

Strategic Plan 2010-2015

Shire of Leonora Planning 2010-2015

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Authorisations

Approvals

Names	Signature	Date	Title
Jeffery Carter			President
Jim Epis			CEO

Distribution List

Organisation	Position	Name
Shire of Leonora	President	Jeffery Carter
Shire of Leonora	Deputy President	Peter Craig
Shire of Leonora	Councillor	Matt Taylor
Shire of Leonora	Councillor	John Heather
Shire of Leonora	Councillor	Neale Johnson
Shire of Leonora	Councillor	Ross Norrie
Shire of Leonora	Councillor	Larnie Petersen
Shire of Leonora	Councillor	Joe Kennedy
Shire of Leonora	Councillor	Glenn Baker
Shire of Leonora	CEO	Jim Epis

Revision History

Date	Version	Modified By	Changes Made, Review History
1/06/10	1.0	JLD	Initial draft.
18/06/10	1.1	JLD	Council requested amendments made

Linked Documents

Document	Purpose	Filename
Nil		

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Executive Summary

In April 2010, the Shire of Leonora engaged the services of advisory firm Leighton Davis & Partners to assist in its strategic planning.

While the initial intention was to develop a strategic plan for a 10 year period it was decided that, given the unpredictable nature of the political and economic landscape of a country Shire, as well as changes in the strategic planning and management process adopted by the Shire, it would be more appropriate to plan with a five year horizon at this stage.

James Leighton Davis, from Leighton Davis & Partners, led the Shire Council and Executive through a simple, goals-based strategic planning process as follows:

1. Definition of the strategy governance structure
2. Identification of the beneficiaries of the Shire and their desired benefit
3. Confirmation of the Shire's Mission and Vision
4. SWOT analysis
5. Objectives identification
6. Strategy formation

The outputs of this process are included in this strategic plan.

At this stage the Shire has not expressed any requirement for assistance in the latter stages of a strategic management process including tactical planning, operational alignment, long range financial planning and progress monitoring. These stages of the process are critical to the success and benefits realisation of any strategic plan and it is the recommendation of Leighton Davis & Partners that the Shire Executive and Council ensure that these stages are undertaken.

Also included in this document is an annual strategic planning schedule that prescribes comprehensive strategic planning every five years, underpinned by annual reviews of the strategic plan, and six monthly progress reports to Council.

On the next page is a visual representation (or strategy map) of the Shire's strategic plan, which is also included in more detail and in tabular form towards the end of this document.

