



Community Strategic Plan

2013-2023

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FROM YOUR MAYOR

I am pleased to present Guyra Shire Council's second Community Strategic Plan.

Council's inaugural plan outlined the strategic direction of Council for the period 2011 to 2021. A review of the objectives articulated in the inaugural plan and Council's success in meeting these objectives, combined with extensive rounds of community consultation, have formulated the development of the 2013-2023 Community Strategic Plan.

Council achieved many of the strategic objectives relating to the Guiding Principles of Our People, Our Governance, Our Infrastructure and Our Environment detailed in the inaugural Community Strategic Plan.



This plan
articulates the
desires of the
community, and
charges Council
with the
responsibility to
further develop
our Shire

Under the Guiding Principle of **Our People** a number of strategic objectives have been achieved. Council and other community service agencies are providing a safe place for young people to socialise; the Healthy Highlanders program, with more than 500 participants enrolled in activities, is promoting initiatives to improve the health and lifestyle of our community whilst encouraging greater community involvement; and Council has initiated the construction of a new 32 bed Aged Care Facility with construction due for completion mid 2014.

Under the Guiding Principle of **Our Infrastructure** a number of projects have been completed, including the construction of a new Library in Guyra and the replacement of critical infrastructure such as the Pinkett Bridge. Council has developed a Local Environmental Plan that supports the needs of the townships and rural areas within the Shire.

Under the Guiding Principle of **Our Environment**, Council continues to educate the community on better waste disposal to maintain a clean environment; Council actively educates and encourages community involvement to increase recycling; and we continually look at developing new ways to dispose of waste that will benefit the environment and the community.

Under the Guiding Principle of **Our Governance**, Council continues to advocate for local representation to ensure our sense of community and our local identity. Council contributes to the marketing, promotion and economic development of the Shire by providing financial assistance to community based agencies. Increased consultation with the community has enabled Council to develop a clear understanding and knowledge of the community's expectations of Council, and the production of the Community Strategic Plan.

This plan articulates the desires of the community, and charges Council with the responsibility to further develop our Shire and build on the successful foundations stemming from completed objectives of the inaugural 2011-2021 CSP. I sincerely thank those members of the Shire community who took the time to participate in one of the many community consultation forums, completed surveys and provided feedback via Council's website.



Hans Hietbrink
Mayor

This plan could not have been developed without the work of Council staff. I thank our Acting General Manager, Ben Harris and all his Council staff who put in many additional hours to assemble all the data from the surveys and forums to formulate and develop this plan.

This plan is designed to be a dynamic instrument, demonstrated by the launch of our interactive myGuyra website. While it is a plan for the next ten years it will be reviewed and updated every year. I encourage you to continue to engage with your Council, to provide input to our planning processes and to offer constructive feedback on our progress so that the Community Strategic Plan remains relevant to community needs.

I commend this plan to you.

YOUR COUNCILLORS



Standing (Left to Right) – Cr Dot Vickery, Cr Dean Heagney, Cr Simon Murray, Cr Lee Martin, Cr Audrey McArdle (Deputy Mayor)
Seated – Cr Hans Hietbrink (Mayor)

FROM THE GENERAL MANAGER

I am proud to present the Guyra Shire's revised 'Community Strategic Plan'.

As a result of Council elections in 2012, opportunity arose to revise and rethink the Community Strategic Plan. We present this renewed 10 year plan as the 2013-2023 Community Strategic Plan. This review has let us build on the momentum of the previous plan while ensuring we address the needs of our community. We plan to regularly check our progress against the Community Strategic Plan to ensure we are continually meeting the needs of our community.

Under the previous plan Council and the community achieved some excellent outcomes, with the plan being used to guide decisions and apply for funding that would not otherwise be available. Some of the achievements of the 2011-2021 Plan were the relocation and revitalisation of the Guyra Library, undertaking of the Healthy Highlanders program, improvements to sporting fields and facilities, and the implementation of a UNE Study Centre. The 2013-2023 Community Strategic Plan includes other ground-breaking ideas to progress the Shire into the 21st century.

We uphold the vision that 'Guyra is a prosperous community sustaining a unique rural lifestyle' and Council strives to promote this in the community through projects and programs that enhance this ideal. It is Council's role to ensure we balance finances with projects that deliver economic growth and stimulus to the community.

We have maintained the fundamental 'Guiding Principles' that is Our People, Our Infrastructure, Our Environment and Our Governance. These principles are Council's Quadruple Bottom Line Framework and Council's decision making processes are based on these principles to ensure achievement of positive outcomes for the entire community. Consultations have brought to light the significance of sound asset management and sustainability, with the community particularly concerned with infrastructure and climate change.



