

From the Mayor

Transforming Community Vision into Action is an important draft document for both Camden Council and the community. It represents what we, as a Council will do to help create the future community you identified through ***Camden 2040***.

This document takes this long term vision and allocates council resources in a sustainable way to deliver a number of strategies and actions required to make the Camden 2040 vision a reality.

We now need your feedback to make sure we are doing the right things and they have been given the right priority for Council action over the next four years in the Delivery Program. This is your chance to play a role in helping Council ensure its actions are steps in the right direction to delivering Camden 2040. We need to know if we are on the right track and if not where we can improve.

We invite you to read this draft community plan and encourage you to tell us what you think through our formal feedback process.

With your help we really can transform our community vision into action.

Chris Patterson
Mayor

From the General Manager

This document represents Camden Council's response to the State Government's new Integrated Planning & Reporting (IP&R) framework. It is now the mandated way for Councils in NSW to undertake and report their resource planning and the delivery of services and facilities to their communities. While our Council has exhibited and adopted a rolling four year management plan for many years, the new document will be called a Delivery Program and will outline how the Council will deploy its people, its finances and its assets to benefit the residents of Camden.

It comes after an extensive community consultation program which has led to the adoption of *Camden 2040*, the Camden community's strategic plan. That community strategic plan provides us with guidance as to the important priorities of our community and we have now undertaken a significant body of work to identify the resources needed to deliver on our community's expectations. These resources have been identified through a Workforce Strategy, an Asset Management Strategy and a Long Term Financial Plan. This Delivery Program is the outcome of that work and identifies what we will do, what it will take and how we will be measured against the results.

There has been a significant amount of work done by Councillors and staff to try and make this document meaningful and useful for our community. I encourage you to engage in the process of guiding our community's future by commenting on how well you think it will deliver a better quality of life for you and your family.

Greg Wright
General Manager

Integrated Planning in Camden

What is Integrated Planning?

Integrated Planning is the term used to describe the planning processes where long term community aspirations and goals are identified. It is then up to local government and various community stakeholders to develop supporting plans and strategies to deliver on these aspirations. It is just like when we as individuals make long term goals. We need to develop strategies and actions to get there and save to pay for the cost of these actions. This often requires us to set some priorities on how we live and spend our money or how we save. This process is not different for Council, just on a larger scale.

Local government is required to have regard to the community's aspirations but it is not compulsory for other stakeholders (such as state agencies) although it is regarded as common sense that they do. As mentioned, part of this planning process includes identifying the resources (people, money and assets) required to deliver these aspirations and then make sure the community understands the cost of achieving these aspirations and whether they are affordable and sustainable. When they're not affordable or sustainable then the whole community and key stakeholders need to make choices about the priorities, timing and approach to delivering aspirations.

What Plans form part of the Integrated Planning Process?

The highest level plans are Federal and State plans. Although they don't actually form part of the Integrated Planning process, local plans must be consistent with the Federal and State Plans and our legal framework.

At the next level down is the **Community Strategic Plan** – in our case **Camden 2040**. Camden 2040 sets out the community's long term aspirations and goals. We identified these aspirations through an extensive community engagement process in 2010 and adopted this on your behalf. You will find Camden 2040 in Part B of this document

