



Strategic Community Plan – Major Review: Project Plan

September 2022



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Introduction

Integrated Planning and Reporting

The Council, community and administration each have unique roles and responsibilities for the development of effective and sustainable integrated plans for the local area, and reporting on the progress of those plans.

A successful integrated planning and reporting process will deliver a:

- Strategic Community Plan that clearly links the community's aspirations with the Council's vision and long term strategy;
- Corporate Business Plan that integrates resourcing plans and specific Council plans with the Strategic Community Plan; and
- clearly stated vision for the future viability of the local area.

The Integrated Planning and Reporting Framework:

- recognises that planning for a local government is holistic in nature and driven by the community;
- builds organisational and resource capability to meet community need;
- optimises success by understanding the integration and interdependencies between the components; and
- emphasises performance monitoring so that local governments can adapt and respond to changes in community needs and the business environment.

The Integrated Planning and Reporting Guidelines provide a process that aims to:

- ensure community input is explicitly and reliably generated;
- provide the capacity for location-specific planning where appropriate;
- update long term objectives with these inputs;
- identify the resourcing required to deliver long-term objectives; and
- clearly convey long term financial implications and strategies.

Strategic Community Plan

The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.

The Strategic Community Plan:

- Establishes the community's vision for the local government's future, including aspirations and service expectations.
- Drives the development of local government area/place/regional plans, resourcing and other informing strategies, for example, workforce, asset management and services.
- Is ultimately the driver behind all other planning.

A full review of the Strategic Community Plan is required every four years with a desktop review recommended to be completed every two years.

Background

Shire's Strategic Community Plan 2017 - 2032

A desktop review of the Shire's Strategic Community Plan was carried out in June 2019. A full review of the Shire's Strategic Community Plan is now due.

In March 2022, Council resolved to consider the timeline for the delivery of the major review through the 2022-23 Corporate Business Plan and budget setting process.

2022/23 Corporate Business Plan

The draft 2022/23 Corporate Business Plan includes the following action:

Action	Timeframe for delivery	Funding committed
Major Review Strategic Community Plan	2022/23 FY	\$100,000

Strategic Community Plan – Major Review

Goals


The goals for the Strategic Community Plan – Major Review project are to:

- Communicate the Shire's achievements against its current Strategic Community Plan 2017 – 2027.
- Understand community priorities.
- Identify gaps within the Shire's existing Strategic Community Plan 2017 – 2027.
- Provide opportunities for the community, Councillors and Shire staff to provide feedback and input in the review of the Strategic Community Plan.
- Develop a Strategic Community Plan 2023-2033 which reflects the aspirations of the Community for the next 10 years.

Community Engagement

Engaging with the community is essential for the development or review of a Strategic Community Plan.

Using the Shire's Toolkit for Community Engagement and the International Association for Public Participation (IAP2) Spectrum of Public Participation, the level of engagement for this project will be "Involve".

Increasing public influence on the decision 

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example methods	<ul style="list-style-type: none"> Letter Email Signage Public display Social media Advertising 	<ul style="list-style-type: none"> Questionnaire Online – Have Your Say Door knocking Interview Pop up Interactive public display Public open house Feedback form 	<ul style="list-style-type: none"> Focus group Working group Workshop Pop up at venue or event Public open house 	<ul style="list-style-type: none"> Focus group Working group Workshop Public open house 	<ul style="list-style-type: none"> Working group Workshop

Reference: International Association for Public Participation (IAP2). 2018. IAP2 Spectrum of Public Participation.

A dedicated Community Engagement Plan for the Strategic Community Plan – Major Review will be developed following the endorsement of this Project Plan. The Community Engagement Plan will provide a range of methods for the community to participate in the Strategic Community Plan – Major Review.

