

Ipswich City Council **Planning and Performance Framework**





1

down to ↓
Ground Level

Reception
Childrens Library
Childrens Library
Event Space

INTRODUCTION

The Planning and Performance Framework (PPF) explains the interrelationships of council's planning and performance monitoring documents to provide a holistic overview of how investment decisions are made and monitored. By adhering to the framework, council can ensure best use of available resources and maintain a transparent process.

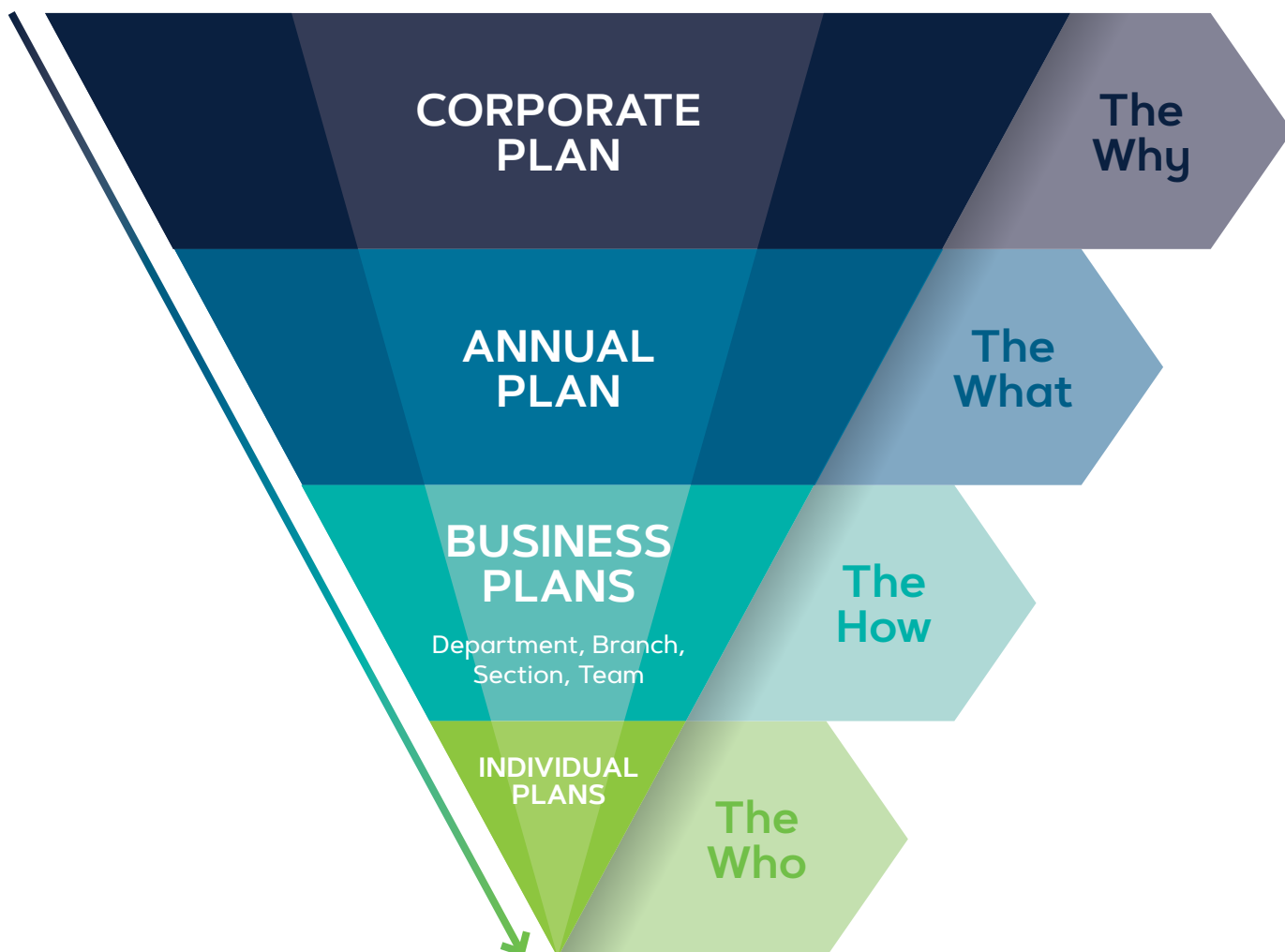
The PPF promotes both 'vertical integration', with community and corporate objectives cascading down to individual responsibilities, and 'horizontal integration' across council functions to assist in breaking down 'silos' traditionally seen in council operations. It recognises that council strategy and plans should not exist in isolation – they are interconnected. The PPF allows council employees to align strategy and planning documents, understand how they interact and yield maximum leverage from our efforts by planning holistically and sustainably for the future.

