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1.1 FOREWORD

Message from the Mayor, Duncan Kennington

It gives me great pleasure to introduce the District Council of Mallala Strategic Plan 2013 – 2016. This plan has been developed in alignment with the Council's Vision for our Community:

"A progressive, growing community enjoying a quality lifestyle in a sustainable, rural and coastal environment" and outlines the goals, outcomes and strategies developed to achieve it and fulfil our mission as an organisation.

The Mallala Council area is well placed within the region to deliver economic growth to our community, whilst at the same time, preserving and enhancing our considerable agricultural, horticultural and environmental assets. Our rural lifestyle and heritage, unique rural living and animal husbandry zones, strong and active volunteer sector and outer metropolitan location, come together to create a place of enviable opportunity, in which to live and grow.

In preparing this plan, we have consulted with our local communities, business and government to identify the important issues and opportunities that will shape the future of the District of Mallala.

Significant steps have been made in identifying and putting in place key initiatives that will see the District prosper. Examples of these initiatives include:

- Proceeding with the Community Waste Management Scheme for Mallala
- Finalisation of the Two Wells Residential Development Plan Amendment that subject to Minister approval will see around 3,000 homes built over the next 20 years.
- Extensive Development Deed negotiated with the Hickinbotham Group to ensure sustainable development of Two Wells
- Progression of the Two Wells Main Street Redevelopment
- Finalisation of the Strategic Directions Report in 2012 that identifies the key planning issues and development needing to be addressed by Council
- Climate adaptation studies to assess impacts on coastal communities

In essence the District has the opportunity to harness the residential and economic growth to build a stronger community with a very bright future. As a Council we look forward to meeting these challenges and capitalising on the opportunities.

Message from the Chief Executive Officer, Charles Mansueto

Council's Strategic Plan 2013-2016 provides the high level strategic direction for all Council's plans and operations, and guides service and project priorities and resourcing.

As a Council, we aim to provide effective and efficient services that are valued by our Community. In doing so, we need to balance the various needs of the community, industry, business, the government and the environment.

The development of the Strategic Plan has involved a number of stakeholders and consultation activities including a community survey, advisory committees, Elected Member and Staff workshops. The level of enthusiasm and involvement from all Council staff in the process will assist in their commitment to aligning activities and resources to the strategic goals and outcomes in the Plan.

The Strategic Plan has been developed under a new framework that sees the establishment of Four Year Action Plans under each of the key Focus Areas. These plans aim to provide further detail as to the projects and initiatives that Council will focus on to achieve the Vision and supporting outcomes.

I look forward to leading the Council staff and supporting the Elected Members in the implementation of this Strategic Plan and associated business plans of Council. In this way we can ensure we play our part in achieving the vision of "A progressive, growing community enjoying a quality lifestyle in a sustainable, rural and coastal environment."

1.2 ABOUT THIS PLAN

This 2013-2016 Strategic Plan has been developed to ensure that a clear direction is mapped out which will lead to improved services and outcomes for the people within the District ensuring that Council as an organisation continues to provide leadership and direction in an ever changing environment.

Local Government undertakes strategic planning to achieve a desired vision for their community. This can only be achieved through close co-operation, support and partnerships with those individuals and external organisations that can influence decision-making and delivery of core services.

The establishment of our common vision and organisational mission enables the development of key goals for the organisation, which have in turn provided the framework for development of outcomes and strategies.

To implement the Strategic Plan specific actions and projects are developed and implemented. These are identified in the Four year Action Plans under each of the Key Focus Areas.

The Strategic Plan is the high level planning document that identifies the community's aspirations and vision. These are supported by goals, outcomes, and strategies.

The following diagram shows the linkages between the key planning documents and how they link to staff focus



1.3 LINKAGES TO OTHER PLANS

The Strategic Plan is developed taking into account other key documents developed by other stakeholders. These may include planning documents developed by other stakeholders, including, federal & state government, regional associations and other key groups that have an interest in the District or can influence its future. This section identifies the key planning documents and provides a brief summary of their importance to the District Council of Mallala.

