

# CITY OF ARMADALE

## LATE ITEMS

### CITY STRATEGY COMMITTEE

17 JUNE 2019

---

**L. STRATEGIC PLANNING**

L.1 STRATEGIC COMMUNITY PLAN CORPORATE BUSINESS PLAN AND SERVICES REVIEW .....2

**3. MISCELLANEOUS**

3.3 WORKSHOP TO UPDATE MASTER PLANS (REFERRAL MATTER) .....9

3.4 PARKS FACILITIES STRATEGY PARK IMPROVEMENT PLANS (REFERRAL MATTER).....10

---

***L.1 - STRATEGIC COMMUNITY PLAN CORPORATE BUSINESS PLAN AND SERVICES REVIEW***

---

WARD : ALL  
FILE No. : M/111/19  
DATE : 13 June 2019  
REF : JL  
RESPONSIBLE : Executive Director  
MANAGER : Corporate Services

**In Brief:**

- This Report outlines the process for strategic planning and service reviews.
- It is recommended that Council notes the report on the major review of the Strategic Community Plan and the Corporate Business Plan and proposed program for the review of services.
- Notes the separate report to City Strategy regarding the inclusion of an additional \$90,000 in the draft budget.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

The City's Strategic Community Plan is the pre-eminent planning document, capturing the goals and aspirations of the Council and the Community, the following strategic directions have particular relevance:

- 4.1.2 Make decisions that are sound, transparent and strategic
- 4.1.2.4 Implement reviews of the Strategic Community Plan
- 4.1.2.5 Implement annual reviews of the Corporate Business Plan

**Legislation Implications**

The Local Government Act (1995) Sect 5.56 requires each local government 'to plan for the future of the district', by developing plans in accordance with the regulations.

A Plan for the future under *Sect 5.56* of the *Local Government Act (1995)* consists of a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). The regulatory requirements for the Strategic Community Plan are:

- Is for a minimum of 10 years.
- States community vision, aspirations and objectives.
- Was developed or modified through engagement with the community and this is documented.
- Has regard to current and future resource capacity, demographic trends and strategic performance measurement.
- Is adopted or modifications to it are adopted, by an absolute majority of Council
- Notice has been given to the public when the plan is adopted (or modified).
- A strategic review of the plan has been scheduled for 2 years from when it is adopted.
- A full review of the plan has been scheduled for 4 years from when the plan is adopted.

The regulatory requirements for the Corporate Business Plan stipulate that it:

- Is for a minimum of 4 years.
- Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan.
- States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost.
- References resourcing considerations such as asset management plans, finances and workforce plans.
- Is adopted by Council by an absolute majority.
- Is reviewed annually, as it is the main ‘driver’ for the Annual Budget

### **Council Policy/Local Law Implications**

General assessment has not revealed any applicable Policies/Local Laws.

### **Budget/Financial Implications**

The LTFP provisions \$50,000 for the SCP review, however, no further provision is made.

A separate report to this month’s City Strategy Committee (*CEO Directorate Draft Budget Report*) seeks Council approval for the following allocations:

	<b>Current (\$)</b>	<b>Proposed (\$)</b>
Strategic Community Plan (SCP)	\$50,000	\$50,000 <i>Funded in the LTFP</i>
Corporate Business Plan (CBP)	Nil	\$30,000
Project Officer	Nil	\$40,000
<b>Total Budget</b>	<b>\$50,000</b>	<b>\$ 120,000</b>
<i>Total Additional Municipal Funds Proposed</i>		<i>\$ 70,000</i>

In addition, an ongoing program for service delivery review was also proposed earlier in the year. There is no specific allocation for this project and a nominal amount is requested to commence the first phase, as follows:

	<b>Current (\$)</b>	<b>Proposed (\$)</b>
Service Delivery Review	Nil	\$20,000
<b>Total Budget</b>	<b>Nil</b>	<b>\$ 20,000</b>
<i>Total Additional Municipal Funds Proposed</i>		<i>\$ 20,000</i>

It is proposed to fund the above through a reduction in the transfer to the future projects reserve.

