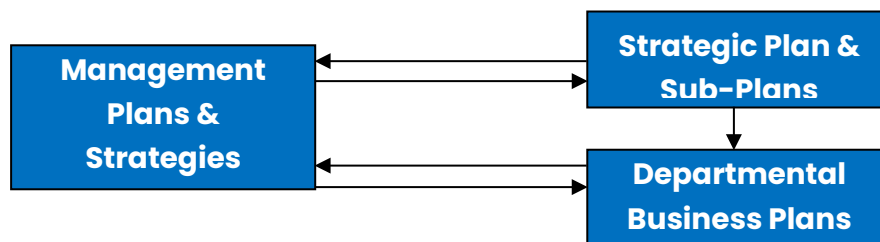
These documents are adopted by Council following community engagement being undertaken.

Management Plans & Strategies

Management Plans and Strategies are internal plans particular to an activity or service within Council's areas of responsibility. In some instances, they may be a supplementary product created to support the Strategic Plan or Sub-Plans, however these plans and strategies may also be stand alone depending on the priorities and activities required by Council.

In all instances these documents should work in harmony to support the vision of Council (through the Strategic Plan and Sub-Plans) and need to be actionable (including Action Plans with similar layout to the Strategic Plan and Sub-Plans).

These documents are generally set for a period of four years unless legislatively required otherwise, with information flowing readily between these Plans, Council's Strategic Plan and Sub-Plans, and Departmental Business Plans using an integrated planning model.



Management Plans and Strategies, as a minimum, should have the following structure (layout is to be Portrait A4 size and compliant with Council's corporate branding):

- Introduction
- Vision and Mission (these can be unique to the Plan or as per the Strategic Plan or a Sub-Plan)
- Environmental (SWOT) Analysis
- Resourcing Considerations (Budget and Staff)
- Goals, Themes, Focus Areas
- Action Plan as per the Strategic Plan & Sub-Plan Action Plan template above

These documents are adopted by Council following community engagement being undertaken.

Departmental Business Plans

Departmental Business Plans are a management tool used to integrate and implement the Strategic Plan with core business at a Department level. The Plans provide for yearly actions which are used to deliver on the Focus Areas set by Council in the Strategic Plan.

Departmental Business Plans are approved by the General Manager of each Department. A monthly report on Departmental Business Plan progress is provided to Council each month by memo.

Annual Business Plan & Budget

Council is required by legislation to prepare and adopt an Annual Business Plan & Budget in accordance with Section 123 of the Local Government Act 1999.

The Annual Business Plan & Budget is closely linked to the Strategic Plan, Long Term Financial Plan and Asset Management Plans.

This document is the mechanism for funding Council's goals, themes and focus areas outlined in Council's Strategic Plans. It also provides an opportunity for issues that have developed out of new Plans (eg Management Plans & Strategies) to be considered for funding.

The Annual Budget is developed in close consultation with Council and the Audit and Risk Advisory Committee. A series of workshops are held prior to community engagement on the draft Annual Business Plan & Budget to enable Council to consider the opportunities and impacts of various projects, programs and services proposed for funding.

The Annual Business Plan & Budget is adopted by Council annually in July. This ensures compliance with the legislation, where the Annual Business Plan and Budget must be adopted between 31 May and 15 August.

Following the adoption of the Annual Business Plan & Budget, Council reviews its Long Term Financial Plan to ensure the latter forecasts the financial impact of the adopted budget. In addition, the Budget is continuously monitored by Staff throughout the financial year, and is formally reviewed by Council three times during this period in accordance with legislative requirements.

Annual Report

The Annual Report is a legislative requirement of the Local Government Act 1999. Much of the content of the Report is prescribed; in this manner the Report heavily relies on establishment and implementation of the strategic and support documents detailed above.

The Annual Report is also a means for Council to record past achievements and communicate new opportunities to its community. As such, the Annual Report is the principal communication tool of Council; a high quality Report can reflect well on Council and instil public confidence.

The Annual Report is adopted by Council prior to 30 November each year. The Report is then tabled in both houses of Parliament becoming a public record which promotes the local area and community.

