

# **Strategic Management Planning Framework**

**Endorsed by  
Executive Management Team  
19 January 2016**



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# Review History

Date	Authorised by	Amendment Detail
<i>8/12/2009</i>	<i>EMT</i>	<i>Initial adoption</i>
<i>19/01/2016</i>	<i>EMT</i>	

## 1. Introduction

Section 122 of the Local Government Act 1999 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.

## 2. Strategic Plan links

Council's Strategic Plan contains an objective and 3 strategies that directly relate to the development, integration and maintenance of Council's Strategic Plan with other planning documents of the Council and external organisations. These are:

### **Goal 2.5      Quality corporate and financial governance for the City**

- |                |   |
|----------------|---|
| Strategy 2.5.1 | Provide an effective corporate governance service that meets legislative requirements                               |
| Strategy 2.5.2 | Provide an effective strategic and business planning system   |
| Strategy 2.5.4 | Ensure Council's financial sustainability through the monitoring and refinement of its Long Term Financial Plan     |
| Strategy 3.3.1 | Ensure alignment of City of Campbelltown Development Plan with the State Planning Strategy and other relevant plans |

## 3. Principles

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

- Maintain its Strategic Management Planning architecture through a commitment to regularly reviewing its Strategic Management Planning Framework prior to each comprehensive review of Council's overarching Strategic Plan.
- Keep abreast of legislative requirements and best practice examples of Strategic Planning to ensure that Council's approach reflects current strategic management documents and practices.
- Review its Strategic Management Plans in accordance with the requirements of Section 122 of the Local Government Act, 1999 and sector best practice.
- Monitor, review and report on the strategies and activities laid out in its Strategic Management Plans in an endeavour to complete activities within the timeframes set out in the Plans.

## 4. Stakeholders

Stakeholders of Council's Strategic Management Planning Framework 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; and
- Other interested parties.

## 5. South Australia's Strategic Plan

Council's Strategic Plan considers and makes reference to South Australia's Strategic Plan. Additional commentary will be included in the next iteration of Council's Strategic Plan regarding linkages and differences between the two Plans however providing extensive detail about the linkages and differences is not recommended due to the varying review timeframes and considerable changes that seem to occur in the State plan at each review.

