

5.5.3 2017/18 Strategic Priorities and Call for Community Budget Submissions

Ward:	Both	Date:	24 February 2017
Precinct:	All	File Ref:	-
Attachments:	1 – Proposed approach for progressing Strategic Priorities, Community Budget Submissions and Corporate Business Plan 2 – Proposed 2017/18 Strategic Priorities		
Tabled Items:	Nil		
Reporting Officer:	Len Kosova, Chief Executive Officer		
Responsible Officer:	Len Kosova, Chief Executive Officer		

OFFICER RECOMMENDATION:

That Council:

- ADOPTS the Strategic Priorities for 2017/18 included as Attachment 2 to guide Council’s focus during 2017/18 and to inform considerations for the 2017/18 Draft Annual Budget; and**
- INVITES public submissions from the community aligned to the Strategic Priorities, for consideration in the development of the 2017/18 Draft Annual Budget in-lieu of advertising a Draft Budget for comment.**

PURPOSE OF REPORT:

To consider adopting new Strategic Priorities for 2017/18 and inviting community budget submissions on the same.

BACKGROUND:

Council at its meeting on 7 February 2017 considered a report on Administration’s progress against Council’s 2016/17 Strategic Priorities, which were adopted at the Special Council Meeting on 19 April 2016. At its 7 February meeting, Council also endorsed Administration’s proposed approach (included as **Attachment 1**) for determining Strategic Priorities for 2017/18; reviewing the City’s progress against the Corporate Business Plan (2016/17 – 2019/20) (CBP); inviting community budget submissions for 2017/18; and conducting the first annual review of the CBP.

Council’s 2016/17 priorities identify 10 strategic focus areas with a total of 37 specific projects/initiatives listed under the various focus areas. The strategic priorities were adopted by Council to provide clear strategic focus, context and direction for the City’s budgeting and forward planning for the 2016/17 financial year and in recognition of:

- The currency, adequacy and perceived misalignment of the then Corporate Business Plan (CBP) and current Strategic Community Plan (SCP) with Council’s more contemporary aspirations and objectives;
- The need to review and revise the CBP to better coordinate, direct and align Administration’s work efforts and attention with Council’s strategic focus;
- To inform budget considerations and focus areas in 2016/17; and
- The need to initiative a formal review and replacement of the current SCP in the 2016/17 financial year.

The resultant need for Strategic Priorities still remains and it is therefore necessary for Council to again consider adopting new Strategic Priorities for 2017/18, to carry the City through the new financial year to adoption and implementation of a new SCP.

Following their adoption in April 2016, Council's adopted Strategic Priorities were used to inform and direct the review and revision of the CBP, with each of the 10 strategic priorities specifically reflected in the new CBP (2016/17 – 2019/20). The Strategic Priorities also formed the basis for inviting community budget submissions during development of the 2016/17 Draft Budget.

This approach was taken in lieu of the City's previous practice of advertising its Draft Annual Budget for public comment, and as a means of attracting earlier and more meaningful community submissions aligned to the Strategic Priorities, which could then be used to inform the drafting of the new Budget, rather than reacting to an already drafted budget.

The invitation for community budget submissions was well-received by the community in 2016 – generating over 50 submissions relating to more than 30 proposals, with most being agreed by Council and incorporated in the adopted 2016/17 Budget and/or new CBP.

The community budget submissions were considered at the Council meeting on 26 July 2016 (Item 9.5.2), at which meeting Council also adopted the 2016/17 Budget (Item 9.3.4) and CBP (Item 9.5.1).

DETAILS:

Council Members and Administration have individually and collectively reviewed the 2016/17 Strategic Priorities and developed new Strategic Priorities for 2017/18, which are included as **Attachment 2**.

The 2017/18 Strategic Priorities reflect eight key focus areas for the year ahead, framed by a strategic vision statement that outlines Council's position on each focus area. Notably and deliberately, the 2017/18 Strategic Priorities do not include specific projects/initiatives under each key focus area (as in 2016/17), in order to:

- Allow greater flexibility for the community to provide budget submissions aligned to the higher-order strategic priorities, without needing to respond or react to pre-defined projects;
- Provide Council Members and Administration with greater opportunity to consider specific projects that could contribute to achieving the strategic priorities, particularly in light of community budget submissions and the pending status of various projects from the 2016/17 Strategic Priorities and CBP;
- Ensure that setting of specific actions/projects under each of the eight key focus areas follows rather than precedes Council's consideration of community budget submissions and preliminary deliberations on the Draft 2017/18 Budget; and
- Incorporate specific actions/projects under each of the eight key focus areas in a revised CBP as clear and measurable performance outcomes. This will create a more integrated strategic planning framework by making the CBP the City's 'single source' document for strategic direction (pending a new SCP) and will address the current situation of Strategic Priorities pre-dating and needing to be treated separately from the CBP but still read in conjunction with the CBP.

The proposed 2017/18 2016/17 Strategic Priorities address the following eight key strategic focus areas:

- More Inviting Green & Open Spaces
 - Improving Community Connection & Inclusion
 - Meaningful & Smarter Community Engagement
 - Best Practice Transparency, Accountability & Financial Management
 - A Better Customer Experience
 - Thriving & Creative Town Centres
 - Supporting Liveable Neighbourhoods
 - A Sustainable City
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CONSULTATION/ADVERTISING:

The 2017/18 Council Priorities will be used as the basis for inviting community budget submissions on the forthcoming draft budget, in accordance with the timeframes set out in **Attachment 1**.

LEGAL/POLICY:

Section 5.56 of the *Local Government Act 1995* (the Act) requires local governments to 'plan for the future'. Part 5, Division 3 of the *Local Government (Administration) Regulations 1996* (the Regulations) prescribes specific requirements in respect to the content and review requirements for each of the strategic documents required as part of the Plan for the Future.

The 2016/17 strategic priorities have been incorporated into the current CBP and were adopted to provide an interim focus pending finalisation of a fully integrated and community-driven SCP, in accordance with the relevant provisions of the Act and Regulations.

The City is working towards adoption of an entirely new SCP by the end of the 2017 calendar year and, as such, it will no longer be necessary to determine stand-alone annual strategic priorities beyond those now proposed for the 2017/18 financial year, as the City's annual budgeting and work focus will then be directly informed by a new community-led SCP and fully integrated planning and reporting framework by 2018/19.

RISK MANAGEMENT IMPLICATIONS:

Low: The adoption of Strategic Priorities for 2017/18 will provide valuable leadership and direction setting for the City in 2017/18 and provide a more coordinated planning and project delivery focus than might otherwise be the case in their absence.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's Strategic Plan 2013-2023:

"4.1 Provide good strategic decision-making, governance, leadership and professional management;" and in particular;

4.1.2 Manage the organisation in a responsible, efficient and accountable manner;".

SUSTAINABILITY IMPLICATIONS:

The proposed 2017/18 Strategic Priorities address the full breadth of sustainability considerations (financial, environmental, social and governance).

FINANCIAL/BUDGET IMPLICATIONS:

The 2017/18 Strategic Priorities will form the basis for inviting submissions from the community on the 2017/18 Draft Budget.

COMMENTS:

It is recommended that Council adopts the proposed 2017/18 Strategic Priorities and invites public submissions from the community aligned to the Strategic Priorities, for consideration in the development of the 2017/18 Draft Annual Budget in-lieu of advertising a Draft Budget for comment
