

ATTACHMENT 9

Community Strategic Plan

Your Vision, Our Future

Your Vision, Our Future

Bland Shire Community Strategic Plan

Adopted: 20 May 2014



2012-2023



• Our people • Our places • Our infrastructure • Our leadership • Our prosperity

Council's Vision....

"A place where people are valued, an environment that is respected, a history that is captured, a future that is bright, a community that is proud"

Together with the social justice principles of access, equity, participation and rights, drives the Strategic direction of Council and therefore this plan.

In developing the Plan, Council has extensively consulted the Community, Councillors, staff and relevant Government bodies. Plans such as the NSW 2021 State Plan, Regional Development Australia's Regional Plan, Catchment Management Plans, NSW Police Corporate Plan 2008-2012, Riverina Institute Of TAFE NSW – Our Strategic Priorities, Bland Shire Council's Local Environment Plan, NSW Rural Doctors Network Business Plan, the Social Policy and Community Services Survey and Eastern Riverina Arts Business Plan have been consulted in the engagement and research process.

NSW 2021 outlines the five key strategies of rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities and restore accountability to government are all reflected in a local context within Bland Shire's "Your Vision, Our Future" Community Strategic Plan.

*..... The way
forward*

About this Plan

Your Vision, Our Future, the Bland Shire Community Strategic Plan is based on extensive engagement with the community, Councillors, Council staff and relevant government authorities.

It provides meaningful and relevant objectives for both the Council and the community to strive for in cooperation with each other and will determine the future direction of Council and its resources.

The process has followed the Division of Local Governments guidelines including a vision statement, strategic objectives for the community that address the social, environmental, economic and civic leadership objectives and the strategies to achieve those objectives.

These strategies are presented in five themes

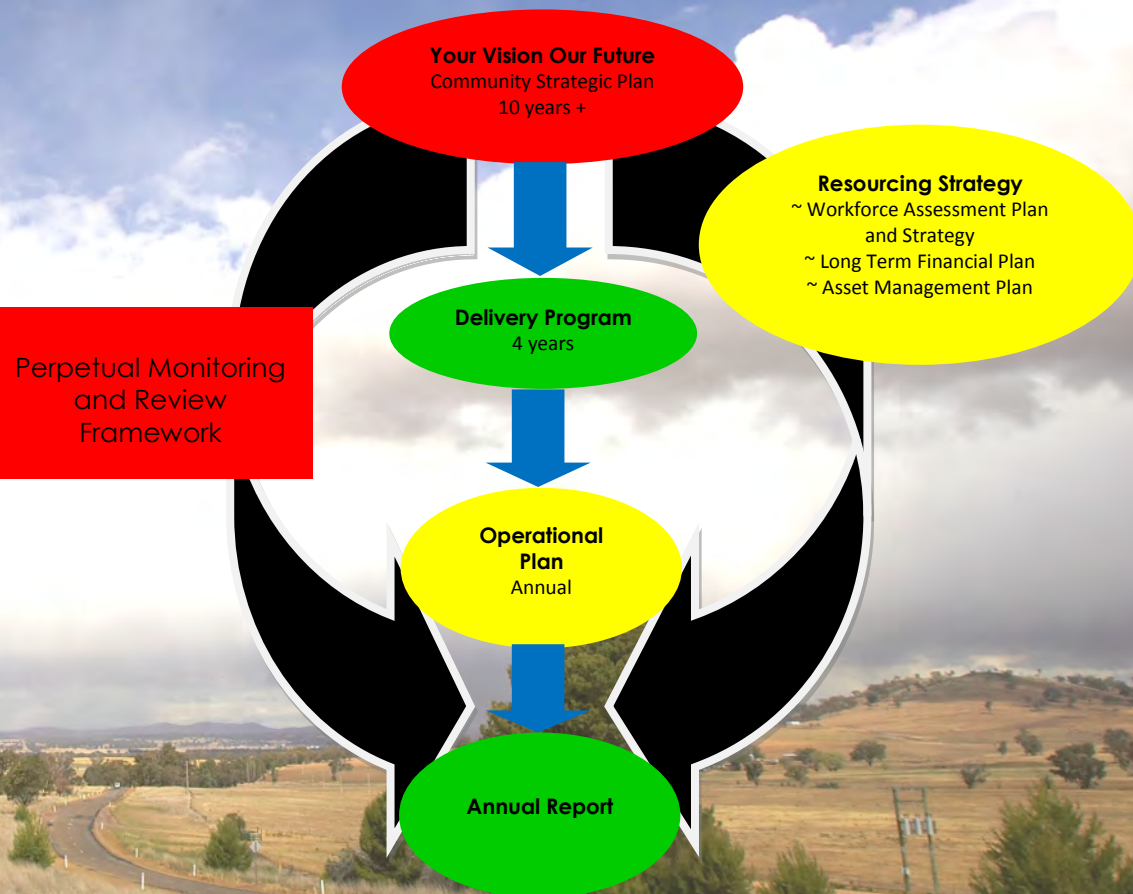
- **Our People**
- **Our Places**
- **Our Infrastructure**
- **Our Leadership**
- **Our Prosperity**

