

**Report to General Manager****Management Services Committee**

Attachments: Nil

SUBJECT: 2020 Vision (Strategic Plan) Review - Progress Update**AUTHOR:** Jennifer Gleeson, A/Manager Corporate Planning and Governance, 27 May 2009**SUMMARY:**

The purpose of this report is to advise Council of the outcomes of the community consultations held in March and April 2009; to recommend new Directions; and to provide a revised timeframe for the completion of the review of the 2020 Vision Community Strategic Plan.

During February to April the North Sydney community was given the opportunity to provide feedback on the current ten 'Directions' with the objective of ensuring that the existing 2020 Vision Strategic Plan still reflects the priorities of the community. Consultation methods included a blog, online feedback form, reply paid postcards, written submissions and a series of workshops for key stakeholders. Over 260 interested parties have also joined a mailing list to keep informed of the review progress.

The revised timeframe for preparing the draft new Community Strategic Plan includes presenting the draft new 2020 Vision for public exhibition in late August, and the adoption of the final new Community Strategic Plan to occur in early October.

The consultations identified synergies amongst the current Directions. Upon analysis of the raw data it is recommended that 5 new Directions be adopted to replace the current 10 Directions. The rationale for these new Directions is outlined in the report.

RECOMMENDATION:**THAT** the report be received.**THAT** the 5 new Directions be adopted.

Signed _____

Endorsed by _____
Kerry Gilbert, Director Corporate Services

DETAIL

At the Council Meeting on 2 February 2009, Council considered a report outlining a process to review the 2020 Vision, North Sydney Strategic Plan by July 2009.

Council has completed the first phase of the review which included extensive community consultation. Work is currently underway on the second phase which includes reviewing the current document to refine the goals, objectives, strategies and indicators. This phase has experienced various delays which in turn have required the need to review the development timetable and recommend an alternative delivery schedule.

Part of the intent of the review was to align the Strategic Plan with the 2009/10 Management Plan. However, given various challenges in preparing the 2009/10 Draft Management Plan it was not possible to concurrently develop and align the new draft Community Strategic Plan with the Draft Management Plan as originally intended. Similarly the recent release of the Department of Local Government's Draft Integrated Planning and Reporting Framework has provided more prescriptive provisions for the Community Strategic Plan. The scope of the Draft Integrated Planning and Reporting Framework was reported to Council at its meeting of 25 May 2009.

Council is taking proactive measures to ensure that in reviewing the current 2020 Vision the necessary statutory requirements for preparing a Community Strategic Plan are met. Council is also currently determining if we can meet the requirements of preparing the accompanying Resourcing Strategy (Asset Management Planning, Long Term Financial Plan and Workforce Plan) to be in Group 1 of this new framework. Group 1 requires councils to endorse and adopt a Community Strategic Plan and accompanying Resourcing Strategy before 31 March 2010; and to adopt a four year Delivery Program and first one year Operational Plan before 1 July 2010. Alternatively Council could go in Group 2, this will allow an additional 12 months to transition our current three year Management Plan framework into the new four year Delivery Program format and develop an acceptable Resourcing Strategy.

Given the pending changes to Council's planning and reporting framework requirements it is proposed that the review timetable be extended to ensure that the 2010/11 Operational Plan (four years) and Budget are integrated with the new Directions outlined in the new Community Strategic Plan.

In summary the benefits of extending the development timetable include:

- Avoiding confusion with the 2009/10 Management Plan which is structured under the current 10 Directions.
 - Knowing the outcome of the special rates variation application and the impact this may have on Council's ability to deliver the community's aspirations as outlined in the new Community Strategic Plan.
 - Additional time to implement the *Organisational Sustainability Program (QBL)*.
 - Providing the opportunity to review and improve Council's performance reporting requirements under the pending Integrated Planning and Reporting Framework
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Revised Timetable - 2020 Vision Strategic Plan Review

Milestone or Requirement	Previous Deadline	Revised Deadline
Council Meeting: Adopt draft new 2020 Vision	Monday 15 June	Monday 31 August
Public exhibition of draft new 2020 Vision	Tuesday 16 June- Tuesday 14 July	Monday 7 September- Tuesday 6 October
Council Meeting: Adopt new 2020 Vision	Monday 20 July	Monday 12 October
Hold launch event of new 2020 Vision	July/August (during Local Government Week)	Early November

The changes to the review timetable will be communicated to the workshop participants and those on the mailing list. Council's website will also be updated accordingly.