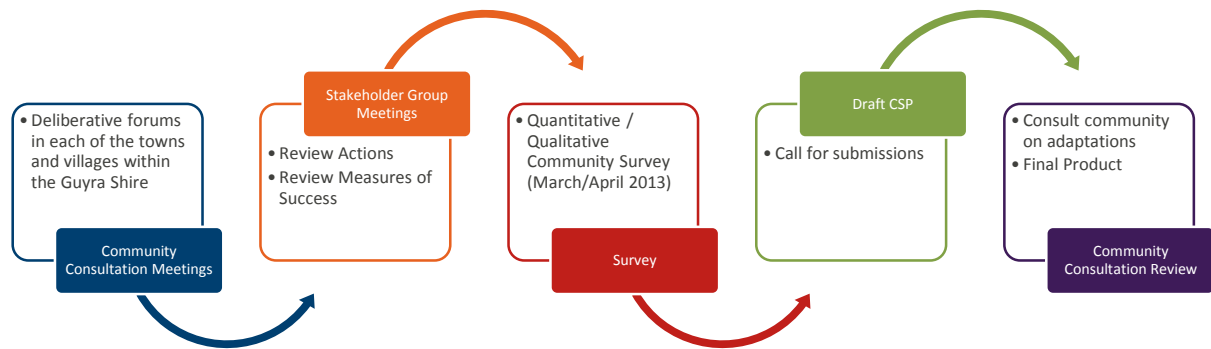
Ben Harris
Acting General Manager

We strive to be an innovative Council and have adopted a variety of techniques to engage the community in this round of consultations. The development of an online, interactive Community Strategic Plan will allow ongoing community engagement and real time reporting to the community. We believe this will be an effective engagement method as 60.6% of households within the Shire have an internet connection and free internet is available for use at the Guyra Library.

I encourage the community to own this plan, take action to assist Council in achieving its goals, and engage with the dynamic online model.

COMMUNITY ENGAGEMENT PROCESS

Guyra Shire developed and resolved its Guyra Shire Community Strategic Plan 2013-2023 Community Engagement Process in November 2012.



Community consultation meetings were undertaken to review the strategic objectives and identify strategies in developing the Community Strategic Plan 2013-2023. Participants evaluated and ranked the objectives from the 2011-2021 Community Strategic Plan and identified additional community priorities.

The community engagement process involved representatives from diverse geographic and demographic backgrounds including:

- Community services groups
- Aged care
- Youth support groups and school
- Disadvantaged
- Persons with disability
- Church and religious organisations
- Welfare and support groups
- Aboriginal organisations
- Rural landholders and NSW Farmers
- Intensive agricultural operators
- State and regional agencies
- Local community and business leaders
- Environmental and land care representatives
- Tourism operators
- Councillors and Council staff

MYGUYRA – CLICK AND CONNECT

In addition to the community engagement process outlined, Council developed an online, interactive, model to deliver Council's Integrated Planning and Reporting documents. The purpose of this new model is to provide a platform to foster ongoing engagement with the community by allowing continuous feedback on Council's plans, provide up-to-date reporting on Council's actions and activities, and change the way the community connects with Council from passive and responsive, to active and collaborative.

By utilising the internet we believe we can broaden our community engagement and involve the hard-to-reach members of the community, those members who are unable to attend scheduled meetings.

We encourage everyone to visit www.myguyra.com and interact with the Integrated Planning and Reporting Framework.



GUYRA & THE NEW ENGLAND REGION

Guyra Shire is located on the top of the Northern Tablelands in the New England region of NSW. The Council services a growing population of 4,397 people and an area of 4,369km². The Council is based in Guyra. It is a general purpose Council which supplies a large range of services to the towns of Guyra, Tingha, and the villages of Black Mountain, Ben Lomond, Ebor, and Wandsworth. The Shire includes spectacular scenic mountain ranges, water falls, national parks and streams, together with the Mother of Ducks and Little Llangothlin lagoons.

Guyra Shire a responsible manager of public infrastructure and funds. The Shire has consistently achieved commendable financial performance for a Council of its size. Guyra Shire provides strong leadership within the community it serves and represents the view of its constituents to other levels of government. The Council consults widely on issues, including the expectations of Council and the aspirations of residents, as well as providing residents with an opportunity to have input into the decision making process.

