	COUNCIL POLICY	
	Corporate Strategies	
	POLICY NO	084
	DEPARTMENT	Organisational Services
	PROGRAM	Governance and Safety
	ENDORSED BY COUNCIL	8 May 2019, Folio 62196

1.0   Scope

Corporate direction for the development, implementation, monitoring and review of corporate strategies, (Council and Administrative).

The policy applies to Council and all employees.

2.0   Purpose

This policy:

- Facilitates inter Department consideration and collaboration for all phases of the corporate strategy lifecycle.

- Ensures Councillors are appropriately engaged in the development of Council Strategies.

- Ensures the development, implementation, monitoring and review of all strategies is corporately consistent and achieves mandatory business outcomes.

- Directs adherence to processes and procedures that relate to the development, implementation, monitoring and review of all strategies.

- Ensures monitoring of outcomes identified in all strategies is undertaken.

3.0   Reference

- *Local Government Act 2009*
- *Local Government Regulation 2012,* Section 164 (1)

4.0   Definitions

To assist with interpretation, the following definitions shall apply:

Council shall mean the Mayor and Councillors of Mackay Regional Council.

Employee shall mean any person who performs work for MRC, including trainees, work experience persons, volunteer staff, consultants and contractors and their employees.

Strategy shall mean a long-term plan for the achievement of a particular corporately-significant service outcome aligned to the council's long-term vision and delivered through multiple business units.

Council strategies shall mean strategies that are of particular interest to council. They usually have an outward focus directly linked with desired community outcomes.

Administrative strategies shall mean a strategy that is focussed on operational matters of council.

MRC shall mean Mackay Regional Council.

Plan lists specific actions with defined completion dates and assigned resources.

Study is used to inform planning decisions, assesses past trends and current activity and has a focus of less than 3 years, with no requirement for ongoing review of the study.

5.0 Background

Strategies form a critical layer in MRC's Corporate Performance Planning and Reporting Framework. Strategies bridge the gap between the Corporate Plan and Business and Action Plans, providing a vision for the way in which the priorities of the Corporate Plan will be met.

Strategies are categorised into *Council* and *Administrative Strategies.*

Council strategies are those that are of particular interest to the Council. These usually have a strong focus on community outcomes but can also include strategies that have a critical impact on MRC's operations.

Administrative strategies have an operational focus in that they direct the workings of MRC and are managed by the Strategy, Leadership and Performance Team (SLPT).

6.0 Policy Statement

Initiation of a strategy

The development of a strategy is subject to approval by the Strategy Leadership and Performance Team (all strategies). The development of a Council Strategy is subject to approval by both the Strategy Leadership and Performance Team and Council.

Prior to the submission of a strategy proposal to SLPT, the steps outlined in the *Corporate Strategies-Development, implementation, monitoring, review and engagement: Decision Tree* must be considered.

Where there are linkages between existing strategies and proposed strategies, these linkages are to be acknowledged and the proposed strategy is to be prepared accordingly. Additionally, if a review of the existing strategy is triggered at this point and a business benefit identified, the existing strategy is to be reviewed. This may occur in addition to development of the proposed strategy or may eliminate the need to progress development of the proposed strategy.

Endorsement of the initiation phase

At this stage of the strategy lifecycle, SLPT approval must be obtained for:
- The type (Administrative or Council Strategy) of strategy that is to be developed.
- Progress of the strategy to the development phase.
- Resources required to develop and implement the strategy in question.

For any strategy deemed a Council strategy, endorsement must be obtained from Councillors.

Council Strategies must also have Council approval to proceed to development.

Strategy development

Strategy development will occur in accordance with the Corporate Performance Planning framework.

For Council strategies, stakeholders (including The Mayor and Councillors) will be engaged in all phases of development. Engagement activities may include workshops, community engagement sessions and the like.

Endorsement of developed strategy

All strategies will be endorsed by SLPT and Council strategies will be endorsed by both SLPT and Council, through ordinary meeting protocols.

Strategy implementation

The implementation of all strategies will occur through the formal corporate performance planning process. Strategies will be recognised in Business Plans/Action Plans/Operational Plan.

Strategy monitoring and review

Monitoring of strategy outcomes will occur through a corporate reporting regime that will be presented to SLPT (all strategies) and council (council strategies) on an annual basis.

The review of strategies will be undertaken as a predecessor to the annual corporate performance planning cycle.

A corporate register of strategies will be maintained and made available to all employees.

A register of Council strategies will be maintained and made available to members of the public through the council website.