Performance monitoring is an essential component in tracking the progression of desired objectives. Council has legislative requirements under the *Local Government Act 2009*, *Local Government Regulation 2012* and other relevant legislation to develop and report on the delivery of key documents. Council also publishes reports that are not prescribed in legislation to track progress of the community's vision and council's strategic direction.

The objective of the PPF is to:

- provide stakeholders with a better understanding of how strategic direction is implemented
- ensure staff have a clear sense of purpose by demonstrating alignment between the key documents and individual responsibilities
- clarify roles and responsibilities to ensure community and corporate objectives are met
- optimise success by providing clear accountability for responsibility and performance, and understanding of the integration and interdependencies between strategy and planning documents.
- make decision-making more efficient, timely and cost-effective, producing better outcomes for our community
- build consistent language related to planning and performance
- demonstrate the feedback mechanisms to support on-the-job development
- demonstrate council's commitment to the Local Government Principles of:
 - transparent and effective processes, and decision-making in the public interest
 - sustainable development and management of assets and infrastructure, and delivery of effective services
 - democratic representation, social inclusion, and meaningful community engagement
 - good governance of, and by, local government
 - ethical and legal behaviour of councillors and local government employees.

PLANNING AND PERFORMANCE FRAMEWORK

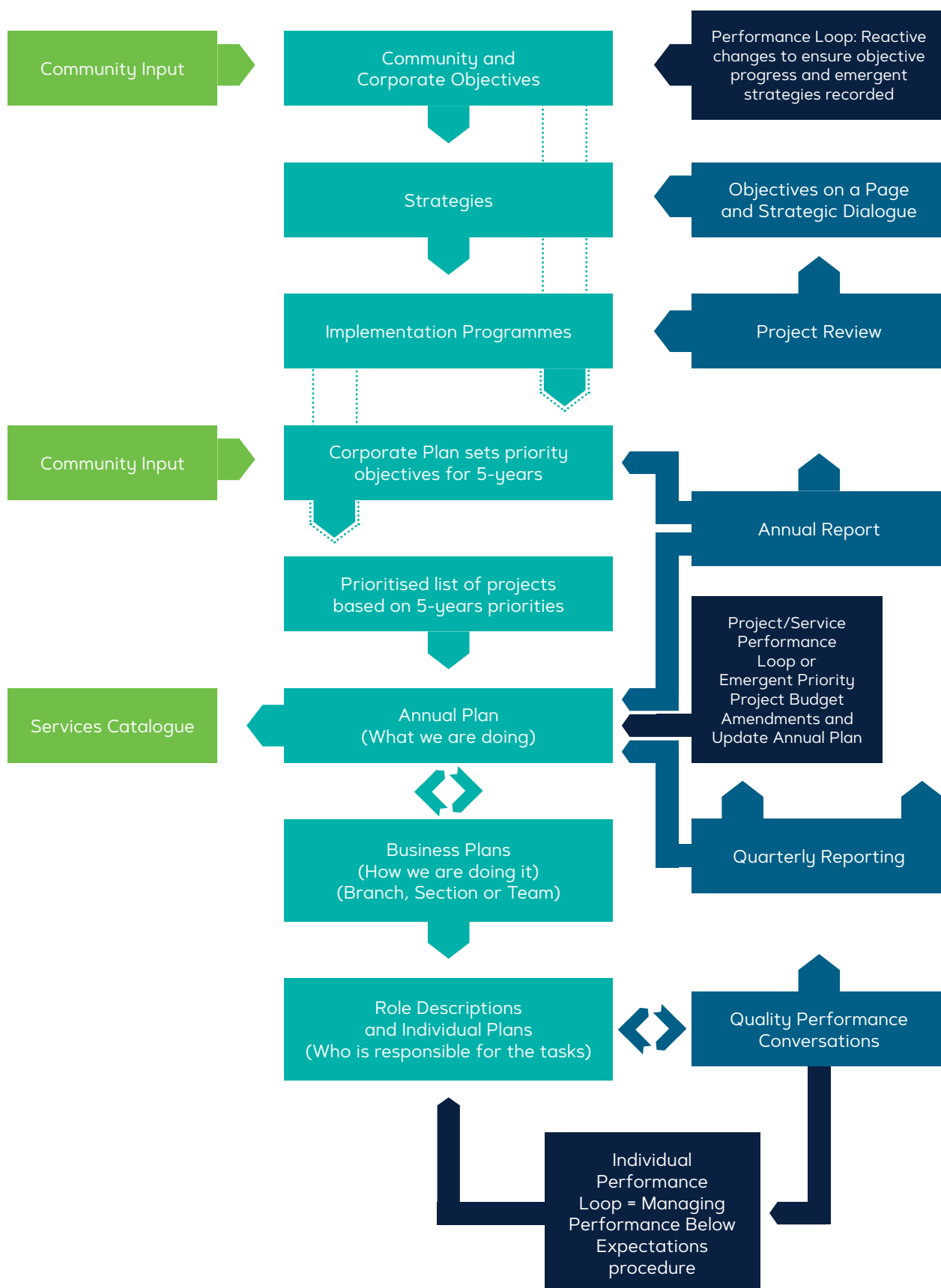


ROLES AND RESPONSIBILITIES:

The Performance Branch and Organisational Development are jointly responsible for initiating and managing the Planning and Performance Framework process. Under their carriage is the collation, review, and monitoring of the organisations' performance against the stated goals and objectives contained in the key documents –Corporate Plan, Annual Plan, Business Plans and Individual Plans.

Key performance measures including flagging potential risks to delivery will provide essential information to decision-makers. The cycle of strategic planning will be steered by four areas of council: Capital Management (IED), Finance, People and Culture, and Performance. Critical to the success of the PPF is the active participation of staff from all areas of council to ensure meaningful information is captured in planning to allow for effective performance monitoring.

PLANNING AND PERFORMANCE PROCESS:



KEY DOCUMENTS TO THE PLANNING AND PERFORMANCE CYCLE

COMMUNITY VISION

