



Planning,
Industry &
Environment

Office of Local Government Integrated Planning & Reporting

INFORMATION WEBINAR



Office of Local
Government



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INTEGRATED PLANNING & REPORTING



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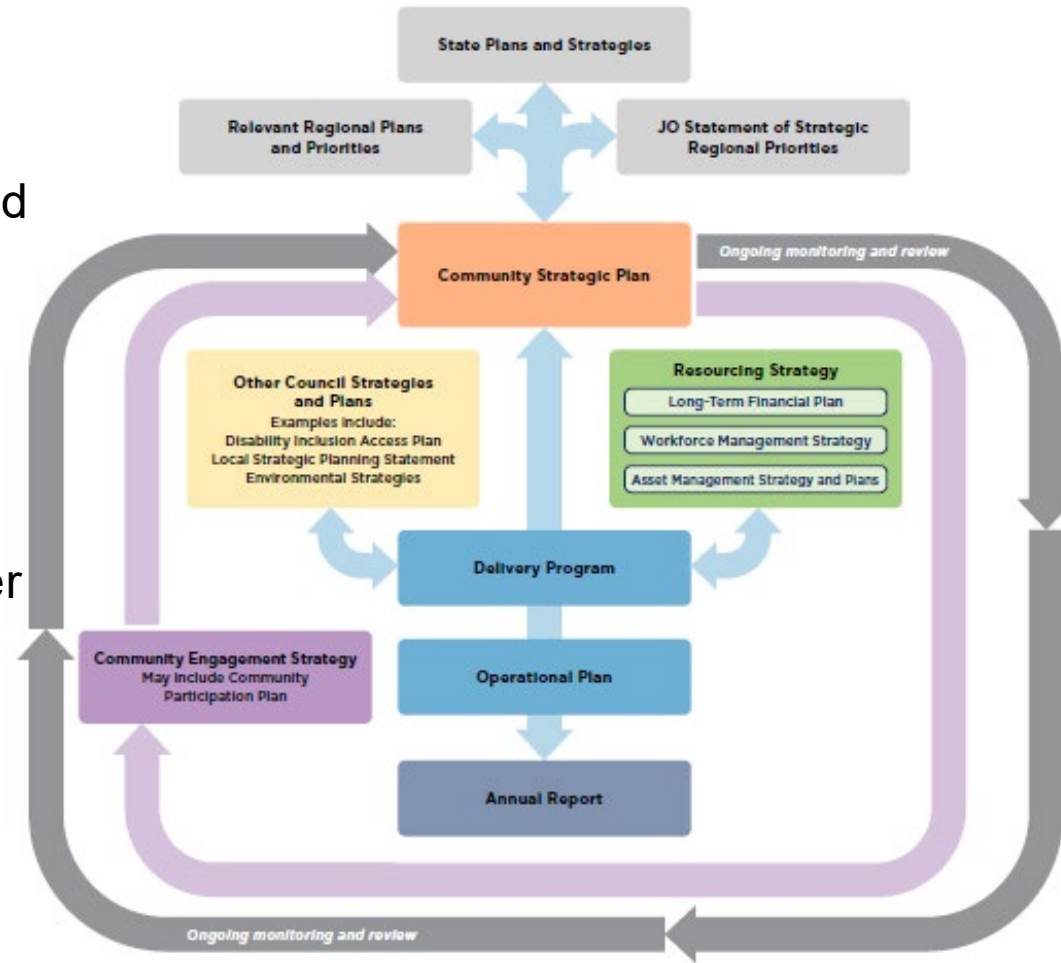
TODAY'S AGENDA

- Changes to the Guidelines
- Key dates
- Exploring the Handbook
- Questions



CHANGES TO THE GUIDELINES

- All plans link to IP&R
- Framework diagram updated
- Community engagement strategy to cover all plans, policies, programs and activities
- Resourcing strategy and delivery program must cover all of councils functions
- Service reviews



CHANGES TO THE GUIDELINES – con't

- New local government principles

PRINCIPLES FOR LOCAL GOVERNMENT *Local Government Act 1993 - Chapter 3*

Exercise of functions generally (section 8A(1))

The following general principles apply to the exercise of functions by councils:

- Councils should provide strong and effective representation, leadership, planning and decision-making.
- Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- Councils should work co-operatively with other councils and the state government to achieve desired outcomes for the local community.
- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Councils should work with others to secure appropriate services for local community needs.
- Councils should act fairly, ethically and without bias in the interests of the local community.
- Councils should be responsible employers and provide a consultative and supportive working environment for staff.

