



Our
COMMUNITY
Our
opportunity
Federation Council Community Strategic Plan

2022/23 – 2031/32



**FEDERATION
COUNCIL**

Version: 1.0

Record No: 22/1831

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Message From The Mayor

It gives me great pleasure to present the updated Community Strategic Plan (CSP) for Federation Council. The primary purpose of this plan is to outline the community's strategic objectives, to allow Council and many other partners and stakeholders, to focus on delivering on these over the next ten years.

So often I hear people say how much they love living in the Federation Local Government Area, with comments like “we live here because we love its proximity to so many things, the great lifestyle the area offers, and the stunning landscapes and natural assets such as the rivers, lakes and creeks.”.

This is a recurring theme that has emerged in the feedback provided by members of the community. Equally of significance is the need for Council to listen to the community and to find a balance between supporting a vibrant, prosperous, community life and protecting the environment whilst maintaining core services to a high standard.

This revised plan further builds on the original CSP and maintains the community’s vision from the original plan of:

Federation – Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

The key to Council’s role in achieving the outcomes in this plan, is understanding the communities desired levels of service, and balancing these with the demands for essential/and core service levels, facilities and programs to ensure they can be all funded. The desired levels of service in some areas may be higher than the current service levels provided, so Council has to understand the level of service you expect, and what the community is prepared and has the capacity, to pay for. The agreed levels of service will inform and direct the budget to allow progress towards all of the actions within all of Council’s plans.

On behalf of my fellow Councillors, I extend our appreciation to everyone who has contributed to this updated Community Strategic Plan. I look forward to continuing to work with my fellow Councillors, staff and our community to ensure our decision making reflects the priorities in this plan. This will enable us to continue to ensure the Federation Council Local Government area goes from strength to strength.



Cr. Patrick Bourke

Mayor

Forward By General Manager

The Federation Council Local Government area is continually evolving and we need to keep pace, to provide opportunities for our young people and continue to cater for an ageing population, as well as promoting and supporting tourism, agriculture and economic development, whilst always considering our responsibilities in ensuring the sustainability of our highly valued natural environment.

This plan sets out the community's vision and strategic objectives and it was informed by the community. It outlines Council's commitment to achieving these objectives, and it is our overarching and highest level plan, sitting above and informing the many other strategies, policies and procedures that underpin Councils work.

Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the entire community, but it is not wholly responsible for its implementation. This plan belongs to the community. The plan is re-consulted with the community and updated each time a new Council is elected, to ensure it continues to reflect the community priorities, and captures the latest threats, opportunities and challenges.

Many other partners such as State and Federal agencies, along with our fantastic volunteers and community groups, clubs, and other organisations, all combine to help deliver on the plan. The strategic objectives in this plan shape and define Council's more detailed goals, strategies and actions that Council is more directly responsible for. These are all included and make up the 4 year Delivery Program and 1 year operational plans that Council develops and implements, including the annual budget each year.

This plan provides a road map to help us to build the sort of community we want for the future. Our community remind us that we also need to balance growth and change to maintain the special characteristics that contribute to the area's unique identity.

This plan is focussed around five key themes in which Council delivers services to the community:

1) Built Federation 2) Economic Federation 3) Natural Federation 4) Social Federation 5) Well Governed Federation

Each theme sets out the community's expectations and Council's goals, strategies, actions and targets for the next 10 years. Council applies an integrated approach to planning and reporting. This enables the community and our partners in government and business with clear indicators to track our progress and our achievements for each of these key themes. This provides transparency and accountability as we continue to realise the vision of creating opportunities and celebrating community, and continuing to ensure the area remains a fantastic region to live, work, visit and play!



Adrian Butler

General Manager

Introduction and Purpose

The Community Strategic Plan (CSP) is the highest-level plan that a council will prepare. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

It guides all remaining strategies and plans and must be developed by councils with and on behalf of the community. The minimum timeframe for a CSP is 10 years and it addresses 4 key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

Key elements of the CSP

This CSP is developed and delivered as a partnership between the council, state agencies, business and industry groups, community groups and individuals and addresses a broad range of issues that are relevant to the whole community.

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 the community's aims and aspirations.

The CSP:

- Addresses the Quadruple Bottom Line (QBL) civic leadership, social, environmental and economic issues in an integrated manner.
- Is based on Social Justice principles of equity, access, participation and rights.

- Is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues.
- Is developed having due regard to NSW Government's State Priorities and other relevant state and regional plans.

Responsibilities under the CSP

While a council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

Community Strategic Plan (CSP)

- Highest level of strategic planning undertaken by a council.
- All other plans must support achievement of CSP objectives.
- Articulates community vision and reflects aspirations.
- Considers state and regional plans as they apply to the council.
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress.
- Based on social justice principles.

Duration: 10+ years

Review: In line with election cycle, generally every 4 years.

Overview of Integrated Planning and Reporting (IP&R) Framework

The NSW Local Government Act (1993) requires Council to develop a CSP to guide the way Council works with the community and implements priorities.

It is a long-term plan that identifies the community's main priorities and expectations for the future. It integrates and further expands on existing strategic planning work.

The components of the IP&R framework and how they fit together are illustrated below:

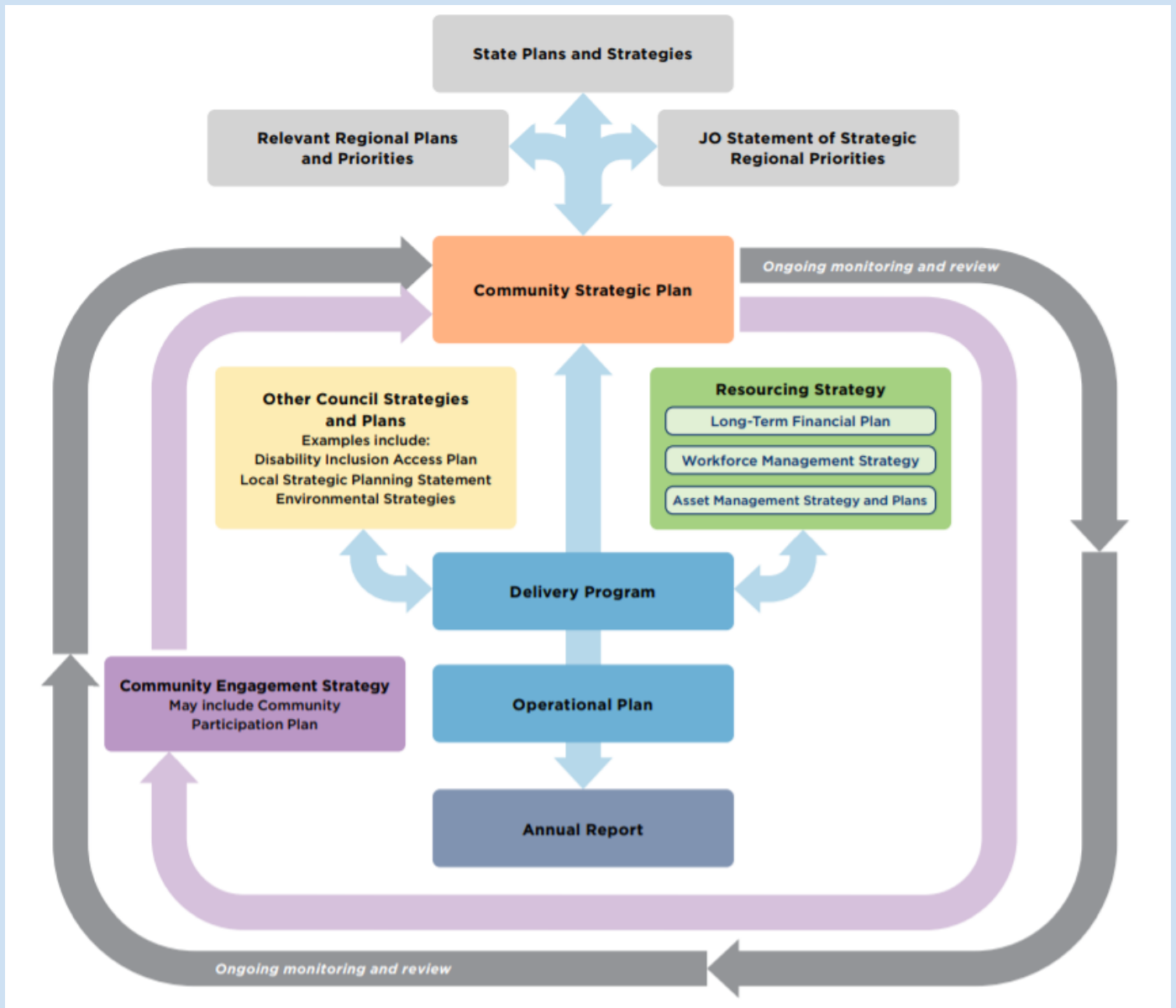


Figure 1: NSW Local Government IP&R Framework

Integration of CSP into Council Plans and Strategies

The directions and strategies set out in this CSP will form the basis of Council’s programs, projects and strategies. Their implementation will be supported by the following key operational documents:

Four-Year Delivery Program and Annual Operational Plan

The **Four-Year Delivery Program** and Annual Operational Plan outlines the principal activities/ key services that Federation Council will undertake over a period of four years to deliver on its role in implementing the CSP, as well as a detailed yearly sub-plan listing all the activities Council will undertake during the year to achieve its strategic goals including its budget and fees and charges.

