



Attachment U

Relevant Extracts

Community Strategic Plan

2013 - 2023

<http://gisc.nsw.gov.au/images/documents/gisc/policies%20-%20public%20documents/Community%20Strategic%20Plan%202013.pdf>

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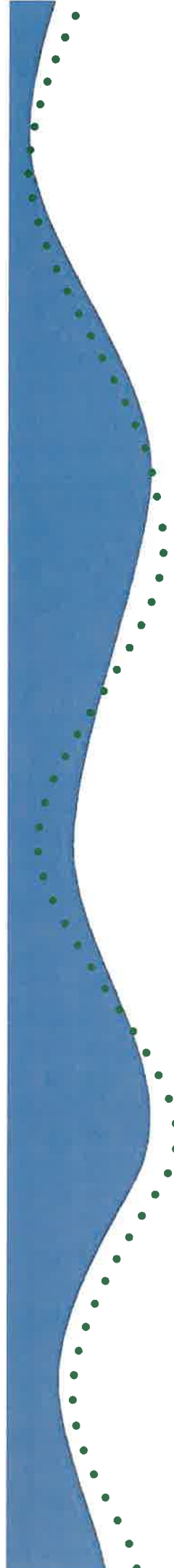
www.gisc.nsw.gov.au

Council acknowledges the extensive contribution by the Glen Innes Severn Community in the development of this Community Strategic Plan. Indeed this is the Community's Plan!
Council also recognises the assistance and contribution made by SGS Economics and Planning, and in particular Linda Perrine who assisted with review of the Community Strategic Plan and identification of the key actions for the new Council term.

COMMUNITY STRATEGIC PLAN 2013-2023

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INTRODUCTION BY THE MAYOR

It is my pleasure to present you with Council's updated Community Strategic Plan 2013-2023. This plan is based on extensive engagement with our local community and is the Community's Plan.

In 2023 "Our community will be confident, welcoming, progressive, valuing our health, heritage and environment;" This is our community vision and this document will guide our planning and partnership for the next decade.

Long term strategic planning is essential to address our future population, assets and community values, so that we can respond accordingly and aim for future sustainability. The Community Strategic Plan is focused on the areas that the community has the most concerns about, such as roads infrastructure, water resources, tourism and health, and a desire to be a learning community that values its heritage and culture.

This is the second Ten Year Strategic Plan that Council has prepared and it reflects our sense of community, what we value and how we will work together to meet our needs.

The strategic outcomes in the Plan are:

Prospering Community (PC)

We are a prospering community where jobs are created, industry and commercial ventures are encouraged.

We are a learning community of sustainable growth and accessible communication.

Community Living (CL)

We are a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

Environmental Stewardship (ES)

The community of Glen Innes Severn cares for the environment so we have a stable and sustainable environment with a reliable water supply that supports our growth aspirations.

Governance and Civic Leadership (GCL)

There is trust between the Council and the community; the Glen Innes Severn area maintains its local autonomy as a Local Government Area; and the Council successfully advocates for the needs of the community.

These strategic outcomes provide a focus for action and are a set of integrated themes that provide for a socially and economically sustainable Glen Innes Severn community. Council recognises that our physical environment is extremely valuable, and that Culture and Heritage are part of who we are. By planning long term, we are able to look into the future and take into account the aspects that this community values.

Some of the strategies included in the Plan are outside the reach of Council but we are committed to advocate, inform and respond where we can make a difference.

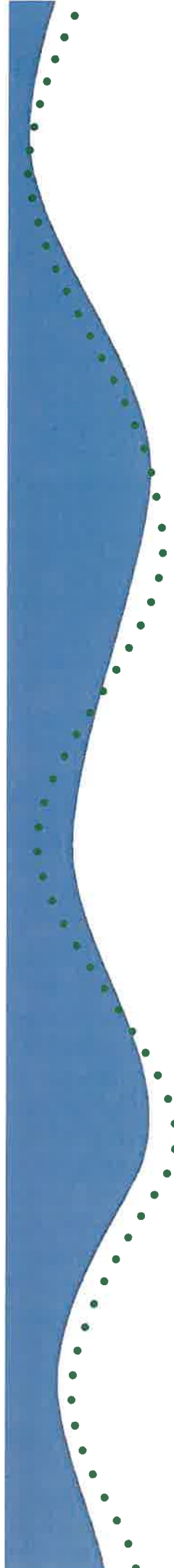
Local Government as an industry is reviewing its future direction. This comes at a time when community needs and expectations are high, the needs of asset maintenance and renewal are very high and the overall revenue base is declining in relative terms. We will continue to work to meet the needs of our community, while maintaining awareness of the impact of future changes in the industry.

I look forward to you becoming active community participants in achieving the outcomes of the second Glen Innes Severn Council Community Strategic Plan.



