



COMMUNITY STRATEGIC PLAN

2013/14 – 2022/23

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Message to Residents from Mayor and Councillors

Gilgandra Shire Council presents its Community Strategic plan for the period 2013/14 to 2022/23. This document sets a course for achievements by the community, government agencies and Council over this ten year period.

This plan builds on the previous community plan developed through detailed community consultation in 2009.

The Community Strategic plan is based on five fundamental themes being :

- Engaging and supporting the community by strategies associated with providing for an Inclusive Community,
- A community with a strong and diverse economic base that supports and improves the lifestyle of its residents by way of a Growing Economy
- A Strengthened Infrastructure that provides for a well-constructed, maintained and managed public infrastructure, public buildings and facilities
- Respected Leadership by way of an elected Council that provides quality leadership, governance and management to its community.
- A Thriving Environment based on a community active in the preservation of its cultural, heritage and natural assets

Your current Council has made a commitment to establishing strong and lasting partnerships to achieve the future of our community in a financially sustainable manner. Underpinning our ambitions for the future are three plans, The Ten Year Financial Plan; The Strategic Asset Management plan and a Workforce plan. The outcomes of these three plans are displayed in detail in the Four Year Delivery Program and the annual Operational Plan.

Your Council is fully cognisant of the challenges associated with maintaining service levels with ageing transport and community infrastructure along with the ongoing population decline associated with the higher productivity requirements of the agricultural sector. However Council is committed to achieving the best possible outcomes from the Community Strategic Plan and looks forward to working with all to progress the strategies listed.

Our Councillors

Councillors play an important community leadership role. Councillors provide vision, strategic direction and make policy decisions on behalf of, and for the benefit of, the local community. The Local Government Act describes the role of councillor as falling into two broad categories: as a member of the governing body of Council and as an elected person.

As a member of the governing body of Council, Councillors direct and control the affairs of the Council; allocate resources for the benefit of the Council area; play a key role in creation and review of policies and objectives; and review the performance of Council and its delivery of services. As an elected person, a councillor represents the interests of the residents and ratepayers; provide leadership and guidance to the community; and facilitate communication between the community and Council.



Cr Doug Batten

Mayor



Cr Ash Walker

Deputy Mayor



Cr Susan Baker



Cr Chris Chapman



Cr John Collison



Cr Stephen Horan



Cr Gina Johnson



Cr Laurie McGrath



Cr Greg Peart

Introduction

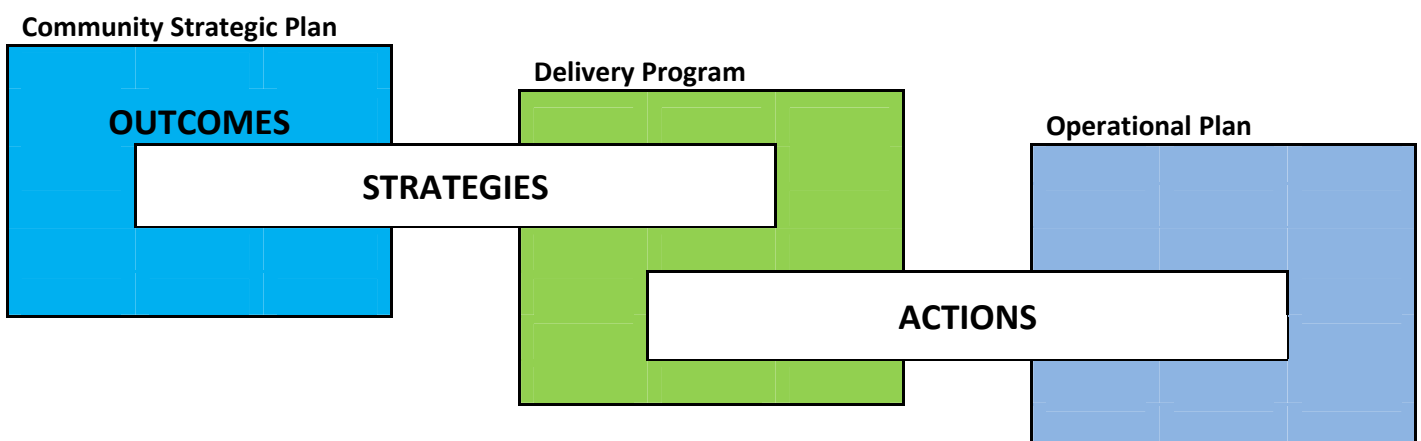
What is a Community Strategic Plan?

