

Strategic Plan Review

Committee Workshop
18 April 2023



Workshop Purpose & Content

Workshop Purpose

1. Outline the draft Strategic Plan Review project plan, deliverables and timeframes
2. Demonstrate the delivery of the Strategic Plan Review and how this will inform future Business Plan and Budgets
3. Provide example outputs for Elected Member consideration
4. Seek preliminary feedback from Elected Members about the approach and aspects of developing the Strategic Plan

Workshop Content

1. Purpose of a Strategic Plan
2. The Strategic Management Framework
3. Content & Structure of a Strategic Plan
4. Facilitating Development of the Strategic Plan
5. Proposed Timeline

Key Question

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What feedback would Members like to share at this early stage of Strategic Plan development?

Purpose of a Strategic Plan

Council's Strategic Plan is one of the key documents of Council's Strategic Management Plans as required by the Local Government Act 1999.

The Strategic Plan provides a clear position on the direction that Council will prioritise for the community for at least the next 4 years.

A Strategic Plan enables Council to transparently:

1. Set a long term vision which takes note of emerging opportunities, issues and risks
2. Communicate its vision and focus to the community
3. Establish objectives, targets, measures and outcomes to be achieved
4. Create a framework to ensure the organisation delivers the plan
5. Regularly monitor, report and refine the delivery of the vision

The application of the Strategic Plan enables Council to effect change and future proof the community, city and organisation

A Strategic Plan can include measures of performance against commitments, then set adjustments based on various risks and opportunities

Local Government Act 1999

Chapter 8 – Administrative and Financial
Accountability

Section 122 requires:

- (1) A council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the **strategic management plans**, which articulates:
 - How Council will work with and relate its objectives to other Councils, State and Federal Governments
 - How council will give consideration to, plan for and deliver on regional, state and national objectives relating to services relevant to the economic, social, physical and environmental development and management of its area

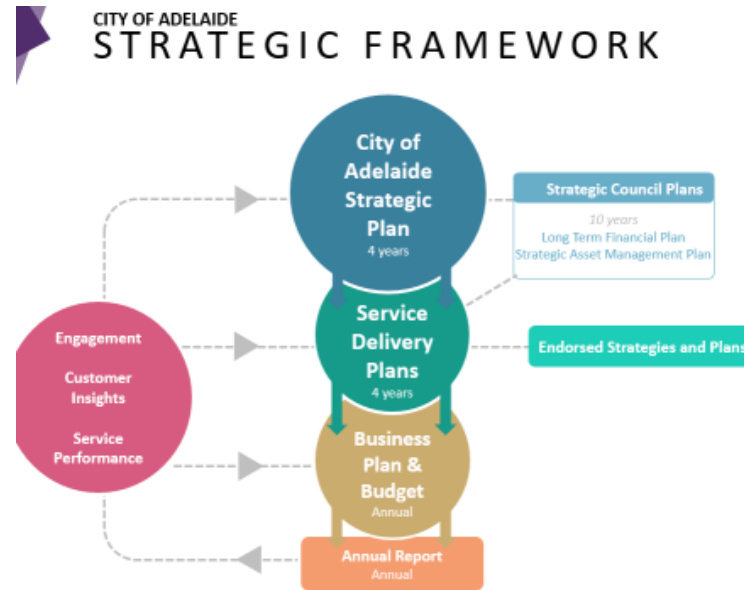
Strategic Management Framework – A Related Deliverable

Strategic Management Framework

To meet legislative requirements, alongside the Strategic Plan review, the City of Adelaide has commenced the review of its Strategic Management Framework. This includes our approach to the:

- Long Term Financial Plan
- Asset Management Plans
- Service Delivery and Program Plans
- Business Plan and Budget
- Performance Assessment and Reporting
- Research and Insights
- Engagement and consultation
- Endorsed Strategies, Plans and Policies

Current State



Future State

1. A revised **Strategic Management Framework** that integrates existing strategic documents and provides greater rigour for line of sight from strategic direction through to operational practice, including embedding strategy into service provision with clear monitoring and performance reporting.
2. A revised **Strategic Plan** which meets statutory requirements and provides improved direction on strategies priorities and measuring success, including streamlining and integrating plans.
3. A new **City Plan** which is in development to inform future spatial outcomes of the city.
4. A new **Corporate Plan** is proposed to support the CEO in steering Administration to deliver on Council's Strategic Plan.