Purpose	The Community Vision is a compilation of desired objectives developed through consultation with the community. All the objectives are considered important to the community at the time of adoption for consideration in the development of strategies and in turn investment of resources from council where appropriate through the planning and performance cycle. While council has a custodial role in initiating, preparing, and maintaining the Community Vision on behalf of the Local Government Area, it is not responsible for its attainment in entirety. Other partners, such as state agencies, community groups and residents are also involved in delivery.
Timing	The Community Vision is a collection of future aspirations that provides a 20-year vision for the Local Government Area.
Reporting	The Community Vision is not wholly owned by council and therefore is not reported against in its entirety. The objectives progressed through the enactment of strategies and resource allocation in the corporate plan are reported against on an annual basis through their respective mechanisms.

STRATEGIES

Purpose	A corporate document that sets out council's strategic approach and explains the rationale and underlying thinking for decision making. A Strategy captures the following elements for council: where we are, where we are going, how we will get there, how we will know when we get there and if there are any hard deadlines along the way. Strategy and Implementation Programmes are how council will achieve goals and objectives and assist in the decision-making process for the allocation of resources to succeed. A Strategy is unfunded and considered an informing document for the development of the corporate plan.
Timing	Strategies should be developed when there is an identified need through one of the four approved channels. These documents are outcome bound and shouldn't be narrow in effect. If a Strategy is not progressing the desired outcome a review of the research will be conducted and a change in Strategy may be required.
Reporting	An Annual Report will be published to identify how all objectives and in turn strategies have progressed. This includes if no intervention from council has been taken and the changes observed from the external environment.

IMPLEMENTATION PROGRAMS

Purpose	A group of projects that together progress the agreed approach detailed in a Strategy. An Implementation Program should accompany a Strategy and detail how the Strategy will be put into action and dependencies that are grounded in research and backed by evidence.
Timing	An Implementation Program is developed after a Strategy is adopted by council. Projects that are progressed as a part of the Planning and Performance cycle will be marked on an annual basis with a review of projects occurring if a Strategy is amended.
Reporting	As the Implementation Programmes are unfunded and projects are progressed singularly through the planning cycle outcomes are reported against on an annual basis through the Annual Report and objectives are assessed through Strategy Report Cards.