- States 30 Year Plan for Greater Adelaide – key State planning strategy that identifies key growth areas and employment lands. Two Wells is identified as the key township within the District for residential growth. Further the plan also identifies horticulture and agriculture as key industries to be focussed on in the District
- State Strategic Plan – identifies the key priority areas and indicators that will drive the State government's agenda. It will be important for Council to ensure any future funding bids assist the State Government in progressing towards achievement of these targets. Within the State's seven key priorities the Clean Green Food is one that has a clear alignment with the District. The Economic Development strategies are clearly aligned with this priority.
- State Infrastructure Plan – as with the State Strategic Plan, the Infrastructure Plan will provide a priority map of infrastructure requirements for the State Government. At the writing of this report the revised plan had not been issued.
- RDA Barossa Road Map – the RDA Barossa road Map is a critical document that highlights across the Barossa Region (Mallala, Gawler, Barossa & light) the key infrastructure needs. The road map identifies the following initiatives aligned to opportunities within the District: intensive horticulture, secondary school at Two Wells, provision of water to support the horticulture industry.
- Development Plan – the District Council of Mallala's Development Plan is a key document that outlines how development can occur within the District. It identifies appropriate zones for development and what can occur within each of these zones. In 2012, Council undertook a review of its Development Plan as required by Section 30 of the Development Act. This review identified the key planning issues that Council will consider over the next five (5) years. The key initiatives coming out of the initial Strategic Directions Report have been considered in the Strategic Plan update.
- Asset Management Plans – The Asset Management Plans identify Councils asset infrastructure. It is used to understand the financial cost of these assets and how Council should be managing them.
- Northern Connections (Northern Adelaide Regional Collaboration (NARC)) – NARC is a regional group established by the State Government to facilitate and influence state priorities for the Northern Region (Mallala, Gawler, Light, Salisbury & Playford). The State has identified that the north is a powerful opportunity for it to meet many of its priorities. The group is given key input to the State Government through the chairing of NARC by Minister for Housing & Social Inclusion and also includes Chief Executives of the State Government and Local Government.

- Yorke Tourism – The District Council of Mallala has its coastal area covered within the Yorke Regional Tourism area. Recently the group revised its strategic plan which identified opportunities within our District that align strongly with its tourism priorities. These include the Middle beach boat ramp and the opportunity for interpretative trail along the coast.
- Long Term Financial Plan – The District Council of Mallala has in place as required by legislation a 10 year Long Term Financial Plan. This plan provides information related to Council's future financial position based on information it is aware of at the time of reviewing the plan. the plan is reviewed annually and takes into account future growth estimates and other variables that may impact on council's financial position.
- Adelaide & Mount Lofty Ranges Natural Resource Regional Management Plan - The Regional NRM Plan provides leadership, encourages community action and fosters valuable partnerships for better management of the region's valuable assets. Regional plans are linked to both the State NRM Plan and South Australia's Strategic Plan providing direction for all NRM partners who invest in the region

1.4 STRATEGIC MANAGEMENT PLANS

Council has in place a suite of plans identified as Strategic Management Plans. These are:

- Strategic Plan 2013-2016
- Strategic Directions Report 2013
- Community Development Action Plan 2013-2016
- Economic Development Action Plan 2013-2016
- Environment Management Action Plan 2013-2016
- Facilities & Infrastructure Action Plan 2013-2016
- Organisational Development Action Plan 2013-2016
- Long Term Financial Plan

Note: the Action Plans are currently in draft versions as the relevant advisory committees work through finalisation of the plans.

Current Environment

The District has a significant history that has shaped a strong, proud and resourceful community. The predominant land use and economic activity of the District is based on agricultural and horticultural industries, with a small light manufacturing and engineering sector. With an average population growth of around 3.7% per annum the District has the opportunity capitalise on this high growth to ensure it can enhance its service delivery to the wider community. At the same time, consistent with the State trend, the population is ageing and there is a decline in household size, with a retirement population seeking to relocate into more appropriate accommodation within the towns or outside of the District. As a result of these demographic changes, there is increased pressure on community services, infrastructure, natural assets, employment and the agricultural and horticultural industries.