And are supported with:
Objectives—**What** Council is going to do
Measures—**How** Council will do it
Partnerships—**Who** Council will work/partner with

Each of the strategies have been identified as addressing one or more of the following categories: social, environmental, economic and civic leadership.

While this document is providing the strategic direction, it will be supported by the resourcing strategy, delivery program, operational plan, annual report and community plan, all of which will be reviewed on a regular basis as set by the Division of Local Government.

Local Government Planning and Reporting Framework



Measuring Progress Towards Achieving Our Goals



Key Performance Indicators

A total of sixteen key performance indicators have been developed for the five Community Strategic Plan theme visions and aligned with the performance targets for each Delivery Program strategy.

Our progress towards achieving our key performance indicators for the Community Strategic Plan visions and objectives will be measured every four years to coincide with the completion of each Council term.

Monitoring & Reporting

Our management team will internally monitor on a quarterly basis the output and actions as detailed in the four year Delivery Program and one year Operational Plan. These collective outcomes will be formally reported to Council, the community and staff on a six monthly basis. Whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, or fully appreciates, or is fully satisfied with, the extent of progress made.

A community satisfaction survey will be undertaken every four years to gauge whether the community is satisfied with progress and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the fourth year of the Council term.

CSP Theme	Vision	Key Performance Indicator
<i>Our people</i>	A strong, healthy, connected and cohesive community	1. Community satisfaction with information provided by Council 2. The proportion of residents who agree there is a sense of community is steady or increasing 3. The proportion of residents who volunteer to help within the community is increasing 4. The proportion of residents who feel safe in our community is steady or increasing
<i>Our places</i>	Providing great community facilities for everyone to enjoy	5. Community satisfaction with Council's community facilities and services for a range of people is increasing 6. The proportion of residents who think there is a good range of community groups and support networks is steady or increasing 7. Community satisfaction with Council's arts, entertainment and cultural activities is steady or increasing
<i>Our infrastructure</i>	Maintaining and improving the Shire's assets and infrastructure in a changing climate	8. The proportion of residents who agree that Council's assets and infrastructure meet their needs is steady or increasing 9. Community satisfaction with the levels of service provided in the upkeep and maintenance of Council's facilities and assets
<i>Our leadership</i>	A well run council acting as the voice of the community	10. The proportion of residents who believe Council acts in an open and honest way is increasing 11. Community satisfaction in being informed about Council activities is steady or increasing 12. Community satisfaction with Council's customer service is steady or increasing 13. Council declared financially sound annually ¹ 14. EEO & Employee Engagement Survey results show an overall positive result for employee passion and engagement ²
<i>Our prosperity</i>	Growing our population and jobs	15. The proportion of residents satisfied with the level of economic development support Council provides to the business community 16. Community satisfaction with the quantity and quality of tourist information and resources provided by Council

