



GLEN INNES SEVERN COUNCIL



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COMMUNITY STRATEGIC PLAN 2011 - 2021

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Council acknowledges the extensive contribution by the Glen Innes Severn Community to the development of this Community Strategic Plan. Indeed this is the Community's Plan! Council also recognises the assistance and contribution made by Darrell Hair Associates, and in particular Amanda Spalding who assisted with analysis of the Community Engagement and pulled the action plans together.



COMMUNITY STRATEGIC PLAN 2011-2021

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INTRODUCTION BY THE MAYOR

It is my pleasure to present you with Council's Community Strategic Plan 2011-2021, which has been developed as a result of extensive engagement with our local community. The Community Strategic Plan is therefore truly the Community's Plan.

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 focussed on the areas that the community has the most concerns about, such as roads infrastructure, water resources, economic development and swimming pool upgrades, and with the wish to continue being a learning community that values its heritage and culture.

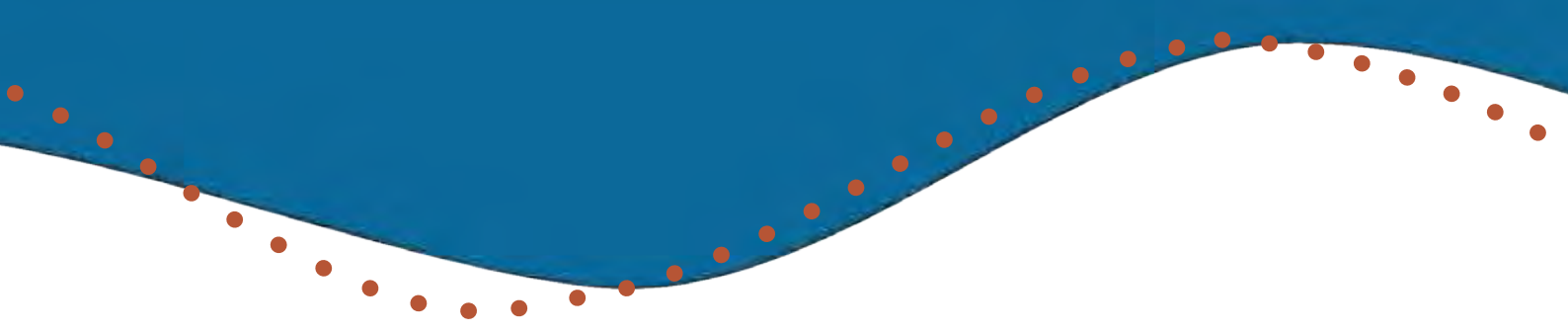
This is the first Ten Year Strategic Plan that Council has prepared and can be expected to evolve into the future. It is prepared under the Integrated Planning and Reporting Framework that all NSW Local Government Councils now have to comply with. In addition to the Ten Year Strategic Plan are a number of other levels of plan. These include a Long Term Financial Plan, Four Year Delivery Program, Asset Management and Workforce Plans.

The Four Year Delivery Program sets out Council's responsibility in realising the Community's aspirations that are contained within the Community Strategic Plan. Much of Council's role is advocacy for services that are the responsibility of other tiers of Government such as Health, Transport and Education.

For the first time, Local Government is taking a longer term view of its future direction. This comes at a time when community needs and expectations are high, needs of asset maintenance and renewal are very high and the overall revenue base is declining in relative terms. The plan tries to balance Community expectation with sound financial planning.

The plan foreshadows conservative revenue increases with 3% predicted rate increases, some additional grant funding and some significant borrowing. Major projects are planned to include increased road funding, improvements to Glen Innes water storage, improvements to the Glen Innes Swim Centre and co-location of Council offices. The accounting of depreciation is a major cost to Council and highlights the degree to which major assets are declining in value.

An Asset Management Plan has been developed to guide the implementation of this work. This Asset Management Plan aims to fully identify all Council assets, their condition and their current valuation. Asset Management Plans will be an essential tool in better managing Council Assets and to seek greater funding, particularly for roads.



Council's role is to ensure that the community has the capacity to be informed and engaged in Civic activities and in turn that Council's services and activities are provided effectively and efficiently. This long term plan will assist Council to achieve its aspirations in partnership with the community and other levels of Government. For example, Council's Aged and Disability Services, which are State and Federally funded, are predicted to increase beyond their current annual budget of \$4 million, which will service the increased needs of our aging population.