Resourcing Strategy development and implementation

In the first instance, internal capacity (skills, knowledge, availability) will be considered for the development and implementation of any strategy. Internal capacity means the capacity of any employee from across council. People and Culture and Human Resource procedures are to be followed.

In the event it is deemed there is no internal capacity for the development and implementation of any strategy, external providers may be sought. The procurement policy and processes must be followed in this instance.

Approval of resources (internal and external) for the development and implementation of strategies is to be obtained from SLPT, (all strategies).

Resourcing Monitoring and review

The monitoring and review of strategies will be facilitated by the strategy owner as per the Corporate Performance Planning and Reporting processes, governed and facilitated by the Governance and Safety Program.

6.1   Accountabilities

Council is responsible for adopting this policy.

Chief Executive Officer, (CEO) is accountable for promotion of compliance with this policy.

Strategy, Leadership and Performance Team, (incl. Senior Legal Counsel and the Executive Officer) are accountable to the CEO for:

- Promoting the corporate approach to the development, implementation, monitoring and review of all strategies.

- Consideration and approval of all proposals to develop and implement all strategies.

- Ensuring there is an inter-departmental approach and collaboration when developing any strategy.

Strategy Owner is accountable for the implementation, monitoring and review of the relevant strategy.

Governance & Safety Program has carriage of the framework that supports the development, implementation, monitoring and review of strategies, and is accountable for its implementation, review and continual improvement.

Employees, (Program Managers inclusive) are required to familiarise themselves with this Policy. Employees are also accountable for ensuring any strategy they are tasked with developing, implementing, monitoring or reviewing is undertaken in accordance with this Policy.

7.0   Review of Policy

This policy will be reviewed when any of the following occur:

1. The related documents are amended or replaced.
2. Other circumstances as determined from time to time by a resolution of Council

Notwithstanding the above, this policy is to be reviewed at intervals of no more than three (3) years.

Version Control:

Version	Reason / Trigger	Change	Endorsed / Reviewed	Date
1	New Policy		Council	08.05.19

Corporate strategies – Development, implementation, monitoring, review & engagement: Decision tree

Lead business area

Gaps identified between requirements of the Corporate Plan and business outcomes achieved.

*Required business outcome: **Strategic**?*

(eg: Identifies with core LG function, Corporate Plan, Business Plan, Operational Plan, endorsed community need)

Y →

*Required business outcome: **Operational**?*

(eg: business improvement, not easily identifiable with core LG function, non Corporate Plan, non Operational Plan)

N ↓

🚫 Strategy

Characteristic of the business outcome:
- Long term
- 3+ year outlook
- Corporate significant service outcome
- Aligned with the long term vision of Council
- Will be delivered through multiple business units

Business to complete:
- SWOT
- Analysis of environment
- Stakeholder analysis to inform engagement
- Consider if there are existing strategies that may align

Plan **OR** Study

Develop as per Program processes

Council Strategy **OR** Administrative Strategy

Seek approval of:
- Strategy type (Admin. Or Council)
- Resources to develop

(Develop strategy)

(Implement strategy)

Progress of implementation of strategy monitored

Annual review of strategies ensuring currency of strategy objectives.

SLPT

Approve strategy type (Admin. Or Council)

Approve resources to develop strategy

Admin. Strategy

Council Strategy

Council Strategy

Approve all strategies

Endorse Council Strategy for Adoption by Council

Receipt of report on progress of all Corporate Strategies

Council

Endorse to proceed with development of Council Strategy

Councillors engaged throughout the development of Council Strategies including workshops with stakeholders/community engagement sessions

Briefed on Council Strategy → Adopt Council Strategy

Receipt of report on progress of Council Strategies

Resources

Resourcing to: Develop & implement strategy

Inhouse

External → Procurement processes → Award external provider ↓ External provider develops strategy under direction of lead business area

Operational/Capital? Is the spend planned (Business/Action Plan?) Is there available budget?

$ Assess internal capacity first eg: secondment opportunity)

Legend

◯ Supporting info (process/procedure/guideline/form) for these steps to be developed

Definitions:

Strategy (as used for baseline strategy work): A long term plan for the achievement of a particular corporately-significant service outcome aligned to the council's long term vision, and delivered through multiple business units

Council strategy: shall mean strategy that are of particular interest to council.

Administrative strategy: shall mean a strategy that is focussed on operational matters of council.

Plan: Lists specific actions with defined completion dates and assigned resources.

Study: Used to inform planning decisions, assesses past trends and current activity, has a focus of less than 3 years, with no requirement for ongoing review of the study.