CORPORATE PLAN

Purpose	<p>A working document outlining council's five-year priority objectives. It should outline performance measures and targets for monitoring progress in achieving the outcomes of the strategic priorities. It is developed in consultation with the community and determines which of the community and corporate objectives will receive the highest consideration for resource allocation over the five-year period. All objectives will be enacted through a Strategy and only be considered in the Annual plan once due process has occurred.</p> <p>An appropriate Corporate Plan meets council's legislative obligation as per Local Government Act 2009 Section 104 and Local Government Regulation 2012 Chapter 5 Division 1.</p>
Timing	<p>The Corporate Plan is a five-year document that provides the strategic priorities for council. The current Corporate Plan was adopted 1 July 2021 and will provide guidance through to 30 June 2026.</p>
Reporting	<p>Council is legislatively required to report the progress to the Corporate Plan objectives. The Annual Report contains the progress as per the performance measures listed in the Corporate Plan to demonstrate movement in the strategic direction of council towards the top community and corporate objectives. If a project is not progressing the intended outcomes, then a review of the Annual Plan commitments is required and may include budget amendments.</p>

ANNUAL PLAN

Purpose	<p>The Annual Plan is a yearly view of what council is committing its resources, both financial, human, and physical, to in achieving the vision of the Local Government Area and moving towards corporate objectives. It consolidates the legislatively required elements of the Operational Plan, and Budget, together with the Annual Capital Works Program into one document. Although it is compiled on an annual basis it is subsequently re-evaluated and amended on a periodic basis throughout the period for which it was adopted. The Annual Plan assigns responsibilities to relevant areas for both financial and nonfinancial resources. It is also an important tool for monitoring business performance in relation to efficient use of resources. With proper planning, limited resources are managed efficiently. The Long-term Financial Forecast (LTFF) accompanies the budget and sets out the economic and fiscal outlook for the Local government Area. The LTFF includes a similar estimation of revenue, expenses, and capital expenditure but for a longer period.</p> <p>The Annual plan meets council's legislative obligation as per the Local Government Act 2009 Section 104 and the Local Government Regulation 2012 Chapter 5, Part 2, Division 3 and 4.</p>
Timing	<p>The Annual Plan operates from 1 July to 30 June. Development of the Annual Plan begins in the second quarter of the financial year and correlates with development of Business Plans. The legislation dictates the Budget, and therefore the Annual Plan, must be adopted after 31 May but before 1 August (or a later date decided by the Minister).</p> <p>The LTFF includes capital expenditure, expense, and revenue estimates for the financial year of development, the budget year and nine forward financial years. From its assumptions, the LTFF sets the desired financial boundaries within which the organisation can plan for its future. The outcomes from one Budget form the basis of the next LTFF. The LTFF then sets the high boundaries for the next Budget.</p>
Reporting	<p>The Chief Executive Office (CEO) is legislatively required to present a written assessment of the local government's progress to towards implementing the Operational portion of the Annual Plan at regular intervals of not more than three months. Council meets this requirement through the preparation of a Quarterly Corporate Performance Report. If service levels are not meeting the community's expectation or an emergent project should be considered ahead of another, then a review of the Annual Plan commitments is required and may include budget amendments.</p> <p>Financial Reports are legislatively required monthly and must state the progress that has been made in relation to the local government's budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held. The reporting includes additional information such as monthly budget variance reports which are completed by all departments.</p> <p>The Annual Report also must contain the summary of the years progress.</p>

