



Delivery Program

2013-2017

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GUYRA SHIRE COUNCIL'S COMMUNITY STRATEGIC DELIVERY PROGRAM

Council's Vision

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.

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.

SPECIAL RATE VARIATION (SRV)

Introduction

Under the Integrated Planning and Reporting Framework (IPR) Council has developed a Community Strategic Plan (CSP) 2013-2023. This plan was developed in consultation with the community and provides a guide to Council about the community's goals and expectations for the Shire in 10 years.

From this plan Council developed a set of integrated plans that show how Council will achieve these goals, and the resources required to fulfil the community's needs and desires.

In preparing and planning for the future, Council has identified an annual shortfall in general fund asset renewal and maintenance expenditure, amounting to \$2.656mill annually. This shortfall continues to add each year to the current asset back log to bring up to a satisfactory standard currently estimated to be \$18.526 mill. Basically, there isn't enough money available in Council's budget for the maintenance and upgrade of roads, bridges, assets, and other Council facilities (like community buildings, parks, and public reserves).

NSW is the only state in Australia where the State Government controls Local Government rate increases. It's called Rate Pegging. The State usually approves a General Council rate increase of between 3% and 4% which is effectively CPI. The rate approved for the 2013/14 financial year was 3.4% and proposed for 2014/15 at 2.4%. Unfortunately these rate increases have not kept pace with the real cost of delivering services. Council is paying more for materials and services without the ability (Other than Rate Pegging) to increase revenue to meet these increased costs.

Government levies, for things like fire services, are increasing. The NSW Fire Services Levy paid by Guyra Shire Council has increased at 7.5% on average each year since 1994/95. Electricity costs have risen approximately 91% over the last five years. Council has also been given extra responsibilities (cost shifting) by the State, without being given any extra funding to help us provide them. Each year NSW Councils have found themselves further and further behind, developing what is known as the Infrastructure Renewal Gap.

Special Rate Variation

In 2009/10 Council was successful in securing a special rate variation of 8.43% (which included a rate cap of 3.5%). This special rate variation is set to expire in June 2014, which will result in a decrease in Council's revenue even further. The additional funds have significantly assisted Council in providing the required maintenance and upgrades to roads, drainage, and village plans.

Council's proposal is that this special rate variation be continued permanently. This means that rates will remain at the elevated amount and be adjusted according to the NSW State Government rate cap. This year the rate cap is 2.3%.

Implications of not continuing the special rate variation

A decrease in Council's revenue of approximately \$180,000 per year will result in Council not having sufficient funds for the ongoing maintenance and upgrades to community assets.

Service levels will decrease accordingly resulting in a decline in the quality and condition of roads, recreational facilities, and stormwater drains.

Is this the only option?

Council has already significantly reduced its ongoing business processes through sharing services with neighbouring Councils, providing some services online, and through the sale of excess Council land. Cost efficiencies are continually being explored and implemented, however the shortfall still exists.

Who will pay?

If Council is able to retain the Special Rate Variation, ratepayers across the Shire will see an increase in their General Rates of 2.3% for the 2014/15 financial year.

Ongoing sustainability

Long term financial planning has highlighted the need for Council to find additional increases in revenue in the future. Council will need to review its operations and services levels to ensure that it remains financially sustainable.

Either further increases to rates or changes to service levels, or both, may be necessary.

Council will continue to consult with the community to achieve the best results and provide affordable, cost effective services to our community.

What has Council done to avoid increasing rates?

Council's current Community Strategic Delivery Program has the Strategic Objective to "Our Operations – Ensure efficiency and innovation in all practices undertaken by Council" which has a strategy to "develop internal processes for efficient services" and an action to "explore additional efficiency options through innovative work practice". This sets the Council on this continuous improvement path which is supported through the Shared Services structure with Armidale Dumaresq Council.

Council has undertaken to improve practices and provide more efficient services through:

- Being a member of the Local Government Procurement Group for purchasing.
- Partnering with Armidale internal back office process and sharing both human and physical resources.

- Sold surplus land. Reviewed the use of current assets and where possible consolidated. Examples include the recreation parks and library.

A continuous improvement program is essential and Council continues to invest resources to search for ways to improve general operations.

