

Need support preparing your next Council Strategic Plan?



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What makes a Strategic Plan successful?

A council's Strategic Plan, or Community Plan, is a cornerstone document for council, the administration, partner organisations and the broader community.

If well-conceived, it can provide a clear roadmap for Elected Members, council staff, external stakeholders and residents of council's longer term aspirations for its area, and where efforts and resources will be focused.

Council Strategic Plans are more important than ever given community expectations for councils to deliver more with less, and local government reforms which will necessitate a stronger interconnection between Strategic Plans, Long Term Financial Plans and Infrastructure & Asset Management Plans.

In our experience, successful strategic plans have the following hallmarks:

 <p>ADDRESSES THE LOCAL CONTEXT AND THE BIG ISSUES</p>	 <p>INFORMED BY FOCUSED AND MEANINGFUL CONSULTATION</p>
 <p>OPPORTUNITIES AND CONSTRAINTS ARE WELL UNDERSTOOD</p>	 <p>PRIORITIES THAT ARE EASY TO EXPLAIN</p>
 <p>OUTCOMES THAT COUNCIL CAN MEANINGFULLY INFLUENCE</p>	 <p>A HEALTHY BALANCE BETWEEN AMBITION AND PRAGMATISM</p>
 <p>CLEAR IMPLEMENTATION PATHWAY</p>	 <p>SIMPLE AND CLEAR MEASUREMENT PROCESS</p>



Developing a Strategic Plan

There is no one-size-fits-all approach to developing a Strategic Plan.

The approach needs to reflect where your council is at, the expectations of your Elected Members, staff, external stakeholders and residents, and the extent to which council is wanting to refresh its direction, or develop an entirely new plan.

Regardless of the approach, the following steps are usually helpful:

01 REVIEW & REFLECTION

- » What did we achieve under our current plan?
- » What didn't happen? Why?
- » How well did we use the plan to guide our decisions?

02 COMMUNITY & REGIONAL PROFILING

- » Where are we at as a council and community?
- » How is our region changing?
- » What threats and opportunities are emerging?
- » What are the big issues that council will need to address?
- » What can we learn from other council and regional plans?

03 EARLY CONSULTATION

- » What are the expectations, concerns and aspirations of our council members, staff, stakeholders and community?
- » What have our community and stakeholders already told us that we can feed into the process?
- » What emerging ideas can we share to inform the consultation?
- » Who are the influencers that we need to involve?
- » Which consultation methods are appropriate?
How wide and deep do we want the consultation to be?

04 SYNTHESIS & SENSE MAKING

- » What themes and trends are emerging?
- » What ideas are unclear and need to be further tested?
- » Are major changes to councils levels of servicing being proposed?
- » How will we prioritise and ensure our plan has a clear focus?
- » What are our financial and other constraints?
- » How do we plan to pay for our new priorities and projects?

05 DEVELOP THE PLAN

- » Does our draft plan meet the requirement of the Local Government Act?
- » What will the new plan mean for other council plans, including our Long Term Financial Plan, and Asset Management Plans?
- » How will our community be involved in reviewing the draft plan?

06 LAUNCH, EMBED & MEASURE

- » How do we want to launch the plan?
- » What needs to happen to ensure the plan is fully embedded across the organisation?
- » How will we measure and report on our achievements in delivering the plan?

Why involve BRM Advisory?

BRM Advisory has considerable expertise in supporting local government leaders to drive positive change for their councils and their communities.

We collectively hold more than 60 years of direct experience working with the sector, and with that comes a nuanced understanding of the operational, strategic and political environment.

1

We are **specialist local government consultants** with market leading experience delivering a wide range of projects

2

We are experienced **stakeholder engagement** practitioners, and collectively have delivered hundreds of workshops with council elected members and staff, as well as with business, government and community groups, to inform our projects

3

We understand the nuances of council governance and **local government reforms** that are progressively being implemented

4

We are **nimble**, and have demonstrated our flexibility in working with councils to develop project methodologies that work for them. This includes our ability to deliver projects end-to-end as a traditional consultancy, work as an in-house resource or deliver parts of a project as part of a council-led project team.

5

We have the **depth of resources** and our specialist team is deliberately 'top heavy'. This means we are able to quickly and efficiently produce outputs without compromising on the quality of our work.

Our local government team:



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- » Strategic planning
- » Corporate governance
- » Stakeholder engagement
- » Audit and risk
- » Service reviews
- » Major projects
- » Commercial advice
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- » Stakeholder engagement
- » Urban/regional planning
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- » Strategic planning
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- » Community engagement
- » Urban/regional planning
- » Emergency management
- » Sustainability/climate change
- » Social planning