Decision-making (section 8A(2))

The following principles apply to decision-making by councils (subject to any other applicable law):

- Councils should recognise diverse local community needs and interests.
- Councils should consider social justice principles.
- Councils should consider the long term and cumulative effects of actions on future generations.
- Councils should consider the principles of ecologically sustainable development.
- Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

Community participation (section 8A(3))

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

PRINCIPLES FOR LOCAL GOVERNMENT *Local Government Act 1993 - Chapter 3*

Sound financial management (section 8B)

The following principles of sound financial management apply to councils:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
 - performance management and reporting,
 - asset maintenance and enhancement,
 - funding decisions,
 - risk management practices.
- Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - policy decisions are made after considering their financial effects on future generations,
 - the current generation funds the cost of its services.

Integrated planning and reporting (section 8C)

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- Councils should identify strategic goals to meet those needs and aspirations.
- Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- Councils should regularly review and evaluate progress towards achieving strategic goals.
- Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- Councils should collaborate with others to maximise achievement of strategic goals.
- Councils should manage risks to the local community or area or to the council effectively and proactively.
- Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.

CHANGES TO THE GUIDELINES – con't

- Clearer roles and responsibilities

The governing body is to (sections 223(1)(b)-(g)):

- provide effective civic leadership to the local community
- ensure as far as possible the financial sustainability of the council
- ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the council
- develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of the council
- determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of the council's resources to implement the strategic plans (including the Community Strategic Plan) of the council and for the benefit of the local area
- keep under review the performance of the council, including service delivery.

The mayor is to (section 226(g)-(k)):

- ensure the timely development and adoption of the strategic plans, programs and policies of the council
- promote the effective and consistent implementation of the strategic plans, programs and policies of the council
- promote partnerships between the council and key stakeholders
- advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council
- in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community.

Councillors (section 232 (1)(c)) are to:

- participate in the development of the documents of the IP&R framework.

The general manager is to (sections 335 (a), (c)-(e), (j)):

- conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council
- advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council
- advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council
- prepare, in consultation with the mayor and the governing body, the council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report
- implement the council's Workforce Management Strategy.

CHANGES TO THE GUIDELINES – con't

- Oversight by the audit, risk and improvement committee
- Joint organisations
- Components of IP&R now required to go before Council
 - Annual Report
 - Parts of the Resourcing strategy
- State of the environment
- End of term reports



KEY DATES FOR NEW IP&R CYCLE

| Key date | Step |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| November 2021 | End of Term Report for the current IP&R cycle tabled at last council meeting before December election |
| 30 June 2022 | Community strategic plan (CSP), delivery program (DP) and operational plan (OP) |
| 30 June 2022 | Resourcing strategy (RS) which includes a long-term financial plan (LTFP), an asset management strategy (AM Strategy), asset management policy (AM Policy) and asset management plans for each asset class (AM Plans), and a workforce management strategy (WMS) |
| 1 July 2022 | Service review program - included in DP and OP |
| 30 November 2022 | Last day to present Annual Report to council |
| December 2022 | Community engagement strategy (CES) (required by section 402A) |
| October 2024 | State of the City/Shire/Region tabled at second council meeting of new council term |



INTEGRATED PLANNING & REPORTING

HANDBOOK
for Local Councils
in NSW

SEPTEMBER 2021



Office of
Local Government

How to use this handbook

This handbook is a practical guide for anyone involved in preparing and/or implementing the IP&R suite of plans—including community engagement, asset management, performance measurement and reporting, and strategic, operational, financial and workforce planning.