Strategic Plans in detail

Strategic Plan

Council's Strategic Plan satisfies a number of planning requirements for Council, including:

- Providing the Community and other stakeholders with a picture of Council's overarching strategic direction.
- Satisfying the legislative requirement for Council to develop, adopt and maintain a strategic management plan for its area.
- Identifying goals, themes and focus areas for the City over a specified time, thereby providing detailed information about the principal activities that Council intends to undertake over a defined period.

Preparation of the Strategic Plan involves:

- Extensive consultation with residents, ratepayers, organisations, businesses, groups (including sports clubs, Community groups, lessees and hirers) and other stakeholders to establish the Vision, Mission and Goals for the Council during the next planning period
- Consultation with neighbouring Councils, State and Federal Government agencies and other organisations to identify areas of planning and service delivery where there is a common interest
- Identification and consideration of regional, state and national objectives and strategies relevant to the economic, social, physical and environmental development and management of the local area, particularly where coordinated services may be planned and delivered.

Council's Strategic Plan is a 4 year plan to facilitate early consideration of emerging issues and rapid technology changes, and includes Council's Vision, Mission, Goals, Themes and Focus Areas. The Plan is adopted by Council following an extensive 3 stage public consultation process.

Long Term Financial Plan

Council adopted its initial Long Term Financial Plan (LTFP) in April 2008. Each year since, the Plan has been reviewed and a new Plan adopted. The Plan sets out Council's financial targets and projected position for a 10 year period.

Preparation of the Plan involves considering Council's key financial targets, rigorous modelling and testing of proposals and assumptions in conjunction with Council's Audit and Risk Advisory Committee and workshops with Elected Members.

Year 1 of the LTFP is used to set the financial parameters for the upcoming financial year, including the projected rate increases, operating result and funding allocations for its capital works program and New Initiatives.

As such, Council's LTFP closely integrated with the [Annual Business Plan & Budget](#) process and is also updated following adoption of that document. Public consultation for the LTFP is generally managed through the Annual Business Plan and Budget consultation process each year, with Community members and other stakeholders able to comment on draft Plans. Where significant changes to assumptions are made within the LTFP the Plan may be subject to separate consultation.

The LTFP is adopted each year by Council following consideration and recommendation of the Plan by Council's Audit and Risk Advisory Committee.

Asset Management Plans

Council's Asset Management Plans (AMPs) are closely connected to the LTFP of Council as the needs of the Plans are interlinked. The LTFP relies heavily on accurate data being provided through Council's AMPs.

Council has two categories of AMPs:

- Infrastructure Asset Management Plans:
 - Bridge Assets
 - Building Assets
 - Footpath and Walkway Assets
 - Open Space Assets
 - Stormwater Assets
 - Transport Assets
- Information Technology Assets Management Plan

The AMPs are legislated Plans that require Council to set targets and its projected position with respect to the management and development of infrastructure and major Council assets for a period of at least 10 years. Council's AMPs sets out information and projections for a period of 20 years.

The AMPs are adopted by Council following comment being provided by Council's Audit and Risk Advisory Committee and the Community.

Community Wellbeing Plan

The Community Wellbeing Plan is primarily a 'people plan' identifying the strengths, aspirations and hopes of the Community and the service that Council area is able to provide that contributes to people's quality of life. It is developed in two stages:

- A Discussion Paper is developed following an in-depth research project with residents and other Community members of all ages and stakeholders including service providers
- An Action Plan is then developed using the findings from the Discussion Paper to determine the priority areas of action for Council.

The Community Wellbeing Plan has a 4 year outlook. Following endorsement of the draft Plan by Council, feedback is sought from the Community and relevant Council Committees before it is adopted by Council.

Economic Development Plan

The Economic Development Plan seeks to provide leisure and local economic benefit for Community members, businesses and industry and Council.

The Plan brings together feedback from a range of sources:

- Perception data actively sought from local businesses from ongoing interactions during the life of the previous Plan
- Workshops with Staff, local businesses and Council's Economic Development Advisory Committee.

In addition, economic, jobs, business, and tourism data is analysed to support the development of an evidence-based Plan.