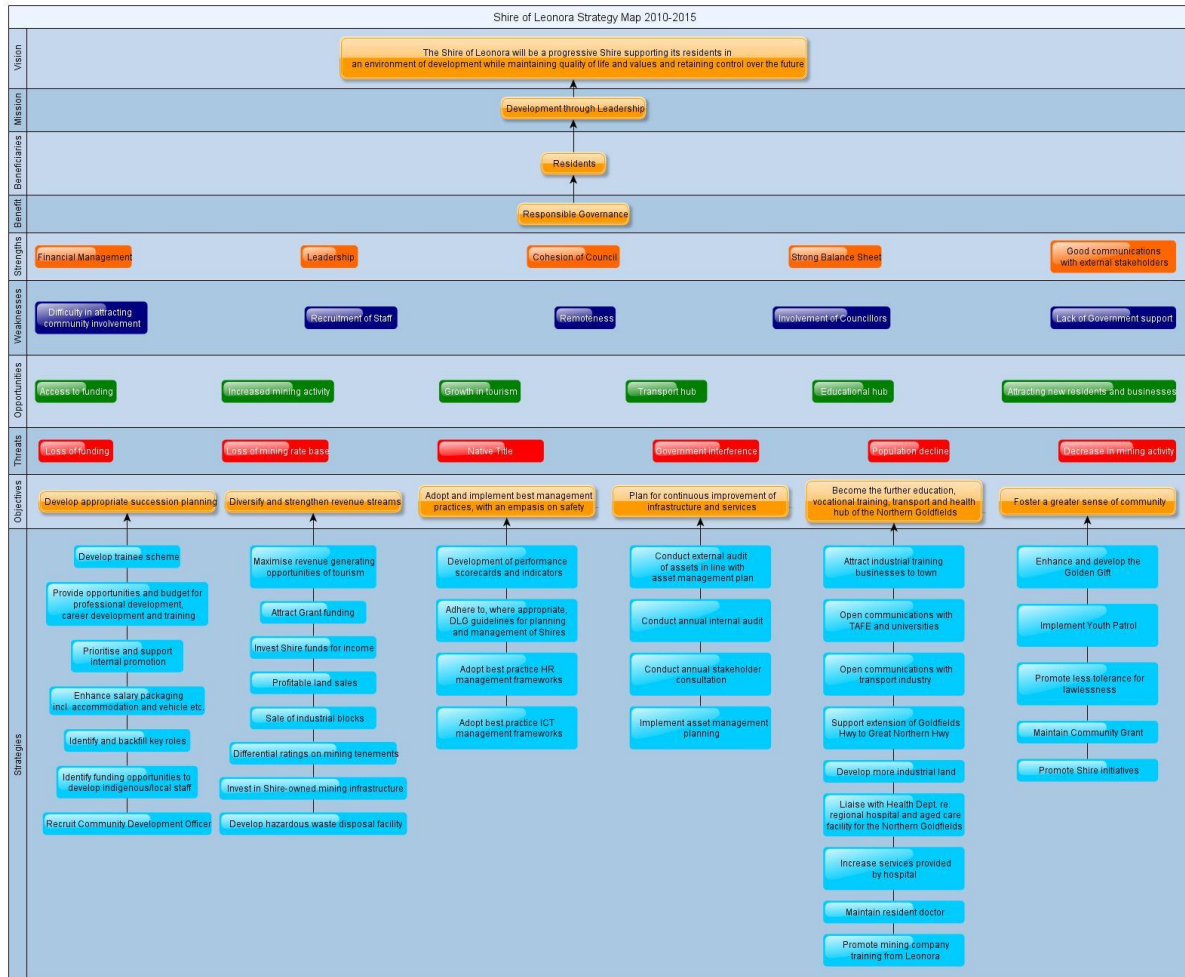
Finally, at the back of this report is included a TOWS Matrix representation of the strategic plan. This TOWS Matrix has been used to analyse the strategic 'theme' or 'mix' and to ensure that the strategies formulated provide a balanced solution to the Shire's strengths, weaknesses, opportunities and threats. From consideration of this TOWS matrix it is clear, at this stage, that an acceptable balance of internal improvement measures and external initiatives have been identified.

Naturally the relevance of the strategic 'mix' can be diminished or enhanced by any changes in the internal or external environment and hence it is vitally important that the Shire reviews its strategy regularly.

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Strategy Map

A Strategy Map is a visual representation of the Shire's strategic plan and shows the alignment of its Vision, Mission, Beneficiaries, Benefit, SWOTs, Strategic Objectives and Strategies.



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Background

Commencing in April 2010, the Shire of Leonora engaged advisory firm Leighton Davis & Partners to provide assistance in strategic planning, the previous strategic plan having come to an end in early 2010.

James Leighton Davis, from Leighton Davis & Partners, led the Shire Council and Executive through a simple, goals-based planning process as follows:

7. Definition of the strategy governance structure
8. Identification of the beneficiaries of the Shire and their desired benefit
9. Confirmation of the Shire's Mission and Vision
10. SWOT analysis
11. Objectives identification
12. Strategy formation

This final draft of the strategic plan was presented for Council approval in June 2010.

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Approach

According to Leighton Davis & Partners, the advisers engaged by the Shire of Leonora to assist in strategic planning, there are four important preparatory components that should be completed before embarking on strategic planning.

1. The development and adoption, or confirmation, of a Council policy on strategic planning and management.
2. The articulation and resolution of an appropriate governance structure for strategy.
3. The selection and adoption of an appropriate framework for strategic planning and management given the Shire's individual requirements and circumstances.
4. The development and adoption of a high level strategic planning schedule for the duration of the strategic plan.

The Shire of Leonora has addressed these components as follows.

Policy on Strategy

An integral component of a rigorous approach to strategy is the development of a Council policy relating to its strategic planning initiatives. This policy guides current and future Councils through its strategy development and management.

The Shire of Leonora will:

1. Conduct its strategic planning over a five (5) year horizon.
2. Review performance against the strategic plan every six (6) months at a minimum.
3. Review the structure, content, and benefits realised and unrealised of its strategic plan annually to maintain relevance.
4. Undertake comprehensive strategic planning every five (5) years.
5. Ensure that all new initiatives and annual operational plans are driven by its Strategic Plan.

Statement of Responsible Governance

The Shire of Leonora has identified 'Responsible Governance' as the benefit required by its beneficiaries (its residents).

