

Appendix 1:  
Integrated Planning and Reporting Advisory Standards



# PART A – What are the Standards?

## 1.1 Strategic Community Plan

Element	Regulatory requirements	Standards
<p><b>Strategic Community Plan</b></p>	<p>A Strategic Community Plan:</p> <ul style="list-style-type: none"> <li>(i) Is for a minimum 10-year timeframe.</li> <li>(ii) States community aspirations, vision and objectives.</li> <li>(iii) Was developed or modified through engagement with the community, and this is documented.</li> <li>(iv) Has regard to current and future resource capacity, demographic trends and strategic performance measurement.</li> <li>(v) Was adopted or modified by an absolute majority of council.</li> </ul> <p>It is also required that:</p> <ul style="list-style-type: none"> <li>(i) A strategic review of the Strategic Community Plan is to be scheduled for 2 years from when it is adopted; and</li> <li>(ii) A full review of the Strategic Community Plan is to be scheduled for 4 years from when it is adopted.</li> </ul>	<p><b>Standard is NOT met:</b> If a council has not, by 30 June 2013 or earlier, adopted a Strategic Community Plan that meets all of the regulatory requirements.</p> <p><b>Basic Standard:</b> Basic Standard is met when:</p> <ul style="list-style-type: none"> <li>• A council has, by 30 June 2013 or earlier, adopted a Strategic Community Plan that meets all of the regulatory requirements.</li> <li>• The local government has a community engagement policy/strategy.</li> <li>• Community engagement involves at least 500 or 10% of residents, whichever is fewer, and is conducted by at least 2 documented mechanisms.</li> </ul> <p><b>Intermediate Standard:</b> Intermediate Standard is met when:</p> <ul style="list-style-type: none"> <li>• The Strategic Community Plan connects most of the activities / services that are delivered by the local government with the community's vision, aspirations and objectives.</li> <li>• The Strategic Community Plan takes into account a range of relevant external factors, including relevant plans of State and Commonwealth agencies.</li> <li>• Community engagement involves more than the minimum number of electors, is inclusive and uses more than the minimum number of documented mechanisms.</li> </ul> <p><b>Advanced Standard:</b> Advanced Standard is met when:</p> <ul style="list-style-type: none"> <li>• The Strategic Community Plan meets Basic and Intermediate standards;</li> <li>• The Strategic Community Plan connects all of the activities/services that are delivered by the local government with the community's vision, aspirations and objectives;</li> <li>• The Strategic Community Plan demonstrates effectiveness in achieving community outcomes.</li> </ul>

Further information that will assist local governments to meet the standards is available in the Integrated Planning and Reporting Framework and Guidelines document and supplementary guidance to be published by the Department.

## 1.2 Corporate Business Plan

Element	Regulatory requirements	Standards
<p><b>Corporate Business Plan</b></p>	<p>A Corporate Business Plan:</p> <ul style="list-style-type: none"> <li>(i) Is for a minimum of 4 years.</li> <li>(ii) Identifies and prioritises the principal strategies and activities the council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan.</li> <li>(iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost.</li> <li>(iv) References resourcing considerations such as asset management plans, finances and workforce plans.</li> <li>(v) Is adopted by council by absolute majority.</li> </ul> <p>Regulations also require that:</p> <ul style="list-style-type: none"> <li>(i) Notice has been given to the public when the Corporate Business Plan is adopted (or modified).</li> <li>(ii) The Corporate Business Plan is reviewed annually. This is because it is the main 'driver' for the local government's annual budget.</li> </ul>	<p><b>Standard is NOT met:</b> If a council has not, by 30 June 2013 or earlier, adopted a Corporate Business Plan that meets the listed regulatory requirements.</p> <p><b>Basic Standard:</b> Basic standard is met when:</p> <ul style="list-style-type: none"> <li>• A council has, by 30 June 2013 or earlier, adopted a Corporate Business Plan that meets all of the listed regulatory requirements.</li> <li>• The current year of the Corporate Business Plan establishes the current Annual Budget.</li> <li>• The local government also has in place: <ul style="list-style-type: none"> <li>- workforce plan that meets the basic standard;</li> <li>- asset management key performance indicators that meet the basic standard*;</li> <li>and</li> <li>- a long term financial plan.</li> </ul> </li> </ul> <p><b>Intermediate Standard:</b> Intermediate standard is met when:</p> <ul style="list-style-type: none"> <li>• the Corporate Business Plan meets the Basic Standard</li> <li>• resourcing components (eg workforce plan, asset management plans, long term financial plan) have been integrated to drive activities/service delivery.</li> <li>• the workforce plan has been developed to an intermediate standard.</li> <li>• asset key performance indicators meet advanced standards; and</li> <li>• financial management key performance indicators meet basic standards.</li> </ul> <p><b>Advanced Standard:</b> Advanced standard is met when:</p> <ul style="list-style-type: none"> <li>• the Corporate Business Plan meets the Basic Standard and Intermediate Standard</li> <li>• all activities/ services delivered are integrated through the Corporate Business Plan.</li> <li>• all resourcing components (eg workforce plan, asset management plans, long term financial plan) have been integrated to drive activities/service delivery.</li> <li>• all financial and asset key performance indicators meet advanced standards (where applicable).</li> <li>• the workforce plan meets advanced standard.</li> </ul>

