

GENERAL MANAGER'S REPORT

11th May 2004

**GM5 CORPORATE STRATEGIC PLAN
FILE: A3-8 AVB****SUMMARY:**

To provide Council with details of submissions received as a result of the Draft Corporate Strategic Plan being placed on public exhibition.



The Kempsey Shire Corporate Strategic Plan was adopted in February 2001 after an extensive community and council consultation process facilitated by Dr John Marin, then with the University of Technology in Queensland.

Council again engaged Dr John Martin in July 2003 to workshop a review of the plan with Councillors and Senior Staff. Subsequently this review was circulated to all staff for input and a draft plan was presented to Council and placed on exhibition ([Appendix B](#)) with an invitation to the public to make submissions.

The Draft Corporate Strategic Plan has expanded the original six goals to seven and has amended performance indicators and strategies to reflect current community aspirators. Although the goals have been increased the draft plan has not changed dramatically from the original plan developed in 2001.

The goals, objectives, measures, performance indicators and strategies in the plan are designed to be very broad and all encompassing and are not program specific. Once adopted the Corporate Plan will incorporate a program of works and services in respect of each goal and as budgeted for in the 5 year financial plan. It should be remembered that performance measures need to be able to be measured using minimal resources and our own resources. Once adopted the Corporate Strategic Plan will have attached to each goal details of specific programs to be undertaken.

The following submissions have been received from the public:-

- **Bruce Caldwell**
That an additional goal, "To ensure that the Shire is in the best possible position to deal with the eventual Highway Bypass" be included.

Comment

This is a program and would be included under Goal 4.

- That an additional goal, "To ensure that the Shire achieves the best possible outcome from any amalgamation proposal" be included.

Comment

This is a program and would be included under Goal 5.

- **South West Rocks Ratepayers and Citizens Association**
Goal 1, Measure 1 - Performance Indicator to include, "Growth rate is to be shown by communities within the Shire".

Comment

Council needs to be able to measure and this information is not available on an annual basis by the ABS.

- **Goal 1, Measure 2** - Performance Indicator to include, "Employment growth rate must come from local employment, not from employment outside the Kempsey Shire. Growth rate of outside employment to be shown separately".

Comment

Council has not control over who is employed. Measurement without considerable resources would not be achieved.

- **Goal 1, Measure 1** - Add Strategy 3, "Kempsey Shire Council to provide assistance for the establishment of new business eg. A period of rate reduction".

Comment

This is a program that is in place under Measure 2, Strategy 1.

- **Goal 1, Measure 3** - Include examples of how the measure will be accomplished.

Comment

These will be included in the programs attached to the Corporate Plan.

- **Goal 1, Measure 4** – Strategy 1 add, "List the positions of those on Council or those who will be carrying out this task".

Comment

The Corporate Strategic Plan is a long term document and positions change during the timeframe and should not be included in the document. When the programs are attached to the plan the position carrying out each program could be identified.

- **Goal 2, Measure 1** – Strategy 1 to include, "Council to develop a means that more actively involves the male indigenous community".

Comment

This is a program and should be covered by the strategy.

- **Goal 3, Measure 2** – Strategy 1 add, "Drastically improve the crime prevention strategy".

Comment

The crime prevention strategy is dependent on grant funding. To drastically improve would require significant additional resources that are not available.

- **Goal 3, Measure 2** – Add Strategy 4, “Business communities and Council work together to develop shop and business front standards”.

Comment

This could be added as an additional strategy.

- **Goal 3, Measure 2** – Add Strategy 5, “Land lords to maintain their shop front images in line with the standards set by Council and business communities.

Comment

This is outside of Council’s control and can’t be achieved.

- **Goal 4** - Add Measure 5, “Identify the income that is derived from communities under Development Plans 64 and 94”.

Comment

This is a task that is automatically undertaken in our accounting statements that are publicly available.

- **Goal 4** – Add Measure 6, “Identify the amount of money spent on individual communities from monies derived from those communities during each financial year”.

Comment

This is not a measure of the objective but a task.

- **Goal 4, Measure 2** – Amend strategy to have analysis undertaken in consultation with each community.

Comment

It would be impracticable to refer to the community every capital work eg. kerb and guttering, play ground equipment. The intent was to identify ongoing costs. Perhaps the words environmental and social should be removed.