Phase One - Update

During February to April the North Sydney community was given the opportunity to provide feedback on the current ten 'Directions' with the objective of ensuring that the existing 2020 Vision Strategic Plan still reflects the priorities of the community. Council wanted to ensure that there were no 'gaps' in its assessment of what the community views as priorities or in the strategies proposed to action those priorities.

Council offered a range of ways for the community to provide feedback including a blog, online feedback form, reply paid postcards, written submissions and a series of workshops. During this phase Council heard from over 860 people, community groups and/or organisations, including Precinct Committees.

The consultations were undertaken in two stages. Stage 1 included a number of stakeholder workshops. Councillors participated in a workshop on Saturday 14 February. The local business and residential communities were invited to participate in workshops on Friday 6 March and Saturday 7 March respectively. These workshops were facilitated by consultants Twyfords. Council also hosted a Youth Forum on Tuesday 31 March, which was attended by student representatives from the local high schools.

Stage 2 included a second round of stakeholder workshops. The local business and residential communities were invited to participate in workshops on Friday 3 April and Saturday 4 April respectively. Councillors participated in a workshop on Saturday 18 April.

The large amount of qualitative data to come out of the community engagement process has been summarised and has been presented as a Summary Report on Consultation Outcomes - 2020 Vision Strategic Plan Review available at www.northsydney.nsw.gov.au

The key priorities to emerge from the consultations included:

- Preserving our environment
 - Enhancing our suburbs/villages
 - Improving transport (including traffic and parking)
 - Promoting and improving the CBD
 - Focusing on wider business community
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- Expanding recreation opportunities
- Enhancing sense of community and culture
- Improving access to services and facilities
- Improving infrastructure (old and new)
- Promoting North Sydney's heritage and history
- Promoting North Sydney Council's governance and civic leadership role

Phase Two - Overview

The first stage of this phase is the analysis of the raw consultation data. Each Council Division is currently analysing the suggested priorities to identify draft goals, objectives and strategies. An indicator development workshop will be held in late July to assist staff to refine a suite of sustainability indicators. The indicators link to Council's *Organisational Sustainability Program*.

The indicators will enable public sustainability reporting against performance. The sustainable indicators will be organised under two groups - community and internal management/council indicators. These will help to assess how successful the strategies are in implementing the plan and delivering the communities objectives.

The second stage is the preparation of the first draft of the new Community Strategic Plan. A workshop for councillors will be scheduled to provide councillors with an opportunity to work through the Draft to check that the community's priorities have been adequately addressed. The Draft will be refined and presented to Council at its meeting on 31 August for endorsement prior to public exhibition. A communications strategy will be developed to ensure the public exhibition of the Draft new Community Strategic Plan is well promoted to the community and key stakeholders.

Revised Directions

During the consultations a number of synergies emerged between the current 'Directions' and presented opportunities to merge some or reword them; similarly a number of issues/themes emerged as higher priorities than in 2004 and provide an opportunity to highlight these under their own Direction.

The findings from the consultation have suggested refinements/amendments to the current 10 'Directions'. At the second councillor workshop held on 18 April, the following 8 'Directions' were endorsed, in principle:

1. Natural Environment
2. Built Environment
3. Transport
4. Economic Vitality
6. Recreation and Leisure
6. Sense of Community
7. Culture and Heritage
8. Civic Leadership

The number and naming of the new draft Directions is not final and is open to Councillor and community feedback. The analysis of the raw consultation data by staff has identified that further consolidation of the Directions could be made. Having fewer Directions will enable better

communication and reporting with the community. For the purposes of preparing a new draft Community Strategic Plan the total number of Directions needs to be determined so that the format of the new plan can start to take shape. It is recommended that the following 5 Directions based on the rationale outlined below be adopted:

1. Natural Environment - Encompasses environmental services, climate change, Bushcare, open space planning and management, waste/recycling, parks and gardens and waterways.
 2. Built Environment - Encompasses streetscapes/neighbourhoods (i.e. suburbs and villages), urban consolidation/density, planning and development, infrastructure (generally), asset management/maintenance, transport planning and traffic management.
 3. Economic Vitality - Reflects all commercial centres not only North Sydney CBD. Acknowledges that the CBD is more than a location; it includes marketing, promotion and economic development. Encompasses streetscapes committees, tourism, business promotion and engagement.
 4. A Sense of Community - Includes community services and facilities including sporting and recreation facilities and Stanton Library, community resources and development, access and equity, passive/active recreation and leisure opportunities, Indigenous heritage, local history and heritage, arts, community events and social activities
 5. Civic Leadership - Merges current Directions 9 and 10; as both are concerned with internal operations. Encompasses good governance, community engagement and consultation, communications, corporate planning and financial management.
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