The Economic Development Plan has a 4 year outlook. Following endorsement of the draft Plan by the Economic Development Advisory Committee and Council, Community engagement is undertaken on the document as a check mechanism before the Plan is adopted by Council.

Environment Plan

The Environment Plan provides direction with regard to Council's environmental initiatives, activities, projects and programs with a 4 year outlook.

The Plan provides direction on the following key issues for Council:

- Climate resilience and sustainability
- Greening our City
- Waste diversion and resource recovery
- Sustainable water resource management.

As this Plan is underpinned by 6 supporting documents, strategic directions for the Plan are drawn from community engagement material from these document processes and the Strategic Plan engagements, along with workshops with key Staff, the Climate Solutions Advisory Committee and other relevant stakeholders.

The Plan is underpinned by *Foundations* including: Good leadership and governance; Collaboration and partnerships; Community education and capacity building.

The Environment Plan has a 4 year outlook. Following endorsement of the draft Plan by Council, feedback is sought from the Community and relevant Council Committees before it is adopted by Council.

Strategic Branding

Council has recently undertaken an extensive corporate branding project to bring its electronic and hard copy corporate document suite to contemporary standards.

At the commencement of the Strategic Plan review, the Strategic Sub-Plans Group agreed on consistent and contemporary branding arrangements for the Strategic Plans suite.

Branding expectations for Strategic Plans, Management Plans and Strategies, and Operational Plans have been set by the Communications Team in consultation with the Executive Management Team and Strategic Sub-Plans Group.

Examples of document templates are provided at [Appendix A](#).

Corporate Documentation Framework

Council's Corporate Documentation Framework (ECM 2500305), endorsed by the Executive Management Team, sets direction on document types that are allowed to be created by Staff.

Review Processes

Project Planning

Staff prepare an extensive project plan for each Strategic Plan.

Process steps for Council's Strategic Plan are provided in the sample project plan template as shown in [Appendix B](#)³.

Community Engagement

Council recognises the essential element that community engagement plays in the development of successful Strategic Plans for its community. Council's commitment to community engagement stretches well beyond the traditional response to community consultation and providing 'reasonable opportunity' for members of the public to be involved in the development and review of Strategic Management Plans.

Council acknowledges that an essential part of its role is to 'encourage and develop initiatives within its Community for improving the quality of life'⁴. Similarly Council recognises that it has a responsibility 'to act as a representative, informed and responsible decision-maker in the interests of its community'⁵ and to 'represent the interests of its community to the wider community'⁶.

With these commitments in mind, Council's approach to developing any Strategic or Management Plan for its area will include preparation of a Community Engagement Strategy that lays out opportunities for Elected Members, Community groups, individuals (particularly residents and ratepayers), local business, industry owners, and other interested parties to be actively involved in planning of the Council area. Government agencies, neighbouring Councils and other interested parties will also be provided with the opportunity to shape strategic direction at an early stage in the development process.

³ Refer to ECM 6943707 for original template to populate.

⁴ Section 6(c) - Local Government Act 1999

⁵ Section 6(a) – Local Government Act 1999

⁶ Section 6(d) – Local Government Act 1999

For the Strategic Plan, Council regularly provides 3 opportunities for the Community to participate in the planning process:

- Ideas Generation: the Community, Elected Members and Staff identify ideas and priorities to consider for implementation in the next Plan
- Data Gathering: specific ideas are further unpacked with the Community and Elected Members so that Staff can prioritise items and develop Themes and Focus Areas for the Plan
- Draft Plan: provides a check-in with the Community and other stakeholders that the draft Strategic Plan reflects priorities and needs.

Reporting

Chapter 8 of the Act sets the reporting framework for Strategic Plans:

- Section 122(1)(c) requires Council to provide scheduled information on its LTFP and AMPs to the designated authority (ESCOSA) for a period not less than 3 years
- Section 122(1)(e) requires Council to provide specific information to ESCOSA annually in relation to its LTFP and AMPs
- Section 123(2) requires Council to provide in its Annual Business Plan & Budget a summary of its long term objectives as set out in its Strategic Plans, objectives for the upcoming financial year, including activities it will undertake to achieve those objectives and measures it will use to assess performance.