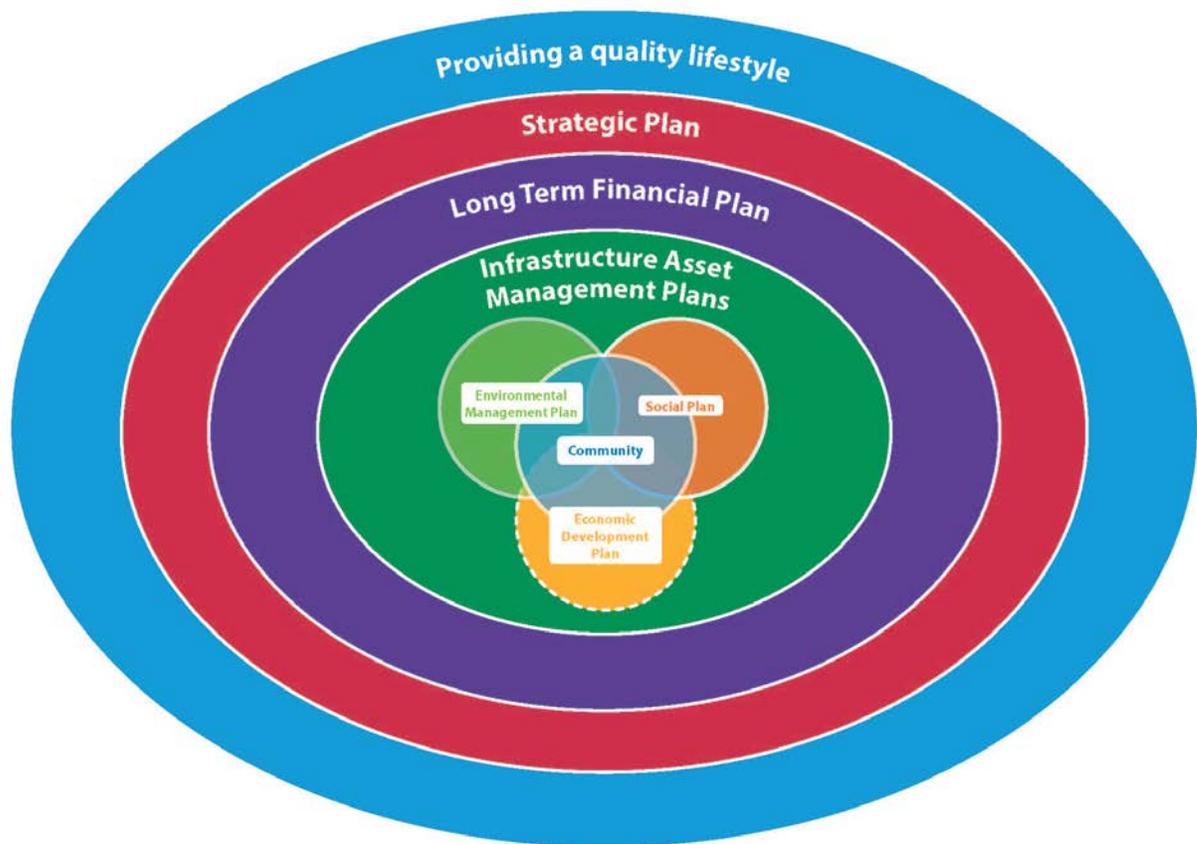
## 6. Strategic Management Plans

Council's Strategic Management Planning Framework has traditionally been structured around the Council's Strategic Plan, Annual Business Plan and Budget, and Long Term Financial Plan.

Best practice strategic management in the Local Government sector indicates that a framework posed around a quadruple bottom line approach (ie Environmental, Social, Economic and Governance) is appropriate and achievable from a resourcing perspective for a city the size of Campbelltown.

Additionally, the Local Government Act 1999, requires rigour in preparation and adoption of Council's 10 year Long Term Financial Plan and Infrastructure and Asset Management Plans.

As such, Council's suite of Strategic Management Plans is made up of the Strategic Plan, Long Term Financial Plan, Infrastructure and Asset Management Plans, Environment Management Plan and Social Plan.



## Strategic Plan

Council's Strategic Plan satisfies a number of planning requirements for Council. Firstly it provides the community and other stakeholders with a picture of Council's overarching strategic direction. Secondly it satisfies the legislative requirement for Council to develop, adopt and maintain a strategic management plan for its area. Finally it identifies goals, objectives and strategies for the City over a specified time, thereby providing detailed information about the principal activities that Council intend to undertake over a specific period.

Preparation of the Strategic Plan involves:

- Extensive consultation with the community, local businesses and industries to establish the vision 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;
- Consideration of regional, state and national objectives and strategies relevant to the economic, social, physical and environmental development and management of the local area;
- Identification of where Council's objectives relate to regional, state and national objectives where coordinated services may be planned and delivered.

Council's Strategic Plan (Towards 2020) is a 10 year plan and includes Council's Vision, Mission, Values, Goals, Objectives and Strategies. The Plan was adopted by Council on 17 May 2011 following an extensive 3 stage public consultation process.

### **Long Term Financial Plan**

Council adopted its initial 10 year Long Term Financial Plan 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 planning period.

Preparation of the Plan involves rigorous modelling and testing of proposals in conjunction with Council's Audit and Governance Advisory Committee and a series of workshops with this Committee and Council.

Council's LTFP is considered by and closely integrated with the Annual Business Plan and Budget process and as such, is reviewed annually following adoption of the Annual Business Plan and Budget. Public consultation for the LTFP is generally managed through the Annual Business Plan consultation process each year, where community members and other stakeholders have the opportunity to provide feedback on draft Plans and suggest new financial strategic directions as part of the consultation process. Where significant changes to assumptions are made within the LTFP the Plan may be subject to separate consultation in accordance with Council's Public Consultation Policy.

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

### **Infrastructure & Asset Management Plans**

Council's IAMPs (Infrastructure and Asset Management Plans) are closely tied 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 IAMPs.

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

The Infrastructure and Asset Management Plans are adopted by Council following comment being provided by Council's Audit and Governance Advisory Committee and the community being given an opportunity to provide feedback.

### **Environmental Management Plan**

The EMP (Environmental Management Plan) provides direction with regard to Council's environmental activities, projects and programs over a five year period. The Plan is built around 3 themes:

- Connected and Healthy Landscapes
- Sustainable Resources

- Sustainable Living

The Plan is underpinned by 'Strong Foundations' which provides guidance about how the Plan will be delivered; foundation elements include Good Governance and Leadership, Collaboration and Partnerships, Community Ownership, and Sustainability Principles.

The EMP was adopted by Council following public consultation being undertaken.