The Project Timeline proposes two opportunities for community involvement and input throughout the project:

What	When
Community workshop and community survey to test current Strategic Community Plan (vision, mission, priorities) and identify gaps/priorities	February 2023
Revised Strategic Community Plan advertised for public comment	May/June 2023

Community feedback and priorities from the Shire's 2022 Community Perceptions Survey (scheduled for delivery in September/October 2022) will also be used to inform the Shire's major review.

Resourcing

The delivery of the Strategic Community Plan – Major Review will be delivered using internal resources, as well as engaging external consultants to assist with strategic guidance and support with the review of the Strategic Community Plan.

Funds are allocated in the 2022/23 Budget for the delivery of the Strategic Community Plan – Major Review.

Roles and Responsibilities

ROLE	RESPONSIBILITY	WHO
Decision Maker	Approves key gateways through project timeline.	Council*
Project Change Board	Allocates resources to support project implementation, oversees the operational delivery and achievement of objectives and benefits.	Executive Management Group
Project Steering Group	Ensures project outcomes and benefits are achieved and identifies and manages emergent risks and issues.	To be established upon endorsement of Project Plan. Call for Expressions from across the organisation, ensuring representation from all directorates and all levels (Officers/Coordinators/Managers)
Project Sponsor	Management of Directorate project resources and is responsible for the successful delivery of the project.	Chief Executive Officer
Project Manager	Oversees project resources and manages team resources (including Project Managers) to achieve successful completion of the project.	Manager Communications and Customer Engagement
Technical Resource	Provides technical information to the team.	Subject Matter Experts from across the organisation will be called upon throughout the project when required

Community/Stakeholders	Represent community views and provide input and feedback.	Shire residents, ratepayers, business owners and operators, community and sporting groups. <i>A full stakeholder list will be developed as part of the Community Engagement Plan.</i>
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**Council will also be engaged through Strategic Workshops throughout the life of the project to provide input and feedback in the development of the Strategic Community Plan.*

Project Milestones

The table below provides a high-level summary of project milestones to achieve the Strategic Community Plan – Major Review.

2022/23 FY				2023/24 FY
Q1	Q2	Q3	Q4	Q1
Report to Council with Project Plan for Strategic Community Plan – Major Review	Engage consultant Develop Community Engagement Plan for major review Commence Strategic Workshops with Council Introduce Strategic Community Plan – Major Review project to community	Workshops and surveys with community and staff Continue Strategic Workshops with Council Undertake review of Strategic Community Plan	Present revised Strategic Community Plan to Council for consideration to advertise Begin development of Corporate Business Plan to align with draft Strategic Community Plan	Advertise revised Strategic Community Plan Present final draft Strategic Community Plan and Corporate Business Plan to Council Corporate design of Strategic Community Plan and Corporate Business Plan Launch (internal and external) of Strategic Community Plan and Corporate Business Plan

Project Timeline

The table below provides a summary of the activities to be delivered to achieve the Strategic Community Plan – Major Review. The timeline incorporates “gateways”, whereby the project will not progress until approval to progress to the next phase of the project has been approved by the decision maker (Council).

PHASE 1 – Project Plan Development			
July 2022 <ul style="list-style-type: none">Develop Project PlanShare Project Plan with Deputy CEO/Director Community Services and Organisational Development and receive feedbackShare Project Plan with Management Team (MT) and receive feedbackDraft Council report	August 2022 <ul style="list-style-type: none">Share Project Plan with Executive Management Group (EMG) and receive feedbackPresent Project Plan to Councillors at Policy Concept Forum and receive feedbackFinalise Council report	September 2022 <ul style="list-style-type: none">Council considers Project Plan at September Ordinary Council meeting	GATEWAY: Council endorses Project Plan for Strategic Community Plan – Major Review September 2022
PHASE 2 – Engagement and Review			
October 2022 <ul style="list-style-type: none">Engage external consultancy to assist with Strategic Community Plan – Major Review projectDevelop Community Engagement Plan for major review	November 2022 <ul style="list-style-type: none">Develop community, staff and Councillor workshop materials and Strategic Community Plan survey questionsCommence Strategic Workshops with Councillors and EMG	December 2022 <ul style="list-style-type: none">Introduce project to community (Your Say SJ project page)Finalise community, staff and Councillor workshop materials and Strategic Community Plan survey questions	January 2023