Content of a Strategic Plan

The structure of a Strategic Plan will traditionally include:

(Note the concepts can be labelled differently depending on Council preference)

- **Message from the Lord Mayor**
- **Description of the City, demographics and characteristics**
- **Legislative requirements and Councils Strategic Management Framework**
- **Vision Statement** – brief description of the long term goal, aspirational in nature based on achievable deliverables
- **Outcomes, Themes and/or Statements** – the descriptor of what will be focused on to create community benefit, achievement or change in the knowledge, attitudes, skills or behaviours we expect to achieve the vision statement. They should be measurable and realistic/achievable.
- **Indicators of Success** – the narrative or descriptions (qualitative) of how we will know we have achieved the intention of the outcome and vision statement.
- **Targets** – what is the measure which we will work towards to know we have achieved – usually expressed as a number. Should be smart, measurable, achievable, realistic and time bound.
- **Measures** (including baseline data) – the quantitative method used to track and determine success or indicate if we have achieved the intention of the outcome and vision statements.
- **Monitoring, review and reporting cycles and actions**
- Other inclusions as required by Council (for example, corporate priorities, values, specific key projects, methods of delivery etc)



ADELAIDE

Facilitating Development of the Strategic Plan

Members will be guided through the process of developing the Strategic Plan in a number of ways:

'State of the City' Report & Workshops

Members will be provided with data and reports to provide a thorough understanding of the current & future state of the city. The State of the City reports will enable Council to understand how the city is currently tracking and provide scenarios to demonstrate how the city will evolve over time based on data. This will enable a foundation for evidenced-based decision-making on the vision and focus areas for the Plan and will include:

- City demographics, data, research and insights
- Projections and related external plans
- External scans of environment from a number of themes and perspectives

There are a number of considerations and complexities that are unique to being a Capital City Council, including balancing multiple objectives to reflect state and federal plans. These will feature as part of this review.

Multiple Community Consultation and Engagement activities

Two distinct engagement periods are proposed for the development of this Strategic Plan:

- Initial engagement to obtain broad community input, which will inform the development of the Plan
- Once a draft Strategic Plan is developed, a second, more targeted engagement exercise will seek community feedback on the proposal

A number of engagement methods to drive participation will be included in each phase

Facilitated workshops with Members

To deliver a Strategic Plan before the next Business Plan & Budget cycle, a number of workshops and discussions need to be facilitated. It is expected some will need to be outside the standard Committee/Council meeting cycle.

Administration will use these discussions to gather thoughts and develop draft Plans to submit to Members for feedback and review in an iterative process

Proposed Project Timeline

Based on an intent to adopt a Strategic Plan prior to the next Annual Business Plan & Budget process

November/December/ January/February	March	April	June	July	August	August	September	October	November
Strategic Management Framework	Finances, Services, & Assets Discussion	Proposed Project Approach and Preliminary structure	State of the City data and presentation	Vision and Preliminary Themes Engagement with Community	Refining Strategic Plan and impact on Strategic Management Framework	ADOPT Pre Engagement Feedback	ADOPT Draft for Community engagement	ADOPT Community Engagement Feedback	ADOPT Final Document
30 Nov, 24 Jan, 7 and 20 Feb	4 March	18 April	20 and 27 June	11 and 18 July Engage 14 July -11 Aug	15 and 22 August	22 August	12 September Engage 15 Sept-13 Oct	24 Oct or 7 Nov	22 November
Elected Member Portal, Training and Workshops	Elected Member Portal, Training and Workshops	Elected Member Portal, Training and Workshops	Elected Member Portal Committee Workshop/ Council Decision	Elected Member Portal Committee Workshop and Council Decision	Committee / Council Decision	Committee / Council Decision	Council Decision	Council Decision	Committee / Council
Workshops Focus	Workshop Focus	Workshop Focus	Workshop Focus	Workshop Focus	Workshop Focus	Meeting Focus	Workshop Focus	Meeting Focus	Meeting Focus
Introduction to: • Strategy, Finance and Assets • Strategic Plan and Services • Strategic Management Framework • Research and Engagement	Introduction to: • Services and Program Plans • Asset Management Plans and Capital projects • Budgets, revenue, borrowings and debt • Long Term Financial Plans	Provision of the proposed Strategic Plan project approach and timelines Community Engagement discussion <i>*Administration will continue with Project delivery in May</i>	Administration to present data, insights and analysis on the city that will support planning for strategic outcomes. Early discussion on key themes/focus areas <i>*Likely to require out of session workshop</i>	Vision & theme development discussions Endorsement of initial community engagement approach <i>*Likely to require out of session workshop</i>	Refine Vision and Themes Discuss Key Actions or Measures Endorse structure for the Strategic Plan and seek input including measures and review. Council feedback on: service, program, finance and asset impact of strategic plan <i>*Likely to require out of session workshop</i>	Consider community feedback and analysis Adopt engagement feedback and consider how this impacts Strategic Plan	Further refine the Vision, Themes, Key Actions and Measures as a result of feedback Endorse the Draft Strategic Plan for Community Consultation from 15 September to 13 October <i>*Likely to require out of session workshops</i>	Consider community feedback and analysis Adopt engagement feedback and consider how this may impact the formation of the Strategic Plan Discuss the impact of proposed changes to Strategic Plan Draft based on community feedback	Council feedback and endorsement of the Final Draft Strategic Plan

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Next Steps

- Incorporate Committee Workshop feedback into project planning and timeline
- Develop inputs for 'State of the City' data analysis and workshops
- Continue progressing related projects while being mindful of the Strategic Plan project timeframes, such as the Business Plan & Budget, Long Term Financial Plan, City Plan & policy reviews