### **Consultation**

This report is informed by:

1. Consultation with Councillors during the 2019/20 Budget Workshops
2. Meetings of the Management Executive.

## **BACKGROUND**

The City has a well-developed system of integrated planning to deliver the Council's strategic direction. This encompasses the following:

- Strategic Community Plan (SCP)
- Corporate Business Plan (CBP)
- Long Term Financial Plan (LTFP)
- Asset Management Plan (AMP)
- Workforce Plan (WFP)
- Informing Strategies

Every four years the City undertakes a major review of the SCP, taking into account changes in community sentiments, government policy, economic conditions, community profiles (population, aging etc) and land use planning. Council adopted the current Strategic Community Plan 2016 – 2031 in March 2016 (CS22/3/16) and subsequently completed the required two year review (minor) in 2018 (CS86/11/18). A major review of the SCP is due in 2020 and also coincides with the Local Government elections later this year.

## **DETAILS OF PROPOSAL**

The City continues to go through significant change and transformation, and it is apparent that Council wishes to undertake a major review of the City's SCP, LTFP and Corporate Business Plan sooner, rather than later.

Ordinarily, a major review of the SCP will occur as the precursor to a major review of the CBP and Informing Strategies. This being the case, a review of the CBP would normally be scheduled to occur in early 2020, through the normal planning cycle.

However, to provide sufficient time for Council to engage in strategic conversations regarding the City's medium and long term objectives, it is proposed to commence the CBP review in the latter half of 2019, in conjunction with the review of the SCP. This approach will enable Council to review the CBP progressively throughout FY20, rather than wait until the latter half of FY20 when the major review of the SCP is complete. This will also inform the next review of the LTFP and the FY21 budget.

The suggested approach will provide the opportunity to test and validate the priority actions with the Community. This is ideally suited where community planning and engagement has been ongoing, plans and strategies have been updated and Council does not envisage a major shift in the strategic direction (the themes and outcomes) of the City.

To facilitate a major review leading into the next annual planning cycle, the following critical tasks need to be undertaken, ideally over the next six months.

### Community Engagement

A review of the City's Strategic Community Plan is informed through a process of community engagement, which provides information on community's priorities. Community engagement has already commenced with a Social Priorities survey and recent Community Perceptions survey. Further activities are to occur over the next six months in accordance with a Community Engagement Strategy, the subject of a separate report next month.

Strategic Community Plan

The process and timeline for the development of a new Strategic Community Plan is outlined below:

Item	Action	Timeframe
1	SCP Process and Timeline endorsed by Council	June 2019
2	'Growing our Community' Community Engagement - Social Priorities Report to Council (Community Services)	July 2019
3	Community Engagement Plan endorsed by Council (City Strategy)	July 2019
4	Consultants / Project Officer appointed	August 2019
5	Review of current SCP, analysis of informing strategies, community engagement outcomes	August / September 2019
7	Initial Councillor Workshop <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Key information presented</li> <li>• Summaries of Community Engagements to date</li> <li>• Council Directions - Focus / Priority Areas</li> </ul>	14 <sup>th</sup> September 2019
8	Internal Workshops (Manex, Staff) <ul style="list-style-type: none"> <li>• Outcomes from Councillor Workshop discussed</li> <li>• Identification of Key Strategies/ Projects and outcomes to be considered</li> </ul>	September / October 2019
9	Business and Government Engagement	September / October 2019
10	Council Election	19 October 2019
11	Councillor Workshop 2 - Progress to date – Outcomes Vision / Mission Statement / Focus Areas	Monday 28 October 2019
12	Community Engagement – Testing Vision and Priorities	November / December 2019
13	Councillor Workshop 3 – Outcomes of Community Engagement – Draft SCP Presented; Council Meeting to endorse Draft SCP for comment.	February 2020
14	Draft SCP – Community, Business, Government Feedback	March 2020
15	Councillor Workshop 4 – Final SCP Draft	April 2020
16	SCP Adopted	May 2020

Critically, the first Councillor workshop is scheduled for September 2019. This is the launch pad for the Councillors strategic thinking and will dovetail into the Corporate Business Plan review. This will occur through conversations regarding priority projects, actions and objectives that work towards achieving the longer terms outcomes outlined in the SCP.

### Corporate Business Plan

Whilst it is inevitable that some of the strategies in the SCP will be revised, if the overarching strategic themes and objectives are sound, the CBP actions can align to those objectives. This is the rationale behind the concurrent approach, commencing in September 2019.