Resourcing Strategy

Long—Term Financial Plan (LTFP)

Asset Management Strategy and Plan

Workforce Management Plan

The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. The LTFP is updated annually to ensure it remains current to reflect any changes to Council’s financial outlook and manage any financial shocks if they present. The LTFP is the key tool to ensure Council’s actions over the longer term are sustainable and service levels are captured and managed as part of this process.

Review of this Plan

The CSP is a 10-year document, reviewed within the first year of each newly elected Council. Input from the community enables the plan to reflect the current needs of the communities of the Federation Council. Each review adds an extra four years to the timeframe so that there is always a current minimum 10-year Plan.

Future Reporting against this Plan

The Annual Report focuses on the implementation of the Delivery Program & Annual Operational Plan. The report also includes some information that is prescribed by the Local Government (General) Regulation 2021. Council has committed to six monthly progress reports on the Operational Plan to keep the community informed.

A community satisfaction survey has helped to gauge the satisfaction of the community with the progress of initiatives, and where priorities could or should be assigned to particular areas in the future. These are currently scheduled each 4 years.

Councils are required to produce an End of Term Report or “State of our Council” report on the progress in implementing the Community Strategic Plan for the term of office of each elected council.

Links to whole of government priorities

While our CSP depicts our community’s aspirations for the future, the requirements of Federal and State governments will also influence Council priorities. By aligning our long-term planning with the priorities of the State Government and other relevant agencies, we build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources. The following strategic plans have been considered in the development of this plan.

NSW Premiers Priorities	NSW Net Zero Plan
<p>The NSW State Government currently has 14 key priorities. The current Premier’s priorities have been designed to deliver on the governments following key policy priorities:</p> <ul style="list-style-type: none"> • a strong economy, • highest quality education, • well connected communities with quality local environments, • putting customer at the centre of everything we do, breaking the cycle of disadvantage. 	<p>The Net Zero Plan Stage 1: 2020-2030 is the foundation for NSW’s action on climate change and goal to reach net zero emissions by 2050. It outlines the NSW Government’s plan to protect our future by growing the economy, creating jobs and reducing emissions over the next decade.</p> <p>The NSW Councils Net Zero Emissions Program is a key initiative providing seed funding to local councils to sponsor research, policy development and innovation around net zero for the advancement of local government.</p>
Riverina Murray Regional Plan 2036	Living well in Focus 2020-2024
<p>The Riverina Murray Regional Plan 2036 is a 20-year blueprint for the future of the Riverina Murray. It aims to deliver a diversified economy founded on Australia’s food bowl, iconic waterways and a strong network of vibrant and connected communities, by 2036, through four key goals:</p> <ul style="list-style-type: none"> • a growing and diverse economy, • a healthy environment with pristine waterways, • efficient transport and infrastructure networks, • strong, connected and healthy communities. 	<p>Living Well in Focus 2020 – 2024 identifies three whole-of-government priorities that inform the direction of mental health reform over the next five years. And includes:</p> <ul style="list-style-type: none"> • strengthen community recovery and wellbeing, • strategically invest in community wellbeing and mental health, • ensure the right workforce for the future. <p>It aligns with the NSW Premier’s Priorities and directions of the Strategic Framework for Suicide Prevention in NSW 2018–2023. It also assists NSW to deliver on its commitments under the Fifth National Mental Health and Suicide Prevention Plan and the National Mental Health and Wellbeing Pandemic Response Plan.</p>
The State Infrastructure Strategy (SIS)	Regional Economic Development Strategies
<p>The State Infrastructure Strategy (SIS) is a 20-year infrastructure investment plan that places strategic fit and economic merit at the centre of investment decisions. The strategy assesses infrastructure problems and solutions, and provides recommendations to best grow the State’s economy, enhance productivity and improve living standards.</p> <p>Updated every five years the plan also addresses regional NSW geographic directions.</p>	<p>In 2018, the NSW Government assisted local councils to develop Regional Economic Development Strategies (REDS) based on the concept of a Functional Economic Region (FER). FERs are made up of one or more Local Government Areas in regional NSW that work together to create smaller economies with strong economic links.</p> <p>The Albury Wodonga Regional Economic Development Strategy 2018-2022 has been adopted by AlburyCity, Wodonga, Federation, Greater Hume and Indigo Councils. This is currently being reviewed.</p>

Council location and land use

The Federation Council area is bounded by Narrandera Shire in the north, Lockhart Shire and Greater Hume Shire in the east, the Murray River and the Victorian border in the south, and Berrigan Shire and the Murrumbidgee Council area in the west.

The Council region extends from the banks of the Murray River in Corowa and Howlong, westward to Mulwala and north east and west to the towns and villages of Savernake, Rennie, Lowesdale, Balldale, Coreen, Daysdale, Rand, Oaklands, Boree Creek, Morundah and Urana.

Federation Council is located in southern NSW approximately 600KM south-west of Sydney and 350KM north of Melbourne and lies on the traditional country of the Bpangerang people and the Wiradjuri people.



Council Assets

Council is responsible for the maintenance and renewal of over 15,000 community assets which includes:

- Local road network with over 2,300 km of road
- Approximately 837m of bridges and culverts
- Over 53km of footpaths
- Town water supply including 182km of water mains and 5,304 water meters
- Storm water drainage
- Town sewer with 169km of sewer mains
- Buildings including halls, libraries, and public toilets
- Facilities such as swimming pools, airports, saleyards
- Cemeteries and aged care facilities
- Parks, gardens and playgrounds

The total replacement value of Federation Council managed community infrastructure is currently estimated at \$592,047,000. ¹

¹ Federation Council | Statement of Financial Position | For the year ended 30 June 2021

Below Image - Newly constructed Corowa Aquatic Centre, opened in April 2021.



Where are we now?

Demographic profile provides important context when planning for the future of the Federation Council area. This analysis can be used to describe who we are, and predict what we might be like in future.

The demographic profile is based on data from the Australian Bureau of Statistics 2016 and 2020 Census of Population and housing and compares demographic characteristics of the Federation Local Government Area to NSW more broadly.

Population

ABS Census of Population and Housing depicted a low rate of growth, having increased in population by only 0.4% since 2006 (compared to NSW's overall increase of 14.2%). The Estimated Resident Population (ERP) 2021 estimates a growth of 1.1% in the most recent 12 month period, which follows a 1.3% increase in the previous period.

Cultural and Linguistic Characteristics

Our most common ancestries in 2016¹ were Australian 33.1%, English 30.6%, Irish 10.0%, Scottish 8.8% and German 3.6%.

Of our community 83.3% were born in Australia. The following most common countries of birth were England 2.4%, New Zealand 0.9%, Scotland 0.4%, Philippines 0.4% and Germany 0.4%. 90.0% of us only spoke English at home. Other languages spoken at home included Italian 0.3%, Filipino/Tagalog 0.2%, Dutch 0.1%, Mandarin 0.1% and Korean 0.1%.

Income

The median weekly personal income for people aged 15 years in our community was \$559, which is significantly less when compared with \$664 for NSW more broadly.

The median weekly family income in our community was \$1,299 compared with \$1,486 for NSW.



Family Composition

Of the families in our area, 34.1% were couple families with children, 51.0% were couple families without children and 13.8% were one parent families. Of the single parent population 22.1% were male and 77.9% were female.

85.0% of families were intact and 13.7% were either blended or step families.

Tenure Type

Of occupied private dwellings in our area, 88.1% were separate houses, 3.8% were semi-detached, row or terrace houses, townhouses etc, 5.7% were flat or apartments and 1.8% were other dwellings.

Of occupied private dwellings in our area, 43.8% were owned outright, 29.1% were owned with a mortgage and 22.5% were rented.