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan, that Council will take over the next four years (2013/14 – 2016/2017), that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements (2013/14 – 2016/17) associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council’s actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year (2013/14) that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year (2013/14) associated with these actions.



- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:
 - **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan
 - **Asset Management Strategy Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan
 - **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that ‘tests’ the community’s aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool

- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis .



Gilgandra Shire Community Overview

Orana Regional Organisation of Councils



Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

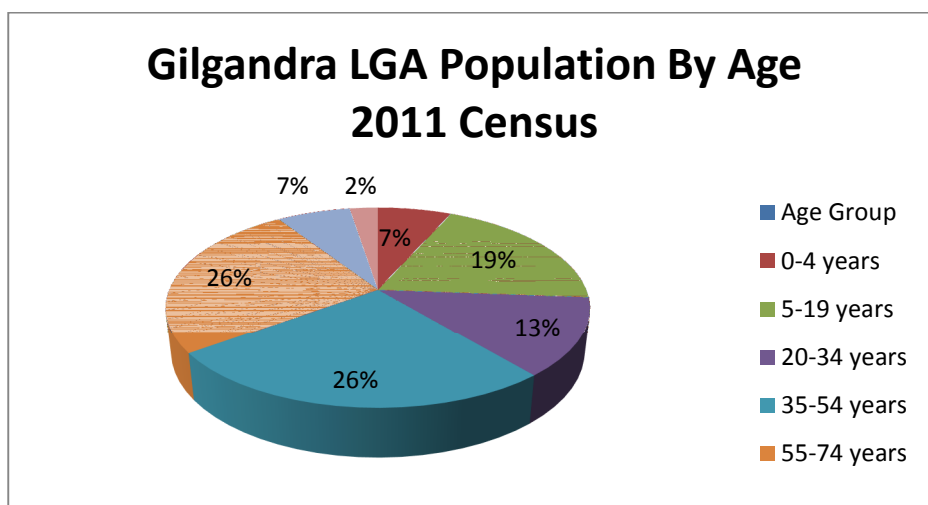
Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years, health and aged care have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities has seen significant challenges as result of an extended period of drought followed by two flood events. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

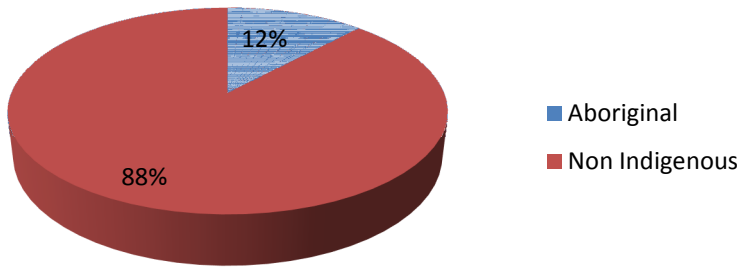
Gilgandra LGA Demographics

- Total Population - 4355
- Median age - 44 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage

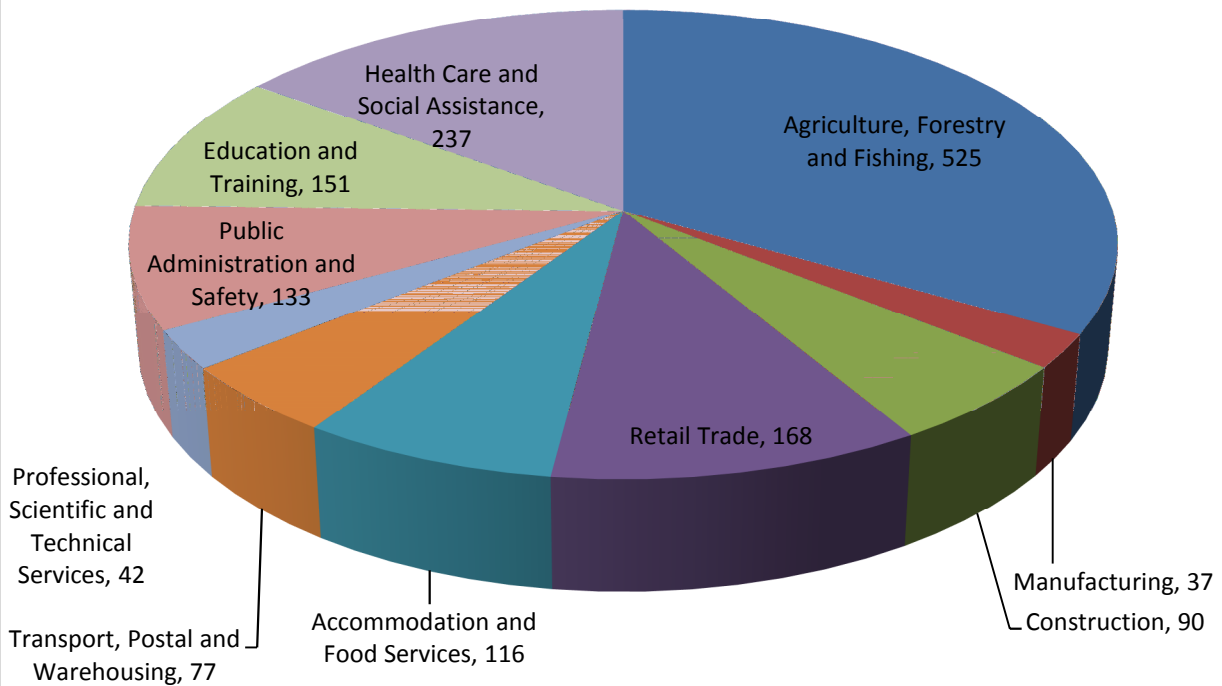
Age Profile



Gilgandra LGA Indigenous Persons



Gilgandra LGA Top 10 - Employment By Industry Sector



Community & Council Vision and Values

Vision

Gilgandra Shire is a strong and sustainable rural centre with a caring community that is building a future together

Values

Integrity, leadership, inclusivity, selflessness, objectivity, accountability, openness, honesty, respect, professionalism

Vision 2022/23



Challenges

The Gilgandra Community faces a number of challenges that have the potential to impact on the desired outcomes identified in this Community Strategic Plan. These challenges include

- Council amalgamations
- Climate change
- Succession planning
- Waste management
- Understanding between all cultures
- Maintaining quality , well funded education
- Sustaining community infrastructure
- Skilled labour availability
- Agriculture sustainability
- Technological change
- Sustainable land use and planning
- Business sustainability
- Volunteer resourcing
- Population decline
- Youth participation
- Quality health services
- Community transport
- Increased childcare demands
- Financial sustainability
- Maintaining our heritage
-

It is intended that the Community Strategic Plan and Councils associated Delivery Program and Operational Plan work towards addressing these challenges over the life of these plans.

Consultation and Engagement

Significant consultation and engagement with the community was undertaken to capture a broad array of thoughts ideas and opinions in the development of the initial Community Strategic Plan. This consultation included a comprehensive community survey, an economic development summit and a youth summit. In 2011/12 Council again consulted widely in relation to its direction over the next ten years. This included a series of public meetings and two community surveys. Feedback from this public consultation process has been taken into account when preparing this review of the Community Strategic Plan. The review has been carried out over a six month period through a series of Council workshops following on from the local government elections in September 2012.

State and Regional Plans

The development of this Community Strategic Plan was informed by the NSW State Plan, NSW 2021 – a Plan to Make NSW Number One, the Regional Plan developed by Regional Development Australia – Orana (RDA Orana) and the NSW 2021 ORANA Regional Action Plan.

The issues outlined in these plans are very much in line with the Community Strategic Plan, and cover issues such as the economy, health, transport, infrastructure and education.

The Social Justice Principles

This Community Strategic Plan is built on the social justice principles outlined below and the strategic actions taken in the future will have regard for those principles.

Equity – involving fairness in decision making, prioritising and allocation of resources, particularly those in need.

Access – having fair access to services, resources and opportunities to improve the quality of life.