Cr Colin Price
MAYOR





HOW THE PLAN WAS DEVELOPED

The *Local Government Amendment (Planning and Reporting) Act 2009*, (the Act) was approved on 9 October 2009 and commenced on and from that date. The amendments to the Act give effect to the Integrated Planning and Reporting framework, which includes the development of a Community Strategic Plan and a four (4) year Delivery Program with the associated Resourcing Strategy comprising asset management, work force planning and long term financial planning.

This second Community Strategic Plan is a result of a review of the first Plan, as required by the legislation following a Local Government election.

The Plan is built on the following activities:

- The first step involved a scoping exercise to determine demographically who we are as a community and what we have got in relation to assets and services. This information was compiled and distributed to over 4,000 households in June 2010.
- Concurrently to the scoping process, Council adopted the Community Engagement Strategy in March 2010 to guide the development of the Community Strategic Plan.
- In line with this strategy, substantive Community Engagement took place from June to September 2010 with 776 people (8.8% of the population - 2006 Census figures) participating either through attending focus groups, public forums or through completing a survey.

The questions asked of the community at all forums and through the surveys were:

- What is it about this community that is good or special - that makes you like living/working or visiting the area?
- What in particular don't you like about Glen Innes Severn Local Government Area?
- What would you like to see in 10 years' time - what would your three (3) priorities be?
- Community Engagement also took the form of Community Assets Service Level Surveys conducted through the local paper, where the community was asked to rate usage and satisfaction with Council's assets such as roads, public toilets, play equipment and facilities, and footpaths.
- There were facilitated focus groups and public forums in the villages. All the results from the various forms of community engagement were then collated, analysed and sorted into a visual image of three (3) interlinking circles within a larger circle surrounding the others that together became "our universe or what people think".

- The four (4) areas that became known as "our universe" are Prospering Community (Economic), Community Living (Social), Environmental Stewardship (Environmental) and Governance and Civic Leadership (Governance). Governance and Civic Leadership is the larger circle surrounding the other three (3) circles, because the community needs Governance and Civic Leadership to lead and support all the other functions of Council.

- Councillors and senior staff were presented with the outcome of the Community Engagement sessions at a workshop held in October 2010, and subsequently developed the draft Community Strategic Plan based on what the community said.

- The general community was also provided with the results of the Community Engagement on Council's web site, through a full page article in the local paper (2 November 2010) and at a public forum held on 10 November 2010.

- Further, Councillors and senior staff participated in a two (2) day workshop in late February 2013 to review the four (4) year Delivery Program and the 2013-2023 Community Strategic Plan.

- Concurrent to the process of developing the draft Community Strategic Plan and Delivery Program, staff prepared the resourcing strategy that comprises the Workforce Plan, Asset Management Plan and the Long Term Financial Plan. The resourcing strategy supports the actions and initiatives set out within the Community Strategic Plan and the Delivery Program.

- Council staff members across the organisation have also participated throughout the process in information forums, Community Engagement sessions and in the development of the Community Strategic Plan and Delivery Program.

- It is also important to recognise that staff liaised with state government departments and referred to the NSW State Plan in the development of the Delivery Program, as well as ensuring that other plans and programs have been included in the new planning framework. In particular it was important to ensure that the Social Plan actions were included, as this Plan is now superseded in legislation by the new Integrated Planning and Reporting framework.

- Following the 2012 Local Government elections the Community Strategic Plan was reviewed by the newly elected Councillors, who endorsed the work undertaken and agreed to update the Plan with current information such as new census statistics, and review and update the strategies linked to each strategic outcome.

GOVERNING PRINCIPLES

Council Vision

To lead a confident, welcoming and progressive community that values its health, heritage and environment.

Council Slogan

Embracing Change, Building on History.

Mission Statement

To be a responsive, effective, and efficient Council that advocates, facilitates and provides for the wellbeing of our community and area.

Values

- Respect;
- Integrity;
- Courage;
- Honesty.



GUIDING PRINCIPLES

Council's guiding principles consist of the Social Justice Principles as a means and commitment to ensuring:

- There is fairness in the distribution of resources (equity);
- Rights are recognised and promoted (rights);
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access);
- People have better opportunities for genuine participation and consultation about decisions affecting their lives (participation).