'Responsible governance' in this case is taken to be:

- Ensuring compliance with all relevant legislation.
- Ensuring the Shire has in place a current and relevant Strategic Plan, and that new initiatives and annual operational plans are driven by its Strategic Plan.
- Providing oversight and ensuring sound financial and asset management practices on behalf of the residents of the Shire of Leonora.
- Ensuring the interests of all residents are represented.

Strategy Governance

Clearly articulating the governance structure for the strategy process is vital to the overall success of the strategic plan. Defining responsibilities for undertaking, approving and reviewing the strategic plan helps to ensure that the plan remains current throughout its lifecycle; and that the activities of the Shire are driven by its strategic plan.

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At its strategic planning workshop, held on 20th April 2010 and facilitated by James Leighton Davis of Leighton Davis & Partners, Leonora Shire Council resolved that:

- The Shire CEO is responsible for overseeing strategy and ensuring the integrity of the process
- The Shire CEO is responsible for planning strategy
- The Shire Council is responsible for approving strategy
- The Shire Council is responsible for reviewing strategic performance.

Framework

In selecting an appropriate framework for strategic planning, the Shire Council were mindful of the benefit (responsible governance) required by their beneficiaries (residents).

Accordingly, at its workshop held on 20th April 2010, the Shire of Leonora resolved to adopt Leighton Davis and Partners' proprietary StraTAC Framework – an intelligence-based and goals-orientated framework for strategic planning.

One caveat to note at this stage is that, in the near future, the State Government of Western Australia may seek to prescribe a particular process for strategic planning and management that is different from the process undertaken, and may require local governments to comply with this process to access any grant funding. If this is the case it is the recommendation of Leighton Davis & Partners that the Shire seek to confirm with the State Government its compliance requirements and timeline thereof, and endeavours to maintain its current process until such time as a major review of its strategic plan becomes due in June-December 2014.

Annual Strategic Planning Schedule

On the recommendation of Leighton Davis & Partners, the Shire Council and CEO have decided to conduct the Shire's strategic planning as follows:

1. The Shire will conduct a major review of its strategic plan, including detailed macro-environmental analysis and stakeholder consultation, every five (5) years. The next major review of the Shire's Strategic Plan will be for the period of July 2015 to June 2020, and should be conducted between June 2014 and December 2014.
2. The Shire will conduct a working review of its strategic plan annually between September and December each year for the period of the start of the following financial year plus 5 years to the horizon (i.e. September to December 2010 for July 2011 to June 2016; September to December 2011 for July 2012 to June 2017 etc). This working review will involve a SWOT analysis; an assessment of the strategic activities undertaken during the year (including the successes and failures); a consideration of, and addition to, its strategic plan for the period in question in light of changing environmental conditions; and finally an informal review and report by the CEO of the satisfaction of its beneficiaries (residents) with the Shire's performance in delivering the benefit required (good governance).
3. The Shire Council will receive a report from the CEO every six (6) months detailing progress made on strategic initiatives, benefits realised and unrealised, and any emerging issues.

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Strategic Plan 2010-2015

Detailed in this section is the Strategic Plan for the Shire of Leonora for the period 2010-2015 including an identification of its Beneficiaries and their desired benefit; its Vision; Mission; Strengths, Weaknesses, Opportunities and Threats (as at mid-2010); its Strategic Objectives; its Strategies; and a TOWS Matrix illustrating the relationships between the strategies and the SWOT analysis.

Beneficiaries & Benefit

At its meeting in April 2010, Council resolved that the beneficiaries of the Shire of Leonora are its residents.

Council resolved that the benefit required by its beneficiaries is responsible governance.

Council resolved to develop and adopt a 'Statement of Responsible Governance' as part of its Strategy Policy.

Vision

At its meeting in April 2010, Council resolved the Vision of the Shire to be The Shire of Leonora will be a progressive Shire supporting its residents in an environment of development while maintaining quality of life and values and retaining control over the future.

Mission

At its meeting in April 2010, Council resolved that Mission of the Shire to be Development through Leadership.