Growth Potential

The District has a projected major growth area to the north of Two Wells potentially accommodating some 3,000 dwellings in the next 25 years, with a corresponding significant increase in the number of rateable properties and resident population (refer table below). Rezoning plans around Mallala is nearing completion and these will introduce structured planning for a heavy vehicle bypass, creating areas for commercial and light industry, while extending residential zones. There is considerable potential for future industry development in the area, in particular in food value adding, transport, storage and logistics and further growth of intensive animal keeping activities (mainly poultry) and horticulture.

	2011*	2036**	% Change
Rateable Properties	4,300	7,300	70%
Residents	8,463	16,863	Approx 4% per annum

Source: * Profile ID
 ** District Council of Mallala
 - potential growth based on know major development of 3,000 homes and average of 2.8 persons per new dwelling.

Strategic Issues

Consultation with key stakeholders in the preparation of this Plan, have highlighted the following key strategic issues that need to be effectively managed to realise the District's growth potential:

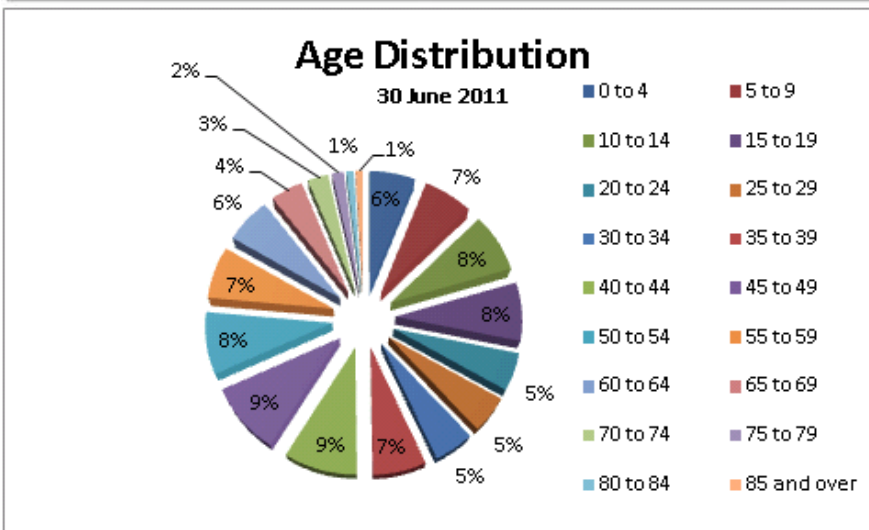
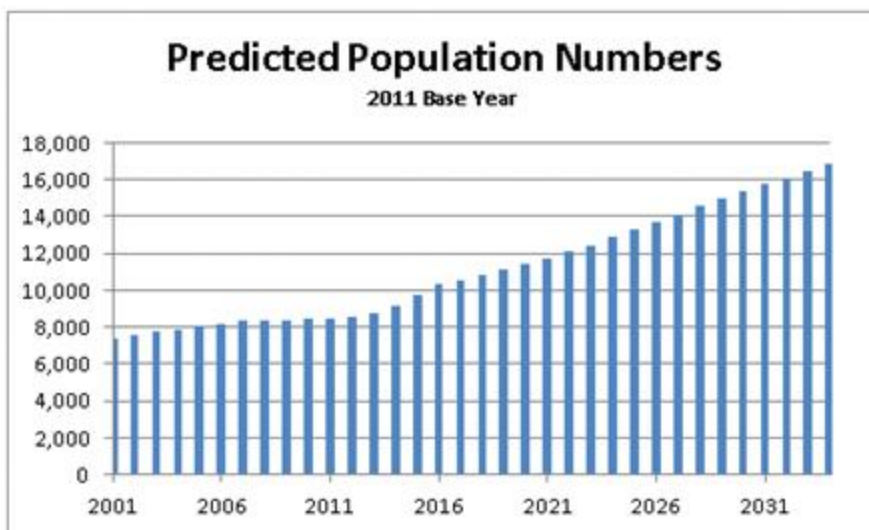
- Impact of *The 30 Year Plan for Greater Adelaide* on the District
- Infrastructure provision, for example waste water for intensive horticulture, NBN, and natural gas
- Enhanced Council & State service provision to meet existing and new demand
- Integration of transport and land use planning
- Impact of environmental changes to coastal communities and inland biodiversity
- Opportunities for eco-tourism along coastline
- Create opportunities from unique zoning, for example Animal Husbandry
- Enhance aged care facilities & services to meet ageing population needs
- Provision of short term accommodation
- Enhance organisational capacity
- Managing growth while maintain rural character
- Need for secondary school
- Enhanced town centre
- Capitalise on strategic location to key freight routes
- Enhance community identity in Lewiston area
- Branding & marketing of District