Occupation and Employment

There were 5,222 people who reported being in the labour force. Of these 56.2% were employed full time, 31.6% were employed part-time and 4.9% were unemployed. This can be compared with NSW where unemployment sits at 6.3%.

The most common occupations in our community included Managers 17.5%, Labourers 17.4%, Technicians and Trades Workers 14.9%, Professionals 11.2%, and Clerical and Administrative and Community and Personal Service workers each making up 10.0% of the workforce. Sales workers and Machinery operator / drivers made up 8.9% and 8.3% respectively.

Of the employed people in our community, 4.2% worked in Pig Farming. Other major industries of employment included Supermarket and Grocery Stores 3.7%, Other Grain Growing 3.1%, Hospitals (except Psychiatric Hospitals) 3.0% and Aged Care Residential Services 3.0%.

Education

28.1% of our community were attending an educational institution. Of these, 27.4% were in primary school, 19.7% in secondary school and 10.8% in a tertiary or technical institution. When compared to NSW more broadly, our community has a significantly lower proportion of people attending university or tertiary institutions.



Socio-Economic Disadvantage

Our area is slightly more disadvantaged than regional NSW overall, ranking in the 30th percentile; and there is significant socio-economic diversity within the area, with some area ranking in the 20th percentile, experiencing significant disadvantage as confirmed by the Australian Early Development Census, which found that in some areas, 42.3% of children were developmentally vulnerable across one or more domains (more than twice the NSW average of 20.2%).

Further Statistics

Population density	2.22 persons per square km
Number of households	5,283
Median age	49 years
Non English as dominant language at home	1.9%
Residential building approvals (2020/21)	74 (up by 27 from 2019/20)
Total value of building approvals (2020/21)	\$40.5m
GST Registered businesses as at June 2021	959
Population doing some form of voluntary work (2016)	24.8%
Largest industry (employment 2016)	19% (Agriculture)
Manufacturing (employment 2016)	16.5%
Construction (employment 2016)	5.7%
Accommodation and Food Services (employment 2016)	12.1
Agricultural output	\$391m
Largest commodity produced	36.7%% (Cereal crops)
Primary Land Use	92.6% (Primary production)
Gross Regional Product (year ended 30 June 2020)	\$780m
Local jobs (year ended 30 June 2016)	4,930
Tourism and hospitality sales (2019/20)	\$64.1m
Value Add	\$32.6m
Total number of domestic visitor nights (2019/20)	513,630

Note: data from the 2021 Census will become available from June 2022.

Additional data can be obtained from the following locations.

Community Profile <http://profile.id.com.au/federation>

The Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when the Australian Bureau of Statistics (ABS) releases new figures.

Economic Profile <http://economy.id.com.au/federation>

The Council's economic profile presents economic information that describes the area's role within the broader economy, supports exploration options for economic development and promotion of the area's strengths.

The information presented is derived from official sources of information (Australian Bureau of Statistics) National Economics (NIEIR) modelling and other relevant sources.

Demographic change across Australia is recorded by the Australian Bureau of Statistics (ABS) in the Census collections every five years. Population experts [.id \(informed decisions\)](#) analyse and convert these raw figures into stories of place to inform council staff, community groups, investors, business, students and the general public.

Federation Council area Community Profile provides demographic analysis for the Council and its suburbs based on results from the 2016, 2011, 2006, 2001, 1996 and 1991 Censuses of Population and Housing. The profile is updated with population estimates when

Our Challenges

A high and rapidly rising median age of 49 having increased by 11.4% since 2006 is significant when compared to NSW's overall median age of 38.

In NSW, as in most parts of the world, major population changes are taking place because of declines in fertility and increasing life expectancies. People in NSW are living longer (average life expectancy is projected to increase by about 9 years by 2050) and the proportion of the population made up of people aged 65 and over is projected to increase to 22% in 2031 and 26% by 2051. Population increase in the 15 to 64 years age group will slow over coming decades due to lower past and prospective fertility rates and the passage of the baby boomers into retirement age.¹

The challenges of an ageing population and low overall population growth requires substantial focus on sustainability and resourcing of Council priorities.

Planning for an ageing population can mean that the needs of other groups in the community are also met. Therefore it does not necessarily mean extra work for councils. For example, designing the built environment so that it caters for older people often means that it also caters for other groups in the community that experience difficulty with physical access, such as people with a disability and children².

Notwithstanding this, it is also imperative that Council addresses its long term financial sustainability and capacity to deliver mandatory services and key priorities, whilst also capturing and planning for the aspirations and goals that will enhance the liveability of Federation Council long into the future.

In addition to our age demographics, our community, along with global communities, is also increasing its adaptation to a changing climate. Council will work with the Federal and State Governments to plan infrastructure and service delivery for the future, factoring in the risk of more frequent extreme weather events and other expected impacts.

Our Opportunities

Coordinated planning with all stakeholders will be a fundamental driver to achieve ongoing sustainability of key infrastructure that is consistent with community expectations. Linking to other state and federal regional strategies and plans will enable us to maximise our opportunities to address barriers or challenges for growth.

Responsibility for achieving the community's long term goals rests with the whole community, including Federal and State Governments, peak organisations, the business community, local community groups and organisations and residents. Council may have varied levels of responsibility in progressing an outcome, but most will fall under either influence or control (ACELG, 2012). The distinctions may be made as follows and as set out in the objectives outlined in this plan.

1. **Council influence**, where Council has partial or shared responsibility for outcomes with the community and other groups, and is distinguished from the traditional sphere of local government. This is Council's role in the majority of strategies set out in this Plan. For example, economic development is not an area of core service provision for local government, but Council can work with partners to support the economy in a number of ways.
2. **Council control**, which relates to a Council's areas of core service provision and other statutory responsibilities. This includes roads, rates and waste management, as well as a range of governance and planning activities.

1 & 2. <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/support-for-implementation-of-ipr-framework/planning-for-an-ageing-population/>

How Council is already delivering on strategies to achieve the community’s vision.

Achieving the vision set out by the community in this plan requires a commitment to action. Federation Council has already prepared and commenced delivery of several significant plans and strategies to guide growth and change for the council.

Community Engagement Strategy	Disability Inclusion Action Plan
<p>Council believes it’s important that our community can see and have a direct impact on the decisions of its Council. The Community Engagement Strategy provides a roadmap for creating and maintaining good relationships and effective engagement with our community and stakeholders. It acts as a guide for consultation, research and engagement across Council in order to ensure best practice engagement with our community, now and into the future.</p>	<p>Council is committed to creating an inclusive and accessible Council for everyone who lives, works and visits Federation Council. This Disability Inclusion Action Plan outlines the practical steps Council will take to create a more inclusive community for people with disability. The actions focus on developing positive community attitudes and behaviours, creating liveable neighbourhoods, supporting access to meaningful employment and improving access to services.</p>
Regional Economic Development Strategy 2018-2022	Federation Council Economic Development Strategy 2021-2025
<p>The first-ever Albury Wodonga Regional Economic Development Strategy 2018-2022 has been adopted by AlburyCity, Wodonga, Federation, Greater Hume and Indigo Councils.</p> <p>An initiative of the NSW Government, the strategy has been developed using each council’s community strategic plans and economic development strategies, both of which are ‘community’ driven.</p> <p>Home to more than 130,000 people, the economy of the wider region is valued at \$7.1 billion annually. Key industries of specialisation are identified as manufacturing, agribusiness and transport and logistics. Sectors including tourism, health care and defence are also seen as engines of growth, critical to creating prosperity and enhancing the quality of life for residents. This is currently being reviewed.</p>	<p>A robust and resilient economy is essential to ensuring the wellbeing of our entire community. To help enable this, the Federation Council Economic Development Strategy sets a clear framework to strengthen local business, empower our community, leverage key industries and enhance economic diversity and resilience. The strategy identifies seven key themes to achieve this:</p> <ul style="list-style-type: none"> ● Strengthening local business; ● Empowering our community; ● Leveraging key industries; ● Enhancing economic diversity and resilience; ● Boosting the visitor economy; ● Attracting investment; and ● Increasing skills and economic capacity.
Ageing Well Strategy 2018-2022	Federation Arts and Culture Strategy 2021-2025
<p>Council has developed the Ageing Well Strategy 2018-2022 to address the changing needs of older people in the Federation Council area.</p> <p>The strategy sets Council's priorities for working with senior residents and incorporates actions which address eight interconnected themes including outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, and community and health services.</p>	<p>The Arts and Culture Strategy aims to build on the strengths of its current arts and cultural and increase the profile of and support for creative industries within the Federation community.</p> <p>The strategy has five themes and associated actions that will provide direction for arts and culture in our community.</p> <ul style="list-style-type: none"> ● Engaged and Informed; ● Places and Spaces; ● People and the Past; ● Connections and collaborations; ● Arts and Culture across the Council.