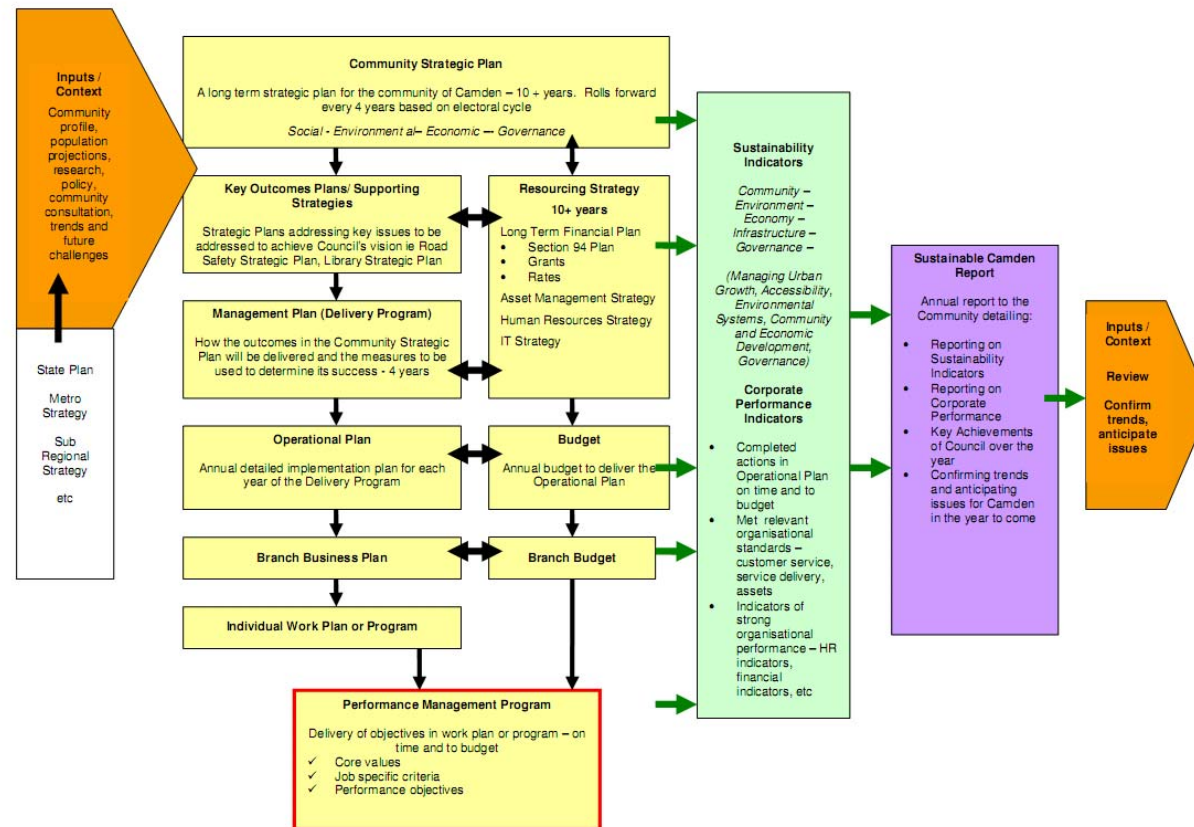
To make these aspirations happen Council has looked at the resources it needs for areas under its jurisdiction and developed **Asset Management Plans** (the assets required and their ongoing cost), a **Workforce Plan** (the people and skills required) and a **Long Term Financial Plan** (the money required) which together are called the **Resourcing Strategy** that support Councils actions. The summary Resourcing Strategy can be found in Part C of this document and the individual plans on Councils website www.camden.nsw.gov.au.

At the fourth level is more detail on the actual programs and activities that Council is going to focus on over the next four years. This is called the **Delivery Program**. Council is reasonably certain this four year program will occur unless something unforeseen happens. The Delivery Program is supported by an **Operational Plan** – what actions almost certainly will happen over the coming year.

For these plans to be integrated they must all support each other by saying the same thing and providing the resources to deliver what is proposed, when it is proposed. In preparing this Plan Council has had regard to not only the plans above but other plans and policies as well (like the Local Area Plan), so there should be no contradictory actions and Council has the resources required to deliver the program of work.

How this is pieced together - Our framework

The diagram below shows how our planning framework fits together. In essence this document is all about making sure the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the sustainability indicators.



Why is Integrating these Plans so important?

Integrated planning is important for a number of reasons most of which relate to being sustainable, transparent and accountable as Community and as a Council.

For a Community Strategic Plan to be more than just a dream we need to plan to get there and know the cost of the journey. If we don't then we may well create problems for ourselves and our children's generations. If we are aware of the costs and the implications then we can change plans if we can't afford our dream or find it makes our community unsustainable. In the past we generally haven't looked out so far with our strategic planning frameworks and when we have, much of this tradeoff analysis has been undertaken out of the public eye. By Council identifying what it plans to deliver in the short term and linking this to the long term direction we can see we are on the same path to the same outcome.

Review period

Council is committed to reviewing the Community Strategic Plan, Resourcing Strategy and Delivery Program every four years. These plans must be reviewed by each newly elected Council. The next Council election is in September 2012 so the first review will take place immediately following this election.

The Operational Plan is an annual plan and as such is reviewed annually. It is intended that each year of the Operational Plan will follow the respective year of the Delivery Program as much as possible. Where there is a need to depart we will explain why.

Have your Say - Community Engagement

It was essential the community had input into these plans to ensure Council priorities are aligned to achieving community aspirations. Council undertook a Community Engagement Process on the Resource Strategy, Delivery Program and Operational Plan between 2 and 30 May 2011. This process included a range of engagement initiatives including; Focus Groups, Targeted Stakeholder Discussions, Open Houses and internet based engagement. All submissions were considered by Council at its meeting 14 June 2011.

Key contacts are;

To make an enquiry call

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How to read the plan

This plan is in four Parts starting with Part A, this introduction. We have started with the big picture direction going into more detail the further you get through this plan. We have also used the colour coding in the diagram below throughout the plan so you can tell where you are at any point. You don't have to read the whole plan - the colour coding enables you to dip into the plan where your interest is.