1.5 DISTRICT SNAPSHOT

The District Council of Mallala is located within the northern segment of the Outer Metropolitan Area of Adelaide, covering an area of 935 km². The Council area is within 45 minutes travelling distance to Adelaide. The District is the gateway to the northern parts of the State for those travelling from Adelaide along Highway 1.

The District has a diverse topography from gently undulating plains in the east to the floodplains of the Light and Gawler Rivers and the low lying coastal wetlands adjacent to the Gulf St Vincent in the west. Most of the area is rural in nature and agriculture is the predominant land use. The major townships of the District are Two Wells, Mallala and Dublin, each having a distinct character. They are service centres for the rural hinterland and are increasingly becoming commuter settlements for employment in nearby Adelaide. There are several coastal settlements in the District, the main ones being Thompson Beach, Parham and Middle Beach.

At the 2011 Census, the District had a population of 8,346 people. Between 2001 and 2011, the population increased by 1,160, or 1.6% per annum. By way of comparison, Greater Adelaide grew at a rate of 0.9%, indicating that the District's population grew faster than the Greater Adelaide average. The population is expected to grow steadily in the coming years, particularly as the Two Wells development will be home for up to 9,700 new residents.



Profile ID up to 30 June 2011 and then updated based on projected future growth associated with the Two Wells Residential Development

1.6 VISION, MISSION AND CORE VALUES

Vision

A progressive, growing community enjoying a quality lifestyle in a sustainable, rural and coastal environment

Mission

Provide a safe, healthy and sustainable environment for our growing community, business and visitors, by providing quality services, infrastructure and facilities.

Core Values

The values or behaviours that Council will embrace to support our Mission and guide us in achieving the Vision are:

- **Leadership & Diplomacy** – by acting strategically and effectively managing our relationships
- **Teamwork** – through unity, cooperation and support
- **Professionalism** – through commitment, quality and timeliness of work delivered
- **Honesty & Integrity** – building trust and loyalty with the community and within Council
- **Respect** – for others, acting with humility and empathy
- **Innovative & Open-Minded** –being proactive in continually improving our services

1.7 STRATEGIC PLAN FRAMEWORK 2013 – 2016

STRATEGIC FOCUS:	COMMUNITY DEVELOPMENT	ECONOMIC DEVELOPMENT	BUILT ENVIRONMENT	NATURAL ENVIRONMENT	GOVERNANCE AND ORGANISATION
GOALS:	<i>A safe and healthy community, enjoying a high quality of life</i>	<i>A developing economic base and increased employment supported by a growing population and appropriate infrastructure</i>	<i>A built environment that meets current and future community needs</i>	<i>A natural environment that is protected, valued and enhanced and meets current and future community needs</i>	<i>A responsive Council Team providing proactive leadership, good governance and sustainable services</i>
OUTCOMES:	<ul style="list-style-type: none"> ▪ Health and family support services that are accessible and meet the needs of our community ▪ A sense of place through a cohesive community with a strong volunteer sector ▪ Recreation, sporting and leisure facilities that support the well being of the community ▪ A creative and learning community ▪ A Safe community 	<ul style="list-style-type: none"> ▪ Business and employment growth ▪ Infrastructure that supports sustainable economic development ▪ A strong and diverse economic base ▪ A growing tourism industry 	<ul style="list-style-type: none"> ▪ Integrated waste management ▪ Effective and efficient planning and building control ▪ Fit for purpose roads and transport networks ▪ Well maintained street scaping and town entrances ▪ Preservation of local heritage and character of towns and rural living areas ▪ Council buildings, facilities and assets that meet community needs 	<ul style="list-style-type: none"> ▪ Protected, valued and enhanced natural environs ▪ Sustainable use and integrated management of water resources ▪ Enhanced flood management ▪ Responsiveness to climate change 	<ul style="list-style-type: none"> ▪ Effective governance, leadership & teamwork ▪ Informed and engaged community, stakeholders and staff ▪ Customer focused Council services ▪ Effective strategic and performance management ▪ Effective financial management that ensures Council's financial sustainability