OUR COMMUNITY VISION

Federation – Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

OUR COMMUNITY VALUES

Federation Council's Vision and set of Community Values, developed by the community in 2018, will guide future planning and provide direction for how the Council responds to change and growth.

This new direction reflects the priorities of our residents and will shape policies and plans prepared by Council, including this plan.

We value the Federation Council area for its waterways, parks and recreational opportunities, its tranquil country lifestyle, its strong community spirit, and its close proximity to other centres on both sides of the Murray.

We Seek

Maintained and improved infrastructure that meets the needs of residents and industry.



We Seek

Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.



We Seek

Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.



We Seek

Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.



We Seek

Strong civic leadership and governance supporting equity across communities and effective communication with residents.



Development of this Plan

The CSP is a 10 year plan for our community that is based on the aspirations and values expressed by the residents and ratepayers who provided feedback through online, telephone and face to face community forums.

Following the extensive community consultation in 2018, the community identified the outcomes sought that represented our aspirations and values.

For each of these outcomes a number of objectives were identified to capture the priorities of the key areas. These areas of importance formed our key objectives and the basis of Council’s four year Delivery Program.

The following table shows the engagement undertaken in 2018.

Online	Face to Face	Media	Phone
Updates on Council’s website	Ten Community workshops attended by 250 residents at Boree Creek, Coreen, Corowa, Howlong, Mulwala, Oaklands, Savernake, Urana and additional Youth and interagency workshops.	<ul style="list-style-type: none"> Council Snippets for Corowa Free Press and Yarrowonga Chronicle Media Release 	Telephone survey of 225 respondents

The review of our Community Strategic Plan is required to be undertaken by an incoming Council by 30 June following the election. Council resolved at its February 2022 meeting to seek feedback from the community in regard to the previously identified priorities with a focus on the next 10 years. Respondents were asked whether they wanted to see more or less focus on each of the objectives that represent the communities previously identified priorities under each theme.

The survey was available from 3 February to 1 March 2022 and distributed to all households. Public awareness was supported through Council’s social media platforms and print media as well as newsletters for smaller townships.

The table below shows the engagement undertaken in 2022.

Online	Media	Mail / Email
<ul style="list-style-type: none"> Community survey on Council’s website Social media posts Video messaging from Mayor and Councillors on Council website and Facebook Online community information session 	<ul style="list-style-type: none"> Council Snippets for Corowa Free Press and Yarrowonga Chronicle Media Releases 	<ul style="list-style-type: none"> Flyer sent to all households Email to Council Committees and key stakeholders.

Throughout the survey engagement, Council received 68 online survey submissions and 4 paper based survey submissions. The full results have been collated as a separate report and can be viewed on Council’s website or by using this [link](#). Hard copies are available by contacting Council’s Right to Information Officer.

Survey Comments and Common Themes

The survey provided the community with an opportunity to provide comments in relation to each of the themes. These comments provide valuable insight as the reason why some services may have been depicted as requiring higher or lower focus. Some of these comments are provided below.

Stop approving development until the water and sewerage issues are addressed.

To ensure that infrastructure in the town supports growth for residential and commercial assets.

There is no point in increasing population if we don't first establish infrastructure, esp. transport.

Just maintain the roads.

Higher population growth breathes life into regional towns. Keeps the kids here if there is work here.

Activate our river foreshore. Restaurants.

Improvement on footpaths in Howlong where there isn't currently. It's difficult sending children on their bikes to school knowing they will be sharing a narrow road with traffic and no option to ride on the footpath.

Footpaths are needed to a high quality in a town with so many "gofers", wheelchairs, etc.

Emergency Action Plan for flood/fire evacuation of horses, small stock, & pets.

Parking Facilities at the Lawn Cemetery

Climate change is here, we need to get on board with Indigo Power and promote renewable energy. We need to plan for urban sprawl and maintain our country vibe (no cookie cutter estates) and we need to put infrastructure in place to better deal with flooding and bushfires.

Ensure the sustainability of our community against future financial, social and environmental challenges.

Planning that focuses on affordable new housing options to increase our population.

In Corowa, it is essential that a new sewerage treatment plant is built and an appropriate drainage strategy is implemented.

In Corowa, it is essential that a new sewerage treatment plant is built and an appropriate drainage strategy is implemented.

Speaking for Corowa only, I believe our sewerage system is almost at capacity. We need to encourage a new big employer to the town. Uncle Tobys is now one third as big as it once was. More jobs bring more money to the town and hopefully more small business opportunity.

Need more diversity in the shopping complex of Corowa.

Emergency Action Plan for flood/fire evacuation of horses, small stock, & pets.

Since we are a semi isolated community we need to be able to communicate with relatives in other areas and we need to be able to exercise safely.

Better roads in the farming areas of this electorate.

Reports back on recycling and rubbish. Eg amount sent to landfill compared to last year, the cost of this and tips to reduce.

Need to focus on the core council services.

Accessibility for residents with mobility issues.

Very concerned about the overload and pressure on town water and sewerage.

Survey Comments and Common Themes

The survey provided the community with an opportunity to provide comments in relation to each of the themes. These comments provide valuable insight as the reason why some services may have been depicted as requiring higher or lower focus. The word map below identifies the most commonly used words as provided in the survey responses.

Some of the key things mentioned by the respondents are outlined below.



OUR COMMUNITY PRIORITIES

The community feedback has been collated and presented under the key pillars of our CSP being: Built Federation, Economic Federation, Natural Federation, Social Federation and Well Governed Federation.

Our Priorities—Built Federation

Maintained and improved infrastructure that meets the needs of residents and industry.

Our community identified well maintained and improved water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry as well as roads, bridges and footpaths as being the highest infrastructure priorities. Consistent and appropriate land use planning outcomes is also highly valued.



Our Priorities—Economic Federation

Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

A greater focus on supporting business development and a collaborative regional approach to economic development, as well as enhancing retail is now what the community want to see a greater focus on, perhaps partly due to the impact of both a pandemic and a major flood event.



Our Priorities—Natural Federation

Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.

The community priorities are consistent with those identified previously with a desire to conserve and utilise waterways, and develop their frontages and to ensure attractive and vibrant public spaces.



Our Priorities—Social Federation

Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.

There was a lean towards encouraging community pride and spirit and in line with the previous priorities, improving healthcare.



Our Priorities—Well Governed Federation

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Our community places a high value on having the solid foundations for strong leadership, including in particular, extensive communication and consultation with residents, rates and fees that are in line with community needs, equitable servicing of all areas, good governance and administration, operational efficiency and effectiveness to enable us to be resilient and responsive to change.



How have your priorities changed?