GUYRA & THE NEW ENGLAND REGION

Guyra – building the future

Guyra is a prosperous Shire experiencing solid growth. Confidence is shown by developers, businesses and the community through significant financial and lifestyle investment in our Shire. One of Guyra Shire's objectives is to grow its town population of approximately 2,500 residents to sustainable levels. While original ambitions of Council targeted a figure of some 6,000 residents within ten years, we have now set our goals at considerably more modest and achievable targets. Council's vision saw it take the lead in construction of housing developments, and social and sporting infrastructure to meet the needs of a growing community. Within ten years Guyra township is likely to achieve growth in the order of 500 - 700 residents. While these growth forecasts are heavily dependent on commercial and industry investment in our Shire, it is envisaged that current employment demands will result in steady reliable growth for the foreseeable future.

Guyra Demographic Brief

Population

The 2011 census indicated a population of 4397.

Housing

Guyra Shire residents live in 1,615 households of which 70.7% are family households, 26.9% are single persons and 2.4% are shared households.

Education

Within the Shire there are 7 primary schools and 1 high school. 33.3% of persons within the Shire obtain post-school qualifications.

Employment

The largest industries in 2011 were rural production (467 jobs), education and training (98 jobs), and horticulture (65 jobs).

The largest occupational groups in the Shire's workforce in 2011 were managers (26.9%), labourers (12.3%), and technicians and trades workers (12.3%).

There were 1,942 people who reported being in the labour force. Of these 58.2% were employed full time, 29.0% were employed part-time and 6.5% were unemployed.

Cultural diversity

Indigenous people make up 10.02% of Guyra Shire's population. 89.9% of residents were born in Australia. Other major countries were England (1.7%), New Zealand (0.9%), and the United States of America (0.3%).

COUNCIL'S VISION & MISSION

A PROSPEROUS COMMUNITY SUSTAINING A
UNIQUE RURAL LIFESTYLE

Community Aspirations – Visioning Outcomes

- Providing opportunities for responsible and sustainable growth.
- Providing diverse recreation and social opportunities to meet the unique needs of our communities.
- Preserving our natural environment and resources for future generations.
- Supporting and respecting diverse family and cultural values.

Council's Mission

To provide community leadership and local government services in a sustainable, effective and efficient manner - meeting the needs of our community.

Council's Corporate Values

Respect We respect other people's values and acknowledge the views of others, through active listening, showing understanding and compassion.

Honesty We will act honestly in the conduct of Council's operations by encouraging open and transparent communication and being accountable to our community.

Fairness We will act fairly in the conduct of Council business, by treating everyone in a non-discriminatory, consistent and equitable manner.

Achievement We will encourage achievement by supporting colleagues, developing skills and knowledge, encouraging new ideas and innovation, striving for goals and performance targets, and use of good governance.

Trust We will aspire to establish trust by being open and transparent in decision making, reliable, honouring our commitments, and accepting responsibility for decisions made.

SOCIAL JUSTICE PRINCIPLES

The NSW Government's Social Justice Principles of equity, access, participation and rights underpinned the development and construction of the Community Strategic Plan.

EQUITY

There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life.

PARTICIPATION

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

RIGHTS

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life. These principles are interrelated and will continue to guide Council through the delivery and assessment of the effectiveness of our Community Strategic Plan.

FRAMEWORK

In 2009 the NSW Division of Local Government introduced a new reporting framework to replace the former Management Plan and Social Plan with an integrated framework.

The framework comprises:

- Community Strategic Plan (a 10 year plan)
- Resourcing strategy including a long term financial plan, a workforce plan and an asset management plan
- Delivery program (4 years)
- Operational plan (annual)

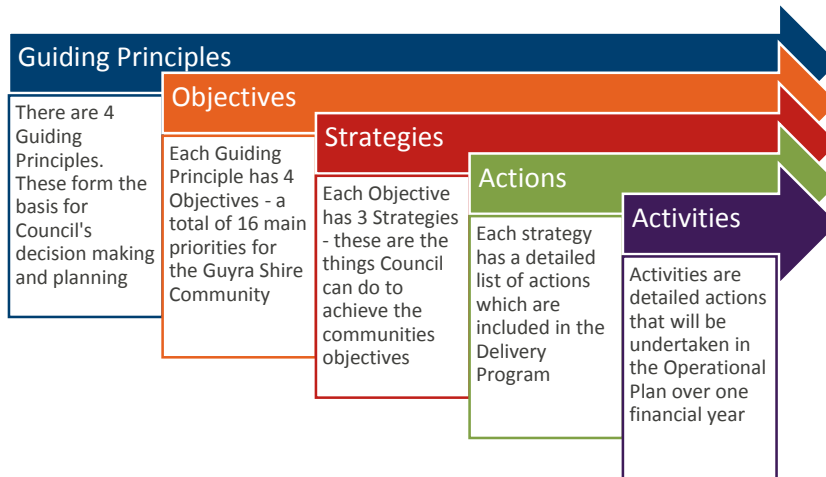
The diagram below shows how the above plans link in with other future and current plans.