In addition, Council recognises that our physical environment is extremely precious 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.

I hope you will enjoy becoming active community participants in achieving the outcomes of this first Glen Innes Severn Community Strategic Plan.

Steve Toms

Cr Steve Toms
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.

The Act provides transitional provisions for phasing in the new legislative requirements over a three (3) year period. In November 2009 Council nominated to be part of Group 2, which means that Council has agreed to adopt its Community Strategic Plan, the Delivery Program and associated resourcing strategy by 30 June 2011.

Subsequent to nominating for Group 2, Councillors and senior staff participated in a workshop held in December 2009 to gain information on the new Integrated Planning and Reporting framework and the processes and steps to be taken in the development of a Community Strategic Plan and the Delivery Program.

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 4000 households in June 2010.

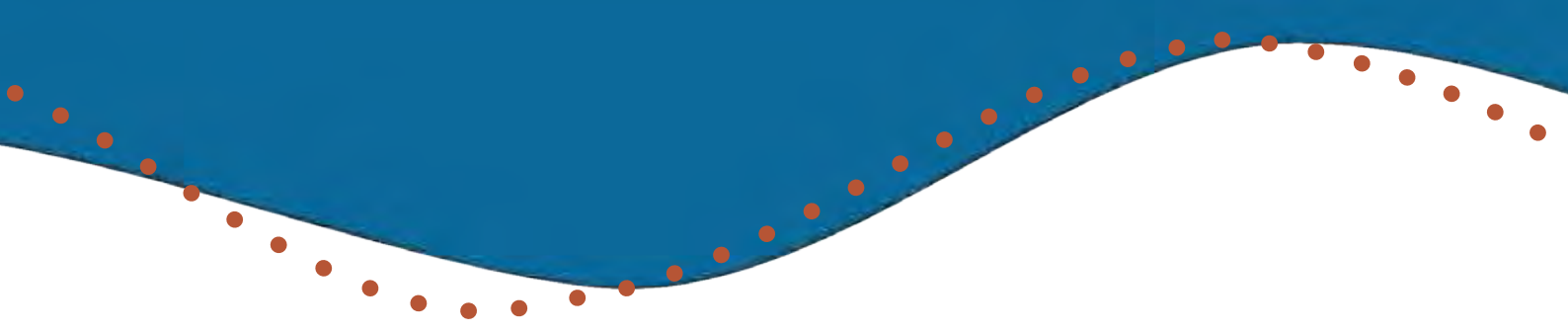
Concurrently to the scoping process, Council adopted the Community Engagement Strategy in April 2010 to guide the development of the Community Strategic Plan.

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 Local Government Area?*
- *What would you like to see in 10 years' time – what would your 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.



Council engaged an external consultant (Darrell Hair Associates) to facilitate some of the focus groups and the public forums in the villages, and to collate the outcome of these meetings. 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 November 2010 to develop the draft four (4) year Delivery Program based on the draft 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 the Social Plan is now superseded in legislation by the new Integrated Planning and Reporting framework.

GOVERNING PRINCIPLES

Council Vision

To lead a confident, inclusive community that is resilient and proud of its spirit and collective achievements, 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

To 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.



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 green 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.





STRATEGIC OBJECTIVES

(Developed by the then new Council in 2008)

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. One Council Culture - Governance and Civic Leadership

*Continue to build a "**one-Council**" culture across all worksite locations to improve organisational efficiency and service delivery to our community.*

3. 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.*

4. Climate Change – Environmental Stewardship

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

5. Integrated Water Cycle Management – Environmental Stewardship

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

6. 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.*

7. Financial Management - Governance and Civic Leadership

*Continue to improve **financial management** and accountability.*

8. 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.

9. Communicate - Governance and Civic Leadership

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

10. 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.*

WHO WE ARE AND WHAT WE HAVE GOT: DEMOGRAPHICS, ASSETS AND SERVICES

The Glen Innes Severn Local Government Area has a unique landscape, rural character, and it has a strong sense of community. It is the home of the Ngoorabul people who traditionally roamed the area between Glen Innes and the coast.

