

1.4: CITY OF ALBANY STRATEGIC PLAN (2011-2021)

Land Description	: N/A
Proponent	: City of Albany
Owner	: N/A
Business Entity Name	: City of Albany
Attachments	: City of Albany Strategic Plan (2011-2021) Letter from A/Director General of the Department of Local Government (13 July 2011)
Councillor Workstation	: Integrated Planning and Reporting (<i>Framework and Guidelines</i>) issued by the Department of Local Government (October 2010)
Responsible Officer	: Chief Executive Officer

Maps and Diagrams:

Nil

IN BRIEF

- A review of the City of Albany's Strategic Plan has been undertaken using a range of community engagement processes.
- The Minister for Local Government and the Director General of the Department of Local Government have both received the draft City of Albany Strategic Plan and the Acting Director General congratulated the City on progress to date (refer letter attached)
- Council endorsement of the Strategic Plan is now sought before preparation of a Corporate Business Plan which will support implementation of the strategies and define performance measures.
- The Minister for Local Government is introducing new regulations later this year that will require all local governments in Western Australia to prepare strategic plans within a specified framework. Evidence of full compliance with the proposed regulations will be required to be submitted to the Department of Local Government by 30 June 2013. Accordingly, with this work completed the City is well placed to fully comply with the new regulations.

CEO:	RESPONSIBLE OFFICER:
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RECOMMENDATION

**ITEM 1.4: RESPONSIBLE OFFICER RECOMMENDATION
VOTING REQUIREMENT: ABSOLUTE MAJORITY**

THAT Council ENDORSE the 2011-2021 City of Albany Strategic Plan and commence the preparation of a Corporate Business Plan.

BACKGROUND

1. A review of the City of Albany's 2008 Strategic Plan (Albany Insight) was a commitment made by the Council in response to the Better Practice Review conducted by the Department of Local Government in July 2010.
2. In October 2010, the Department of Local Government issued a document titled "*Integrated Planning and Reporting*", which outlines proposed changes to regulations that will define a future statutory framework for the development of local government strategic plans.
3. The 2011-2021 City of Albany Strategic Plan has been prepared in accordance with the principles outlined in the Framework.

DISCUSSION

4. The Plan identifies five key focus areas, which provide a framework for future management of the City's projects, policies and activities over the ten year period (2011-2012) and will be reviewed at least every four years.

Key Focus Areas

1. Lifestyle and Environment
 2. Sustainability and Development
 3. Albany's Role as a Regional Hub
 4. Community Focussed Organisation
 5. Organisational Performance
5. Based on community engagement undertaken for the Strategic Plan and a review of existing functional (informing) strategies, a new Corporate Business Plan will also be developed for Council consideration. The Corporate Business Plan will include more specific information on future application of financial, human and physical assets and introduce performance measures associated with desired outcomes and work outputs.

GOVERNMENT CONSULTATION

6. A range of State and Australian Government agency representatives were consulted in the preparation of the document and are listed in Supplement 1 of the Strategic Plan (refer the Agenda attachments).
7. Supplement 2 of the Strategic Plan (refer the Agenda attachments) lists Government agency reports referred to as part of the environmental scan undertaken in preparing the Plan.

PUBLIC CONSULTATION / ENGAGEMENT

8. The Strategic Plan was prepared through a community engagement process undertaken in May and June 2011 and included:
- One-to-one meetings
 - Online surveys
 - Visitor intercept surveys
 - Online blog
 - Community forums
 - City of Albany staff forums
 - Elected member workshops
 - Calls for public submissions

Feedback included:

- 20 written submissions from the public
 - 67 online survey responses
 - 20 intercept survey responses
 - 11 community forums attended by around 135 people
 - 5 one-to-one consultations with key government, business and community leaders
9. There was a strong similarity between some of the strategic priorities identified in the 2011 round of consultations, with those identified from feedback received during the 2008 engagement process.

Examples of strategic issues reiterated by the community include:

- Create a more vibrant, active Central Business District
- Improve public transport options
- Provide better cycling and walking paths
- Maintain Albany's uniqueness and preserve its heritage
- Further develop the creative arts industry
- Increase renewable energy projects to power the City

STATUTORY IMPLICATIONS

10. Planning for the district is a statutory requirement under s5.56 (1) of the Local Government Act 1995. s5.56 (2) of the Local Government Act requires plans to be prepared in accordance with the Local Government (Administration) Regulations 1996.

Regulation 19C - Planning for the future — s. 5.56

(1) In this regulation and regulation 19D

plan for the future means a plan made under section 5.56.

(2) A local government is to make a plan for the future of its district in respect of the period specified in the plan (being at least 2 financial years).

(3) A plan for the future of a district is to set out the broad objectives of the local government for the period specified in the plan.

(4) A local government is to review its current plan for the future of its district every 2 years and may modify the plan, including extending the period the plan is made in respect of.

(5) A council is to consider a plan, or modifications, submitted to it and is to determine* whether or not to adopt the plan, or the modifications, as is relevant.

**Absolute majority required.*

(6) If a plan, or modified plan, is adopted by the council then the plan or modified plan is to apply to the district for the period of time specified in the plan.