Guyra Shire Council's Community Strategic Plan – 'A Prosperous Community - Sustaining a Unique Rural Lifestyle' with its four guiding principles - Our People, Our Infrastructure, Our Environment, Our Governance - represents the aspirations of the people who work, live and visit our area. The Plan is a partnership between the community, the State of NSW and Council.

STRUCTURE OF THE PLANS

Some of the terms used



3 Roles of Council

Provider - Where the goals and strategic actions fall within Council's responsibility.

Facilitator – Where assistance can be given by others.

Advocate – Where Council speaks on behalf of its community.

The community strategic, delivery and operational plans will be the responsibility of multiple agencies in an integrated partnership approach. These agencies will undertake actions and report back to Council and Council will in turn report back to the community on the implementation and achievement of the community plans.

GUIDING PRINCIPLES

The guiding principles are used in this plan to determine everyday decision making actions and management. The guiding principles identified in the Plan - Our People, Our Infrastructure, Our Environment, and Our Governance - complement the requirements of the Local Government Act Charter for all Councils, while providing a framework for the achievement of the Plan's strategic objectives, as required in the Local Government Integrated Planning and Reporting Framework.



Our People

Our people is about maintaining and where possible improving people's social, cultural and economic wellbeing, through programs which contribute to making our community a healthy and prosperous one where people enjoy a sense of belonging and security.



Our Governance

Our Governance (Council's Leadership Role) – focuses on the processes and internal support services of Council as an organisation, to ensure efficient and effective service



Our Infrastructure

Our Infrastructure focuses on the physical assets under Council's care and management, which are necessary for the effective functioning of the community; these assets include utility and transport services, as well as public buildings and recreation facilities



Our Environment

This element is concerned with the care and custodianship of the physical environment of our area and interactions with the environment beyond our boundaries

OUR PEOPLE



Our people is about maintaining and where possible improving people's social, cultural and economic wellbeing, through programs which contribute to making our community a healthy and prosperous one where people enjoy a sense of belonging and security.



OUR PEOPLE

Our Youth



Our youth refers to the services and programs that provide for the young people (aged 12-25) in the Shire. Through community consultation it was discovered that some of the most significant issues facing our youth were employment and social connection opportunities.

Our Ageing & Disability



Our ageing and our disability targets two separate groups within our community. Our ageing provides services to cater for aged care. Our disability refers to the provision of accessible services for persons with disability.

Our Community



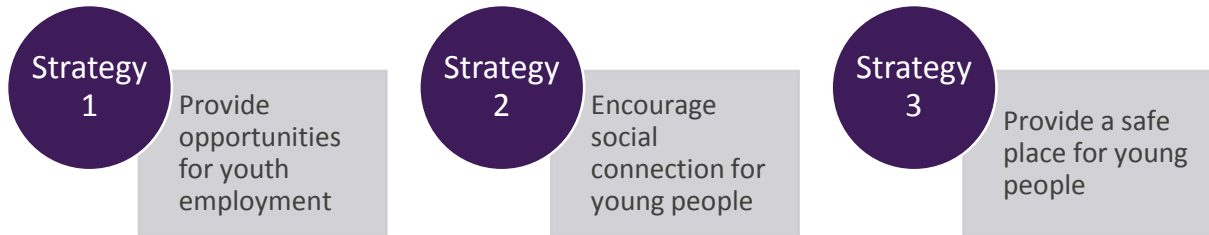
Our community encompasses all residents and ratepayers served by Council. Council can provide services to enhance learning, build relationships, and encourage social events to cater to our community.

Our Wellbeing



Our wellbeing covers the safety, health, and lifestyle of members of the Guyra Shire. Council works in partnerships with other service providers to enhance the health and wellbeing of residents.

Objective: Our Youth - Provide services for youth



Where are we now?

The community have identified limited social and recreational opportunities for youth aged 12-25, along with limited employment and career opportunities. Young people are relocating for education and career opportunities as there is a predominance of unskilled labour throughout the community.

Future direction

Our strategies aim to address these issues, and by doing so we expect to see a reduction in minor crime and anti-social behaviour.