The Glen Innes Severn Council's brand is "Celtic Country" with its main festival being the annual Celtic festival. Further, the Local Government Area is characterised by villages such as Emmaville, Deepwater, Glencoe and Red Range, with the major town and residential centre being Glen Innes. These locations are contained within the state geographical area known as the Northern Tablelands and represent a total area of 5,896 square kilometres.

Ecological and culturally significant landscapes are valued as well as the cultural heritage of town buildings and the street landscape. Performing arts, galleries, library, sporting activities, community festivals and community involvement in clubs and associations are all activities greatly appreciated in the local community.

The area has four (4) distinctive seasons; mild summers, golden autumns, dazzling springs and bracing winters with occasional snowfalls. It is also the home of the Australian Standing Stones, an international and nationally recognised monument to the Celtic people of Australia.

Our key challenges into the future include water management, waste (landfill), urban and rural roads deterioration, improvements to the Glen Innes swimming pool, retention and maintenance of heritage buildings, economic development and sustainable population growth.

Council's current annual budget is approximately \$25 million with revenue sources being 1/3 general rates, 1/3 grants and 1/3 fees and charges. Expenditure is around 1/3 transport (roads), housing and amenities; 1/3 community services, recreation and culture; with the last 1/3 accounting for water, sewage, economic affairs, public order and administration.





OUR POPULATION

The population of Glen Innes Severn Local Government Area was 8,780 with 4,331 males and 4,449 females, as recorded in the 2006 Census.

The combined population of the villages / rural areas was 2,496, which leaves a population of 6,284 in Glen Innes itself.

Of the total population, 20.5% were children aged 0-14 years, 45.6% were in the 15-54 year age bracket, 14.2% were 55-64 years and 19.7% were 65 years and over.

The three most common ancestries were Australian (89.2%), English (2.1%) and New Zealander (0.6%). A total of 89.2% of the population were born in Australia. The three most common languages spoken at home, other than English, are German and Bengali (0.1% respectively).

Of the population, 467 people (5.3% of the population) identified themselves as being of indigenous origin. This compares to the national average of 2.3%.

Religious affiliation was identified as Anglican 37.3 %, Catholic 22.3%, Uniting Church 7.6%, Presbyterian and Reformed 4.9% and no religion 10.4%.

Of the population over the age of 15, 51.9% were married; 26.7% had never married, 12.9% were separated or divorced, and 8.7% were widowed.

In relation to families, 36.1% of the households comprised couples with children, 45.9% were families without children and 16.4% were one parent families (1.6% stated "other" families).

The median weekly income for people aged 15 years and over was \$337, compared with \$466 in Australia as a whole.

In respect to housing, 45% of occupied private dwellings were fully owned, 24.3% were being purchased, and 23.4% were rented. Fully owned dwellings for the nation is 32.6%.

In today's age with high technology driven communication, it is interesting to note that out of the 3,386 dwellings in the local government area, 52% had no Internet connection. Of the 48% with Internet connection, 53% were dial-up connections at the time of the Census.

The main areas of industry and employment were sheep, beef cattle and grain farming at 18.5%, schools and education 4%, residential care services 3.5%, local government 3.1% and hospitals 3%.

As at June 2007 there were a total of 1,116 businesses. Of these, 216 employed five (5) or more employees. Agriculture remains the most significant industry with a total gross value of \$64.2 million per year as at 30 June 2006.

OUR ASSETS

Council's geographical area covers four (4) villages (Emmaville, Deepwater, Red Range and Glencoe) and four (4) hamlets (Glen Elgin, Wellingrove, Wyaliba and Dundee).

Council is responsible for the Glen Innes Airport, which has two (2) landing strips.

The main public library is also a TAFE Library and University of New England Learning Centre and houses an art gallery. There are also three (3) regional library services in Emmaville, Deepwater and Glencoe.

Council is responsible for two (2) swimming pools, one in Glen Innes and one in Emmaville.

There are four (4) landfill sites, at Glen Innes, Emmaville, Deepwater and Red Range.

There are two (2) sewage treatment plants, located in Glen Innes and Deepwater, one (1) water treatment plant in Glen Innes and one (1) village water scheme in Deepwater.

The majority of our roads (758.3 kilometres) are unsealed and there are 377.38 kilometres of sealed road, including 67.6 km classified as Regional Roads (State roads) and 4.77 kilometres of parking lane adjacent to highways.