1.8 GOALS, OUTCOMES AND STRATEGIES

The following section of the Strategic Plan provides details on the goals, outcomes and strategies that Council has identified through extensive consultation with the community and other key stakeholders. The strategies will guide the provision of Council's services and allocation of resources.

Goal 1: COMMUNITY DEVELOPMENT

A safe and healthy community, enjoying a high quality of life

SCOPE

Access to a range of social, cultural and health services, programs and facilities plays a critical role in achieving a safe, healthy and cohesive Community.

SERVICES

The following core service areas play a major role in achieving the outcomes that lead to Community Development:

- Aged and Disabled Services
- Animal Management & Dog Control
- Community & Sporting Groups Information & Support
- Community Development
- Events
- Fire Prevention
- General Inspections
- Library Services
- Museum and History
- Recreational Facilities
- Volunteer Services
- Public Health and Food Administration

Outcomes and Strategies 2013-2016:

1.1 Health and family support services that are accessible and meet the needs of our community

1.1.1 Advocate and promote access to programs, services, and facilities to aged care, health, family support and special needs

1.1.2 Provide public and environmental health services in accordance with relevant legislation.

1.2 A sense of place and pride through a supportive community with a strong volunteer base

1.2.1 Investigate, develop and promote initiatives and facilities which enhance the identity of individual communities and the District as whole

1.2.2 Support and strengthen the involvement of volunteers to community and sporting groups and organisations

1.2.3 Increase the development, engagement and participation of youth in the community

1.3 Recreation, sporting and leisure opportunities that support the wellbeing of the community

1.3.1 Promote District sporting and community organisations and the availability and advantages of Council sporting and recreational facilities and programs

1.3.2 Promote recreational walking, cycling and horse riding trails

1.3.3 Promote the access and advantages of the Districts coastal fringe

1.4 A creative and learning community

1.4.1 Promote and develop library services that support quality educational opportunities

1.4.2 Promote and support community arts, historical and cultural facilities and events

1.4.3 Advocate for all levels of educational and employment facilities and services to meet the Districts needs

1.5 A safe community

1.5.1 Support the community in planning, responsiveness and recovery for emergencies

1.5.2 Promote and support activities that encourage a safe, healthy and responsible community

1.5.3 Promotion and management of the Animal Management Plan within the community

Goal 2: ECONOMIC DEVELOPMENT

A developing economic base and increased employment supported by a growing population and appropriate infrastructure

SCOPE

Appropriate infrastructure, services and facilities that encourages growth of local business and industry, creates local employment opportunities and contributes to developing a strong regional economy.

SERVICES

The following core service areas play a major role in achieving the outcomes that lead to Economic Development:

- Tourism
- District Development
- Economic Development
- Land Use Planning

Outcomes and Strategies 2013-2016:

2.1 Business and employment growth

- 2.1.1 Work in partnership with the business community in the development and promotion of business growth and employment opportunities
- 2.1.2 Investigate and pursue appropriate business development, funding and support initiatives

2.2 Infrastructure that supports sustainable economic development

- 2.2.1 Identify and advocate for improved funding and development of infrastructure which supports the needs of local and regional business and industry
- 2.2.2 Advocate appropriate Information Communication Technology (ICT) infrastructure to support industry, business and the community

2.3 A strong and diverse economic base

- 2.3.1 Market and promote the agricultural, aqua cultural and horticultural diversity of the region and its potential to the business and investment industries
- 2.3.2 Facilitate targeted economic development opportunities
- 2.3.3 Develop and maintain intergovernmental economic development relationships

2.4 A growing tourism industry

- 2.4.1 Promote and support local and regional tourism initiatives
- 2.4.2 Work with Regional and State tourism bodies to identify, develop and promote local coastal and rural tourism opportunities
- 2.4.3 Encourage and promote the development of accommodation services within the District

Goal 3: BUILT ENVIRONMENT

A built environment that meets current and future community needs

SCOPE

Management of our built environment and resources, ensuring the community's physical infrastructure is well-planned, managed and maintained having a positive impact on quality of life for all citizens both now and in the future.