\* To meet this requirement, a local government must have asset management plans for significant or critical asset classes which include adequately populated asset registers and is able to calculate Key Performance Indicator data as set out in the Asset Management Framework and Guidelines.

## 1.4 Asset Management

Key Performance Indicator	Data and Calculation	Information	Standards
<b>Asset consumption ratio (ACR)</b>	Depreciated replacement cost of assets (written down value) divided by current replacement costs of depreciable assets.* ^  Expressed as a percentage.	This shows the written down current value of a local government's depreciable assets relative to their 'as new' value in up to date prices.  The ratio highlights the aged condition of the local government's stock of physical assets.	<b>Standard is not met</b> if ratio data cannot be identified or ratio is less than 50%.  <b>Basic standard</b> is met if ratio data can be identified and ratio is 50% or greater.  <b>Advanced standard</b> is met if this ratio is between 60% and 75%.
<b>Asset sustainability ratio (ASR)</b>	Capital expenditure on replacement or renewal of assets divided by the depreciation expense.* ^  Expressed as a percentage.	This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.	<b>Standard is not met</b> if ratio data cannot be identified or ratio is less than 90%.  <b>Basic standard</b> is met if ratio data can be calculated and ratio is 90% or greater.  <b>Advanced standard</b> is met if this ratio is between 90% and 110%
<b>Asset renewal funding ratio</b>	Net present value of planned capital expenditure based on current Departmental guidance on renewals over ten years divided by the net present value of the required capital expenditures on renewals over the same period.* ^  Expressed as a percentage.	This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: - additional operating income; or - reductions in operating expenses; or - an increase in net financial liabilities above that currently projected.	<b>Standard is not met</b> if ratio data cannot be identified or ratio is less than 75%  <b>Basic standard</b> is met if ratio data can be identified and ratio is between 75% and 95%.  <b>Advanced standard</b> is met if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

\* Further information that will assist local governments to meet the standards, including calculation of ratios is available in the Asset Management Framework and Guidelines and Long Term Financial Planning Framework and Guidelines documents and supplementary guidance to be published by the Department.

^ Please refer to sections 1.1 and 1.2 for further information on the relationship of this key performance indicator to the Strategic Community Plan and Corporate Business Plan standards.