February 2023	March 2023	April 2023	GATEWAY: Council receives Community Engagement Outcomes Report and endorses draft Strategic Objectives and Outcomes for new Strategic Community Plan April 2023
<ul style="list-style-type: none"> • Deliver community and staff workshops to test current Strategic Community Plan (vision, mission, priorities) and identify gaps/priorities • Continue Strategic Workshops with Councillors and EMG • Deliver community survey to test current Strategic Community Plan (vision, mission, priorities) and identify gaps/priorities 	<ul style="list-style-type: none"> • Data analysis and review of community, staff and Council feedback • Finalise Community Engagement Outcomes Report • Continue Strategic Workshops with Councillors and EMG • Present draft Strategic Objectives and Outcomes for new Strategic Community Plan to Council at April Ordinary Council meeting 		
May 2023	June 2023	GATEWAY: Council endorses advertisement of revised Strategic Community Plan 2023 – 2033 for the purpose of public comment June 2023	
<ul style="list-style-type: none"> • Develop Strategic Community Plan based on community, staff and Council feedback • Present proposed changes/updates to MT, EMG and Councillors • Finalise Council report • Begin development of Corporate Business Plan to align with draft Strategic Community Plan 	<ul style="list-style-type: none"> • Council consideration to advertise revised Strategic Community Plan for the purpose of public comment at June Ordinary Council meeting 		

PHASE 3 – Finalisation of Strategic Community Plan			
July 2023	August 2023	GATEWAY: Council adopts Strategic Community Plan 2023 – 2033 and Corporate Business Plan August 2023	September 2023
<ul style="list-style-type: none"> Revised Strategic Community Plan advertised for public comment Review public comments and make amendments if required Draft Council report 	<ul style="list-style-type: none"> Council consideration to adopt Strategic Community Plan 2023 – 2033 and Corporate Business Plan at September Ordinary Council meeting 		<ul style="list-style-type: none"> Corporate Design and publication of Strategic Community Plan 2023 – 2033 and Corporate Business Plan

Risk Assessment

Risk Description	Controls	Principal Consequence Category	Risk Assessment			Risk Mitigation Strategies (to further lower the risk rating if required)
			Likelihood	Consequence	Risk Rating	
Lack of clarity in the scope and objectives of the Strategic Community Plan – Major Review project, which leads to delays in project being completed	Develop Project Plan for Strategic Community Plan – Major Review	Organisational Performance	Possible	Minor	MODERATE	Present Project Plan to Council for endorsement
Changes to internal personnel which impacts the Shire's ability to deliver the Strategic Community Plan – Major Review as per the Project Plan	Develop Project Plan for Strategic Community Plan – Major Review	Organisational Performance	Likely	Insignificant	MODERATE	Strategic Community Plan – Major Review project to be a monthly standing agenda item for Management Team and Executive Management Team meetings
Lack of internal resources and/or capability to deliver aspects of the Strategic Community Plan – Major Review project, which leads to delays in project being completed	Funds allocated in the 2022/23 Budget for the Strategic Community Plan – Major Review project	Organisational Performance	Possible	Minor	MODERATE	Utilise funds allocated in the 2022/23 Budget

Community is not engaged meaningfully in the Strategic Community Plan – Major Review project, which leads to revised Strategic Community Plan not reflecting community priorities	Project Plan identifies the development of a Community Engagement Plan for project	Social / Community Outcomes	Unlikely	Minor	MODERATE	Implement Community Engagement Plan
Council is not engaged meaningfully in the Strategic Community Plan – Major Review project, leading to delays in achieving project milestones and timelines not met	Project Plan identifies Strategic Workshops to be held with Councillors throughout the life of the project	Organisational Performance	Unlikely	Minor	MODERATE	Implement Project Plan