- **Goal 5** – Add to measures 2 and 3, “The type of co-operation required eg. Sharing of sporting and social gathering facilities etc”.

Comment

These could be included in programs attached to the plan.

- **Goal 5** – Performance Indicator 1 replace, “does not diminish” with the words, “must improve”.

Comment

Council can and does act as a lobbyist to ensure that services are not diminished. It cannot guarantee improvement as it does not control the funding.

- **Goal 5, Measure 1** – Add to Strategy 1 eg, “health, transport, sporting complexes, social facilities etc”.

Comment

The strategy as is, is all encompassing. Examples will not cover everything.

- **Goal 6, Measure 1** – Amend Strategy 2 by replacing, “Don’t compete with our neighbours” with, “We must compete with neighbours and at the same time we must”.

Comment

The intent of the strategy was not to follow our neighbours just because they have adopted a certain development philosophy. I believe the strategy best reflects Council’s intentions for sustainable development.

- **Goal 6, Measure 1** – Add strategy, “Ensure the development and sale of public land is strictly in line with the appropriate State Government regulations etc”.

Comment

If there is legislation that requires compliance, Council is legally bound to do so and does not need to have this included in a corporate plan.

- **Goal 6, Measure 2** – To state how this is to be accomplished.

Comment

The measure would be accomplished by survey but this would not be included in a Corporate Plan.

- **Goal 7, Measure 2** – Performance indicator be amended to read, “By use of random questionnaire surveys confirm that the majority of communities understand that the level of service provisions is linked to limited financial resources”.

Comment

A performance indicator indicates how the strategy is achieved. The method of measurement is not part of a performance indicator.

- **Goal 7, Measure 3** – Is unacceptable.

Comment

The performance indicator requires Council’s decisions to be upheld by the Court. If this is so Council must be responding effectively to applications. If the community is not going to accept court decisions perhaps the words, “The community believes”, should be deleted.

- **That two new goals be added to the Corporate Plan Viz:-**
“To ensure that coastal and hinterland communities are recognised as providing maximum economic contribution to Kempsey Shire”
and

“To ensure that all development within Kempsey Shire is planned and carried out in a manner that meets the need to maintain the Shire in a visual perception of the natural beauty and expectations of our unique rural and coastline environmental wonders”.

Comment

The first new goal relates to recreational services and is covered by goal 4 regarding infrastructure needs. All infrastructure is covered by this goal. If one particular service is highlighted with its own goal then all other services should be as well.

The second new goal is covered by Goal 6. Planned growth is the intent of the strategies outlined within that goal. A new strategy could be included that puts Council at the forefront with development standards.

Sarah Gunn

A number of comments are outlined in the submission but no suggested alternatives made.

Council’s current Mission Statement reads, “Working with the Community to improve our country lifestyle through excellence in service and leadership”.

The draft Mission Statement placed on exhibition reads, “Working with the Community to achieve the provision of high quality services and facilities through excellence in leadership and with consideration for the needs of future generations”.

The South West Rocks Ratepayers and Citizens Association have suggested the inclusion of the word environment with the last few words to read, “Consideration for the needs of the environment and of future generations”.

Report Implications

There are no financial, statutory or policy implications arising from this report.

RECOMMENDATION

1. That the programs attached to the Corporate Plan Goals include reference to:-
 - Council’s position regarding the highway by-pass
 - Council’s involvement in structural reform
 - Council’s Business Incentive Policy
 - The position responsible for implementing each program
 - Resource sharing arrangements pursued with other Councils
2. That the following amendments be made to the Corporate Plan:-
 - Goal 3, Measure 1 – “Business Communities and Council work together to develop shop and business front standards”, be included as a strategy
 - Goal 4, Measure 2 – Remove the words, “Environmental, Social and” from the strategy

- **Goal 7, Measure 3 – Remove the words, “The Community believes and “ from the measure**
- **Goal 6, Measure 1 – Add a third strategy to read, “Develop policies and procedures that will put Kempsey Shire at the forefront of development control”**
- **Amend the Mission Statement to read, “Working with the Community to achieve the provision of high quality services and facilities through excellence in leadership and with consideration for the needs of the environment and of future generations”**

3. That those people and organisations that made a submission be thanked for their input

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A V Burgess
GENERAL MANAGER