BUSINESS PLANS

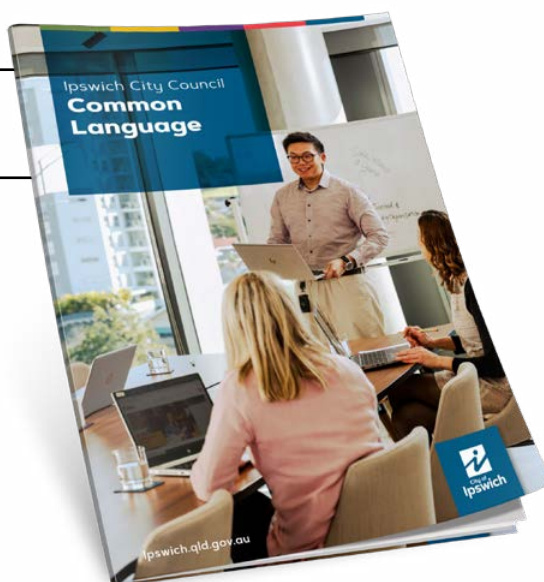
Purpose	Business Plans are a scalable document that can be implemented at branch, section, or team level. The objective of the document is to outline how the projects and services that have been committed to in the Annual Plan will be actioned to a more detailed level. This plan is essential in connecting an individual's plan to the Annual Plan. Business Plans may also include legislative plans that guide an area of work.
Timing	Business Plans are developed alongside the Annual Plan and provide the detail on how the business will deliver what is recorded in the Annual Plan. However similarly to the Annual Plan they are re-evaluated and amended on a periodic basis throughout the period for which they were adopted.
Reporting	Business Plans are a detailed plan on how the business will deliver what is listed in the Annual Plan. As such the reporting is captured through the quarterly reporting process.

INDIVIDUAL PLANS

Purpose	Employees' Individual Plans link the objectives in business plans to more granular actions aligned with responsibilities outlined in the employee position description. The Plan clarifies how each employee contributes to the overall vision of the organisation.
Timing	Individual Plans are reviewed on a bi-annual basis and amended to ensure staff are the right people (those with the skills and capabilities necessary), available in the right numbers, in the right employment types, in the right locations at the right time.
Reporting	Performance check-in forms are completed on an annual basis to ensure staff are supported and the tasks assigned are completed as per the assignment through the planning process. If performance continually does not meet expectations, Performance Management Plans are progressed to address inability to perform the requirements specified in the role description.

WHAT DO ALL THE WORDS MEAN?

Please refer to our **Common Language Guide** for terms and definitions.



OTHER IMPORTANT DOCUMENTS RELATING TO THE PLANNING AND PERFORMANCE CYCLE

LONG TERM ASSET MANAGEMENT PLAN

Purpose	<p>Council has developed four Asset Management Plans that detail the assets, service levels, risks and to provide operational and capital expenditure forecasts. These asset Management Plans are broken down into the following asset classes: Drainage and Flood Mitigation, Parks and Recreation, Buildings and Facilities and Roads and Transport. To ensure ongoing sustainability of council services it is essential to balance the community's expectations with their willingness and capacity to pay for the infrastructure underpinning these services. Maintenance of service levels of infrastructure assets requires appropriate investment across the whole of the asset management lifecycle. In recognition of the need to establish an appropriate balance between developing new assets and maintaining the existing asset base, council is committed to managing its assets in accordance with industry best practice.</p> <p>The Annual plan meets council's legislative obligation as per the Local Government Act 2009 Section 104 and the Local Government Regulation 2012 Chapter 5, Part 2, Division 2.</p>
Timing	<p>Council's Asset Management Plans were adopted in November 2019 and will be reviewed annually.</p>
Reporting	<p>A Report Card is published annually to identify how the Asset Management Plans are being managed and implemented.</p>

SERVICES CATALOGUE

Purpose	<p>Core business is what we do best to keep our city thriving and to meet our communities need. It is all the activities undertaken by all employees to ensure Ipswich remains liveable for its residents and attractive to its visitors. It is important that the core business activities reflect the strategic direction and are derived from an informing document to drive what we do and why we do it.</p> <p>The Services Catalogue lists all categories of current services including externally funded services. It details the responsible business area, what the service provides, how it is initiated, the statutory obligation, level of service, audience, and strategic alignment of each service. It includes legislated and discretionary services that are undertaken by council areas.</p>
Timing	<p>This catalogue is reviewed and updated annually with consideration of commitments made in the Annual Plan to ensure our efforts remain focussed and waste is minimised; continuous improvement is championed at council to ensure efficiency and effectiveness always forms part of our 'non-negotiable' service offerings every year.</p>
Reporting	<p>Service Catalogue is a complete list of how council delivers its services which is replicated in business plans. As such the reporting is captured through the quarterly reporting process.</p>



Ipswich City Council
PO Box 191, Ipswich QLD 4305, Australia

Phone (07) 3810 6666
council@ipswich.qld.gov.au
ipswich.qld.gov.au

Join us online:



/ipswichCityCouncil



/ipswich-city-council



/IpswichCityCouncilTV