

GLOSSARY OF TERMS

Budget / Annual Budget	A statutory requirement outlining the financial estimates to deliver the Corporate Business Plan.
Community	A group of people living in the same locality and under the same government. Can be extended to include those who visit, work or recreate within the locality.
Community Planning	A process for involving community members in identifying key issues and priorities for the given locality.
Corporate Business Plan	A local government's internal business planning tool that translates Council priorities into operations within the resources available. In its entirety, it details the services, operations and projects a local government will deliver over a defined period, the processes for delivering these and the associated cost. The Corporate Business Plan may be comprised of Corporate Business Plan Priorities and team operational, technical delivery and financial plans. It is often only the Corporate Business Plan Priorities that are endorsed by Council and publicised to the community.
Corporate Business Plan Priorities	The summarised articulation of a local government's operations for a defined period of time. It identifies and summarises the services, projects and operations that the local government will seek to deliver and how much they will cost.
Informing Strategies	Interconnected local government plans or strategies that support, and are driven by, the development of integrated planning elements. These may include resource specific plans such as asset management plans and workforce plans or may be issue specific such as community safety strategies or active aging strategies.
Land Use Planning	Planning control mechanism to govern the way land is used.
Local Area Planning/ Place Planning	A proactive and localised community planning process.
Local Government Administration / Administration	The group of individuals employed by a local government, headed by a Chief Executive Officer (CEO), and responsible for managing the local government to achieve the direction set by the Council.
Reporting	Relaying information about how a local government has performed against what it said it would deliver.
Resourcing	The level of resources that a local government can afford in order to meet objectives – including assets, time, cost and people.
Strategic Community Plan Activation	The process by which short, medium and long term community aspirations are used to inform local government operations. This is achieved through a process of Council setting (4-5 years) priorities and direction and the local government administration actualising this through the delivery of operational plans.
Strategic Community Plan	The strategy and planning document that reflects the longer term (10+ year) community and local government aspirations and priorities.
Vision	Describes the desired future state of a community or local government.

INTEGRATED PLANNING FRAMEWORK

A short guide to
strategic planning
by local governments



Government of Western Australia
Department of Local Government

Adopting integrated strategic planning is potentially the most important performance improvement initiative available to local governments through the Local Government Reform Program.

For more information on the Integrated Planning and Reporting Guidelines
please contact the Department of Local Government.

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INTRODUCTION

The Integrated Planning and Reporting Framework and Guidelines are being introduced in Western Australia as part of the State Government's Local Government Reform Program initiated by Local Government Minister Hon John Castrilli MLA.

The Local Government Reform Steering Committee noted that while there are examples of good organisational planning in the local government sector, the sector overall is not strong in having:

- Strategic planning systems that deliver accountable and measurable linkages between community aspirations, financial capacity and practical service delivery.
- Financial planning systems that accurately demonstrate a local government's capacity to deliver services and manage assets that can sustain their communities into the future.
- Effective asset management systems with the rigour of process and integrity of data to accurately reflect true asset management costs.

The Integrated Planning Framework directly addresses these concerns by providing a process to:

- Ensure community input is explicitly and reliably generated.
- Provide the capacity for location specific planning where appropriate.
- Inform the long term objectives of the local government with these inputs.
- Identify the resourcing required to deliver against the long term objectives.
- Clearly articulate long term financial implications and strategies.

An integrated strategic planning approach will enable more effective delivery of the local government's strategic intentions.

Importantly the process requires annual reporting to the community on achievements/outcomes and the need for any variation as circumstances change. The community will want the opportunity to provide comment.

Under the Act

All local governments are currently required to produce a plan for the future under 55.56 (1) of the *Local Government Act 1995* (the Act). It is intended that regulations will be made under 55.56(2) of the Act to briefly outline the minimum requirements to achieve this.

This framework is intended to meet the intentions of changes to the Act and guide local governments to a successful integrated strategic planning process. At its most simple, this will deliver the following outcomes:

- A long term strategic plan that clearly links the community's aspirations with the Council's vision and long term strategy.
- A corporate business plan that integrates resourcing plans and specific Council plans with the strategic plan.
- A clearly stated vision for the future viability of the local government area.