1. Measured via annual Audit Report

2. Measured via employee survey undertaken every 2 years

Our people

Vision - A strong, healthy, connected and cohesive community



Our greatest and most important asset

What	How	Who	Social	Environment	Economic	Civic Leadership
1. Ensure health and support services and facilities address the physical, mental and general health needs of the community	1.1 Lobby to preserve and expand health, medical and hospital services 1.2 Liaise and communicate with area health services and relevant health and allied health providers, both locally and regionally on behalf of the community 1.3 Liaise with aged care providers on behalf of the frail aged, disabled and their carers 1.4 Facilitate relevant advisory health and community support committees	<ul style="list-style-type: none"> Local Area Health Service Medicare Local Health and allied health service providers Advisory Committees Non Government Organisations (NGOs) Council Community Health State and Federal Governments Social Welfare groups 	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
2. Partner with relevant bodies to strengthen community health and safety in the Bland Shire	2.1 Foster and maintain partnerships with relevant community groups and Government agencies to promote safety in the community 2.2 Provide access to relevant community health and safety information to increase community awareness of personal and property security	<ul style="list-style-type: none"> NSW Police Council Community Groups Licensed premises Business West Wyalong Road Safety Officer State and Federal Government 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
3. Nurture a strong sense of community and enrich the cultural life for the residents of the Bland Shire	3.1 Encourage and foster a strong spirit of volunteering and community pride 3.2 Promote, facilitate and support a thriving cultural/regional arts community 3.3 Support and strengthen our indigenous culture and history 3.4 Monitor and provide up to date and relevant resources and programs within the library 3.5 Implement and review recommendations contained in the Community Plan	<ul style="list-style-type: none"> Local business Tourism Operators Community groups Council Church groups Eastern Riverina Arts State and Federal Government Advisory Committees Regional Arts NSW Youth of the Bland Shire (YoBS) Education and Training providers 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
4. Ensure services are accessible for all residents including the aged, people with a disability, young people and families	4.1 Work with the community to determine future needs and network with relevant Government Departments and Non-Government Organisations 4.2 Offer youth services and events to all towns and villages in the shire 4.3 Provide quality toy library facilities and promote to residents 4.4 Provide and monitor quality library services to the aged, people with a disability, young people and families 4.5 Provide quality and affordable Family Day Care, Mobile Resource Unit, Vacation Care and Preschool services 4.6 Provide and monitor quality HACC services and promote healthy aging to the residents of the community 4.7 Encourage cooperation and cross promotion of children and youth services 4.8 Monitor and promote the diverse range of services available to the community within the Bland Shire	<ul style="list-style-type: none"> Council State & Federal Government NGOs Dept Community Services Health and allied health service providers Community Health Local Area Health Service Medicare local Medical Practitioners Community Groups Advisory Committees YoBS 	<input checked="" type="checkbox"/>			

Our places

Vision - Providing great community facilities for everyone to enjoy



Where our sense of community shines

What	How	Who	Social	Environment	Economic	Civic Leadership
5. Provide equal access to Council's services and facilities for residents and visitors to the Shire	5.1 Connect with the community utilising forums, committees and elected members 5.2 Access external grant and funding opportunities to improve Council's community facilities 5.3 Utilise social media to connect with and inform residents, retailers, business, industry and visitors 5.4 Provide an informative and accessible user friendly Council website utilised to promote community services and keep exploring new communication methods	<ul style="list-style-type: none"> • Council • State and Federal Government • Section 355 Committees • Sporting, volunteer and Community Groups • Service Providers • Service Clubs • Telecommunication providers 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
6. Facilitate equal access for residents to community and government services	6.1 Council services and programs create opportunities to connect and are relevant and responsive to the needs of our community including innovative service provision to isolated residents 6.2 Assist with access to visiting services information	<ul style="list-style-type: none"> • Council • State and Federal Government • Department of Human Services • Non Government Organisations • Health Organisations • Council • Advisory Committees • Service Groups 	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
7. Plan, provide and support a range of community and cultural activities to meet the needs of residents and visitors	7.1 Relevant Advisory Committees to support Council to meet objectives within the Community Strategic Plan 7.2 Assist community groups to access external funding opportunities 7.3 Advocate relevant Government bodies and Non Government Organisations (NGOs) for services and facilities 7.4 Assist community groups to provide activities to the wider community	<ul style="list-style-type: none"> • Council • Advisory Committees • State & Federal Government • NGOs • Community Groups • Volunteers • Training organisations • Section 355 Committees 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

Our infrastructure

Vision - Maintaining and improving the Shire's assets and infrastructure in a changing climate