Participation – the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

Keeping the Strategic Plan Current

Council needs to engage the community in reviewing the Community Strategic Plan to ensure the direction and priorities in the CSP remain current and allow for the modification and/or inclusion of new outcomes and strategies to respond to changing needs of the community. . Regularly reviewing the CSP also ensures that the document stays current and appropriate for the needs of the community as priorities change in the future and new needs emerge.

Reporting Progress

Council will prepare an annual report at the end of each financial year that will outline achievements in implementing the Community Strategic Plan. Every four years Council will provide an End of Term report outlining the achievements in implementing the Community Strategic Plan over the previous four years. The report will also include a State of Environment Report on the environmental objectives in the Community Strategic Plan. These reports will align with Council elections and terms.

Community Strategic Plan

The Community Strategic Plan is based on five key themes. Community outcomes have been identified for each theme along with strategies that Council, partner organisations and the community can undertake to work towards achieving these outcomes. We have identified the entity with primary responsibility for implementing each strategy along with those who have a support role. It is also important to outline how we will measure our progress towards achieving our desired outcomes. A series of measures of success have been identified to assist in assessing our progress.

Links to State and Regional Plans have been identified and are referenced in the following tables

1. Inclusive Community

- 1.1 An active community with a focus on physical and mental wellbeing.
- 1.2 A community that has great pride and instils this pride from a young age.
- 1.3 A community with access to quality health, welfare, education, early childhood, sporting, recreational, cultural and technological services and facilities.
- 1.4 A community where services are integrated, match out community needs and are sustainable.
- 1.5 A community that encourages Aboriginal leadership and pride.
- 1.6 A community where volunteerism thrives
- 1.7 A safe community with minimal crime and anti social behaviour

2. Growing Economy

- 2.1 A community with a strong and diverse economic base that supports and improves the lifestyle of its residents.
- 2.2 A community with a reputation as a great place to live, stop, stay or just spend time where visitors are welcomed and embraced
- 2.3 The business activities of Council are an important sector of the local economy and provide financial returns to the community.

3. Respected Leadership

- 3.1 A Council that provides quality leadership governance and management to its community.
- 3.2 A Council that focuses on strategic planning and financial sustainability
- 3.3 A Council that delivers good customer service to its community
- 3.4 A transparent Council that keeps its community informed and encourages and facilitates community input into its decision making processes

4. Strengthened Infrastructure

- 4.1 A community with well constructed, maintained and managed public infrastructure including water and sewer infrastructure, public buildings and facilities, plant and equipment.
- 4.2 A community serviced by a safe, reliable and efficient transport network.
- 4.3 A community with quality green spaces that encourage people to be active and involved in their natural surrounds.

5. Thriving Environment

- 5.1 A community active in the preservation of its cultural, heritage and natural assets
- 5.2 A community that has minimised the environmental impacts of waste and maximised waste resource recovery rates
- 5.3 A community awareness of climate change that strives to reduce its ecological footprint.

INCLUSIVE COMMUNITY

OUTCOME						
1.1	An active community with a focus on physical and mental wellbeing					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.1.1	Establish and maintain programs and facilities that promote and encourage a healthy lifestyle	Council	State Government Community Groups	Ongoing	<ul style="list-style-type: none"> ⊕ Utilisation rate of sporting facilities ⊕ Community satisfaction rate 	11) Keep people healthy and out of hospital 27) Enhance cultural ,creative , sporting and recreation opportunities

OUTCOME						
1.2	A community that has great pride and instills this pride from a young age					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.2.1	Encourage and support community groups, festivals celebrations and event	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number & Diversity of Events ⊕ Participation rate in groups & at events 	24) Make it easier for people to be involved in their communities
1.2.2	Involve the youth of our community in decision making processes	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of youth engagement plan 	24) Make it easier for people to be involved in their communities 32) Involve the community in decision-making on government policy, services and projects

OUTCOME						
1.3	A community with access to quality health, welfare, education,early childhood, sporting, recreational, cultural and technological services and facilities					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.3.1	Support and encourage the improvement of a variety of high quality preschool, primary and secondary education and vocational training facilities	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of service providers ⊕ Number of students enrolled ⊕ Diversity of education courses offered ⊕ Community satisfaction rate 	15) Improve education & learning outcomes for all students