“Youth are our future, they have diverse skills and knowledge that can be used in the wider community”

Objective: Our Ageing & Disability - Provide services and access to elderly residents and persons with disability



Where are we now?

With an ageing population it is important for Council to develop infrastructure that provides for all residents in the community. The high cost of out of home care needs to be considered and addressed over the next 10 years, and a new aged care facility is required to meet standards and provide for the community.

People with disability find access to infrastructure limiting, and a lack of services in the community needs to be addressed.

Future direction

Council should develop a holistic aged care strategy to improve services in all areas of aged care, by partnering with other government departments and service providers.



“A new aged care facility will provide quality care to our elderly residents”

OUR PEOPLE

Objective: Our Community - Provide services to enhance learning, build relationships, and encourage social events to cater to our community



Where are we now?

Our community encompasses a diverse range of people with different cultural considerations. There is a strong sense of community, however a limited involvement by the majority of residents.

Future direction

Community groups call for support from the Council to initiate and contribute to projects that benefit the wider community. Council should support initiatives and enable community input into a variety of social and cultural events. This will develop a greater sense of community contribution and self-reliance.



“A small group of people are proactive in the community, we need more people like them”

OUR PEOPLE

Objective: Our Wellbeing - Ensure the health, safety, and wellbeing of our community

Strategy 1

To support and promote initiatives to improve the health and lifestyle of our community

Strategy 2

Support and assist emergency services to promote safety and build confidence in the community

Strategy 3

Provide and maintain facilities and services to ensure the community feels safe and secure

Where are we now?

Council has initiated and developed the Healthy Highlanders Program which delivers healthy eating and active lifestyle programs to the community.

Future direction

Ongoing programs should be considered and supported for individuals and organisations to contribute to the health and wellbeing of our community.

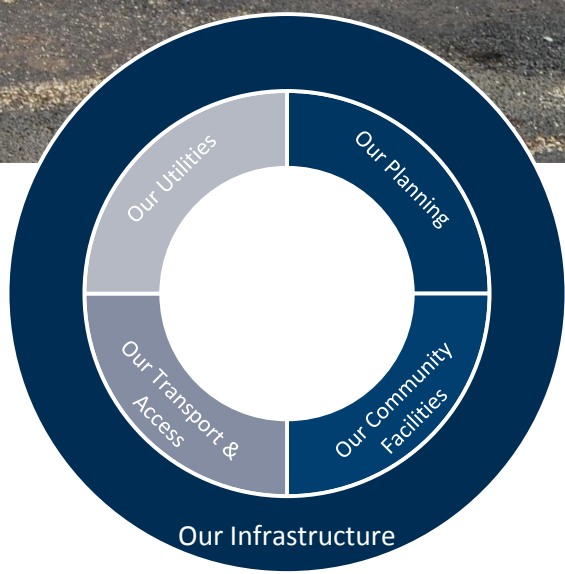


“Healthy Highlanders has given me the tools to live a healthy life”

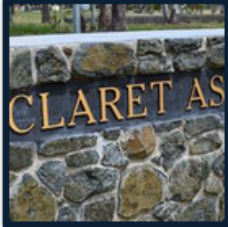
OUR INFRASTRUCTURE



Our Infrastructure focuses on the physical assets under Council's care and management, which are necessary for the effective functioning of the community; these assets include utility and transport services, as well as public buildings and recreation facilities



OUR INFRASTRUCTURE



Our Planning

Our planning refers to the sustainable planning of Council's assets and infrastructure. It also includes town planning and providing for future growth.



Our Community Facilities

Our community facilities include parks and playgrounds, sporting fields, community buildings, swimming pool, libraries, and arts / cultural facilities.



Our Transport & Access

When considering our transport and access Council is concerned with the provision of safe and reliable transport options for the entire community. This includes public transport, roads, cycleways, footpaths and parking.



Our Utilities

As core functions of Council, our water and sewer are important aspects to consider in the community strategic plan. Council needs to manage the source of drinking water and the treatment of waste when considering our utilities.

OUR INFRASTRUCTURE

Objective: Our Planning - Plan for the needs of the Shire through sustainable design



Where are we now?

Council has developed the Local Environmental Plan 2012, which allows for growth in a sustainable, holistic manner.

Future direction

The implementation of the Local Environmental Plan 2012 will ensure that growth occurs naturally and incrementally rather than through wholesale change.

Council can ensure the Shire is an attractive place to live and visit through upgrades and maintenance of community facilities and development of plans that encourage the community to take pride in the look and appeal of the towns and villages.