The Local Government Area has 52 timber bridges and 79 concrete and other bridges. Council is responsible for maintaining 51 open spaces including parks, sporting fields and cemeteries.

Council has a fleet of 117 heavy major plant items and 42 small plant (cars) and trailers.

Council is responsible for 44 buildings and 130 properties and land parcels.

There are 36 Community Committees of Council with community volunteers involved in providing advice to Council, taking care and control of buildings and property and assisting with community events.



COMMUNITY SERVICES

Gum Tree Glen Children's Services provides child care for 0-5 year old children and after school and vacation care for 6-12 year olds.

Early Intervention Services assists families with children with additional needs. Playgroups, parent support groups, Aboriginal Playgroup and outreach playgroups are provided in Glen Innes, Emmaville, Deepwater and Red Range.

Youth activities and information are also provided, including the Youth Council.

Aged and Disability Services provided by Council include centre based, in home care, case management and respite care throughout the greater region of the New England, with an annual budget of \$4 million funded by State and Federal Government. Activities include healthy aging activities, guest speakers and consultation forums.

Community events and celebrations include Family Fun Day (October), International Women's Day (March,) Seniors Week (March), Harmony Day (March), Youth Week (April), and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week (July).



ECONOMIC DEVELOPMENT AND TOURISM

Glen Innes Council actively markets resident relocation, business and lifestyle opportunities through online marketing (see www.gleninnesinvest.com). Online marketing is supported by annual attendance at NSW Country Week; production and distribution of 10,000 quality relocation, business and lifestyle brochures and development of targeted editorials placed in national media.

Since July 2005, 730 Development Applications have been approved with a total value of \$59,295,546. A further 351 Complying Development Certificates were also approved to a value of \$14,294,150. In this time 188 new dwellings were approved.

Council has also invested in professional development for private enterprise owners and staff. In 2008, Council's inaugural business seminar attracted 80 attendees, expanding to three seminars in 2009 with a collective attendance of 100.

Building on our tourism appeal has been achieved through providing quality, up to date visitor services and promotional material delivered through the Glen Innes Visitor Information Centre.

In addition to targeting national media, our local tourism industry has been strengthened through Council investing in a competitive web presence averaging 5,000 unique visits monthly and online booking accommodation and ticket sales (see www.gleninnestourism.com).

Destination marketing strategies are also underpinned by major events with emphasis placed on operation and securing of our hallmark event, The Australian Celtic Festival, which in 2010 generated \$2.5 million into the local economy, up from \$ 1.5 million in 2007.

Glen Innes Severn Tourist Association Inc, representing 100 business members, has been strengthened through Council cash sponsorship and membership service agreements provided through Council's Visitor Information Centre.





PLANNING AND REGULATORY SERVICES

Functions carried out under the *Environmental Planning and Assessment Act and Regulations 1979*, include:

- Approving all Building Development and Subdivisions;
- Issuing Planning Certificates;
- Carrying out building inspections;
- Enforcement of provisions for building and development work that had been carried out illegally;
- Serving orders;
- Bushfire and flood planning;
- Ensuring fire safety in public buildings.

Activities carried out under the *Local Government Act 1993* include:

- Issuing approvals for plumbing, drainage, septic tank installation and operation, caravan parks, street trading and amusement devices e.g. show rides;
- Enforcement of orders relating to street numbering, fencing or waterholes, untidy or unhealthy premises, and keeping animals.

Under the *Companion Animals Act 1998*, Council is involved with:

- The lifetime registration and identification of cats and dogs (microchipping);
- Impounding and / or re-homing animals;
- Issuing nuisance and dangerous dog orders;
- Ensuring dogs are properly controlled and their owners clean up after them in public places.

Under the *Protection of Environmental Operation Act 1997*, Council staff:

- Investigate pollution complaints;
- Serve clean up and prevention notices, and noise abatement orders;
- Monitor and report on Council infrastructure e.g. landfills, the sewage works;
- Monitor littering and abandoned cars.

Under the *Public Health Act 2010*, Council:

- Monitors public drinking water;
- Monitors public health standards for pools;
- Regulates tattoo shops;
- Is responsible for Legionella control;
- Carries out emergency management in the event of a natural disaster.