Infrastructure priorities 2018-2028

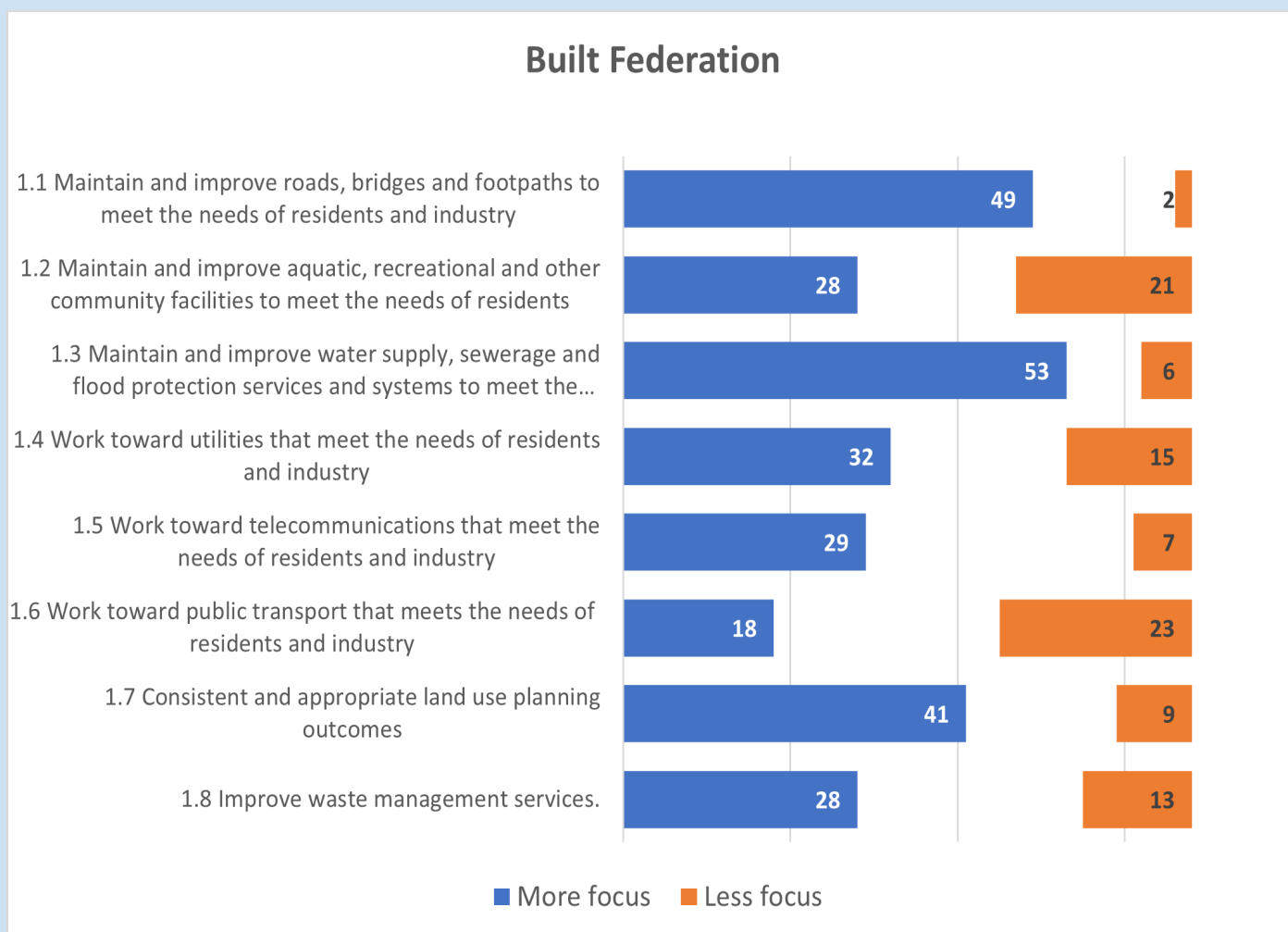
Our community identified roads (including road maintenance) and pools (including the development of a new 50-metre pool) as the highest infrastructure priorities.

Built Federation priorities 2022-2032

Maintained and improved infrastructure that meet the needs of residents and industry.

The top 3 infrastructure areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

1. 1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry N=53
2. 1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry N=49
3. 1.7 Consistent and appropriate land use planning outcomes. N=41



Minor changes have been made to the CSP objective to reflect the services provided in the Built Federation pillar.

How have your priorities changed?

Economic priorities 2018-2028

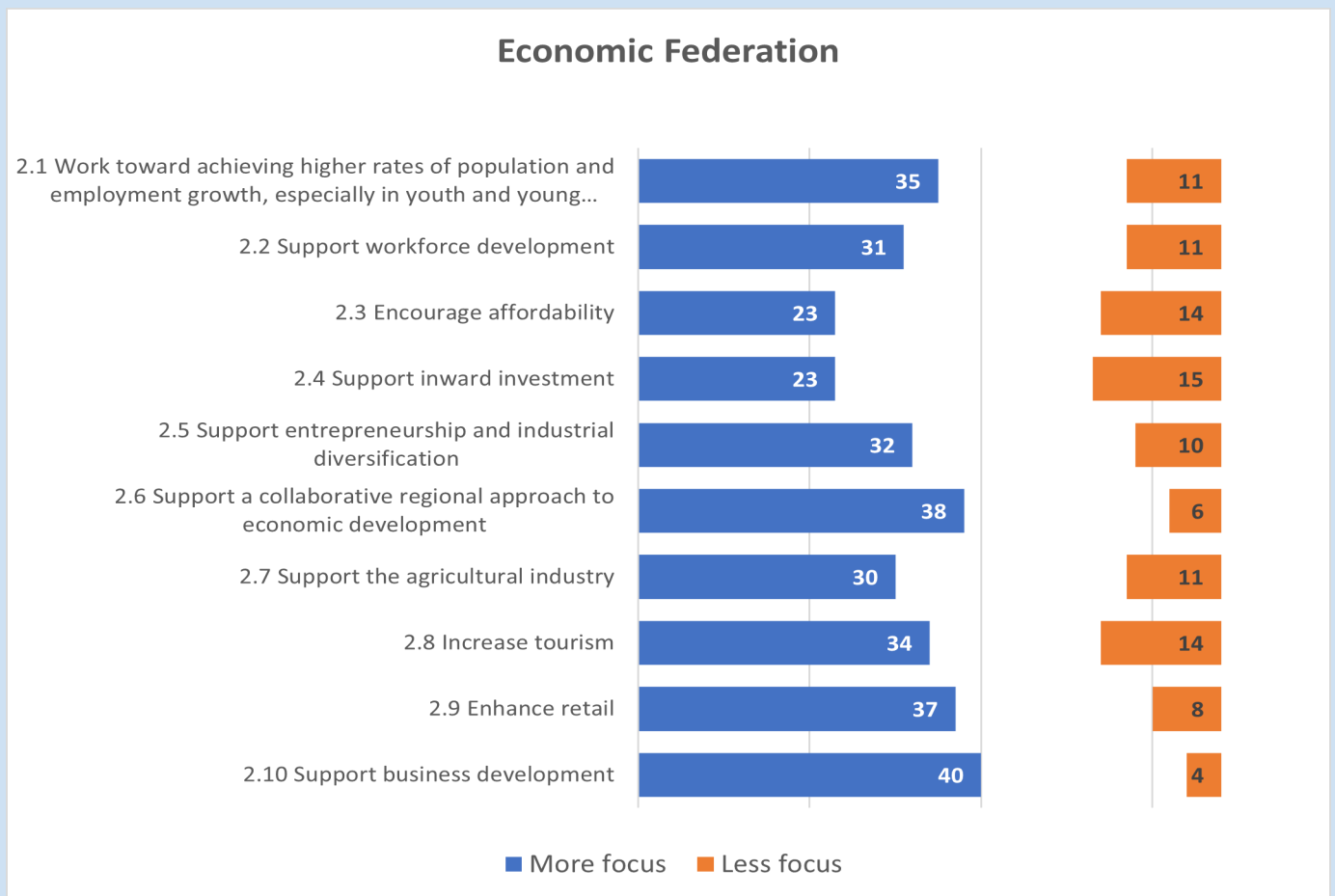
Consistent with the overall concerns regarding the growth and sustainability of the area, our community identified employment (with particular emphasis on youth employment) and tourism as the highest economic priorities. These are followed by retail, business development and business attraction.

Economic Federation priorities 2022-2032

Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

The top 3 economic areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

1. 2.10 Support business development. N=40
2. 2.6 Support a collaborative regional approach to economic development. N=38
3. 2.9 Enhance retail. N=37



Minor changes have been made to the CSP objective to reflect the feedback provided on the Economic Federation pillar.

How have your priorities changed?