“Sustainable growth and development are paramount”

OUR INFRASTRUCTURE

Objective: Our Community Facilities - Provide and maintain fully equipped community facilities



Where are we now?

Community infrastructure such as parks and gardens have been a focus for Council with the development of infrastructure for sporting and recreation purposes. The ongoing maintenance of these assets is a large cost to Council to sustain their use and viability into the future.

Future direction

The development of social and cultural facilities will enhance the Shire, by increasing visitation and a sense of community. Increased use of these facilities will also drive cost effectiveness.



“The museums provide a unique insight into the history of our communities”

OUR INFRASTRUCTURE

Objective: Our Transport & Access - Provide infrastructure for effective transport and access



Where are we now?

Roads and transport are ongoing issues raised by the community. Rural and regional roads require significant rehabilitation, however costs and limited funding inhibit the progress of these works.

Young people in the Shire raised issues with the lack of transport options for social events in particular.

Future direction

Improvement of regional roads will increase visitation to the Shire, and enhance the safety of users.

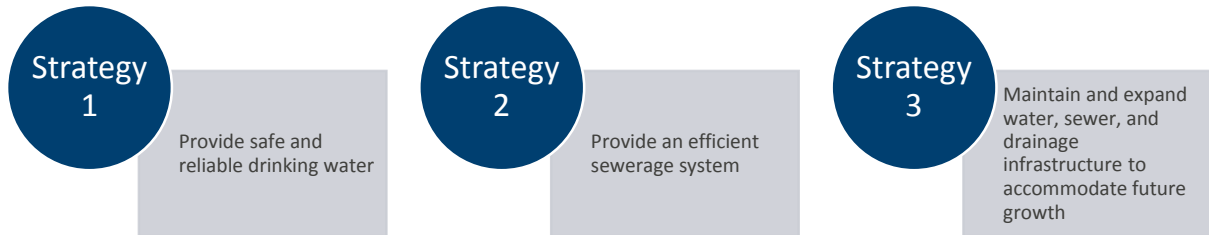
Council can investigate future transport options and provision for them when undertaking planning and works.



“The Guyra Road is in desperate need of repair”

OUR INFRASTRUCTURE

Objective: Our Utilities - Provide water and sewer infrastructure



Where are we now?

Council's current water and sewerage utilities are ageing and require renewal and replacement programs.

Future direction

Development of sound asset management plans based on best practice provisions tailored to suit the communities will ensure future demands are met by sufficient capacity.



“Consider expansion of services to villages”

OUR ENVIRONMENT



This element is concerned with the care and custodianship of the physical environment of our area and interactions with the environment beyond our boundaries



OUR ENVIRONMENT



Our Natural Assets

Guyra Shire is home to some spectacular natural assets. This objective focusses on the preservation of these attractions and ensuring they are still beautiful for generations to come.



Our Waste

This objective aims to reduce the amount of waste placed in landfill, by encouraging recycling, new waste reduction methods, and improving education about waste.



Our Sustainability

Ensuring environmental sustainability well into the future will ensure productivity of agricultural land, reduced impact of natural disaster, and biodiversity of native species.



Our Climate & Natural Resources

Reducing the contribution of the Guyra Shire to climate change, and maintaining our natural resources will ensure the health and productivity of the environment.

Objective: Our Natural Attractions - Protect and promote our natural attractions



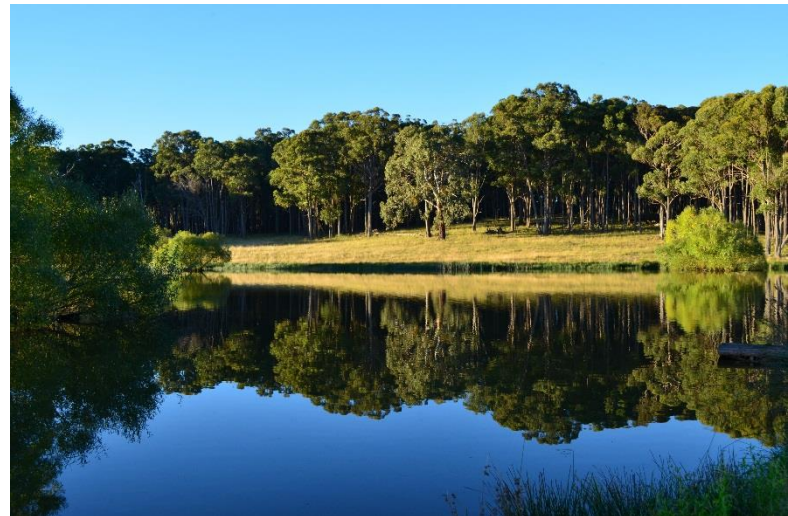
Where are we now?