Council is a Category B enforcement agency under the *Food Act 2003*, so it:

- Inspects premises which serve food;
- Investigates complaints and outbreaks of food poisoning;
- Enforces the standards of the *Food Act 2003*;
- Assists with food recalls.

Under the *Noxious Weeds Act 1993*, Council:

- Inspects properties for noxious weeds;
- Controls noxious weeds on roadsides;
- Educates people about noxious weeds.

Under the *Roads Act 1993*, Council's rangers enforce parking regulations.

Council's planning and regulatory staff members also carry out functions associated with the *Heritage Act 1977*, the *Swimming Pools Act 1992*, the *Strata Schemes Act 1996* and the *Water Management Act 2000*.



COMMUNITY ENGAGEMENT

Council's Community Engagement Strategy was adopted in April 2009 and this strategy was subsequently used as a guide for the Community Engagement for the development of Council's Community Strategic Plan.

In summary, Community Engagement was undertaken through community surveys and engagement sessions and took place during the period June to September 2009.

The key questions asked of the community 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 Local Government Area?*
- *What would you like to see in 10 years' time – what would your 3 priorities be?*

The Community Strategic Plan is based on the Principles of Social Justice (equity, access, participation and rights), as was the Community Engagement process. This means that Council engaged community members from various demographics and socioeconomic backgrounds. Specific meetings were held in the villages, with the Aboriginal Community, with people from non-English speaking backgrounds, with children, youth, women, people with disabilities and the frail aged.

In addition, public meetings, business interest groups and community interest groups were engaged. Members of the public were also provided with the opportunity to directly speak one to one with Council staff outside shops in the business section, to elaborate on the key questions.

Before the Community Engagement sessions took place, an information flyer titled "*Community Engagement in the development of Glen Innes Severn Council's Community Strategic Plan*" was distributed through Council's Winter Newsletter to over 4,000 households. The flyer provided the key questions and promoted the engagement sessions. However, the main thrust of the flyer was to provide the community with information about who we are and what we have got.



PEOPLE WE ENGAGED WITH

There were two (2) different kinds of surveys as described below – one asking community members the three (3) key questions and the other seeking feedback on the service levels required of Council's assets.

The total number of people responding to surveys or involved in the Community Engagement sessions, was 772 or 8.8% of the total population of the Glen Innes Severn Local Government Area, distributed as follows:

Community Surveys	Number of People Responding
School Children < 15 – Glen Innes	87
School Children < 15 – Deepwater	6
School Children < 15 - Emmaville	19
Youth 16 – 24	23
Adults 25 – 44	39
Adults 45 – 60	67
Adults 61 – 75	91
Older Adults > 75	33
Online Surveys	19
Total responding to surveys	384
Asset Service Level Surveys	98
Engagement Sessions	Number of people attending
Emmaville	22
Deepwater	18
Glencoe	23
Pinkett	22
Glen Innes	6
Wyaliba	10
Business Interest Group	15
Community Interest Group	16
Consumer Group (GC)	9
Women's Group	10
Aboriginal Group	18
CALD	5
Staff/residents	116
Total people at engagement sessions	280
Total surveys plus sessions	772 (8.8% of total population)

RESULTS OF COMMUNITY ENGAGEMENT

People were asked to address the following three (3) questions in the surveys:

- 1 What is good or special about living here?** The results from the surveys are incorporated with the results from the Community Engagement sessions below.
- 2 What don't you like about living here?** The results from the surveys are incorporated with the results from the Community Engagement sessions below.
- 3 What three improvements would you like to see in Glen Innes within the next 10 years?**

The third question is the most pertinent to the development of the Community Strategic Plan. Full results are available if requested, and the following is a summary of the responses to question three (3) in the surveys, sorted into outcomes.

Community Living	Total
Bigger pool/indoor heated pool with gym and coffee shop	36
Updated/new hospital	24
More for young people to do	19
Bigger skate park	13
Train line	12
Improved theatre / cinema (3D)	11
Amusement parlour	9
Ten Pin Bowling	8
Public/transport to major cities	6
Better local transport for elderly / community	6
More and cleaner public toilets	6
Better Mental Health Services	6

Environmental Stewardship	Total
Improved roads	84
Water supply	35
More parking in the CBD	19
Bigger and better parks / gardens	10
Improved rural roads	6
Beautification of CBD	6

Prospering Community	Total
Shopping mall / more shops	81
Subway	18
More job opportunities	18
Big W	17
More health services	15
Planning and encouragement for business	10
K-Mart	9

Governance and Civic Leadership	Total
Cheaper rates	4
Consideration of rural and village areas	3
New Council	3

Results of Asset Service Level Surveys

Council placed three (3) surveys over three (3) weeks in the local newspaper. The surveys asked questions about Council owned assets:

- Roads;
- Public toilets;
- Park play equipment and facilities;
- Footpaths.