Environmental priorities 2018—2028

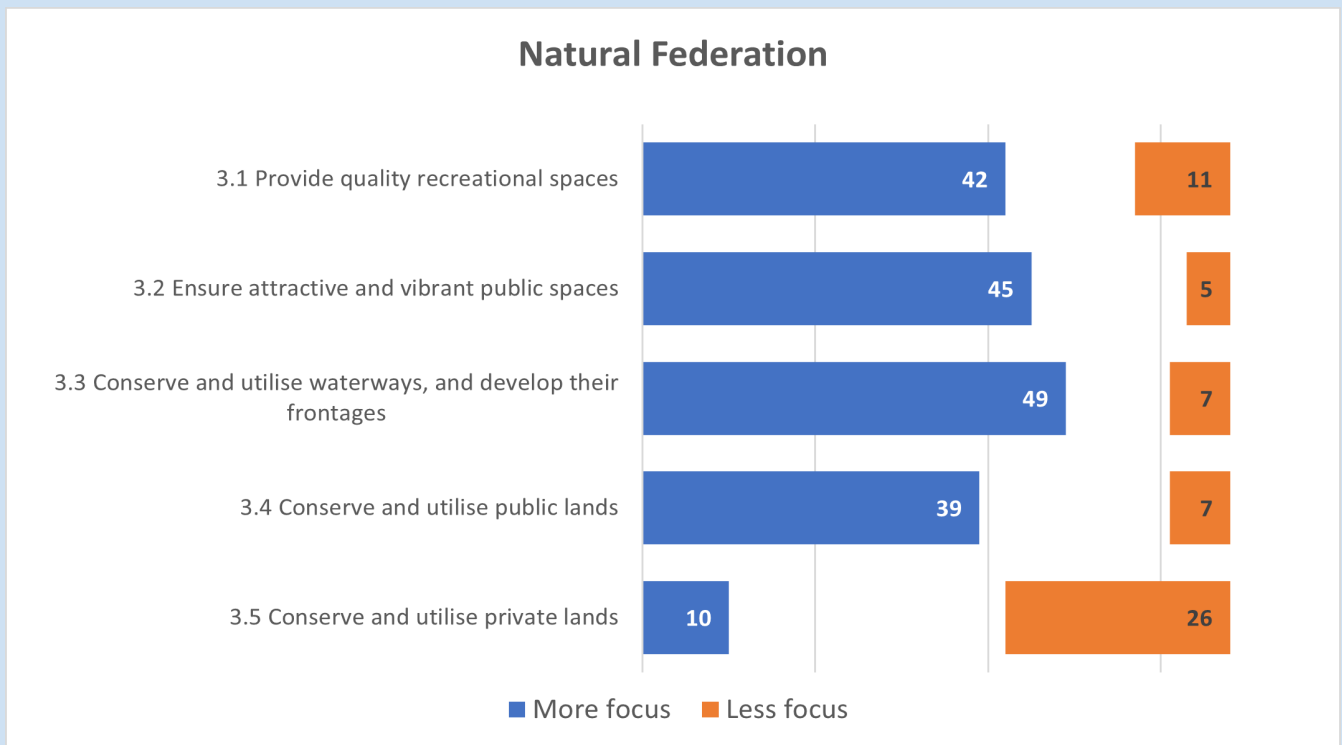
Our community identified parks and gardens (including playgrounds), water management (including supply and quality of water), and placemaking (including the improvement of public spaces and main streets) as the highest environmental priorities. These are followed by maintenance, protection and utilisation of the river, and development of the river frontage.

Natural Federation priorities 2022-2032

Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.

The top 4 environmental (Natural) areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting **more focus** on these area.

1. 3.3 Conserve and utilise waterways, and develop their frontages. N=49
2. 3.2 Ensure attractive and vibrant public spaces N=45
3. 3.1 Provide quality recreational spaces. N=42 (also in top 3 with less focus)
4. 3.4 Conserve and utilise public lands N=39



Minor changes have been made to the CSP objective to reflect the feedback provided on the Natural Federation pillar, particularly in relation to adapting to a changing climate.

How have your priorities changed?

Community priorities 2018-2028

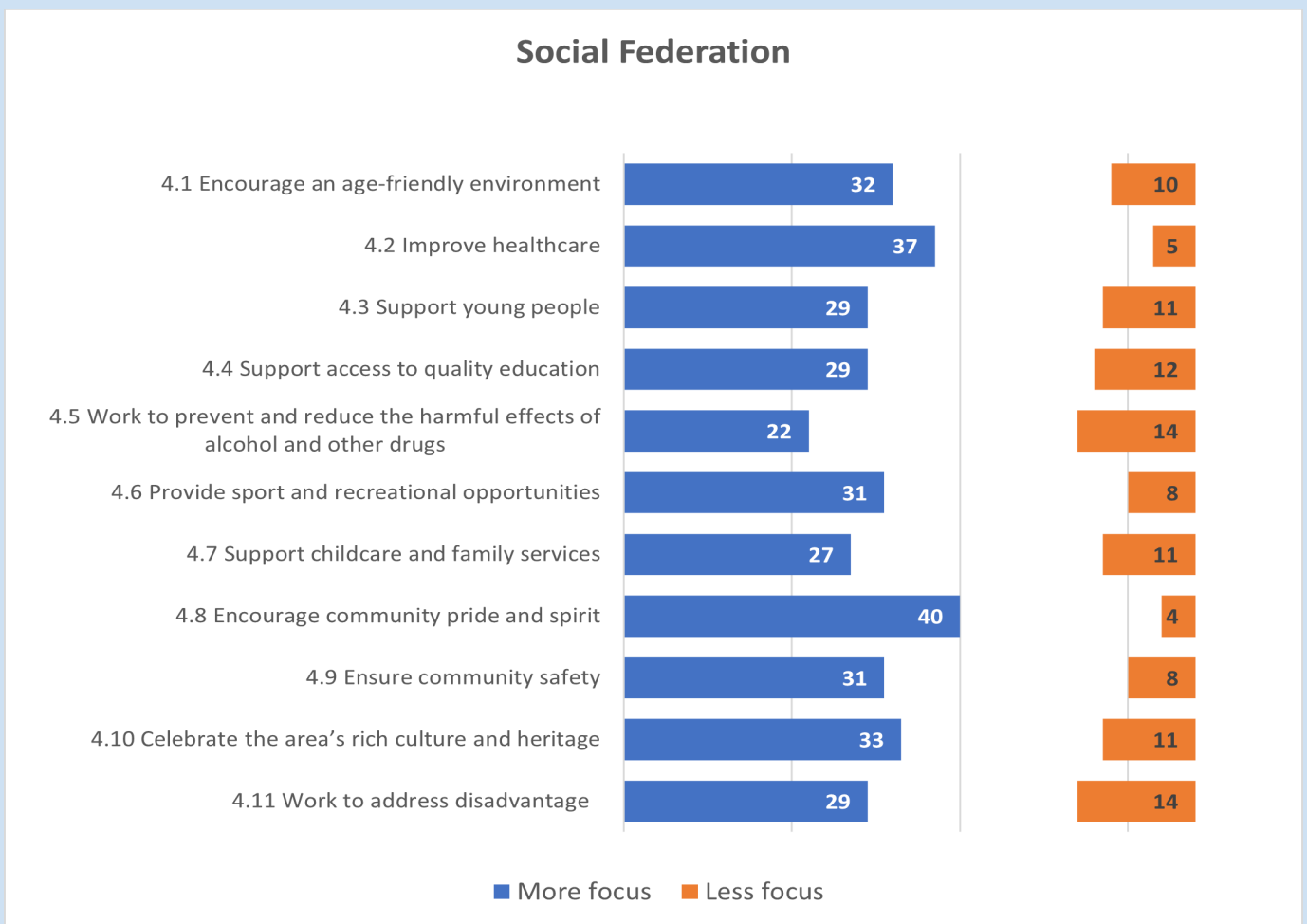
Consistent with our ageing population, our community identified aged care and healthcare as the leading community priorities in the phone survey, followed by youth services and schools (in part to enable the growth and sustainability of the area).

Social Federation priorities 2022-2032

Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.

The top 3 social areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting *more focus* on these areas.

1. 4.8 Encourage community pride and spirit N=40
2. 4.2 Improve healthcare N=37
3. 4.10 Celebrate the area’s rich culture and heritage (N=33 below 50% response level)



Minor changes have been made to the CSP objective to reflect the feedback provided on the Social Federation pillar.

How have your priorities changed?