Reviewing, renewing and improving our core community assets

What	How	Who	Social	Environment	Economic	Civic Leadership
8. Work in partnership with key stakeholders to improve road infrastructure for vehicle and pedestrian access	8.1 Lobby Government for additional funding to ensure roads are maintained at an acceptable standard throughout the Shire 8.2 Continued membership of the Newell Highway Task Force 8.3 Lobby Government to improve conditions on the By-Pass 8.4 Maintain and improve general vehicle and pedestrian access within the Shire	<ul style="list-style-type: none"> Council State Government Industry 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
9. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies	9.1 Continued monitoring of viable recycling options 9.2 Consult with the community and relevant stakeholders regarding waste management options throughout the Shire 9.3 Research alternate technologies relating to waste management 9.4 In consultation with relevant communities, implement and monitor Council's waste management strategy to increase the life of existing resources	<ul style="list-style-type: none"> Council Community Members Industry 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
10. Manage stormwater and sewerage resources	10.1 Investigate and manage local flooding issues 10.2 Ensure adequate water storage and management for future use within Council's community facilities 10.3 Identify funding opportunities to maximise future water storage options 10.4 Effectively manage and maintain stormwater infrastructure 10.5 Effectively manage and maintain sewerage infrastructure	<ul style="list-style-type: none"> Council State Government Federal Government 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
11. Ensure that public places and facilities are well maintained and easily accessible to foster community pride in their infrastructure	11.1 Ensure users of Council's facilities enter into agreements 11.2 In collaboration with users and budgetary constraints provide facilities that are maintained to acceptable standards 11.3 Facilitate access for the community and visitors to all public places and facilities 11.4 Maintain parks, ovals and recreation facilities to approved standards and budget 11.5 Effectively manage and maintain cemeteries within the Shire	<ul style="list-style-type: none"> Council State Government Sporting Groups Community Groups Community Members 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
12. Review Council's building assets to meet the needs of the community	12.1 Complete a building review to determine if community needs are being met 12.2 Develop a maintenance program to ensure the integrity of Council's buildings 12.3 Use planning and heritage policies and controls to protect and improve the unique built environment 12.4 Manage Council's Facilities to meet health and safety expectations 12.5 Responsibly manage asset renewal and maintenance 12.6 Determine community need and develop design for indoor multi-purpose facility	<ul style="list-style-type: none"> Council State Government Community Members Advisory Committees 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
13. Develop, implement and monitor appropriate programs, schedules, plans and budgets for the effective and efficient management of Council's assets and infrastructure	13.1 Implement and monitor a street cleaning program 13.2 Works programs are developed, reviewed and implemented in accordance with road hierarchy and budget allocations 13.3 Maintain street trees to approved standards and budget 13.4 Kerb and Guttering programs are developed and implemented in accordance with budget 13.5 Effectively manage and maintain town and village upkeep throughout the Shire 13.6 Airport facilities are maintained to approved standards and budget 13.7 Effectively manage and maintain Council's Works Depots	<ul style="list-style-type: none"> Council State Government Industry Federal Government Community Members 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Our leadership

Vision – A well run council acting as the voice of the community



Setting a benchmark for community standards

What	How	Who	Social	Environment	Economic	Civic Leadership
14. To provide quality leadership, governance and management	14.1 Ensure Councillors are provided with appropriate support and resources to carry out their civic duties 14.2 Ensure Councillors take ownership and a strong leadership role in implementing the Community Strategic Plan 14.3 Ensure the General Manager takes on a high level role in implementing the Community Strategic Plan and associated documents 14.4 Ensure the long term financial sustainability of Council through effective and prudent financial management 14.5 Take advantage of new and emerging technology to improve services	<ul style="list-style-type: none"> • Council • General Manager • Staff 				<input checked="" type="checkbox"/>
15. Develop strong community partnerships	15.1 Regular consultation with key industry, business and stakeholders 15.2 Work in partnership with community groups, advisory committees , Government Departments, businesses and Council staff 15.3 Assist and/or foster community events and initiatives through Council sponsored grants/sponsorship opportunities	<ul style="list-style-type: none"> • Council • Business West Wyalong • Industry • Advisory Committees • Community Groups • Government Departments (REROE etc) • NGOs • Events West Wyalong • Community Members/Residents • Surrounding Shires 	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
16. Provide opportunities in a variety of forums for all stakeholders to contribute to Council's decision making	16.1 Encourage village residents to participate in community forums 16.2 Monitor and provide innovative and accessible communication strategies to all Shire residents to encourage active participation 16.3 Ensure all Council communications are targeted and clearly branded	<ul style="list-style-type: none"> • Council • Advisory Committees • Community Groups 	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
17. Lead the community by example with sustainable, effective, efficient and customer focused practices	17.1 Review Council's customer service charter and regularly monitor Council services to ensure they are provided in a professional, timely and friendly manner and are responsive to community need 17.2 Provide a sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs 17.3 Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice 17.4 Review and implement Council policies and comply with WH&S and Risk Management requirements 17.5 Ensure Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community	<ul style="list-style-type: none"> • Council 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
18. Develop and maintain a framework of plans and policies that ensures open and transparent Council communication	19.1 Develop, implement and promote best practice governance policies and procedures 19.2 Council's plans, policies and documents continue to be put on effective public display for comment and feedback from the community	<ul style="list-style-type: none"> • Council • Advisory Committees 				<input checked="" type="checkbox"/>