Council's Decision:

The following was resolved by Council at its Ordinary Meeting held on 28 October 2013:

- a) That Council note the Special Rate Variation Report.
- b) That Council resolve to apply for a special rate variation commencing in the 2014/15 Financial Year.
- c) That Council authorise the General Manager to inform Independent Pricing and Regulatory Tribunal (IPART) of Council's intention to apply for a Special Rate Variation.

Engaging with the Community

A Community Engagement Strategy was drafted to ensure a variety of methods were used to communicate Council's proposal to apply for a Special Rate Variation; this ranged from public forums, a comprehensive survey, mail outs, meetings with the Local Area Committees, and opportunities to meet and discuss with the General Manager and Mayor.

Is the Community able and willing to pay for a Rate Variation

Consultation with the community and feedback provided from residents and ratepayers indicate that the community would like to retain current levels of service and understand that income must be maintained for this to occur, 79% of respondents to Council's survey indicated that they would be prepared to continue the current rate variation to maintain current service levels. An analysis of the community engagement undertaken in relation to the Special Rate Variation is available from www.myguyra.com/srv

What are the Alternatives to a Rate Rise?

Council has identified, that if the Special Rate Variation is not approved there will have to be service level adjustments in the social and environmental programs which have seen a higher than CPI level of growth in the last five to ten years, due to demand. Service level adjustments will be reviewed under asset maintenance programs. Council recognizes however, that these are already under significant stress; this will require further consultation with the community before any adjustments are made.

GUIDING PRINCIPLES OF THE COMMUNITY STRATEGIC PLAN (CSP)

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 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 refers to the ageing community and the services Council provides for aged care. Our disability refers to the provision of accessible services for persons with disability.



Our Community

Our community encompasses the diverse people who reside in the Guyra Shire. 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.



OUR PEOPLE

STRATEGIC OBJECTIVE - Our Youth - Provide services for our youth				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Provide opportunities for youth employment	Work with businesses to identify career opportunities for youth	Facilitator	EXECUTIVE	Reduced unemployment in young people aged 18-25
	Work with training providers to provide training opportunities targeting young people	Advocate	EXECUTIVE	
Strategy 2 Encourage social connection for young people	Provide opportunities for young people to be recognised in the community	Facilitator	CORPORATE SHARED SERVICES	Increase representation to Council by young people aged 12-25
	Investigate opportunities to support youth and provide a positive environment for their development	Facilitator Advocate	ENGINEERING AND ASSET MANAGEMENT	
Strategy 3 Provide a safe place for young people	Develop infrastructure to enhance the safety of young people	Provider	ENGINEERING AND ASSET MANAGEMENT	Reduced incidence of victimisation reported
	Provide safety information about issues relevant to young people	Provider Facilitator	ENGINEERING AND ASSET MANAGEMENT	

OUR PEOPLE

STRATEGIC OBJECTIVE - Our Ageing & Disability - Provide services and access to elderly residents and persons with disability				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Support and maintain high quality residential aged care	Construct new aged care facility	Provider	ENGINEERING AND ASSET MANAGEMENT	Satisfaction of residents in the Aged Care Facility
	Provide a service and facility offering quality care	Provider	AGED CARE SERVICES	
Strategy 2 Improve services to support our independent elderly residents and provide for the ageing population	Provide Home and Community Care Services to the Guyra Shire	Provider	COMMUNITY AND THE ENVIRONMENT	
	Advocate the provision of services to home-based elderly residents in the Shire	Facilitator Advocate	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Provide services to persons with disability and access to community infrastructure	Provide infrastructure and services to support accessibility	Provider	COMMUNITY AND THE ENVIRONMENT	
	Plan for future needs and provide education and awareness about disability	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	

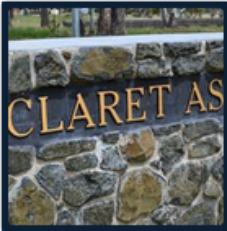
OUR PEOPLE

STRATEGIC OBJECTIVE - Our Community - Provide services to enhance learning, build relationships, and encourage social events to cater to our community				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Provide services to enhance and promote learning	Support the provision early childhood and adult education	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Provide a fully equipped library to all residents in the Shire	Provider	COMMUNITY AND THE ENVIRONMENT	
Strategy 2 Provide and encourage a socially inclusive and supportive community	Support Aboriginal programs and services	Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Provide services to disadvantaged members of the community	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Facilitate social events in the shire to promote harmony	Provide entertainment to the community	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Encourage the community to participate in events and programs that develop or reward achievement	Facilitator	COMMUNITY AND THE ENVIRONMENT	