## Appendix 2:

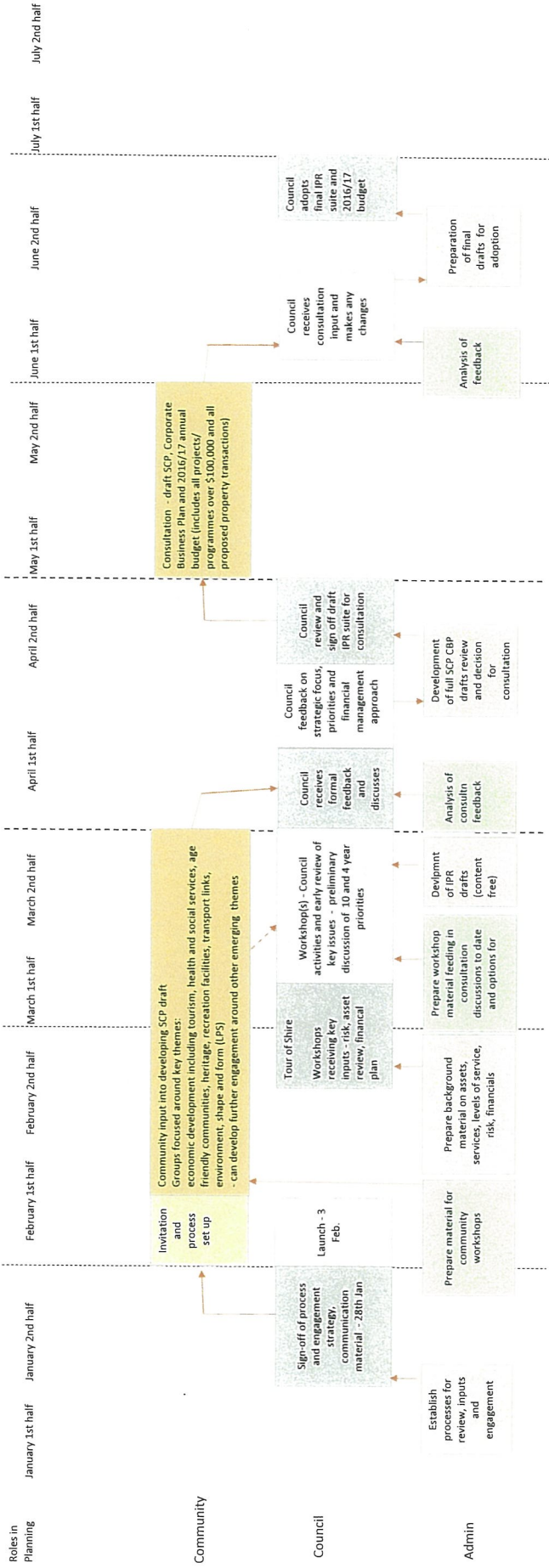
### Draft 2016 Integrated Planning and Reporting Process





# Integrated Planning and Reporting Process

2016  
Review





Appendix 3:  
Draft 2016 Integrated Planning and Reporting  
Engagement and Consultation Plan



# Integrated Planning and Reporting Review 2016: Draft Engagement and Consultation Plan

## Introduction and Broad Approach

The process will be divided into two parts. The first involves community engagement around four themes the Council has identified it would like to work with the community on. The focus will be on devising practical long term strategies and priorities for key areas of community and Council action, rather than it being an open-ended visioning exercise. Material from past more general visioning exercises will be used in the process as a touchstone, as will information from the 2015 survey.

The process remains open for other themes people may identify.

People involved in previous exercises will be thanked and invited to participate further and the net will be cast wider to invite community groups and anyone interested to participate. There will be a focus on encouraging young people to participate.

In the second part, consultation will be undertaken on the Integrated Planning and Reporting suite of documents that are developed from this earlier engagement process. Formal consultation is only required on the Strategic Community Plan (SCP) but there are real benefits in the community having input into how the Council will deliver over the next four years via the Corporate Business Plan and key input documents. Similarly, there is a community desire to see the Annual Budget and to have an insight into the nature and timing of major projects (over \$100,000) and property transactions.

## Themes Targeted for Community Engagement.

People will be invited to participate in an advisory/ reference groups (the name is to be finalised) process around four themes. The four identified to date are:

### *Revitalisation: Driving the York Economy Forward*

This would include the opportunity to explore:

- the wider York economy, areas of focus and what is needed – rural economy, links to the town economy, new business and existing business
- industrial land development needs
- a programme to use the town's strengths, including heritage
- revitalisation of the CBD and the mainstreet. This can have a physical aspect and wider
- building an active programme to take hold of that future rather than being reactive to change.