In addition Council is committed to its unique driving principle that was created through the development of Council's Cultural Plan:

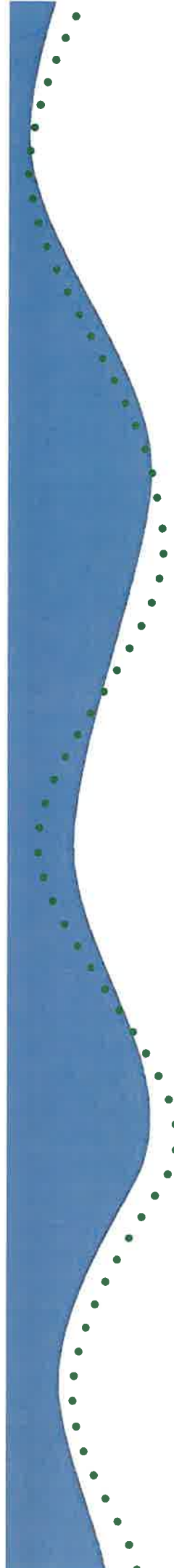
Policy Statement

Cultural values underpin our sense of locality, country and part of a region with its diversity of people and memories - the cultural values and associated activities and assets stimulate a socially, environmentally and economically prosperous "place".

Commitment to the Cultural Plan

We recognise the importance of "culture" as a concept underpinning values/fabric and connectedness, when Council is producing strategic and operational plans and implementing the actions contained within those plans.

This will result in a holistic view of our community and deliver positive outcomes for future development and community engagement whereby this Cultural Plan will be the driver.



Community Vision

"Our community will be confident, welcoming, and progressive - valuing our health, heritage and environment."

Strategic Outcomes

Prospering Community (PC)

- We are a prospering community where jobs are created, industry and commercial ventures are encouraged.
- We are a learning community of sustainable growth and accessible communication.

Community Living (CL)

- We are a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

Environmental Stewardship (ES)

- The community of Glen Innes Severn cares for the environment so we have a sustainable environment with a reliable water supply that supports our growth aspirations.

Governance and Civic Leadership (GCL)

- There is trust between the Council and the community; the Glen Innes Severn area maintains its local autonomy as a Local Government Area; and the Council successfully advocates for the needs of the community.



Strategic Objectives

The following Strategic Objectives are embedded within the various outcome areas within the Action Plan and continue to be strong Strategic Objectives of Council.

1. Employer of Choice – Governance and Civic Leadership

Become an *employer of choice* by growing Council's capacity to deliver existing and future activities and functions.

2. Road Management – Prospering Community

Continue the review of our existing *road network*, and plan for the future in order to maximise use of available funding for the maintenance of this infrastructure.

3. Climate Change – Environmental Stewardship

Monitor emerging *climate change* trends that may shape our long term planning.

4. Integrated Water Cycle Management – Environmental Stewardship

Engage our community in the development of an *integrated water cycle management* strategy.

5. Land Use and Economic Development – Prospering Community

Engage our Community in *integrated planning* incorporating land use, economic development infrastructure and social policy that reflect and retain the character of our natural and built environment.

6. Financial Management – Governance and Civic Leadership

Continue to improve *financial management* and accountability.

7. Quality of Life and Well-being – Community Living

Continue to build quality of life and well-being by: Attracting external funding to foster community services expansion; Fostering a healthy, vibrant and learning community; and Recognising and respecting our cultural heritage, including our Aboriginal community.

8. Communicate – Governance and Civic Leadership

Continue to improve our *open communication* with the community.

9. Community Leadership – Governance and Civic Leadership

Glen Innes Severn Councillors provide *community leadership* by being aware of and appropriately responding to broader community issues of a more political nature.

GOVERNANCE AND CIVIC LEADERSHIP (GCL)

There is trust between the Council and the community, the Glen Innes Severn area maintains its local autonomy as a Local Government Area, and the Council successfully advocates for the needs of the community.

Outcome	Objective	Strategy	Year	GISC role	Other groups
GCL 1 There is trust between the Council and the community of Glen Innes Severn.	Community members are informed and engaged in Council activities and Council listens and responds to the community.	Council is proactive in its open communications with the local community and via community committees of Council.	1-10	Provider	Media; Community Groups.
GCL 2 Glen Innes Severn LGA maintains its local autonomy.	Glen Innes Severn LGA will keep its local autonomy and Local Government has achieved Constitutional Recognition.	Council demonstrates good governance and strong leadership and promotes the value of our local autonomy; Promote the pending referendum to the community.	1-10 1-3	Advocate Provider	State and Federal Government.



Outcome	Objective	Strategy	Year	GISC role	Other groups
GCL 3 Glen Innes Severn Council is a well managed employer of choice. Council and an employer of choice.	To be recognised as a well managed Council and an employer of choice.	Investigate opportunities to retain financial sustainability including a review of Council services and functions; To be an employer of choice through the review and implementation of relevant policy and practice; Council implements the Procurement Roadmap Program; To have a continuous improvement philosophy for the delivery of all Council services; To manage community infrastructure effectively.	1-10 1-10 1-4 1-10 1-10	Provider	
GCL 4 Glen Innes Severn Councilors are community leaders.	To provide community leadership by being aware of and appropriately responding to broader community issues of a more political nature.	Councilors to act as community leaders on appropriate matters, advocating for the local community.	1-10	Advocate	Federal MP; State MP.