OUR PEOPLE

STRATEGIC OBJECTIVE - Our Wellbeing - Ensure the health, safety, and wellbeing of our community				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 To support and promote initiatives to improve the health and lifestyle of our community	Educate the community on factors associated with health and the benefits of regular physical activity and healthy eating	Provider Facilitator	HEALTHY HIGHLANDERS	
	Provide information about sport and recreation in the Shire	Provider Facilitator	HEALTHY HIGHLANDERS	
Strategy 2 Support and assist emergency services to promote safety and build confidence in the community	Enhance the safety and security of residents and their belongings in the Shire	Facilitator Advocate	ENGINEERING AND ASSET MANAGEMENT	
	Continue support of the RFS and SES	Facilitator	ENGINEERING AND ASSET MANAGEMENT	
Strategy 3 Provide and maintain facilities and services to ensure the community feels safe and secure	Improve infrastructure to enhance the safety of residents and visitors	Provider Facilitator	ENGINEERING AND ASSET MANAGEMENT	
	Promote responsible pet ownership and ensure all companion animals are identified and registered	Provider	COMMUNITY AND THE ENVIRONMENT	

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.



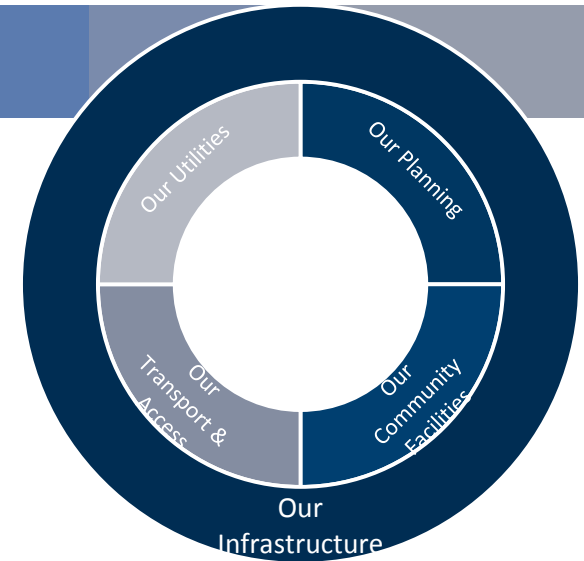
Our Transport & Access

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

STRATEGIC OBJECTIVE - Our Planning - Plan for the needs of the Shire through sustainable design				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Maintain and improve the look and appeal of towns and villages	Develop and implement strategic plans for the upgrade the Guyra CBD	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Develop plans for the aesthetic improvements of the entrances to towns and villages	Provider Facilitator	ENGINEERING AND ASSET MANAGEMENT	
Strategy 2 Develop towns and villages through sustainable design and planning, reflecting community needs	Promote a Local Environment Plan that supports the needs of the township and rural areas to grow and develop	Provider	COMMUNITY AND THE ENVIRONMENT	
	Increase the level of online facilities designed to address planning and development issues	Provider	CORPORATE SHARED SERVICES	
Strategy 3 Develop sustainable infrastructure to support future needs	Investigate and provision for future transport needs	Provider Facilitator Advocate	ENGINEERING AND ASSET MANAGEMENT	
	Support expanded telecommunication services	Advocate	COMMUNITY AND THE ENVIRONMENT	

OUR INFRASTRUCTURE

STRATEGIC OBJECTIVE - Our Community Facilities - Provide and maintain fully equipped community facilities				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Provide and maintain fully equipped sporting facilities to encourage a healthy and active lifestyle	Maintain sporting fields in accordance with agreed service levels	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Maintain the current level of service at the swimming pool	Provider	COMMUNITY AND THE ENVIRONMENT	
Strategy 2 Investigate the development of facilities for arts and culture	Develop the heritage value of the towns and villages in the Shire	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Maintain public cemeteries to meet service level requirements	Provider	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Provide and maintain facilities for recreational purposes throughout the Shire	Maintain community halls for functions and indoor sport	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Maintain parks, gardens, and playgrounds to service level requirements	Provider	ENGINEERING AND ASSET MANAGEMENT	