### *Demographic Directions*

This would take the approach of looking out to the future and thinking about what sort of community demographic profile people want. It is not just about reacting to an ageing population and responding to needs (which is a major preoccupation for communities) but

looking at what sort of balance of population people really want and developing strategies that will build that future.

It will try and avoid the trap of being caught up in reacting to current external health and services structures and systems of delivery and the need to jockey for position to leverage resources (still needed but consumes huge community energy) and focus more on clearly stating what is wanted over time and advocating around that in a compelling manner.

#### *Infrastructure and York Linkages*

The focus would be on looking at the various linkage systems and infrastructure which underpin the local economy and the ability of the York community to go about its business. There are levels to this, from the trails that support an active community and tourism, to the town's roads, footpaths and streetlights, which need to work for the young and older residents and users, to the wider road network, rail and bus networks, which are essential to the local economy and access to regional services. It would involve looking at infrastructure investment priorities for key linkages and identifying key level of service standards. It would also need to address issues about funding levels needed to maintain levels of service and 'asset' health.

#### *An Active Community*

The focus here would be on sport and recreation, access to and quality of facilities, the nature of facilities with a focus on developing a comprehensive futures based approach to services and activities. There are links to the 'Demographic Directions' area as well. It would also include looking at current recreation facilities, better use of local parks etc. .

In the process, there will be a focus on addressing some of the 'hot spots' identified by the Councillors in the December workshops, including 'sweating the assets'.

## Timelines

Engagement Stage: 8 February – 31 March

Consultation Stage: 2 May -27 May

## Engagement Stage

### *Involvement of Stakeholders*

A number of community groups have a natural interest in all or part of a theme. For example, the Forrest Oval reference group has a strong interest in facilities, services and development of that site and there are a range of sports organisations who will have specific and general interest in an active community. There will be similar groups and organisations who will have an interest in the other themes. These groups form a core of stakeholders who will be invited to participate in that theme.

In addition, there will be people, perhaps unaffiliated with local groups, who also have an interest in recreation, the Shire's parks and general direction. It is important to extend a general invitation to them and the wider community to become involved.

This approach of contacting existing stakeholders and extending the invitation to the wider community to become involved will be used for all themes.

#### *Community Workshops*

It is proposed that one and, depending on interest, possibly two, community workshops be held in mid to late March. These would provide an opportunity to report back generally to the community on ideas and thinking that had developed around the four themes (and any other and to have further discussion before final feedback to the Council. Simple displays of the information developed to date will be provided and people will be given an opportunity to record their thinking. There would be a focus on getting people to identify their preferred levels of service and long-term direction and priorities for investment.

The community workshops would give people who might not want to focus in detail around particular area, but have an interest in general direction.

#### *Council Web-site*

During the period of engagement and consultation, a separate IPR page will be provided on the Council web-site along with an opportunity to have input via that route.

#### *Information Provided to Groups*

The following information will be provided as input into the early theme discussions and will be summarised for inclusion in the community workshop(s):

- general information where available and relevant theme:
  - baseline demographic and economic data
  - trends in usage (e.g. recreation trends)
  - external issues and trends which may be relevant
- relevant Council asset information, costs, funding and issues
- survey information and past community input and ideas on direction, priorities etc

#### *Communication and Overall Community Feedback*

All information and community feedback will be posted regularly in the Council's website.

#### *Feedback to Councillors*

All outputs from the engagement process will be forwarded in raw form and in summarised form to Councillors during the period, with a final and full report back in early April as input into Council deliberations.

### **Consultation Stage**

The following will be provided during this second stage for community input:

- a summary of key points and direction set out in the SCP and the CBP in the local newspaper and on the Council website;
- a minimum of two sessions where people can see the material and discuss prior to making a submission

- submission documents

*Feedback to Council*

The full submissions and a summary of issues raised will be reported back to the Council, along with any options and recommendations as part of the Council's final deliberations and decision on adoption of the IPR documents.

*Feedback to Participants*

All submitters into this stage and all participants in the Engagement Stage will be provided with feedback on the Council's final decisions.