The Guyra Shire has some significant local natural attractions that need to be maintained and highlighted to improve accessibility and tourism to the area.

Future direction

Council needs to work with the National Parks and Wildlife to improve the natural assets in the Shire.

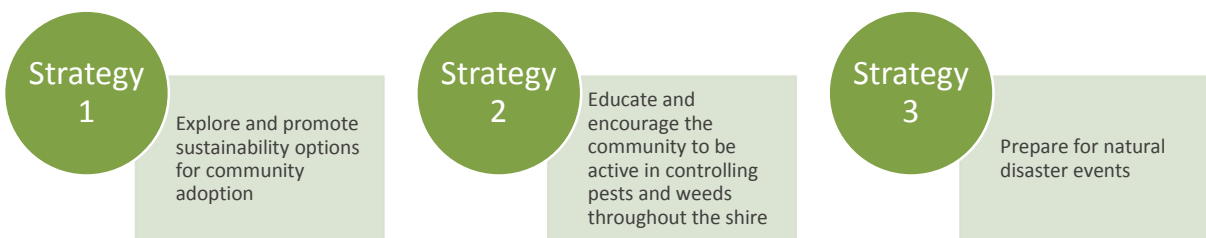
There are opportunities for improvement to the ecological sustainability of the lagoons and waterways by reducing the impact of urban stormwater.



“We have some of the most beautiful scenery in the area”

OUR ENVIRONMENT

Objective: Our Sustainability - Ensure environmental sustainability through improved practices



Where are we now?

Council engages with the New England Weeds Authority, and the relevant Catchment Management Authorities to protect the environment from weed and pest infestations.

Future direction

Raising community awareness about environmental sustainability will assist in reducing the prevalence of pests and weeds in the Shire.

To ensure the environmental sustainability of the Shire natural disaster plans should be developed to reduce the incidence and impact of any natural disaster.



“Education and adoption by the community will go a long way in ensuring sustainability”

Objective: Our Waste - Encourage effective waste management practices

Strategy 1

Identify new waste reduction options

Strategy 2

Educate the community on better waste management to create a clean environment

Strategy 3

Provide and expand on the delivery of recycling services

Where are we now?

Waste management is a significant 21st century issue. Community adoption of waste reduction methods is steadily increasing, however at a cost to Council.

Future direction

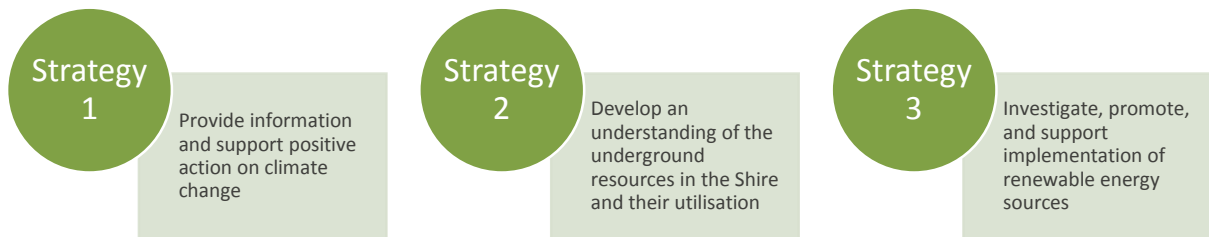
The community need to get involved in waste reduction to make it more efficient and effective. Further programs to encourage recycling can be undertaken in the coming years, however the community will need to adopt this lifestyle to reduce the financial impact imposed on Council.

Expansion of recycling services to the smaller villages in the Shire will further increase the uptake of waste reduction practices.



“We want free recycling 24/7”

Objective: Our Climate & Natural Resources - Contribute to the protection of the climate and natural resources



Where are we now?

The community do not yet recognise climate change as a significant issue in the Shire, however are interested in the implementation of renewable energy.

Future direction

Council can investigate and implement projects and programs that encourage community adoption of energy efficiency.

The provision of information to the community will ensure they are educated about the impact of climate change, and their effects on the environment.