(7) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a plan for the future of the district, and when preparing any modifications of a plan.

(8) A plan for the future of a district is to contain a description of the involvement by the electors and ratepayers in the development of the plan, and any modifications of the plan.

(9) A local government is to ensure that a plan for the future made in accordance with this regulation applies in respect of each financial year after the financial year ending 30 June 2006.

11. The Local Government (Administration) Regulations 1996 - **Reg 19d** refers

Regulation 19D - Notice of plan to be given

(1) After a plan for the future, or modifications to a plan, are adopted under regulation 19C the local government is to give local public notice in accordance with subsection (2).

(2) The local public notice is to contain —

(a) that—

(i) a plan for the future of the district has been adopted by the council and is to apply to the district for the period specified in the plan; and

(ii) details of where and when the plan may be inspected;

or

(b) where a plan for the future of the district has been modified:

(i) notification that the modifications to the plan have been adopted by the council and the plan as modified is to apply to the district for a the period specified in the plan; and

(ii) details of where and when the modified plan may be inspected.

12. New regulations are expected to be gazetted and come into effect in the second half of 2011. The regulations will refer to the guidelines prepared by the Department of Local Government titled *“Integrated Planning and Reporting Framework”* issued in October 2010 (copies are available in the Councillor workstation). Full compliance with the new regulations will be required by 30 June 2013 and will include the following requirements:

Strategic Community Plan

- Minimum 10 year timeframe
- States community and local government aspirations, vision and objectives
- Developed with community input
- Minor review by Council every 2 years
- Major review by Council with renewed visioning every 4 years
- Adopted or modified through an absolute majority of Council

Corporate Business Plan

- 4 year plan
- Plan identifies and prioritises the principal strategies and activities Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan
- Details 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 assets and workforce
- Reviewed annually by Council
- Adopted or modified by a simple majority of Council

Reporting

- Notice given to public when a plan for the future has been adopted or modified
- Local Government flags in its Annual Report any changes to its Corporate Business Plan (that occur during an internal review), which are subsequently not incorporated into its Strategic Community Plan and visa versa

STRATEGIC IMPLICATIONS

13. The existing strategic plan "*Albany Insight ~ Beyond 2020*" was adopted by Council on 15 July 2008 and has been reviewed in the preparation of this plan.
14. A document titled "*Albany Community Vision*" was prepared in 2008 as a community initiative in cultural planning and was endorsed by Council in April 2008. This document has been referred in the preparation of the Strategic Plan.
15. Both the Strategic Plan and the Corporate Business Plan (once completed) will be used as future references for the "Strategic Implications" section of Council Agenda.

POLICY IMPLICATIONS

16. The adoption of a new Strategic Plan and the development of a Corporate Business Plan may necessitate a review of many of the City's existing policies and strategies.

RISK IDENTIFICATION & MITIGATION

Risk	Likelihood	Consequence	Risk Analysis	Mitigation
2011-2012 Strategic Plan is not endorsed by Council	Possible	High	Extreme	Respond to Council concerns in a timely manner and consider issues through a Councillor workshop and resubmit for endorsement at a future meeting

FINANCIAL IMPLICATIONS

17. The cost of preparing the Strategic Plan was minimised by using internal staff resources for consultation (Community Development Team) and project management (Manager Economic Development). Financial resources used for community engagement, training by LGMA, advertising and survey internet services amounted to \$2,179.
18. The preparation of the Corporate Business Plan will be prepared in-house by staff and will guide the future allocation of the City's financial resources through long term financial planning and annual budgeting. A requirement to report new financial ratio's will be a requirement in proposed regulations to be gazetted later in 2011.

LEGAL IMPLICATIONS

19. There are no legal implications associated with this item.

ALTERNATE OPTIONS

20. Endorse the Strategic Plan as submitted
This option will enable the commencement of a Corporate Business Plan, which will provide a systematic approach to asset, financial and workforce planning in accordance with community priorities and within a framework specified by the Department of Local Government.
21. Endorse the Strategic Plan with amendments
This is an option, should Council consider the Plan needs to include alternative key focus areas, priorities and strategies.
22. Not endorse the Strategic Plan
This is an option, should Council not be satisfied with the feedback received from the community engagement process.

SUMMARY CONCLUSION

23. The preparation of a revised strategic plan that involves contemporary community engagement practices was a recommendation of the Better Practice Review conducted by the Department of Local Government in 2010.
24. A ten year Strategic Plan for the period 2011-2021 has been prepared by engaging the community and is developed within a new framework and guidelines released by the Department of Local Government in October 2010. New regulations to be gazetted later this year will require all WA local governments to prepare strategic plans within the new framework and to be fully compliant by 30 June 2013.

25. Once the Plan is endorsed by Council, a Corporate Business Plan will be prepared, which will drive the operations of the City of Albany and its resourcing capabilities (assets, financing and workforce).

Consulted References	Integrated Planning and Reporting (<i>Framework and Guidelines</i>) issued by the Department of Local Government (October 2010). Available at www.integratedplanning.dlg.wa.gov.au
File Number (Name of Ward)	CM.PLA.11
Previous Reference	OCM 15/07/08 - Item 14.5.1