Sector best practice, and as identified in the 2022/2023 Strategic Plan Internal Audit, Council should have a rigorous reporting framework to support implementation of its Strategic Plans. This was an area of focus during delivery of the 2028 Strategic Plans resulting in the reporting framework below.

Strategic Plan

A half yearly and annual report to confirm Strategic Plan implementation will be delivered to Council each year at Council meetings in January and July for the life of the Plan. The Report template for this process is available at ECM 6944007.

This reporting is also supplemented by:

- A legislative report in Council's Annual Report (using a table style similar to the templated half and full year reports to Council)
- Monthly reporting against [Departmental Business Plans](#).

LTFP

The LTFP is reported against as follows:

- Legislative reporting to a designated authority (currently ESCOSA)
- As the document is reviewed annually, Council is kept abreast of the status of Council's financial sustainability through workshops and reports for this process.

Sub-Plans and Asset Management Plans

An annual update of key achievements for these Plans is provided in the Council's Annual Report, using a similar table style to the Strategic Plan.

Appendix A – Branding expectations

Strategic Plan



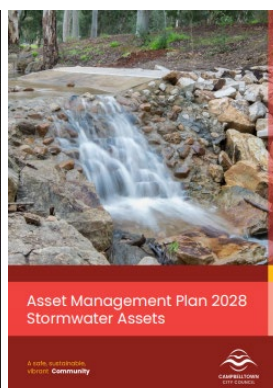
Long Term Financial Plan



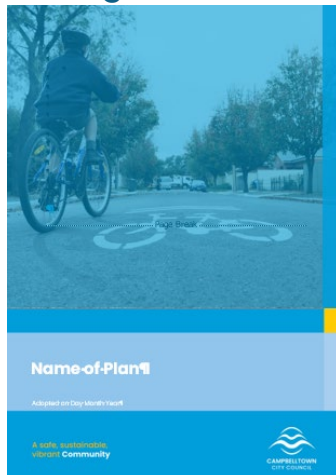
Strategic Sub-Plans



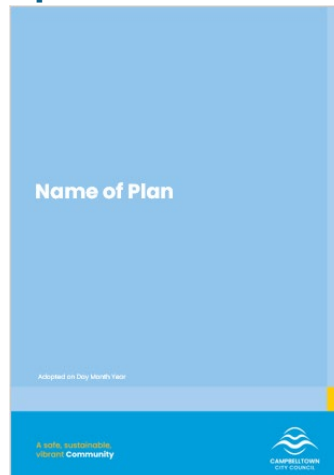
Asset Management Plans



Management Plan /Strategy



Operational Plan, Framework or similar



Full details about branding are available from Council's Corporate Brand Portal (available from Council's Intranet) or on request from Council's Manager Customer Experience .