Our prosperity

Vision - Growing our population and jobs



Ensuring a vibrant and sustainable future

What	How	Who	Social	Environment	Economic	Civic Leadership
19. Visitors and tourists are welcomed and make a positive contribution to the community and economy	19.1 Work with business and property owners to rejuvenate their businesses and shop fronts and encourage the maintenance of buildings with character 19.2 Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire 19.3 Visitor information is kept relevant and up to date	<ul style="list-style-type: none"> • Council • Advisory Committees • Community Groups • Community Members • Tourism Providers • Business West Wyalong 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
20. Plan for a range of industries that build on the strengths of the Bland Shire to stimulate investment and employment	20.1 Encourage and actively seek out business and industry to relocate within the shire 20.2 Have ongoing engagement and communication with the shire's existing and prospective industry and business including diversification into alternate industries/businesses 20.3 Actively promote the Business Development Assistance to new and existing businesses	<ul style="list-style-type: none"> • Council • State Government • Federal Government • Industry • Training providers • Education Providers • Business West Wyalong 			<input checked="" type="checkbox"/>	
21. Promote leading edge communication technology to link everyone within and outside Bland Shire	21.1 Lobby for and work with industry, Government and education providers to ensure Bland Shire residents and businesses have access to competitive telecommunication services 21.2 Analyse, interpret and promote emerging social trends and Government initiatives in technology to benefit the community	<ul style="list-style-type: none"> • Council • State Government • Federal Government • Industry • Telecommunication Providers • Education Providers 	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
22. Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire	22.1 Through partnership with stakeholders foster our education, learning and training industry to increase employment opportunities within the Shire 22.2 Ensure a sustainable environment for current and future generations through effective management and planning for the long term future by ensuring appropriate land is zoned and available to support business and industrial growth 22.3 Promote agricultural practices which are leading edge and efficient 22.4 Liaise with utility providers to ensure a quality sustainable service to the community	<ul style="list-style-type: none"> • Council • State Government • Federal Government • Industry • Education Providers • Community Groups • Community Members 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Our planning process



Resource Strategies

For the strategies within the Community Strategic Plan to be realised, the Resourcing Strategies, consisting of the Long Term Financial Plan, Asset Management Plan and Workforce Assessment Plan and Strategy outlines how Council will achieve the relevant objectives with enough time, money, assets and people.



Delivery Program

The Delivery Program is adopted every four years relative to Local Government elections and is essentially a statement of commitment to the community from the Council. The delivery program is directly linked to the Objectives or “Whats” within the Community Strategic Plan. The Delivery Program is designed to be the single point of reference and all plans, projects, activities and funding allocations must be directly linked to this program.



Operational Plan

The operational plan is an annual plan supporting the Delivery Program and annual budget. It details projects and activities that will be undertaken each year to achieve the commitments in the Delivery Program and Community Strategic Plan.



Working together to build a brighter future

GENERAL ENQUIRIES

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Your Vision, Our Future - Bland Shire Community Strategic Plan 2012-2022

- Adopted: 26 June 2012
- Reviewed: 2013
- Draft Considered: 21 May 2013
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- Amended: 15 April 2014
- Adopted: 20 May 2014