1.3.2	Offer supported accommodation services , activities and employment and training programs to people with a disability	Council	State and Federal Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of clients & supported employees ⊕ Client & supported employee satisfaction rates ⊕ Disability accreditation audit results 	<p>13) Better protect the most vulnerable members of our community and break the cycle of disadvantage</p> <p>14) Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential</p>
1.3.3	Offer aged care and accommodation services and activities	Council	Federal and State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of residents & clients ⊕ Resident & client satisfaction rates ⊕ Aged Care accreditation audit results ⊕ Funding body audit results ⊕ Community satisfaction rate 	<p>25) Increase opportunities for seniors in NSW to fully participate in community life</p> <p>27) Enhance cultural ,creative , sporting and recreation opportunities</p>
1.3.4	Offer community care services that address the needs of our community	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of clients ⊕ Client satisfaction rates ⊕ Community care accreditation results ⊕ Funding body audit results ⊕ Community satisfaction rate 	<p>8) Grow patronage of public transport by making it a more attractive choice</p> <p>9) Improve customer experience with transport services</p> <p>13) Better protect the most vulnerable members of our community and break the cycle of disadvantage</p>
1.3.5	Offer a range of youth services that engage youth and encourage participation	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Participation rates ⊕ Variety & number of activities ⊕ Community satisfaction rate 	<p>13) Better protect the most vulnerable members of our community & break the cycle of disadvantage</p> <p>27) Enhance cultural ,creative , sporting and recreation opportunities</p>
1.3.6	Assist in the provision of community housing options	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Diversity in housing choices available ⊕ Community housing maintenance and upgrades conducted 	<p>13) Better protect the most vulnerable members of our community and break the cycle of disadvantage</p> <p>➤ Support for affordable and sustainable housing throughout the region in all towns and local communities</p>
1.3.7	Support the retention	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of GPs & Dentists 	<p>12) Provide world class clinical services</p>



	and expansion of health medical and hospital services and facilities				<ul style="list-style-type: none"> ⊕ Number & diversity of specialist health services ⊕ Number & diversity of lifestyle health services & programs ⊕ Community satisfaction rate 	<p>with timely access and effective infrastructure</p> <ul style="list-style-type: none"> ➤ Build a coordinated , effective regional health service delivery system
1.3.8	Deliver a library service that provides relevant resources and programs	Council	North West Regional Library, State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of members ⊕ Borrower rate ⊕ Community satisfaction rate ⊕ number and range of programs and activities 	<p>13) Better protect the most vulnerable members of our community & break the cycle of disadvantage</p> <p>27) Enhance cultural ,creative , sporting & recreation opportunities</p>
1.3.9	Support the delivery of cultural services	Orana Arts	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Utilisation rates of facilities ⊕ Number & variety of exhibitions at CHC ⊕ Community satisfaction rate 	<p>27) Enhance cultural ,creative , sporting and recreation opportunities</p> <ul style="list-style-type: none"> ➤ Arts and cultural plan implemented
1.3.10	Facilitate access to leading edge communications for all residents living in Gilgandra Shire	Federal Government	Communications Providers	Ongoing	<ul style="list-style-type: none"> ⊕ Access to telecommunication ⊕ Number of service providers ⊕ Number of complaints 	<p>13) Better protect the most vulnerable members of our community and break the cycle of disadvantage</p> <p>15) Improve education & learning outcomes for all students</p> <ul style="list-style-type: none"> ➤ Promote the potential of the digital economy as the basis for economic and regional development

OUTCOME						
1.4	A community where services are integrated , match our community needs and are sustainable					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.4.1	Partner with government agencies and non-government organisations to determine community needs and coordinate delivery both cost effectively and avoiding service duplication	State & Federal Agencies	Community Groups Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of government & non government groups participating ⊕ Number of identified service gaps ⊕ Range of services provided ⊕ Community satisfaction rate 	<p>13) Better protect the most vulnerable members of our community & break the cycle of disadvantage</p>