The CBP review will be facilitated over a six to eight month period, rolling into the next iteration of the LTFP and CBP. It aims to capture the sentiments of Councillors, ratify the priority actions with Council post October 2019 elections and validate with the community through the SCP major review process.

A specific program will be developed in the forthcoming months.

### Long Term Financial Plan

Councillors have been advised of the intent to review the LTFP underlying assumptions in FY20. Further enhancements are also planned to illustrate the City's financial sustainability and support decisions around services, investments, borrowings and funding policies.

This review is also proposed to commence in the first half of FY20 and roll into the next LTFP iteration.

### Associated Actions

To facilitate the CBP major review, a number of other actions need to be undertaken prior to or in conjunction with the LTFP/CBP review. These actions will significantly influence the LTFP and CBP and thus the options and opportunities available to Council. Specifically, the actions include:

- Completing the Waste Strategy (by December 2019);
- Prioritising the Armadale Strategic Metropolitan Centre Structure Plan projects (report due within four months);
- Progressing the concept planning for the City Centre Civic Precinct;
- Completing the business case for the City Depot renewal (within six months)
- Reviewing the Community Infrastructure Plan and specifically reviewing the • Forrestdale and Creyk community hubs;
- Reviewing and validating underlying assumptions of the LTFP;
- Collating base data for service reviews.

It is possible that all these activities can be undertaken during the first six months of FY20.

### Service Reviews

Given the continued pressure for value for money and 'delivering more with less', a more comprehensive and coordinated approach to service reviews was proposed earlier this year, leading to informed decision making that can be aligned with community needs and expectations. A program, which follows a best practice approach is to be developed and is considered the most effective means of meeting the expectations of Council.

It was suggested that work on the building blocks underpinning service delivery reviews could commence shortly and in particular, on the service delivery templates, which will assist with service evaluation. This addresses one of the specific requirements of the Council; to examine how services are delivered, frequency and quality, standards and levels of service etc.

In its simplest form, a best practice approach to service delivery reviews encompasses the following steps:

1. Establish the Building Blocks
2. Set up the Project
3. Gather Existing Information
4. Analyse Services
5. Engage Stakeholders
6. Implement Change

The first three steps are proposed to be undertaken within the short term.

There is capacity to initiate these steps through external resourcing and with some internal support. The time frame for completion will be within six months, culminating in a City Services Report, incorporating the templates and a presentation to Council.

This exercise will establish:

1. The ground work for further conversations around service delivery, levels of services and costs of service;
2. Having a consistent approach;
3. Ultimately Linking to the SCP and CBP, but not immediately
4. Linking to a performance measurement framework, but not immediately; and
5. A tool to improve and provide more effective communication of our services.

### **COMMENT**

The review program outlined above is ambitious, but achievable. However it will require additional resources to advance, in light of the other significant projects and actions occurring concurrently, which include:

- Implementation of Phase one of the new Corporate Business System, incorporating Financials, Assets, Human Resources and Supply Chain (procurement);
- Wungong DCP negotiations;
- MRA normalisation;
- Local Government Elections; and
- Supporting the new Council and CEO.

The LTFP provisions for a SCP major review, however at this point, Councillors are asked to consider setting aside additional funds in FY20.

### **OPTIONS**

Council has a range of options with regards to the scope and effort put into strategic planning, corporate business planning and service delivery planning.

Resourcing typically occurs through a combination of in-house expertise and external facilitation and support. The former bringing inherent knowledge of the organisation and of the Armadale community, and the later, the knowledge and skills gained through specialist experience and an outside perspective.

The options are broad and therefore range from \$0 to +\$200,000, using internal and/or external resources. Given the impetus of Council to substantially progress the planning process over the next six months, and the even greater importance of forward planning in a high growth area, it is recommended that the Council allocates sufficient resources to the project.

A funding amount of \$90,000 is sought in addition to the \$50,000 currently provisioned in the LTFP/Draft Budget.

## **CONCLUSION**

The Integrated Planning process, comprising Strategic Community and Corporate Business planning is one of the most important activities that Councillors undertake in their role.

It requires a clear vision, well-informed decisions regarding strategic priorities and clear measurements of objectives and outcomes.

If the processes is sufficiently resourced, robust and integrated, it will lead to Council achieving the community outcomes is desires.