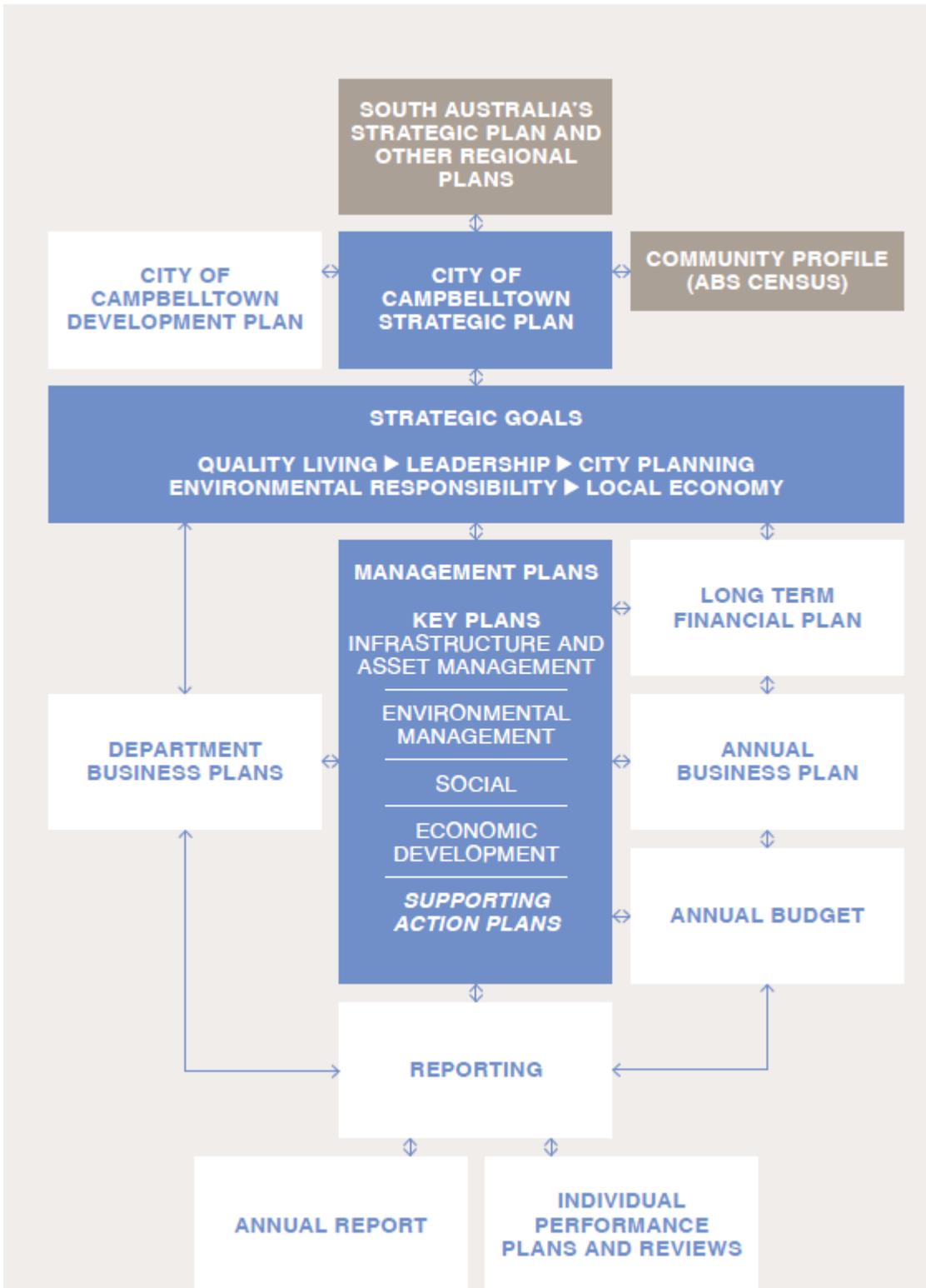
### **Social Plan**

The Social Plan is a new Plan for Council. It has a term of five years and is primarily a 'people plan' identifying the strengths, aspirations, hopes and gaps within the Council area that influence people's quality of life. It was developed in two phases:

- a Discussion Paper was developed as part of a large research project which included consultation with over 2000 residents aged 3 - 104 years old as well as service providers
- a 12 month Social Plan Action Plan utilised the findings from the Discussion Paper to determine the priority areas of action for Council.

The Social Plan was adopted by Council following further public consultation on the draft document being undertaken.

## 7. Framework Architecture



Successful preparation and implementation of Council's strategic planning documents is in part due to a series of external and internal support documents as shown in Council's Strategic Management Planning Framework above.

### **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.

### **Regional Plans**

Council works closely with other councils in its region through ERA (Eastern Regional Alliance) 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.

### **Development Plan**

Council's Development Plan is a regulated document that sets out local planning requirements. It operates interactively with the Strategic Management Plans, providing research information and setting considerations for other Plan preparations and reviews, and taking research and considering activity within the other Plans.