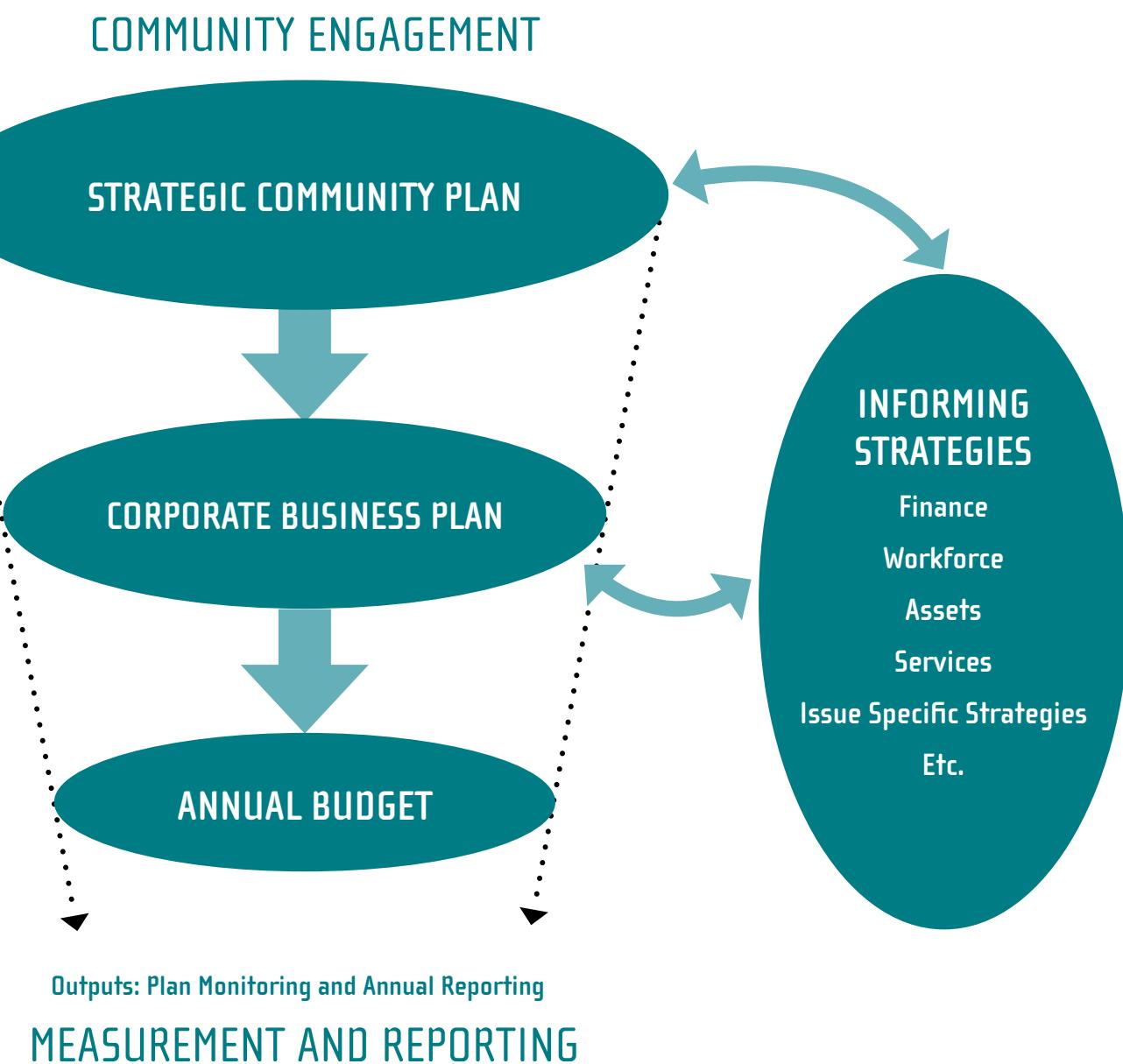
The Framework does not intend to require a single methodology to be applied by local governments. The Framework is supported by Integrated Planning and Reporting Guidelines. The Guidelines outline how to fully develop each component of the Framework and explain its purpose, how it is developed and the roles of community, Council and local government administration.

WHO WILL BE INVOLVED?

There are three major parties to the development of an integrated strategic plan:

1. The community – participates in a community planning process to determine major vision or intended big picture directions and also participates in regular reviews of those directions.
2. The Council – signs off the Strategic Community Plan resulting from the community planning process, the four year reviews updating that plan, and the annual budget.
3. The local government administration – supports delivery of the Strategic Community Plan, the four-yearly reviews, and annual budget through its corporate business planning.

Elements of the Integrated Planning Framework



THE GUIDELINES

The Guidelines outline how to fully develop each component of the Framework and explains its purpose, and the roles of community, Council and local government administration. Each section contains a summary table.

The Guidelines address two key local government planning processes:

- Strategic Community Planning – Resulting in a 10+ year Strategic Community Plan informed by community aspirations.
- Corporate Business Planning – Resulting in an ongoing and integrated Corporate Business Plan that activates Strategic Community Plan priorities. The Corporate Business Plan incorporates four to five year priorities set by Council and a ten year rolling financial plan. Annual reviews drive the operations of the local government within its resourcing capabilities.

Note: Annual Budgets that are aligned with strategic objectives result from these planning processes.

The **Strategic Community Plan** responds to three questions put to the community and the local government:

- Where are we now?
- Where do we want to be?
- How do we get there?

The plan prioritises community aspirations giving consideration to:

- Social objectives.
- Economic objectives.
- Environmental objectives.
- Factors such as changing demographics and land use.

The **Corporate Business Plan** activates the Strategic Community Plan by responding to:

- Council's distillation and prioritisation of the community's short, medium and long term aspirations.
- Existing operational plans, priorities and external factors impacting on resourcing.
- The assessment and integration of services and business area plans.

The process through which the Corporate Business Plan is developed incorporates:

- Activating the Strategic Community Plan.
- Operations Planning - including:
 - Asset Management.
 - Financial Management.
 - Workforce Management.
- Annual reviews and reprioritisation of the Corporate Business Plan on the basis of:
 - Internal issues and performance.
 - External issues impacting in the near future.

The **Reporting Process** allows the local government to inform the community and statutory bodies on its progress in delivering services, projects and other operations to meet the community's short term, medium term and long term aspirations.