1.5 A community that encourages Aboriginal leadership and pride						
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.5.1	Support Aboriginal leaders and groups in their roles and provide opportunities for Aboriginal involvement	State and Federal Government	Council Aboriginal Organisations	Ongoing	<ul style="list-style-type: none"> ⊕ Number and diversity of engagement opportunities ⊕ Aboriginal employment rate ⊕ Community services aboriginal participation rate ⊕ Projects & programs implemented by local aboriginal groups 	13) Better protect the most vulnerable members of our community and break the cycle of disadvantage 26) Fostering opportunity and partnership with Aboriginal People ➤ More effective delivery of Aboriginal health education and employment services

OUTCOME						
1.6 A community where volunteerism thrives						
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.6.1	Encourage volunteerism in our community that continues with the next generation	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of active volunteer groups ⊕ Number of volunteers / gift of time hours 	24) Make it easier for people to be involved in their communities

OUTCOME						
1.7 A safe community with minimal crime and anti social behaviour						
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.7.1	Encourage and support crime prevention and anti social behaviour programs and initiatives	State Government	Community Groups Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of police officers ⊕ Number of complaints ⊕ Regional crime statistics ⊕ Community satisfaction rate 	13) Better protect the most vulnerable members of our community & break the cycle of disadvantage 10) Improve road safety 16) Prevent & reduce the level of crime 17) Prevent & reduce the level of re-offending 18) Improve community confidence in the justice system



GROWING ECONOMY

OUTCOME						
2.1	A community with a strong and diverse economic base that supports and improves the lifestyle of its residents					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
2.1.1	Ensure transparency, consistency and professionalism in the application of Councils planning instruments	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Community satisfaction rate ⊕ Number of cases in NSW Land and Environment Court 	20) Build liveable centres 29) Restore confidence and integrity in the planning system
2.1.2	Take a proactive and flexible approach to the pursuit of new businesses with a particular focus on increasing the diversity of local industry and promoting our highway location	Council	RDA Orana Local Business Private Developers State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of new businesses established ⊕ Number of businesses in agricultural supply chain ⊕ Agricultural industry contribution to local economy ⊕ Industrial land availability ⊕ Vacant industrial land 	3) Drive economic growth in regional NSW <ul style="list-style-type: none"> ➤ Capitalise on the regions strengths in agriculture ➤ Expand tourism and related business ➤ Support new mining and related industry development ➤ Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative
2.1.3	Encourage , nurture and support new and existing businesses	Council	Regional Development Australia Orana Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Shop vacancy rate ⊕ Skills gap ⊕ Business confidence 	1) Improve the performance of the NSW Economy 4) Increase the competitiveness of doing business in NSW <ul style="list-style-type: none"> ➤ Capitalise on the Regions Strengths in Agriculture ➤ Expand Tourism and Related Business
2.1.4	Work collaboratively with industry and stakeholders to develop an economic development plan	Council	State Government Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Economic Development Plan Implemented 	1) Improve the performance of the NSW Economy 3) Drive economic growth in regional NSW 4) Increase the competitiveness of doing business in NSW

Community Strategic Plan 2013/14 – 2022/23

➤ = Regional Plan,) = State Plan



2.1.5	Encourage and support employment initiatives and programs	State Government	Council Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Community employment rate ⊕ Participation rate in initiatives and programs 	<p>13) Better protect the most vulnerable members of our community and break the cycle of disadvantage</p> <ul style="list-style-type: none"> ➤ Develop strategies to meet the skills shortages and achieve full employment across the region
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OUTCOME						
2.2 A community with a reputation as a great place to live, stop, stay or just spend time where visitors are welcomed and embraced						
	Strategies	Responsibility	Support	Timing	Measure of Success	
2.2.1	Capitalise on visitation due to our location on the junction of three major highways	Local Business	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Visitor Numbers ⊕ Demographics of visitors 	<ul style="list-style-type: none"> ➤ Expand Tourism and related business
2.2.2	Work collaboratively with industry and stakeholders to develop a tourism destination plan	Council	Local Tourism operators and Local business State Government	Government	<ul style="list-style-type: none"> ➤ Tourism Destination Plan Implemented 	<ul style="list-style-type: none"> ➤ Expand Tourism and related business
2.2.3	Sustain the population of Gilgandra Shire and grow the population in age brackets where the percentage is below the State average	Council	Regional Development Australia Orana Local Community	Ongoing	<ul style="list-style-type: none"> ➤ Population growth statistics ➤ Residential land availability ➤ Vacant residential land 	<p>5) Place downward pressure on the cost of living</p>