SERVICES

The following core service areas play a major role in achieving the outcomes that lead to a Built Environment:

- Asset Management
- Building & Facilities Management
- Community Infrastructure
- CWMS Administration
- Development Assessment
- Engineering Services
- Horticultural Services
- Land Use Planning
- Open Space Planning
- Planning & Building Compliance
- Road Services
- Waste Management

Outcomes and Strategies 2013-2016:

3.1 Integrated waste management

- 3.1.1 Deliver waste and recycling collection services
- 3.1.2 Promote recycling, reuse and minimisation of waste materials to the community and industry
- 3.1.3 Effectively manage waste disposal and recycling facilities
- 3.1.4 Investigate the integration of current waste disposal and recycling facilities with existing industry facilities

3.2 Effective and efficient planning and building control

- 3.2.1 Administer Council's Development Plan in accordance with State Planning strategies and Regional priorities
- 3.2.2 Establish zoning and infrastructure plans in growth areas in accordance with the Greater Adelaide Plan
- 3.2.3 Provide consistent and responsive development assessment and compliance processes
- 3.2.4 Ensure social and cultural needs are considered in all planning developments
- 3.2.5 Implement affordable housing policies set out in the Planning Strategy

3.3 Fit for purpose roads and associated infrastructure

- 3.3.1 Ensure a safe and efficient local road network and associated infrastructure
- 3.3.2 Advocate improved local and regional transport networks and intermodal facilities

3.4 Well maintained street scaping and town environments

- 3.4.1 Implement townscape, streetscape and town entrance improvements that maintain and enhance the character of townships
- 3.4.2 Maintain and improve where appropriate the quality, amenity and accessibility to local facilities

3.5 Preservation of local heritage and character of towns and rural living areas

- 3.5.1 Encourage development that is consistent with the individual character of towns and rural living areas
- 3.5.2 Ensure preservation and maintenance of heritage buildings, heritage items and places of interest

3.6 Council buildings, facilities and assets that meet community needs

- 3.6.1 Provide and maintain Council buildings, facilities and public amenities
- 3.6.2 Maintain long term Asset Management Plans which identify, prioritise and effectively manage current and future building and facility asset needs
- 3.6.3 Develop new buildings and facilities in a planned and prioritised approach.

Goal 4: NATURAL ENVIRONMENT

A natural environment that is protected, valued and enhanced and a built environment that meets current and future community needs

SCOPE

Protection and management our natural environment and resources, ensuring the community's physical infrastructure is well-planned, managed and maintained having a positive impact on quality of life for all citizens both now and in the future.

SERVICES

The following core service areas play a major role in achieving the outcomes that lead to a Natural Environment:

- Asset Management
- Community Infrastructure
- CWMS Administration
- Development Assessment
- Engineering Services
- Environmental Management
- Horticultural Services
- Land Use Planning
- Open Space Planning
- Waste Management

Outcomes and Strategies 2013-2016:

4.1 Protected, valued and enhanced natural environs

- 4.1.1 Promote and support natural resource management initiatives at the local level
- 4.1.2 Manage and maintain Council's community land, reserves and open space
- 4.1.3 Establish and implement plans for sustainable coastal land use and conservation of ecosystems
- 4.1.4 Implement parks, reserves and garden improvements that maintain and enhance the character of townships
- 4.1.5 Ensure preservation and maintenance of environmental heritage and rural living zones

4.2 Sustainable use and integrated management of water resources

- 4.2.1 Investigate, promote and assess initiatives for water conservation and re-use
- 4.2.2 Develop, manage and maintain sustainable stormwater infrastructure
- 4.2.3 Plan, manage and regulate Community Wastewater Management Schemes (CWMS) in townships