Governance priorities 2022-2032

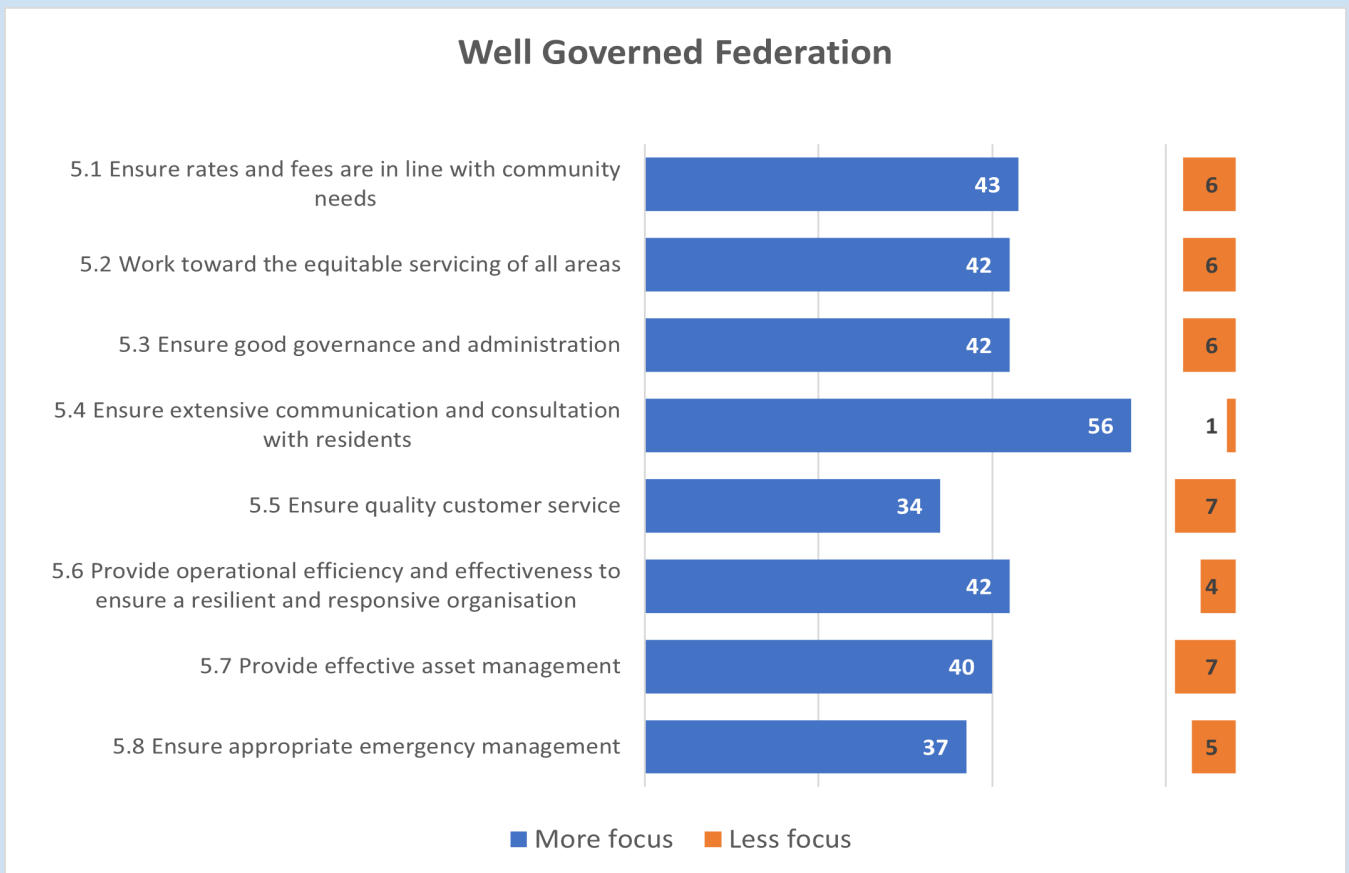
Our community identified rates affordability, the equitable servicing of all suburbs, and financial sustainability as the highest governance priorities.

Well Governed Federation priorities 2022-2032

Strong civic leadership and governance supporting equity across communities and effective communication with residents.

The top well-governed areas of importance for our community are shown below and are mostly depicted by a response of 50% (N= or >34) of respondents selecting **more focus** on these areas.

1. 5.4 Ensure extensive communication and consultation with residents. N=56
2. 5.1 Ensure rates and fees are in line with community needs N=43
3. 5.2 Work toward the equitable servicing of all areas. N=42
- = 5.3 Ensure good governance and administration. N=42
- = 5.6 Operational efficiency and effectiveness to ensure a resilient and responsive organisation. N=42



How have your priorities changed?

Governance priorities 2022-2032

It must be noted that Well Governed Federation contains many areas of Council that are required in order for any organisation to prosper. These are, as outlined by one of the comments received, the “hallmarks of a well-run council”. Furthermore, many of these objectives are subject to particular legislative and mandatory requirements of a council. Council believes it is important however to present these to the community. In doing so, it is supporting transparency and providing a more complete view of the financial and resource impact on all the objectives identified.

Council has noted that is the only theme in which **all objectives were above the 50% response** indicator with three objectives sharing the top third ranking response. By contrast the areas of less focus identified by the community did not extend to more than N=7 or just over 10% of respondents compared with other areas which have recorded responses of N=12-23 or (18% - 34%). This tells us that our community expect that these things will be a high priority and this is reflected in many of the comments from survey participants.



How to read this Plan

The **themes** are a way to structure the Community Strategic Plan. These are the same as the community values that were adopted by Council in June 2018 following extensive community engagement. And as shown on page 16.

The **outcome** is the communities long term aspiration and priorities for the council area. Council has a custodial role in working towards realising these outcomes; however, it is not wholly responsible for achieving them. Council's role may be one of control or influence as outlined on page 11. Other partners, such as individuals, state agencies and community groups have an important role to play in delivering them.

The **objectives** are the long term goals set to achieve the desired outcome. These set the priorities for the Council's 4 year Delivery Program.

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	What do we need to do to get there	Council's Role
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry	More	Aligning roads service levels to residents' and industry's needs for each class of road of each area	Control
		Investigating opportunities to develop additional heavy traffic volume alternate routes	Control
		Investigating opportunities to develop a new bridge over Lake Mulwala	Influence
		Strategic focus in the facilitation of the maintenance and development of roads, bridges and footpaths	Control
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents	More	Progressing the development of a new swimming pool in Corowa in the near term	Control
		Strategic focus in the maintenance and development of recreation and community infrastructure	Control
1.3 Maintain and improve water supply, sewerage treatment, stormwater drainage and flood protection	More	Aligning water supply, sewerage treatment, stormwater	Control

Council's role in achieving the areas of importance may be one of control or influence.

Items that are within council's **control** are reflected in the Delivery Program as actions to be reported on every six months.

Areas that Council has **influence** over requires Council to advocate for, or work with other strategic partners through various platforms to achieve

Reflects the feedback from the community on whether they think the area requires more or less focus over the next 10 years.

These are the identified **areas of importance** that will help us reach the long term aspirations and goals. The Delivery Program's significant projects and works to be carried out are identified from these areas of importance. Projects and key priorities are adopted by Council in line with Council's adopted Resourcing Strategy.

The **performance measures** will help us track progress as we move towards the long term objectives. Council conducts a community satisfaction survey at least once in every four year period. The survey results are published on Council's website.

How will we know we have arrived

- Resident surveys will find increased satisfaction with roads, bridges and footpaths.
- Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.
- Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection.

Built Federation

Outcome: Maintained and improved infrastructure that meet the needs of residents and industry.

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	What do we need to do to get there	Council's Role
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry	More	Aligning roads service levels to residents' and industry's needs for each class of road of each area	Control
		Investigating opportunities to develop additional heavy traffic volume alternate routes	Control
		Investigating opportunities to develop a new bridge over Lake Mulwala	Influence
		Strategic focus in the facilitation of the maintenance and development of roads, bridges and footpaths	Control
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents	More	Progressing the development of a new swimming pool in Corowa in the near term	Control
		Strategic focus in the maintenance and development of recreation and community infrastructure	Control
1.3 Maintain and improve water supply services and systems to meet the needs of residents and industry	More	Aligning water supply, sewerage treatment, stormwater drainage and flood protection service levels to residents' and industry's needs and aspirations in each area	Control
1.4 Maintain and improve sewerage, services and systems to meet the needs of residents and industry	More	Strategic focus in the maintenance and development of water, sewerage, stormwater drainage and flood infrastructure	Control
1.5 Maintain and improve flood protection services and systems to meet the needs of residents and industry	More		Control
1.6 Work toward utilities that meet the needs of residents and industry	More	Increased energy affordability	Influence
		Investigating opportunities to increase local renewable energy production	Influence
1.7 Work toward telecommunications that meet the needs of residents and industry	More	A more comprehensive and expeditious rollout of the improved mobile and internet coverage locally	Influence
		Investigating opportunities to partner with mobile phone and internet service providers to increase coverage locally	Influence

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	What do we need to do to get there	Council's Role
1.8 Work toward public transport that meets the needs of residents and industry	Less	Increased public transport locally and interstate, with particular emphasis on assisting residents with mobility limitations to access services, and addressing supply-demand imbalances in the labour market	Influence
		Investigating opportunities to increase community transport in rural communities, with a view to leveraging contemporary technology and volunteerism	Influence
1.9 Improve waste management services.	More	Aligning waste management service levels to residents' and industry's needs for waste management services in each area	Control
		Identifying and progressing opportunities to discourage dumping	Influence
		Investigating opportunities to increase recycling	Influence

How will we know we have arrived

Resident surveys will find increased satisfaction with roads, bridges and footpaths.

Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities.

Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection.

Compliance with asset management benchmarks - Building and Infrastructure Asset Renewal Ratio, Infrastructure Backlog Ratio and Asset Maintenance Ratio.

Economic Federation

Outcome: Growing, progressive, innovative and prosperous communities that build on sustainable manufacturing, agriculture and tourism sectors, advantaged by our location to large centres on the Murray River and affordability.