Preparation and review of the Development Plan is legislated within the Development Act 1993. Amendments to the Plan are endorsed by Council and approved by the relevant State Government Minister.

### **Management Plans**

Management Plans (also referred to as Strategies) are internal plans particular to an activity or service within Council's areas of responsibility. They 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 Departmental Business Plans. That is, Management Plan matters are used in preparing the Strategic Plan and Departmental Business Plans, and the Strategic Plan strategies are considered when preparing or reviewing Management Plans.



Council's Management Plans, as a minimum, have the following structure:

- Introduction
- Vision
- Mission
- Environmental Analysis (SWOT)
- Resourcing Considerations (Budget and FTEs)
- Goals / Focus Areas
- Outcomes / Objectives
- Action Plan (Trim 15/50204)
  - Strategies
  - Actions
  - Priority (High, Medium, Low)
  - Timeframe
  - Responsibility
  - Budget Requirements
- Conclusion

The Management Plans are adopted by Council following public consultation 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 strategies set by Council in the Strategic Plan.

Departmental Business Plans are prepared and reported on annually. Plans are approved by the General Manager of each Department.

### **Annual Business Plan**

Council is required by legislation to prepare and adopt an Annual Business Plan in accordance with a prescribed process which requires consultation with the community and communication of the outcomes through an Annual Business Plan Summary each year.

The Annual Business Plan is closely linked to the Strategic Plan, Long Term Financial Plan and Council Budget.

The Annual Business Plan is adopted by Council annually in June. Following its adoption, Council reviews its Long Term Financial Year to ensure that the two documents remain consistent.

### **Annual Budget**

Council's Annual Budget is the mechanism for funding Council's goals, objectives and strategies outlined in Council's Strategic Plans. It also provides an opportunity for issues that have developed out of new Plans (eg Management Plans) to be considered for funding.

The Annual Budget is developed in close consultation with Council and the Audit and Governance Advisory Committee. A series of workshops are held prior to adoption of the Budget to enable Council to consider the opportunities and impacts of various projects, programs and services proposed for funding.

Similarly to the Annual Business Plan, the Annual Budget is adopted by Council annually in June. The Annual Budget is continuously monitored by staff throughout the year, and formally reviewed by Council three times during the financial year 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.

### **Individual Performance Appraisal System**

The Individual Performance Appraisal System is made up of a planning component and a review component.

Individual Performance Plans are internal documents prepared annually and used to:

- Identify and agree on accountable, strategic and other actions to be taken during a given financial year for an individual staff member.
- Identify and agree on training and personal development activities that are to be undertaken by an individual staff member to assist them with their daily duties and functions and their personal career goals.

Individual Performance Reviews are undertaken annually by staff members in conjunction with their immediate supervisor / manager. Reviews are structured as internal documents and

provide feedback to individual staff members on their competency and performance during the year in relation to strategic and other activities.

General Managers are accountable for the completion of Department's Individual Performance planning and review responsibilities.

## 8. Legislative Interpretation of the Plans

Section 122(8) of the Local Government Act 1999 requires Councils to specifically declare which of its plans constitute Strategic Management Plans of the Council. The City of Campbelltown declares the following documents to be Strategic Management Plans and acknowledges the review and resourcing requirements associated with the declaration:

- Strategic Plan
- Long Term Financial Plan
- Infrastructure and Asset Management Plans
- Environmental Management Plan
- Social Plan

## 9. Corporate Documentation Framework

Council's Executive Management Team adopted a Corporate Documentation Framework (TRIM 15/14798) on 4 August 2015 to drive the document types that are created by Staff into the future.

## 10. Campbelltown Branding (Style)

Staff are in the process of developing a brand for Strategic and Management Plans that will tighten the design expectations surrounding Plan development as well as improve the visibility and recognisability of Council's documentation for Elected Members, Staff, the Community and other interested persons. Whilst it is recognised that some documents will be professionally prepared to create a higher quality publication for promotional or other reasons, all new or revised Plans need to comply with the design standards in accordance with Council's Style Guide unless legislatively required otherwise.

## 11. Community Engagement

Council recognises the essential element that community engagement plays in the development of a successful Strategic Plan 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'<sup>1</sup>. Similarly Council recognises that it has a responsibility 'to act as a representative, informed and responsible decision-maker in the

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<sup>1</sup> Section 6(c) - Local Government Act 1999

interests of its community'<sup>2</sup> and to 'represent the interests of its community to the wider community '<sup>3</sup>.

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, 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.

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<sup>2</sup> Section 6(a) – Local Government Act 1999

<sup>3</sup> Section 6(d) – Local Government Act 1999