## **RECOMMEND**

### **That Council:**

- 1. Notes the report on the major review of the Strategic Community Plan and the Corporate Business Plan and proposed program for the review of services.**
- 2. Notes that the *CEO Directorate Draft Budget Report* submitted to the City Strategy Committee includes a proposal for an allocation of an additional \$90,000 in the draft budget for the review of the Strategic Community Plan, Corporate Business Plan and Service Delivery Review.**

## **ATTACHMENTS**

There are no attachments for this report.

### **3.3 - WORKSHOP TO UPDATE MASTER PLANS (REFERRAL MATTER)**

---

At the Council meeting held on 27 May 2019, Cr Wielinga referred the following matter to the City Strategy Committee.

*That the matter of a Councillors workshop to update the Master Plans be referred to the City Strategy Committee.*

#### **Comment from Cr Wielinga**

It is time for the Councillors to review and adjust the Master Plans.

There should be a workshop organised for Councillors where the Community & Technical Officers provide a brief update/overview per Master Plan & then the Councillors have the opportunity to suggest changes where necessary to each individual plan. While some Master Plans are essentially nearing completion (Frye, Rushton, Bob Blackburne) or in budget for completion shortly (Cross & John Dunn), others have not begun (Skeet & Skeet), or had no plans (Karragullen), or are too far off the mark in time and concept (Gwynne & Springdale, Morgan & Creyk). It is therefore time for an interactive workshop to enable a Council led readjustment of the Master Plans prior to a formalised report to inform future budgets.

#### **Officer Comment**

It is suggested that an August workshop may be more appropriate for a review of the Master Plans as staff movements and planned leave in the Community Planning area will make it difficult to prepare effectively for a July workshop. Also, it is intended to brief Councillors at the August Community Services meeting on a revised Community Infrastructure Plan (CIP) prior to seeking endorsement of the CIP at a future meeting. The revised CIP contains all of the Master Plan key projects and so an August workshop would allow any revisions to the Master Plan projects to be reflected in a final CIP. The CIP is a comprehensive document that has been expanded from previous versions in that it covers a much broader range of community facilities and should provide a sound context for future Council decisions regarding community facilities including the Master Plan projects.

#### **RECOMMEND**

**That Council has a Master Plan Workshop in August 2019.**

#### **ATTACHMENTS**

There are no attachments for this report.

### ***3.4 - PARKS FACILITIES STRATEGY PARK IMPROVEMENT PLANS (REFERRAL MATTER)***

---

At the Council meeting held on 27 May 2019, Cr Wielinga referred the following matter to the City Strategy Committee.

*That the matter of advancement of the Parks Facilities Strategy Park Improvements Plans be referred to the City Strategy Committee.*

#### **Comment from Cr Wielinga**

The Parks Facilities Strategy presented in 2018 put forward a prioritised list of Park Improvement Plans based on objective scores for each park - marked for infrastructure quantity & quality. In some older areas of Armadale many parks scored low for quantity & quality and were prioritised for improvement works first. Due to perceived budget constraints at the time, the works plan was agreed to span two decades. It is suggested that the lowest assessed parks as listed in the Parks Facilities Strategy Park Improvement Plans be dealt with in the next 5 financial years.

A report is requested with recommendations for the advancement of these works, including any additional budget implications and the feasibility of completion of these projects ahead of schedule.

#### **Officer Comment**

The suggestion is supported. The suggested works can be accommodated in the work programmes for the design and implementation of the works, with the only limiting factor being the availability of funding. In order to accommodate the 45 top priority parks as detailed in the Parks Facility Strategy listed for completion by 2031/32, a funding programme of approximately \$2,750,000 would be required over a period of five years (with the first year having a lesser allocation to facilitate pre-works design completion). Should the budget requirements be feasible in the context of the LTFP, then a recommended series of park upgrades will be included in a report to CSC early in 2020 for consideration in the 2020/2021 budget and LTFP deliberations.

#### **RECOMMEND**

**That Council receive a report in early 2020 detailing the budget and delivery feasibility of advancing park upgrade works within the five year works programme commencing 2020/21, for consideration in the 2020/21 budget and LTFP deliberations**

#### **ATTACHMENTS**

There are no attachments for this report.