

POL	CORPORATE STRATEGIC PLANNING PROCESS	SC5
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DIRECTORATE:	Executive Services
BUSINESS UNIT:	Strategy & Civic Support
SERVICE UNIT:	Strategy & Civic Support Management
RESPONSIBLE OFFICER:	Executive Manager Strategy & Civic Support
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BACKGROUND:

The City's mission is 'to make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area'. To achieve the mission high level long term and ongoing strategic initiatives have been established.

In addition, recent legislative amendments now require all local governments to prepare 10 year Strategic Community Plans, supplemented by 4 year Corporate Business Plans.

This Policy has been prepared to assist Elected Members and staff to maintain a focus on organisational priorities and provide the platform for a uniform approach to be adopted when considering major decisions which will affect the City into the future.

PURPOSE:

A Corporate Strategic Planning Policy will ensure the adoption of:

1. A Strategic Community Plan for the organisation which will contain:-
 - A mission statement for the entire organisation - Strategic Initiatives
 - A description of how success of the plan will be measured.

This provides the focus by which decisions affecting the future development of the City of Cockburn can be considered.

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2. A Corporate Business Plan for the organisation which will identify the key activities that will be undertaken in response to the strategic initiatives stated in the Strategic Community Plan. It will also reference the following matters relating to resources:
- Asset Management Plans
 - Workforce Plan
 - Long Term Financial Plan

POLICY:

(1) Strategic Planning Principles and Framework

The City of Cockburn is committed to a process of Strategic Planning which conforms with the following criteria:-

1. A ten year forward plan which it seeks to meet the needs of the growing population of the district, while still considering the longer-term forecast population and district growth requirements.
 2. Is reflective of broad community priorities as identified through regular Community Perceptions and Customer Satisfaction surveys, (see Policy SC2 ‘Strategic Consultation with Community Stakeholders’ for details).
 3. Is able to be accommodated within Council’s adopted Corporate Business Plan and subsequently within Council Budgets aligned with the Plan.
 4. May include community consultation in the form of public forums, public meetings, public workshops and other forms of community consultation.
- (2) The Strategic Community Plan provides the over-arching guidance for development of the City. It contains details of the City’s Mission, Vision (of what the future would look like), the drivers of change, and the key factors that will help deliver these outcomes – referred to as the ‘Strategic Initiatives’.
- (3) The Strategic Community Plan is intended to be a ‘high level’ document; it is not a vehicle for detailing all of the strategic actions the City will undertake. Supporting the Plan are subsidiary strategies, such as the Corporate Business Plan and other specific issue strategies. These contain more detailed information, targets and performance indicators. The Corporate Business Plan refers to detailed infrastructure development plans, asset management plans, a Long Term Financial Plan, Workforce Plan and key strategies and plans.

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(4) Delivery of the Strategy

The Strategic Community Plan is functionally delivered through the Council's Annual Budget and Business Planning process. The Annual Business Plan outlines actions that City's administration will undertake to achieve the Strategic Community Plan whereas the Budget provides the financial wherewithal to support this outcome (see Policy SC34 'Budget Management' for details).

(5) Council reinforces its ongoing commitment to the Strategic Community Plan by:-

1. Including a statement in each report considered by Council on the relevance of the item to the plan.
2. Ensuring there is a direct and tangible link between the Strategic Community Plan, the Corporate Business Plan, specific purpose strategies and the Budget adopted annually by Council.
3. Displaying the basic elements of the plan in all appropriate Council Facilities and Publications.
4. Providing a reference to the plan in Council's Annual Report and commenting on Council's performance against measures provided for in the Strategic Community Plan.
5. Providing a progress report on the Strategic Community Plan each six months and publishing this to the community.
6. Assessing the Strategic Community Plan, on a biennial basis in order to monitor its effectiveness and currency.
7. Reviewing the Corporate Business Plan in accordance with the Local Government (Administration) Regulations 19DA(4), every year.
8. Formally reviewing and updating the Strategic Community Plan every four years, in accordance with the Local Government (Administration) Regulations 19DA(2).

(6) All Elected Members will demonstrate their commitment to the Strategic Community Plan by observing the principles of the Plan in their decision making processes of Council.

(7) All staff will demonstrate their commitment to the Strategic Community Plan by ensuring all Action Plans and service commitments which relate to their Service Unit are aligned with the Plan's Strategic Initiatives and all Reports presented to Council similarly make reference to a Strategic Initiative.

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(8) The development of subsidiary strategies will follow a similar path as for the Strategic Community Plan. They will also be subject to consultation with the community and are to be formally adopted by Council. These plans are to conform to the following principles:

1. Including a statement referencing the need for the strategy and its relationship to specific Strategic Initiative(s) from the Strategic Community Plan.
2. Outline clear objectives to be achieved and the relevant timescale anticipated.
3. Include performance measures that can be reported to the Council and community.
4. Use a five to ten-year timeframe that includes consideration of longer term objectives.
5. Be reviewed with progress reported to Council every five years.

(9) Hierarchy and Review

The Strategic Community Plan is intended to be a 'living' document that establishes direction, but is itself gradually refreshed by variations adopted through the Corporate Business Plan and other subsidiary strategies. The formation of the Annual Business Plan and Budget will also identify issues that may need to be considered in subsequent reviews of the Plan. The formal four year review process allows all of these changes to be incorporated into the subsequent iteration of the Plan.

(10) The Annual Report is used to record the City's success in achieving the objectives of the Strategic Community Plan. This ensures there is an historical record of these outcomes and will assist future generations to improve the planning process. Diagrammatically the relationship between the above components is shown below.

Corporate Strategic Planning Process