4.3 Enhanced flood mitigation

- 4.3.1 Investigate and implement appropriate flood mitigation measures
- 4.3.2 Manage and maintain Council's flood control infrastructure

4.4 Responsiveness to climate change

- 4.4.1 Investigate and plan for climate change impacts at the local level in partnership with the community, government and the private sector
- 4.4.2 Identify and pursue appropriate initiatives to reduce greenhouse gases and energy consumption, investigating alternative energy sources

Goal 5: GOVERNANCE AND ORGANISATION

A responsive Council Team providing proactive leadership, good governance and sustainable services

SCOPE

A committed organisation, providing effective leadership, communication and services that are equitable and valued by the community and essential to the achievement of Council's vision and core values.

SERVICES

The following core service areas play a major role in achieving the outcomes that lead to good Governance and Organisation:

- Council Committees
- Customer Services
- Depot Operations
- Elected Member Support
- Financial Management & Compliance
- Governance Administration
- Information Technology
- Risk Management
- Human Resources
- Rating Administration
- Records Management
- Regional Relations and Planning
- Strategic Planning & Business Planning

Outcomes and Strategies 2013-2016:

5.1 Effective governance, leadership and teamwork

- 5.1.1 Provide leadership for the community in sustainability issues and local government reform matters
- 5.1.2 Strengthen the governance role and teamwork of Councillors through induction, training and development
- 5.1.3 Ensure governance and operational policies, procedures and activities align with organisational, legislative requirements and best practice
- 5.1.4 Support strategic alliances, stakeholder forums and advisory committees that assist Council in policy development and service planning
- 5.1.5 Create a positive and professional team culture through development opportunities, cooperation and accountability
- 5.1.6 Develop effective marketing strategies, promoting the corporate and community image of the District

5.2 Informed and engaged community, stakeholders and staff

- 5.2.1 Promote transparent, open and honest communication and cooperation within Council, the community and its stakeholders
- 5.2.2 Ensure effective integration and management of information, communication and technology systems

5.3 Customer focused Council services

- 5.3.1 Provide and promote professional corporate and administrative services supporting Council operations and the needs of the community
- 5.3.2 Implement a program of continuous improvement in service delivery

5.4 Effective strategic and performance management

- 5.4.1 Ensure continued revision and assessment on the performance of Council's strategic and business plans
- 5.4.2 Plan for, and manage Council's strategic and operational risks
- 5.4.3 Develop and implement an effective workforce planning program
- 5.4.4 Ensure human resource planning, policies and procedures support effective service delivery and industrial relations requirements
- 5.4.5 Effective commitment, planning, implementation, communication and monitoring of Council's OHSW&IM System

5.5 Effective financial management that ensures Council's financial sustainability

- 5.6.1 Investigate and provide financial services and opportunities to support cost effective Council operations and service delivery
- 5.6.2 Develop and maintain long term financial planning, management and reporting ensuring resources are provided to deliver services and manage Council's assets
- 5.6.3 Provide a fair and equitable rating system

STRATEGIC PLAN IMPLEMENTATION

Implementation of this Strategic Plan will be achieved through the development and implementation of priority actions and projects as part of the Annual Business Planning process. Priority actions and projects will be driven by the Strategic Plan strategies and their association to other plans of Council, together with ongoing and new initiatives identified in the annual planning and review process.

The Strategic Plan will drive the development of Four Year Action Plans that identify the initiatives and projects that Council will focus on in its delivery of the plan. The Four Year Action Plans will be reviewed annually through the Council's Advisory Committees to ensure that they remain relevant and ensure opportunities are capitalised on.

An important component of Strategic and Business implementation is the Performance Management Framework and associated key performance indicators. Key performance indicators at the strategic and operational levels provide valuable data and information on how efficiently Council is delivering its core services, and how successful it is in achieving its goals, outcomes and strategies set out in the Strategic Plan.

Collectively these planning and performance management processes are known as Strategic Management Planning, as illustrated in the diagram below. The overall success in achieving Council's strategic objectives is dependent upon effective integration and management of all components, and regular monitoring and review of performance.