OUR INFRASTRUCTURE

STRATEGIC OBJECTIVE - Our Transport & Access - Provide infrastructure for effective transport and access				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Maintain and develop roads and bridges that meet community needs	Continue ongoing maintenance of roads	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Undertake renewal program on roads throughout the Shire	Provider	ENGINEERING AND ASSET MANAGEMENT	
Strategy 2 Explore transport options for the community	Maintain safe and effective traffic facilities on the road network	Provider Facilitator	ENGINEERING AND ASSET MANAGEMENT	
	Improve facilities for public transport	Provider Facilitator Advocate	ENGINEERING AND ASSET MANAGEMENT	
Strategy 3 Provide safe and convenient options to drive, park, cycle, or walk	Construct a network of cycleways / shared paths to integrate with key attractions	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Maintain infrastructure for public safety when using various transport options	Provider Facilitator Advocate	ENGINEERING AND ASSET MANAGEMENT	

OUR INFRASTRUCTURE

STRATEGIC OBJECTIVE - Our Utilities - Provide water and sewer infrastructure				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Provide safe and reliable drinking water	Provide a reliable and affordable water supply to the towns of Guyra and Tingha that meets all applicable health standards	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Improve processes at the water treatment plant	Provider	ENGINEERING AND ASSET MANAGEMENT	
Strategy 2 Provide an efficient sewerage system	Provide a reliable and affordable sewerage reticulation system to the towns of Guyra and Tingha that meets community needs	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Improve processes at the sewerage treatment plant	Provider	ENGINEERING AND ASSET MANAGEMENT	
Strategy 3 Maintain and expand water, sewer, and drainage infrastructure to accommodate future growth	Investigate expansion opportunities for water and sewer networks	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Develop and implement stormwater management plans	Provider	ENGINEERING AND ASSET MANAGEMENT	

SPECIAL RATE VARIATION PROJECTS

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

The additional revenue secured by the continuation of the current Special Rate Variation will be allocated to the following projects

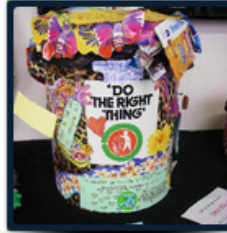
<div>Strategy 1</div> <div>Maintain and develop roads and bridges that meet community needs</div>	Action: Continue ongoing maintenance of roads Action: Undertake renewal program on roads throughout the Shire		
	2015	Bitumen Resurfacing	Sections of Tenterden Road, Wandsworth Road, Tubbamurra Road
		Rural Drainage Maintenance	Proposed for longitudinal drainage to improve drainage and reduce moisture saturation leading to pavement failure.
	2016	Bitumen Resurfacing	Sections of Wards Mistake Road, New Valley Road, Howell Road
		Rural Drainage Maintenance	Proposed for longitudinal drainage to improve drainage and reduce moisture saturation leading to pavement failure.
	2017	Bitumen Resurfacing	Sections of Tenterden Road, Tubbamurra Road, Wandsworth Road
		Rural Drainage Maintenance	Proposed for longitudinal drainage to improve drainage and reduce moisture saturation leading to pavement failure.

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.



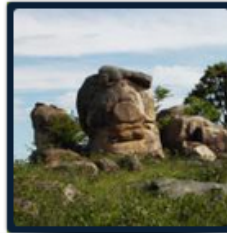
Our Waste

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.