OUTCOME						
2.3	The business activities of Council are an important sector of the local economy and provide financial returns to the community					
	Strategies	Responsibility	Support	Timing	Measure of Success	
2.3.1	Business Plans are developed implemented and monitored on an ongoing basis that support and direct each of the following corporate businesses and ensure both their quality and economic viability * Cooee Lodge Aged Care Village * Jack Towney Hostel * Orana Lifestyle Directions Supported Accommodation Service * Carlinda Enterprises Supported Employment Service	Council		Ongoing	⊕ Business plans Implemented ⊕ Business Unit Annual Financial results	
2.3.2	Review the current usage of vacant Council ,Crown & Private residential lands	Council	State Government	2015/16	⊕ Number of vacant residential blocks ⊕ Net return on Council / Crown leases	
2.3.3	Deliver a profitable contracting business, competitive with private industry and doesn't impact on delivery of core Council services	Council	State Government	Ongoing	⊕ Annual operating results	

Community Strategic Plan 2013/14 – 2022/23

➤ = Regional Plan,) = State Plan



RESPECTED LEADERSHIP

OUTCOME						
3.1	A Council that provides quality leadership Governance and management to its community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
	Ensure Councillors and Committee Members are provided with appropriate training support and resources to facilitate good Governance	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Councillor/Committee member satisfaction rate ⊕ Number of active s355 committees 	30) Restore trust in State and Local Government as a service provider Enhanced whole of Government approach
3.1.2	Implement and promote best practice Governance policies and procedures	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of good Governance plan 	31) Improve Government transparency by increasing access to Government information
3.1.3	Deliver consistent , timely and transparent regulatory functions in line with the legislation under which Council is required to operate	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of complaints ⊕ Community satisfaction rate 	29) Restore confidence and integrity in the planning system 30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information
3.1.4	Nurture an organisational culture of community pride and ownership for Councillors, Managers and Staff of Council	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Staff satisfaction rate ⊕ Number of engagement activities ⊕ Activity participation rate 	30) Restore trust in State and Local Government as a service provider
3.1.5	Comply with industry Work Health and Safety and risk management requirements	Council	WorkCover	Ongoing	<ul style="list-style-type: none"> ⊕ Number of incidents (both public & within council) ⊕ Preventative measures implemented 	



OUTCOME						
3.2	A Council that focuses on strategic planning and financial sustainability					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.2.1	Establish maintain and monitor strategic plans that reflect and address the needs of the community and meet legislative requirements	Council	State Government Community	Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of Integrated planning & reporting ⊕ Availability of Council policy & publications ⊕ Community satisfaction rates 	30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information ➤ Improved Regional Planning
3.2.2	Deliver sound management of Councils resources and finances	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Long term financial sustainability ⊕ Annual financial report (audit results) ⊕ Internal audit reports 	2) Rebuild State finances 30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information
3.2.3	Proactively pursue Government and corporate support and financial assistance to meet Council and community objectives	Council	State Government Federal Government Community	Ongoing	<ul style="list-style-type: none"> ⊕ Grant application success rates ⊕ Number of effective community-Government partnerships /projects 	
3.2.4	Develop and maintain a skilled and well equipped work force at a sustainable level to support service delivery requirements	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Alignment of resources to achieve the Community Strategic Plan ⊕ Implementation of the Workforce plan ⊕ Trainee/Apprentice employment rate 	6) Strengthen the NSW skill base



OUTCOME						
3.3	A Council that delivers good customer service to its community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.3.1	Provide Council customer service that is accessible, efficient and responsive	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Timely response to customer enquiries ⊕ Number of customer enquiries closed /responded to ⊕ Community satisfaction rate 	30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information