Appendix B – Sample Project Plan

Strategic Plan - Project Plan template	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	Comments	Status
Methodology & Background work																						
Memo to Elected Members																					Project Plan, schedule workshops, opportunities to influence, consultation with community	
Management Team Briefing - Existing Plan and upcoming Strategic Plan milestones																					Discuss Existing Plan reporting requirements, upcoming review work (Background Paper, Plan Principles, Process (SMPF)), Project Plan, opportunities to influence, consultation with community	
Report to EMT - endorse Strategic Plan methodology																					Report to Council August - reaffirm Strategic Planning suite; note the review methodology and timeframes	
Prepare Background Papers: - environmental scan - comparison to State Strategic Plan, neighbouring Council plans & other relevant plans (legislative requirement) - Strategic Plan Progress Report																					Include time for EMT to endorse Brief Council at December training session	
Commence discussions regarding style / inclusions / publishing arrangements for Plan																						
Establish Strategic Sub-Plans Working Group and commence meetings to drive review of all Strategic Plans																					Sub-Plan Managers to establish own Project Plans and manage their reviews. Group facilitation to ensure timeliness; collaboration; opportunities for improvement of review, plans and promotion	
Community Satisfaction Survey - Assets focus																					To be developed in consultation with Infrastructure Services.	
Community Engagement - Stage 1 - Ideas generation																						
Survey distributed to all Ratepayers																					Significant project - 21 day minimum required as per State Community Engagement Charter	
Online & Hard copy survey available for residents, businesses, visitors & other interested persons																					Full promotional suite	
Letters to ERA, neighbouring Councils, OLG, Dept P & C																					To inform and consider relevant changes to their Strategic Plans	
Management Team workshop																					Based on community survey content	
Staff survey opportunities																					Based on community survey content	
All Staff Briefing																					Provide background, report results of Staff consultation and next steps	
Elected Members' workshop																					Discuss Stage 1 community engagement outcomes, and further issues as required to inform the Draft Strategic Plan	
Community Engagement - Stage 2 - Data gathering																						
Stage 2 Preparation over Christmas period																					Consider whether need to consult directly with S41 Committees or if Members should be treated as Community for engagement purposes	
Stage 2 Community & Stakeholders Community Engagement																					Issues further and isolate those most important for next planning period	
Analysis of consultation outcomes																						
Elected Members' workshop																					Discuss Stage 2 community engagement outcomes, and further issues as required to inform the drafting of the Strategic Plan.	
Staff Workshop (Mgt Team/other relevant Staff)																					Consider community engagement and EM Workshop outcomes, State/Neighbouring Council variances, current Strategic & Management Plans of Council, Strategy progress report outcomes, other data available	
Draft Plan																						
Drafting of Plan																					Based on outcomes of Council/community/stakeholder workshops and available data	
Management Team check in																					Discuss the Draft Strategic Plan	
Elected Members' workshop																					Discuss the Draft Strategic Plan	
EMT Endorse Draft Plan																						
Draft Plan provided to ARAC for comment																					Consider if also need to send to other Section 41 Committees	
Council Endorse Draft Plan for public consultation																						
Community Engagement - Stage 3 - Draft Plan																						
Further Stakeholder consultation																					Significant project - 21 day minimum required as per State Community Engagement Charter	
Community feedback & check-in opportunity																					Letters to ERA & neighbouring Councils, OLG, Dept P & C - Seek copies for relevant documents, invite feedback for consideration	
Finalising the draft																					Various options to participate	
Update Strategic Plan Scorecard																						
Elected Members' workshop																					Discuss Stage 3 community engagement feedback and inform the final drafting of the Plan	
Council endorse community engagement outcomes & Strategic Scorecard update																					Changes used to update draft	
Update draft Plan based on comments																					Based on Stage 3 community engagement outcomes, and further Elected Members and EMT feedback received	
Graphic Design																					Design based on final draft	
Approvals																						
EMT Endorse final draft																						
Council consider and adopt final plan																					New Strategic Plan commences at adoption; reporting commences in January	
Sub-Plans adopted																					Managed by Sub-Plan owners - needs to be completed by 30 November	
Implementation																						
Staff prepare new Departmental Business Plans																					For implementation in January	
Staff launch																					Uaise with People & Culture to commence in October/November	
Print / Distribute Plan																					October - January - depends on launch and Graphic Design availability	
Prepare budget bids based on Adopted Plan																					January/February	
Strategic Management Planning Framework - review and confirm - and confirm methodology																					Complete in consultation with Sub-Plans Group post-completion of project	
Evaluate process and consultation methods																					Post-completion of project with Management Team	

Refer ECM 6943707 to populate for current review.

Appendix C – Glossary

AMP	Refers to an Asset Management Plan as required by Section 122(1a)(b) of the Local Government Act 1999. Council has 7 AMPs. These Strategic Plans guide funding and operations required to maintain Council's infrastructure assets to an acceptable level of service for the life of each asset.
EMT	Executive Management Team
ESCOSA	Essential Services Commission of South Australia, an independent economic regulator established by the Government that monitors Councils' financial sustainability as one of its responsibilities.
IAMP	Infrastructure Asset Management Plan – refers to AMPs that relate specifically to the infrastructure holdings of the Council.
LTFP	Long Term Financial Plan – a Strategic Plan that provides financial projections for a period of 10 years that is used to guide future budgets and forecast Council's financial sustainability
Sub-Plan	A Strategic Plan of the Council that specifically focuses on Community Wellbeing, Economic Development or Environment.
SWOT	Stands for Strengths, Weaknesses, Opportunities and Threats that are analysed as part of the strategic planning process