OUR ENVIRONMENT

STRATEGIC OBJECTIVE - Our Natural Attractions - Protect and promote our natural attractions				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Promote and highlight our natural assets	Improve infrastructure at natural attractions throughout the Shire	Facilitator Advocate	CORPORATE SHARED SERVICES	
	Provide promotional material about natural attractions	Provider Advocate	CORPORATE SHARED SERVICES	
Strategy 2 Provide a clean and safe natural environment	Minimise the environmental impact of Council's infrastructure	Provider	COMMUNITY AND THE ENVIRONMENT	
	Continue to support the local organisations in the implementation of environmental activities	Facilitator	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Improve ecological sustainability of our lagoons and waterways	Liaise with National Parks to improve the aesthetics of Mother of Ducks Lagoon	Advocate	COMMUNITY AND THE ENVIRONMENT	
	Provide information about the release of predacious animals and their effect on the environment	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	

OUR ENVIRONMENT

STRATEGIC OBJECTIVE - Our Sustainability - Ensure environmental sustainability through improved practices				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Explore and promote sustainability options for community adoption	Ensure land capability and the environment is considered during DA approval process and future land management planning	Provider	COMMUNITY AND THE ENVIRONMENT	
	Educate the community about their local environment and how it can be affected by human activity	Facilitator	COMMUNITY AND THE ENVIRONMENT	
Strategy 2 Educate and encourage the community to be active in controlling pests and weeds throughout the shire	Liaise with Local Land Services to reduce the prevalence of pests	Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Liaise with New England Weeds Authority to reduce the prevalence of weeds	Facilitator	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Prepare for natural disaster events	Review the Natural Disaster Strategy	Provider	ENGINEERING AND ASSET MANAGEMENT	
	Undertake programs to reduce the occurrence and impact of natural disaster events	Provider	ENGINEERING AND ASSET MANAGEMENT	

OUR ENVIRONMENT

STRATEGIC OBJECTIVE - Our Waste - Encourage effective waste management practices				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Identify new waste reduction options	Review long term waste management plan	Provider	COMMUNITY AND THE ENVIRONMENT	
	Educate and enforce community compliance with waste reduction and littering	Provider	COMMUNITY AND THE ENVIRONMENT	
Strategy 2 Educate the community on better waste management to create a clean environment	Participate in programs that encourage the community to develop better waste management practices	Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Provide information to the community about waste management and recycling	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	
Strategy 3 Provide and expand on the delivery of recycling services	Investigate options to expand recycling services to villages	Provider	COMMUNITY AND THE ENVIRONMENT	
	Develop a range of initiatives to assist the community in identifying correct recycling practices	Provider Facilitator	COMMUNITY AND THE ENVIRONMENT	

OUR ENVIRONMENT

STRATEGIC OBJECTIVE - Our Climate & Natural Resources - Contribute to the protection of the climate and natural resources				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Provide information and support positive action on climate change	Provide a wide range of information about climate change to the community	Facilitator	COMMUNITY AND THE ENVIRONMENT	
	Advocate for an education officer for the region	Advocate	CORPORATE SHARED SERVICES	
Strategy 2 Develop an understanding of the underground resources in the Shire and their utilisation	Educate and encourage the community to protect groundwater	Advocate	COMMUNITY AND THE ENVIRONMENT	
	Advocate open community surrounding underground resources	Advocate		
Strategy 3 Investigate, promote, and support implementation of renewable energy sources	Encourage the utilisation of renewable energy sources	Facilitator Advocate	COMMUNITY AND THE ENVIRONMENT	
	Implement renewable energy on Council facilities and services where possible	Provider	COMMUNITY AND THE ENVIRONMENT	

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.