OBJECTIVE: Where do we want to be in the future	More / Less focus next 10 years	AREAS OF COMMUNITY IMPORTANCE: What do we need to do to get there	Council's Role
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments	More	Understanding and implementing growth initiatives	Influence
		Strategic focus on population and employment growth	Control
2.2 Support workforce development	More	Identifying local skill shortages, and advocating to the training organisations and other levels of-government to address them through post-school education and training	Influence
		Investigating opportunities to attract and retain skilled migrant workers	Influence
2.3 Encourage affordability	More	Investigating the availability of small, affordable land parcels as part of planning initiatives	Control
		Investigating opportunities to incentivise the rental of unoccupied properties	Influence
2.4 Support inward investment	More	Provision of investment prospectus for the entire Council area	Control
		Investigate incentives and grants to encourage new investment	Control
		Lobbying other levels of government for increased investment across the entire Council area	Influence
2.5 Support entrepreneurship and industrial diversification	More	Fostering connections and learning among current and prospective entrepreneurs	Influence
		Support new business start ups	Influence
2.6 Support a collaborative regional approach to economic development	More	Identifying and progressing opportunities to leverage the complementarity of areas across the region	Influence
		Investigating opportunities to form a joint group for economic development with neighbouring councils, including those in Victoria	Influence
2.7 Support the agricultural industry	More	Supporting the provision of infrastructure that meets the needs of the local agricultural industry	Influence
		Assist to address skilled labour shortages in the local agricultural industry	Influence
2.8 Increase tourism	More	Investigating opportunities to increase tourism growth sector accommodation	Influence
		Investigating opportunities to further develop and market the area's natural and heritage attractions	Influence
		Investigating opportunities for events-based tourism	Influence
		Collaborative approach to regional marketing	Influence
		Ensure a strategic focus on tourism	Control
2.9 Enhance retail	More	Support initiatives to encourage residents to shop locally	Influence
		Increased retail opportunities as part of planning and economic development initiatives	Control
2.10 Support business development	More	Support grants program for business development	Influence
		Collaboration with local and regional business chambers and other business development organisations	Influence

How will we know we have arrived?

Census data will show that local population and employment rates (in target sectors) are increasing.

Visitor data will show that yield from increasing visitation numbers.

Economic data will show that lost retail expenditure from the local area has reduced.

Economic data will show that Gross Regional Product (GRP) for target sectors is increasing.



Natural Federation

Outcome: Sustainable landscapes, waterways and open space to support various lifestyle choices, protect the natural environment and adapt to a changing climate.

Objective	More / Less focus next 10 years	Areas of community importance	Council's Role
3.1 Provide quality recreational spaces	More	Provide parks, playgrounds and gardens to meet community expectation	Control
		Strategic focus in the maintenance and sustainable development of recreational spaces	Control
3.2 Ensure attractive and vibrant public spaces	More	Support facade improvement incentives	Influence
		Community place-making initiatives	Influence
3.3 Conserve and utilise waterways, and develop their frontages	More	Supporting conservation of waterways in the area	Influence
		Supporting opportunities for increased utilisation of The Murray River, Lake Urana and Lake Mulwala by residents and tourists	Influence
		Identifying and progressing additional opportunities for land and commercial development on water frontages	Influence
3.4 Conserve and utilise public lands	More	Supporting flora and fauna conservation	Control
3.5 Conserve and utilise private lands	Less	Support flora and fauna conservation and responsible land management practices	Influence
3.6 Implement consistent and appropriate land use planning outcomes	More	Transparent and accessible information on land use planning outcomes	Control



How will we know we have arrived?

Resident surveys will find increased satisfaction with recreational (parks) spaces.

Resident surveys will find increased satisfaction with the utilisation of public spaces.

Weed Management plan implemented.

Increased landholder engagement at education sessions.



Social Federation

Outcome: Close knit, welcoming and empowered communities where people come together and support each other and improve community outcomes.

Objective	More / Less focus next 10 years	Areas of community importance	Council's Role
4.1 Encourage an age-friendly environment	More	Provision of ageing well initiatives	Control
		Enabling the autonomy of older people	Influence
		Strategic focus in addressing the needs of ageing communities	Influence
4.2 Improve healthcare	More	Facilitate general practitioners in rural communities	Influence
		Improved health facilities and services across the Council area	Influence
		Improved public transport to assist residents with mobility limitations to access healthcare	Influence
4.3 Support young people	More	Encouraging young people to participate in and contribute to all aspects of community life, including through sport and recreation, arts and culture, volunteering, and involvement in decision making	Influence
		Advocacy for increased opportunities for young people to learn, find jobs and develop life skills	Influence
		Strategic focus in youth development	Control
4.4 Support access to quality education	More	Opportunities for collaboration between students at different schools	Influence
		Preservation of schools in rural communities	Influence
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs	More	Support a Local Drug Action Team for the entire Council area	Influence
		Support programs aimed to reduce addictive behaviours	Influence
4.6 Provide sport and recreational opportunities	More	Align sport and recreational opportunities to meet community expectation	Control
		Strategic focus in the development of sport and recreational facilities	Control
4.7 Support childcare and family services	More	Increased provision of child and family services	Influence
		Investigating the viability of providing childcare in areas with unmet need	Control
4.8 Encourage community pride and spirit	More	Support diverse range of community activities and events to foster community pride and spirit	Influence
		Support the use of rural town halls and other community facilities to bring people together and build local networks	Influence
4.9 Ensure community safety	More	Supporting emergency services in rural communities	Influence
		Support increased police and emergency services	Influence
4.10 Celebrate the area's rich culture and heritage	More	Preservation and celebration of the history and heritage of all cultures across the Council area	Influence
		Supporting arts and cultural initiatives	Influence
4.11 Work to address disadvantage	More	Collaboration in services for people experiencing disadvantage	Influence
		Supporting social capital formation, social inclusion, capabilities development and other approaches to overcoming disadvantage	Influence
		Supporting services for people with a disability	Influence
		Strategic focus in reconciliation and diversity	Control
4.12 Provide library services and programs accessible to all residents.			Control

How will we know we have arrived?

Resident surveys will find increased overall satisfaction among older residents.

Resident surveys will find increased satisfaction with community activities, programs and events.

Resident survey will find an increase in residents feeling of connectedness.

Resident survey will find an increase in youth participation.

Census data will find an increase in volunteer numbers.



Well Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents.

Objective	More / Less focus next 10 years	Areas of community importance	Council's Role
5.1 Ensure rates and fees are in line with community needs	More	Community awareness and consultation in setting rates & fees	Control
5.2 Work toward the equitable servicing of all areas	More	Transparency of Council's expenditure and service provision by area	Control
		Responsiveness to the differing needs and aspirations of each area	Control
		Responsiveness to the broader planning catchments including those that extend into neighbouring NSW and Victorian Councils	Control
5.3 Ensure good governance and administration	More	Visionary leadership for the entire Council area	Control
		Achieving a Council that is representative of the entire Council area	Influence
		Open, transparent and accountable Council	Control
5.4 Ensure extensive communication and consultation with residents	More	Open, transparent and consistent approach to engaging with all communities in Council decision-making processes	Control
		Utilising contemporary communication channels to achieve two way communication	Control
		Consistent Council branding across the entire Council area	Control
		Enhanced sharing of Council and community information in high-visibility spaces	Control
5.5 Ensure quality customer service	More	Access to an appropriate system for customer enquiries	Control
		Ensure the response time to customer service enquiries are within agreed service levels	Control
		Increasing the range and level of customer services available online	Control
		Improve access to customer services in rural communities	Control
5.6 Provide operational efficiency and effectiveness to ensure a resilient and responsive organisation	More	Financially responsible and sustainable Council	Control
		Council compliance with all relevant legislation and regulatory requirements	Control
5.7 Provide effective asset management	More	Strategic focus in Council's allocation of resources for the management of assets	Control
5.8 Ensure appropriate emergency management	More	Provision of appropriate emergency management functions	Control

How will we know we have arrived?

Resident surveys will find increased satisfaction with local governance overall (leadership, image, reputation).

Resident surveys will find increased satisfaction with Council's performance overall.

Resident surveys will find increased satisfaction with Council's communication and community engagement.

Resident survey will find increased satisfaction with Council's customer service.

Performance against financial sustainability benchmarks.



Record Management

Document Type	PLANNING DOCUMENT
Document Name	Community Strategic Plan 2022-2023 to 2031-2032
Reference Number	22/1831
Adopted by Council	28 June 2022
Resolution Number	176/2022FC
Version Number	1.0
Responsible Director	Director Corporate and Community Services
Review schedule	Within 12 months of new council
Next Review Date	February 2025

Version Control

Version	Date	Changes / Amendments
Draft	29/03/2022	Initial Draft (Review of existing CSP)
Draft	16/05/2022	Adopted by Council in principle
1.0	28/06/2022	Adopted by Council with minor changes as noted in Council report.

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