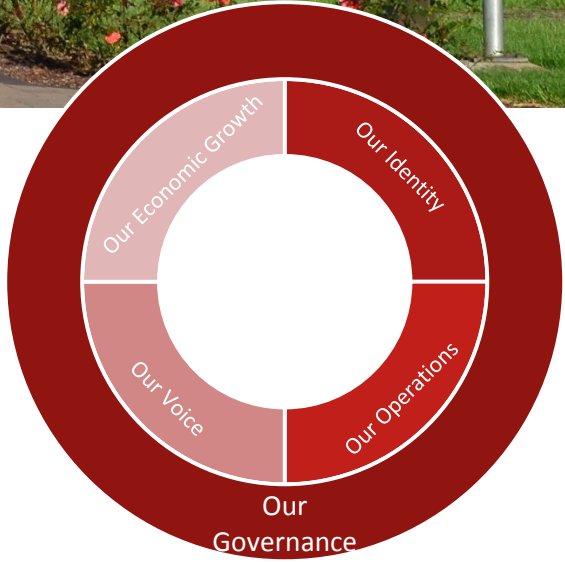


“Climate change doesn’t affect us”

OUR GOVERNANCE



Our Governance (Council's Leadership Role) – focuses on the processes and internal support services of Council as an organisation, to ensure efficient and effective service



OUR GOVERNANCE

Our Identity



Our Identity refers to the identity of the Guyra Shire Council and the identity of the Guyra Shire Community.

Our Operations



Our operations aim to improve the efficiency of the Council. Council can achieve this by using innovative practices and reducing costs of services.

Our Voice



Our Voice is about giving the community an opportunity to communicate with Council. This can be in receiving information from Council, providing information to Council, or engaging with plans to develop the Shire.

Our Economic Growth



Council is responsible for sustaining the economic growth of the Shire, through improvements and upgrades, promotion, and tourism programs.

OUR GOVERNANCE

Objective: Our Identity - Promote the identity of the Guyra Shire Council and the Guyra Shire Community



Where are we now?

There is an ongoing and persistent threat of amalgamation. The community have expressed that local representation and our own identity are essential in a small community, and are willing to see change provided these elements are maintained.

Future direction

Maintaining the identity of the Guyra Shire community will drive future decisions.



“We still want our own identity”

OUR GOVERNANCE

Objective: Our Operations - Ensure efficiency and innovation in all practices undertaken by Council



Where are we now?

Council has been developing processes to improve efficiency, by sharing resources with other Councils and service providers.

Future direction

Efficiency can be further achieved through the development of processes that reduce the cost and time involved in a project.



“Council's TCorp rating is moderate, with a negative outlook”

OUR GOVERNANCE

Objective: Our Voice - Provide enhanced engagement and communication with the community



Where are we now?

Council is continually improving communication and consultation with the community, however community adoption is slow. Delivery of information in both passive and active methods will improve the availability to the community.

Future direction

As new services and communication methods are developed Council should implement them and encourage the community to do the same.

It is essential that Council listen and engage with the community through a variety of communication media.



“Facebook has made Council much more open and accessible”

OUR GOVERNANCE

Objective: Our Economic Growth - Develop and sustain the economic growth of the Shire

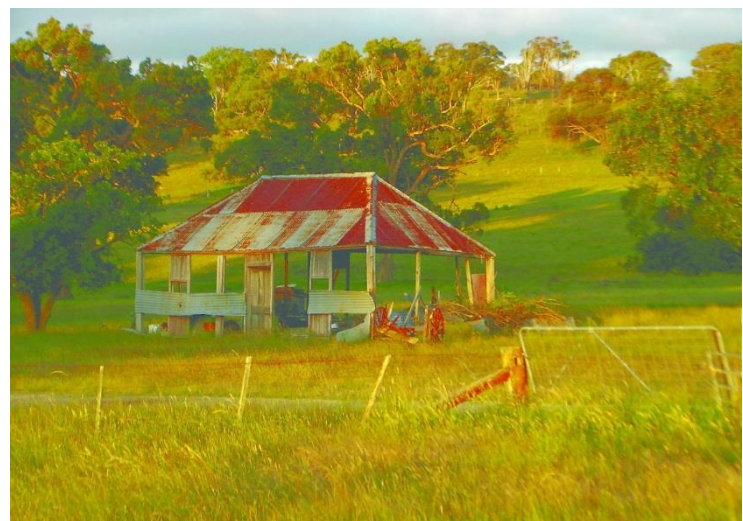


Where are we now?

Working in conjunction with adjoining Councils has allowed for a larger target audience for tourism and economic development. Programs that promote the region as a whole have worked well and should be incorporated into future planning.

Future direction

As our vision is 'a prosperous community sustaining a unique rural lifestyle' the community have an opportunity to draw on the agricultural industry for economic growth.



“Everyone knows Guyra is famous for its lamb and potatoes”