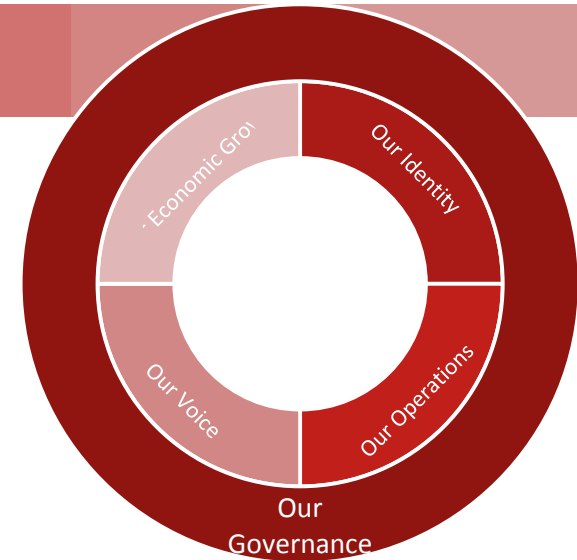
Our Voice

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

STRATEGIC OBJECTIVE - Our Identity - Promote the identity of the Guyra Shire Council and the Guyra Shire				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Maintain local representation	Support elected representatives to maintain effectiveness in the local community	Provider	EXECUTIVE	
	Promote and support local government	Provider	CORPORATE SHARED SERVICES	
Strategy 2 Encourage shire pride	Provide support and information to community groups who enhance shire pride	Provider Facilitator Advocate	EXECUTIVE	
	Set an example for the wider community	Provider Facilitator	EXECUTIVE	
Strategy 3 Promote the region as a unique rural lifestyle	Support the Guyra Show Society and Lamb and Potato Festival Committee in promoting the region as an agricultural region	Facilitator	EXECUTIVE	
	Collaborate with organisations to support primary industries through information	Facilitator	COMMUNITY AND THE ENVIRONMENT	

OUR GOVERNANCE

STRATEGIC OBJECTIVE - Our Operations - Ensure efficiency and innovation in all practices undertaken by Council				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Deliver value for money services for our ratepayers	Seek additional revenue sources	Provider Advocate		
	Review costs incurred by Council	Provider		
Strategy 2 Develop internal processes for efficient services	Integrate business processes with the Integrated Planning and Reporting Framework	Provider	CORPORATE SHARED SERVICES	
	Explore additional efficiency options through innovative work practice	Provider	EXECUTIVE	
Strategy 3 Promote a culture of innovation for staff and the wider community	Develop a culture of innovation for employees	Provider	CORPORATE SHARED SERVICES	
	Lead the community in the uptake of eSolutions	Provider Facilitator	CORPORATE SHARED SERVICES	

OUR GOVERNANCE

STRATEGIC OBJECTIVE - Our Voice - Provide enhanced engagement and communication with the community				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Inform and consult the community through various communication media	Utilise emerging technology to provide information to the community	Provider	CORPORATE SHARED SERVICES	
	Continue to provide information through traditional means where effective	Provider	EXECUTIVE	
Strategy 2 Encourage community involvement	Provide opportunities for the community to make representation to Council	Provider	EXECUTIVE	
	Develop and build strong working relationships between Council, groups, and clubs	Provider Facilitator	EXECUTIVE	
Strategy 3 Allow open and transparent communication between the community and Council	Provide information to the community in a timely manner	Provider	EXECUTIVE	
	Implement new methods of providing active information to the community	Provider	EXECUTIVE	

OUR GOVERNANCE

STRATEGIC OBJECTIVE - Our Economic Growth - Develop and sustain the economic growth of the Shire				
Strategy	Action	Council's Role	Responsible Department	Measure of Success factors / outcomes
Strategy 1 Contribute to the marketing and promotion of our Shire as a destination	Work with the community to support economic development	Provider Facilitator	CORPORATE SHARED SERVICES	
	Participate in regional promotion programs	Provider Facilitator Advocate	CORPORATE SHARED SERVICES	
Strategy 2 Support primary production in the region	Encourage additional private investment through the sale of surplus Council assets	Provider	COMMUNITY AND THE ENVIRONMENT	
	Assist groups and businesses through advice and information	Provider Advocate	EXECUTIVE	
Strategy 3 Allow open and transparent communication between the community and Council	Assist primary producers with the marketing of 'Guyra' produce	Facilitator Advocate	EXECUTIVE	
	Encourage development of retail outlets for local produce	Facilitator Advocate	CORPORATE SHARED SERVICES	

SPECIAL RATE VARIATION PROJECTS

STRATEGIC OBJECTIVE - Our Identity - Promote the identity of the Guyra Shire Council and the Guyra Shire

The additional revenue secured by the continuation of the current Special Rate Variation will be allocated to the following projects

<div>Strategy 2</div> <div>Encourage shire pride</div>	Action: Provide support and information to community groups who enhance shire pride		
	2015- 2017	Ben Lomond	\$10,000 grant allocated to priority projects identified by the community. Previous projects have included building of barbecue shed, Railway history signs, 'Message Muster' newsletter, village tree plantings, community walking track.
		Ebor	\$10,000 grant allocated to priority projects identified by the community.
		Tingha	\$10,000 grant allocated to priority projects identified by the community.