OUTCOME						
3.4	A transparent Council that keeps its Community informed and encourages and facilitates community input into its decision making processes					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.4.1	Implement Councils community engagement strategy and encourage resident participation in community forums	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ Number & diversity of engagement activities ⊕ Participation rate ⊕ Community satisfaction rate 	30) Restore trust in State and Local Government as a service provider 31) Improve Government transparency by increasing access to Government information 32) Involve the community in decision-making on Government policy, services and projects
3.4.2	Be a community leader in change management	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Accessibility of information ⊕ Number of blogs ⊕ Community satisfaction rate 	



STRENGTHENED INFRASTRUCTURE

OUTCOME						
4.1	A community with well constructed maintained and managed public infrastructure including water and sewer infrastructure public buildings and facilities and plant and equipment					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.1.1	Develop and implement asset management policies, strategies and plans	Council		2013/14	<ul style="list-style-type: none"> ⊕ Implementation of asset management strategy & plans ⊕ Service levels determined 	19) Invest in critical infrastructure
4.1.2	Develop and implement forward works infrastructure programs and plans	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Condition of public infrastructure assets ⊕ Number of complaints ⊕ Community satisfaction rates ⊕ Levels of service ⊕ Secure potable water supplies 	19) Invest in critical infrastructure 21) Secure potable water supplies
4.1.3	Encourage and support a well resourced emergency response capability	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Natural disaster response times ⊕ Community satisfaction rate 	28) Ensure NSW is ready to deal with major emergencies or natural disasters ➤ NSW Emergency Management Plan (EMP)

OUTCOME						
4.2	A community serviced by a safe reliable and efficient transport network					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.2.1	Provide a network of pathways that link wheel chair pedestrians , pedestrians and cyclists to important destinations	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of Pedestrian Access Mobility Plan (PAMP) ⊕ Number of complaints ⊕ Community satisfaction rates 	7) Reduce travel times ➤ Improve regional transport infrastructure and services
4.2.2	Improve existing roads infrastructure to meet community needs	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Condition of road network ⊕ Length of new /renewed pavement ⊕ Trends in traffic accidents 	7) Reduce travel times ➤ Improve regional transport Infrastructure and services

Community Strategic Plan 2013/14 – 2022/23

➤ = Regional Plan,) = State Plan



					<ul style="list-style-type: none"> ⊕ Number of complaints ⊕ Community satisfaction rates ⊕ Levels of service 	
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OUTCOME						
4.3	A community with quality green spaces that encourage people to be active and involved in their natural surrounds					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.3.1	Provide a range of parks, gardens and reserves to an acceptable level and suitable for passive recreational activities.	Council	Community	2014/15	<ul style="list-style-type: none"> ⊕ Implementation of open space and recreation plan ⊕ Community satisfaction rates 	27) Enhance cultural , creative, sporting & recreation opportunities



THRIVING ENVIRONMENT

OUTCOME						
5.1	A community active in the preservation of its cultural , heritage and natural assets					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
5.1.1	Develop and maintain appropriate land use planning strategies for sustainable development	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Community satisfaction rate ⊕ Number of people using heritage advice ⊕ Number of heritage grants released ⊕ State of Environment report 	20) Build liveable centres 22) Protect our natural environment

OUTCOME						
5.2	A community that has minimised the environmental impacts of waste and maximised waste resource recovery rates					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
5.2.1	Develop and monitor a waste management and reduction strategy	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ % green waste ⊕ Landfill "fill" rate 	22) Protect our natural environment 23) Increase opportunities for people to look after their own neighbourhoods and environments
5.2.2	Be acknowledged as a regional leader in waste resource recovery	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ % waste recycled ⊕ Community satisfaction rate 	22) Protect our natural environment 23) Increase opportunities for people to look after their own neighbourhoods and environments

OUTCOME						
5.3	A community awareness of climate change that strives to reduce its ecological footprint					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
5.3.1	Work with stakeholders to increase community awareness of	Council	Community State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Water consumption rate ⊕ Energy consumption rate ⊕ % green energy of total energy 	22) Protect our natural environment 23) Increase opportunities for



	environmental and climate change issues				<p>consumption</p> <p>⊕ Uptake rate in green energy solutions</p>	<p>people to look after their own neighbourhoods and environments</p> <ul style="list-style-type: none"> ➤ Facilitate & support development of alternative energy generation capacity ➤ Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative
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