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Strengths, Weaknesses, Opportunities and Threats

At its planning workshop in April 2010, Council identified the following Strengths, Weaknesses, Opportunities and Threats:



Strategic Objectives

From these Strengths, Weaknesses, Opportunities and Threats the following strategic objectives, or goals, were identified:

1. Develop appropriate succession planning
2. Diversify and strengthen revenue streams
3. Adopt and implement best management practices, with an emphasis on safety
4. Plan for continuous improvement of infrastructure and services
5. Become the further education, vocational training, transport and health hub of the Northern Goldfields
6. Foster a greater sense of community

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Strategies

In order to achieve these strategic objectives, the following strategies have been formed for the period 2010-2015:

Develop appropriate succession planning	Diversify and strengthen revenue streams	Adopt and implement best management practices, with an emphasis on safety	Plan for continuous improvement of infrastructure and services	Become the further education, vocational training, transport and health hub of the Northern Goldfields	Foster a greater sense of community
Develop trainee scheme	Maximise revenue-generating opportunities of tourism	Development of performance scorecards and indicators	Conduct external audit of assets in line with asset management plan	Attract industrial training businesses to town	Enhance and develop the Golden Gift
Provide opportunities and budget for professional development, career development and training	Attract grant funding	Adhere to, where appropriate, DLG guidelines for planning and management of Shires	Conduct annual internal audit	Open communications with TAFE and Universities	Implement Youth Patrol
Prioritise and support internal promotion	Invest Shire funds for income	Adopt best practice HR management frameworks	Conduct annual stakeholder consultation	Open communications with transport industry	Promote less tolerance for lawlessness
Enhance salary packaging incl. Accommodation, vehicle etc.	Profitable land sales	Adopt best practice ICT management frameworks	Implement asset management planning	Support the extension of the Goldfields Hwy to Great Northern Hwy	Maintain Community Grant
Identify and backfill key roles	Sale of industrial blocks			Develop more industrial land	Promote Shire initiatives
Identify funding opportunities to develop local/indigenous staff	Differential ratings on mining tenements			Liaise with Health Dept. re. regional hospital & aged care facility for Northern Goldfields	
Recruit a Community Development Officer	Invest in Shire-owned mining infrastructure			Increase services provided by hospital	

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	Develop hazardous waste disposal facility			Maintain resident doctor	
				Promote mining company training from Leonora	

TOWS Matrix

The following TOWS Matrix is an analytical representation of the Shire's strategies aligned with its Strengths, Weaknesses, Opportunities and Threats. It is used here to identify the 'balance' of strategies and to ensure that the 'mix' of the strategies (offensive, defensive etc) is appropriate given the SWOT analysis.

	Strengths (S)	Weaknesses (W)
	1. Financial management 2. Leadership 3. Cohesion of Council 4. Strong balance sheet 5. Good communications with external stakeholders	1. Recruitment of staff 2. Remoteness 3. Involvement of Councillors 4. Difficulty in attracting community involvement 5. Lack of government support
Opportunities (O)	SO Strategies (use a firm's internal strengths to take advantage of external opportunities)	WO Strategies (are aimed at improving internal weaknesses by taking advantage of external opportunities)
1. Access to funding 2. Increased mining activity 3. Growth in tourism 4. Transport hub 5. Educational hub 6. Attracting new residents and businesses	Maximise revenue-generating opportunities of tourism Attract grant funding Attract industrial training businesses to town Open communications with TAFE and Universities Open communications with transport industry Support the extension of the Goldfields Hwy to Great Northern Hwy Develop more industrial land Liaise with Health Dept. re. regional hospital and aged care facility for Northern Goldfields Increase services provided by hospital	Identify and backfill key roles Identify funding opportunities to develop local/indigenous staff Recruit a Community Development Officer Enhance and develop the Golden Gift

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Threats (T)	ST Strategies (use a firm's strengths to avoid or reduce the impact of external threats)	WT Strategies (are defensive strategies directed at reducing internal weaknesses and avoiding external threats)
1. Loss of funding 2. Loss of mining rate base 3. Native title 4. Government interference 5. Population decline 6. Decrease in mining activity	Maintain resident doctor Promote mining company training from Leonora Invest Shire funds for income Profitable land sales Sale of industrial blocks Differential ratings on mining tenements Invest in Shire-owned mining infrastructure Develop hazardous waste disposal facility Conduct annual external audit of assets Conduct annual stakeholder consultation	 Development of performance scorecards and indicators Develop trainee scheme Implement Youth Patrol Promote less tolerance for lawlessness Maintain Community Grant Promote Shire initiatives Provide opportunities and budget for professional development, career development and training Prioritise and support internal promotion Enhance salary packaging incl. Accommodation, vehicle etc. Adhere to, where appropriate, DLG guidelines for planning and management of Shires Adopt best practice HR management frameworks Adopt best practice ICT management frameworks Conduct internal audit in line with asset management plan Implement asset management planning

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