



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM704A Lead the strategic planning process for local government

Release 2

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Modification History

LGAGCM704A Release 2: Layout adjusted.

LGAGCM704A Release 1: Primary release.

Unit Descriptor

This unit covers the process of leading the development of high level strategic plans for councils. Essential to this unit is the understanding that councils operate in a multifaceted environment and reflect the communities that they serve.

Strategic planning encompasses the analysis of the environment, issues of sustainability, identification of risks and opportunities, and specification of strategic directions that serve the vision and mission of the council. The identification of performance indicators and their monitoring is critical to success.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected. The unit is appropriate for elected members, CEOs and other senior managers of councils.

This unit may also be contextualised to other public or private sectors as long as the essential outcomes of the unit are not changed.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Determine framework for development of strategic plan	1.1 Extensive consultation with council and senior staff is undertaken to determine parameters that will be used for the planning process, including time frames and budget. 1.2 Analysis of current strategic planning frameworks is conducted to determine a methodology that is in keeping with council's environment, needs and values. 1.3 Stakeholders who will contribute to plan's development are identified. 1.4 Planning methodology is developed and project plan, including resource allocation, is documented. 1.5 Goals and outcomes of plan are identified and stakeholder support is gained.
2. Conduct high-level scan of council operating environment	2.1 Extensive local, national and international research is undertaken and managed to identify key issues effecting council. 2.2 Issues of environmental sustainability and regional economic performance are reviewed. 2.3 Demographic and industry trend data is identified, collected and analysed to provide profiling information about the region in which the council operates. 2.4 Key strengths, weaknesses, opportunities and threats (SWOT) are identified. 2.5 Major risk factors are identified that could constrain achievement of council goals in the short, medium and long term. 2.6 Extensive consultation is conducted with stakeholders in the community, industry and government to identify issues and expectations impacting upon council's operations.
3. Lead the establishment of council goals and key result areas	3.1 Processes to engage council, staff and stakeholders are developed and implemented to establish council's major goals during the forecast/planning period. 3.2 Critical success factors that will be in place to support attainment of plan are established, including staff resources, financial resources, staff skills and external support. 3.3 Leadership to establish council's key result areas for the period of the plan is provided.
4. Lead the formulation of the detailed strategic plan	4.1 Processes and delegations are put in place and managed to develop plan in line with chosen methodology and format. 4.2 Communications strategy is planned and put in place to ensure staff and stakeholders are informed of progress, changes and outcomes. 4.3 Appropriate methods are employed to gain commitment to

ELEMENT	PERFORMANCE CRITERIA
5. Plan and manage implementation processes	process and plan.
	4.4 Sign-off and commitment to finalised strategic plan are obtained from relevant stakeholders and participants.
	5.1 Development of the necessary tactical or operational plans across business units or departments required to implement the longer-term strategic plan is lead and managed.
	5.2 Prioritising and human, financial and capital resourcing of programs or operational tactics are planned and conducted.
	5.3 Performance indicators or benchmarks are established in line with council process in order to determine progress and success.
	5.4 Change management process is planned and led with consideration given to the building of strong team commitment.
6. Develop and manage monitoring and review process	5.5 Strategies to skill the workforce in order to enact the plan are put in place.
	5.6 Communication processes are put in place to inform and support staff and stakeholders during any required change and implementation process.
	6.1 Processes to monitor performance against agreed benchmarks and performance indicators are put in place and enacted for relevant service delivery and corporate support areas.
	6.2 Reporting processes with council, community, staff and other agencies are planned, implemented and monitored.
	6.3 Outcomes of strategic and operational plans are monitored in line with agreed processes.
	6.4 Review or refinement of activities is undertaken in light of changing conditions to ensure attainment of strategic plan's goals.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- high-level management and leadership skills
- high-level communication skills
- high-level research and analytical skills
- capacity to develop unified team commitment to the development and implementation of agreed strategic directions
- ability to identify and evaluate potential obstacles to change
- capacity to delegate
- capacity to analyse organisational systems, processes and activities
- lateral thinking and creativity
- capacity to generate a range of possible options in solving problems

Required Knowledge

- strategic planning models and processes
- council/region demographics and environment
- major community, economic and environmental trends
- change management models
- monitoring and reporting processes

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to manage and drive complex planning processes.

Critical aspects of evidence to be considered

The demonstrated ability to:

- lead and manage the strategic planning process
- apply planning methodologies to the conditions and requirements of the council

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans

- relevant local government legislation and regulations

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

<i>Consultation</i> may include:	• focus groups • in-depth interviews • quantitative research techniques • customer satisfaction monitoring (CSM) approach, e.g. telephone, questionnaires, face-to-face interviews or in-depth interviews • listening to customers
<i>Strategic planning frameworks</i> may include:	• recognised academic planning models • commercial planning models • in-house planning models
<i>Stakeholders</i> may include:	• elected members • interest and community groups • ratepayers • staff • unions • local enterprises • government agencies • neighbouring councils • industry groups
<i>Risk factors</i> may include:	• economic or demographic changes within the community • changing government regulations or laws • inability to maintain supply of goods • staff shortages • environmental issues, including sustainability and developing a response to major issues, such as climate change and water security

Unit Sector(s)

Common