



Premier & Cabinet
Division of Local Government

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ASSET MANAGEMENT

COMMUNITY ENGAGEMENT
STRATEGY

Our Reference:

A266025

Your Reference:

2011/2015

Contact:

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DELIVERY PROGRAM

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MANAGEMENT PLANS

Mr Michael Rayner
General Manager
Tweed Shire Council
PO Box 816
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TWEED SHIRE COUNCIL	
FILE No:	COMMUNITY STRATEGIC PLAN
DOC. No:	
REC'D:	12 APR 2012
ASSIGNED TO:	RAYNER, M.
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Mike

Dear Mr Rayner

I write in regards to Council's commencement under the Integrated Planning and Reporting legislation as a Group 2 council.

Council's suite of planning documents was reviewed as part of the Division's commitment to supporting councils to implement the Integrated Planning and Reporting framework. The review sought to identify how the intent of the Integrated Planning and Reporting framework has been applied in Council's plans and the extent to which the different elements of the framework were integrated.

I would like to acknowledge Council's significant effort in transitioning to the framework. The Division recognises that Integrated Planning and Reporting is an iterative process that involves considerable effort. Council's effort in this regard is reflected in the planning process undertaken and in the plans themselves.

Attached is a summary of the findings from the Division's review. I trust that Council will find this feedback useful, and will use this information to inform future reviews of these planning documents.

If you have any further questions relating to the integrated Planning and Reporting framework, please contact the Division on telephone 02 4428 4220 or by email to ipr@dlg.nsw.gov.au.

Yours sincerely

Ross Woodward 4/4/12

Ross Woodward
Chief Executive, Local Government
A Division of the Department of Premier and Cabinet

Summary of the review of Council's Integrated Planning and Reporting documentation

Tweed Shire Council

Council has met all of the legislative requirements in an exemplary way. Council's suite of documents effectively reflects the intent of the Integrated Planning and Reporting framework.

Community Strategic Plan

- The Community Strategic Plan is a high quality, better practice document
- The Community Strategic Plan is simply presented with clear community indicators identified to demonstrate achievement of objectives over time
- The Plan identifies key partners for the achievement of specific strategies
- It is clear how State and regional planning, as well as previous Council planning, has informed the development of the Community Strategic Plan
- The quadruple bottom line is well reflected across the document
- The Community Strategic Plan clearly identifies the community's priorities, and Council's response to these
- The Community Strategic Plan identifies the community's relationship to surrounding areas and how these relationships will be managed, including across State borders. Regional issues are appropriately addressed by the Plan.

Community Engagement Strategy

- Council's Community Engagement Strategy was not able to be found on its website
- The outcomes of community engagement are evident throughout the suite of documents
- Multiple methods of engagement were utilised during the development of the Community Strategic Plan
- Social justice principles are evident, and hard-to-reach groups were engaged in the process.

Resourcing Strategy – overall comments

- The Resourcing Strategy is presented as a single high-level document. The detailed actions arising from this strategy are articulated in the Delivery Program.

Workforce Management Plan

- The Workforce Management Plan extensively identifies key workforce issues for Council, and the strategies to address these are outlined in the Delivery Program
- Future workforce needs are identified, and are appropriately addressed.

Asset Management Planning

- Council has an Asset Management Policy and Strategy, and Asset Management Plans for each class of assets
- The Asset Management Strategy includes appropriate financial information, making clear the links to Council's long-term financial planning.

Long-Term Financial Plan

- A Long-Term Financial Plan is included in the Resourcing Strategy
- The sensitivity analysis would be enhanced with the inclusion of factors which will impact on the Plan
- Council recognises that its financial strategy and financial planning needs to be further tested and developed. Council has a framework in place to enable this to be done.

Delivery Program and Operational Plan

- Council has presented its Delivery Program and Operational Plan as a single document
- The Delivery Program meets all the requirements of the legislation
- It is noted that Council's Integrated Planning and Reporting webpage includes a quarterly reporting link, which reports publicly to the community on progress against achieving the Delivery Program
- The Delivery Program and Operational Plan are easy to read and understand
- The document links well to the other plans in the suite of Integrated Planning and Reporting documents
- The Operational Plan includes all legislative requirements
- Operational Plan actions for the year are clearly identified
- The Operational Plan is an example of better practice.

Overall integration of plans

- All plans in the suite of documents link well to each other
- Council's suite of documents achieve integration as intended by the Integrated Planning and Reporting framework.

Summary of strengths

- Council's plans are well presented, concise and easy to read
- The documents are an example of good practice
- The documents include all required components, without unnecessary detail, making for effective and efficient delivery of information
- The documents are appropriately pitched to the community, and it is clear how Council intends to be accountable for its delivery of the plans to the community.

Summary of areas for further development

- It is suggested that Council publish its Community Engagement Strategy on the Integrated Planning and Reporting page of its website

- Council should progress the work to identify the shortfall in funding for assets and include this in the relevant plans
- Council should further develop the sensitivity analysis in the Long-Term Financial Plan.