While this primarily includes council managers and staff with a direct responsibility for integrated planning, it may also be of interest to elected representatives, community members and others involved in community planning and engagement processes.

This handbook should be read in conjunction with the [Integrated Planning and Reporting Guidelines for Local Government in NSW](#) which explains what councils, county councils and Joint Organisations must do to ensure they comply with planning and reporting requirements set out in the *Local Government Act 1993* (the Act). The Guidelines are issued under Section 406 of the Act and the *Local Government (General) Regulation 2021*.

All mandatory IP&R requirements are included in this handbook. A range of fact sheets that provide additional information and resources are also attached. Fact sheets will be produced from time to time to provide guidance on emerging issues and trends. For example, a Fact Sheet on Emergency and Recovery Planning and Information Communication and Technology is provided in Appendix A-2.

The navigation at the top of the page allows you to easily jump between the major sections of this document.

The screenshot shows the top navigation bar with five buttons: 'INTRODUCTION', '1 IP&R: OVERVIEW', '2 IP&R: FOR GENERAL PURPOSE COUNCILS', '3 IP&R: FOR JOINT ORGANISATIONS AND COUNTY COUNCILS', and 'APPENDICES'. Below this is the '1 IP&R: OVERVIEW' section header and introductory text. A sub-section '1.1 What is IP&R?' contains a list of four key sources of information about IP&R, with the first two items, 'Local Government Act 1993' and 'Local Government (General) Regulation 2021', highlighted with red boxes. To the right, '1.2 Why is IP&R important?' lists several bullet points. At the bottom of the page, there are navigation icons: a left arrow, a home icon, and a right arrow, with the home icon also highlighted by a red box.

There are hyperlinks throughout the document that let you jump to sections within the document, or link to websites.

These buttons allow you to go to the previous or next page, and jump to the table of contents (🏠).

Standards: Community Strategic Plan

Noting that councils differ in their size, resourcing and communities, the following 'good', 'better' and 'best' standards have been developed to support council staff as they navigate the CSP process:

Good

This is achieved when the CSP:

- meets all essential elements described in the Guidelines including:
 - a minimum 10-year timeframe
 - the community priorities and aspirations are identified
 - a broad range of issues relevant to the whole community are addressed
 - a vision, strategic objectives and strategies to achieve those objectives
 - methods of assessment
 - explains who is responsible for delivering each strategy.
 - addresses quadruple bottom line (QBL) social, environmental, economic and civic leadership issues in an integrated manner
 - is based on social justice principles of equity, access, participation and rights
- gives due consideration to the State Plan and other relevant state and regional plans
 - is informed by information that identifies key issues and challenges for the local government area, or surrounding region
 - has considered the levels of service that the community has indicated it expects
 - is based on effective and well documented community engagement outcomes
 - is publicly exhibited for 28 days
 - is endorsed by council after all public exhibition submissions have been considered.

Self-assessment checklist

- Is council and community able to ask and answer the 4 key questions?
 - Where are we now?
 - Where do we want to be in 10 years' time?
 - How will we get there?
 - How will we know when we have arrived?
- Is the CSP clearly a community plan?
- Does it include a community vision statement?
- Is it clear how the outcomes of the community engagement process have informed the development of the CSP?
- Does it consider state and regional plans and priorities?
- Does it reflect the social justice principles of access, equity, participation and rights?
- Is it clear how the strategic directions of the CSP will flow through to the delivery program?
- Has it identified assessment methods to monitor progress in achieving the objectives?

Standards: Community Strategic Plan

Better

This is achieved when the CSP:

- meets **ALL** the Good criteria
- reflects the community engagement undertaken to inform it (e.g. with quotes or pictures submitted by community members for veracity)
- identifies high-level objectives and strategies, rather than relying on operational detail
- integrates most of its activities and services with the community's aspirations
- considers a wide range of relevant state and regional plans, including Joint Organisation Statement of Strategic Priorities, Local Strategic Planning Statement
- is informed by engagement with more than 10% of the community and using a variety of tools and methods
- is accessible to all community members and uses plain language, graphics and other visual devices to aid comprehension
- is translated into community languages where needed.

Self-assessment checklist

- Is it easy for the community to navigate, with plain language, use of graphics, colour coding or other visual devices?
- Is it clear how council will work with partners, stakeholders and/or agencies to help deliver CSP objectives?
- Does the CSP demonstrate that these groups have been engaged in developing the CSP?

Best

This is achieved when the CSP:

- meets **ALL** the Better criteria
- integrates all activities and services with community aspirations
- effectively achieves community objectives.

Self-assessment checklist

- Council celebrates and communicates CSP achievements.



Model table of contents: Community Strategic Plan

It is up to each council to decide how to structure the CSP for optimum clarity and readability. The table below indicates core areas to be included. It is a guide only and councils can re-order, re-name or expand this table of contents to suit.

Process

The CSP is required to undergo regular review in line with the local government election cycle. In normal circumstances, this occurs every 4 years.

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Foreword</p> <ul style="list-style-type: none"> • Foreword by the Mayor and/or General Manager <p>2. Introduction</p> <ul style="list-style-type: none"> • Overview of key elements of the CSP • Outline of the purpose and relevance of the CSP • Overview of IP&R cycle <p>3. Context</p> <ul style="list-style-type: none"> • Community and economic profile, including demographic trends • Reference to federal, state and regional context, priorities, strategies and plans • Assessment of strategic risks and challenges facing the community | <p>4. Community engagement</p> <ul style="list-style-type: none"> • Description of community engagement conducted to support development of the CSP <p>5. Strategic direction</p> <ul style="list-style-type: none"> • How to read this CSP • Community vision • Values • Council's role and services • Stakeholders, partners and agencies • Objectives and strategies (can be by topic, theme, QBL) <p>6. Measuring success</p> <ul style="list-style-type: none"> • Progress/success measure |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

A-2 IP&R FACT SHEET: OTHER IP&R PLANS AND STRATEGIES

The IP&R framework provides for supporting strategies and plans as a way of providing more specific and detailed guidance on strategic direction and, in some cases, actions.

Plans or strategies of this type are referred to collectively as 'informing strategies' and sit between the Community Strategic Plan and the delivery program under the IP&R framework. Examples include:

- Mandatory plans and strategies required under other legislations, such as:
 - Disability Inclusion Action Plan
 - Local Environmental Plan
 - Local Strategic Planning Statement
 - Community Participation Plan
 - Community Safety Plan
 - Coastal Management Plan.
- Best practice plans and strategies developed by council, such as:
 - Information Communication Technology (ICT) Plan or Strategy
 - Recreation Strategy
 - Tourism Strategy
 - Economic Development Strategy
 - Arts and Culture Plan.

Generally, supporting plans and strategies are issue- or area-specific and fall into one of two types:

1. Higher level guiding strategies which articulate aspirations and strategic intent.
2. More detailed plans that contain specific priorities about new or enhanced service levels, projects or activities.

Either way they should show how they link to the Community Strategic Plan, including as relevant the identified priorities.

If they contain specific priorities regarding new or enhanced services, projects or activities then the plan is to be fed into the next Strategic review. It is important to avoid creating issue- or area-specific plans or strategies with unfunded commitments.

New expenditure should be incorporated into the delivery program, resourcing strategy and operational plan to determine where the line gets drawn in the list of priorities, relative to business as usual.

Commitments made to services, projects and activities that are part of regional or state strategies which require council time, staff or money, e.g. a regional conservation plan, also need to be considered as part of the process and included in the documents.

In order to feed into the corporate planning cycle, it is useful to schedule council's issue and area specific plans in the delivery program so they are timed to fit in to the 4-year review cycle.

More information on the following common plans and strategies is contained in this fact sheet:

- Local Strategic Planning Statements (A-2-1).
- ICT Strategy (A-2-2).
- Emergency and recovery planning (A-2-3).

FOR MORE INFORMATION.....

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QUESTIONS?