A total of 98 surveys have been received. The outcomes of the surveys will be used to prepare the customer proposed service levels for Council maintained infrastructure.

As a sample of the survey results, most respondents felt that:

- Potholes in sealed roads wider than 300 millimetres and deeper than 150 millimetres should be repaired within one (1) week;
- Corrugations in unsealed roads should be rectified within four (4) weeks once the average travel speed is reduced by more than 20 kilometres per hour;
- Footpaths should generally be repaired between four (4) weeks and three (3) months, depending on the extent of damage;
- Of the 28 parks listed in the survey, 19% of respondents had visited at least one of the parks. Of these only four (4) percent were dissatisfied with the park facilities. 10% said that the park facilities exceeded their needs.

Most people responded that they visited the parks for:

- Family time;
- Relaxing;
- Walking;
- Play equipment.

Most respondents felt that the following problems with public toilets should be fixed within 24 hours:

- Plumbing problems;
- Lack of cleanliness;
- Litter;
- No toilet paper.





Results of Community Engagement Sessions

Thirteen community engagement sessions were held in July, August and September. The results were made available in feedback to the community on 10 November 2010 at the Library and are posted on Council's web page.

People were asked to address the same three (3) questions in the Community Engagement sessions as in the surveys.

What is good or special about living here?

The following table summarises the responses to this question in both the Community Engagement sessions and the surveys, listed in order of priority from top to bottom (with the most frequent responses at the top). Essentially, community members were very happy living in the Glen Innes Severn area, with a strong sense of belonging and quite specific reasons for liking the area.

Climate/Altitude – True seasons/clear air
Strong sense of community/close knit – friendly – family friendly – sense of belonging
Parks and gardens
Rural country lifestyle – scenic beauty
Community embraces diversity (inclusion of minority groups)
Safe place to bring up children and for all ages
Good community facilities for all ages – e.g. Adult Learning Centre, TAFE and Library
Sporting variety and amenities
Good Education
Ability to actively participate in the community
Central location
Good youth services and activities for young people
Support for young people's engagement in the local community
The Youth Centre
Self sufficient community
Lifestyle
Strong and stable agricultural area
Good forward thinking Council
Strong primary industry
Population growth prospects

Diversity of skills/talents and cultural interests

Being able to make a difference

Good parking and shopping

Clean place

Festivals

Good community services for all ages – leader in the region

Employment prospects

Tourism/accommodation

One voice for the area since Council amalgamation

Uncrowded clean open spaces

Swimming pools

Local policeman

Community housing

Rich in natural resources

Plenty of doctors and visiting specialists

Recreation – National Parks

Affordable housing, entertainment etc.

Stable area for businesses

Loyal customers

Strong identity – Celtic Festival and theme

Local radio station

Water quality

Heritage – old architecture

Arts and culture are strong



What don't you like about living here?

The following table summarises the responses to this question in both the community engagement sessions and the surveys, listed in order of priority from top to bottom (with the most frequent responses at the top).

Roads, drainage, footpaths and bridges
Health services are abysmal – no mental health services
Sydney-centric public service
Not enough public housing
Poor public transport/no disability transport/no transport to health appointments
Information not readily available e.g. Council website
Water management – long term water supply issues affecting prospects for growth
Parking in Glen Innes – should allow longer – insufficient parking
Lack of Internet services
Lack of employment opportunities for young people to keep them in town
Not enough entertainment for young people
Police presence not 24 hours
Lack of an efficient mail service
No bike racks
Lack of local TV coverage
Lack of facilities for children
Some of the community negative towards change e.g. opposed to the CBD Masterplan
Lack of activities in colder months
Lack of specialised retail outlets
Lack of professional training opportunities
Lack of joined up services and information
Uncertainty of availability of TAFE courses as they depend on demand
Prejudices – rental housing and employment
Dilapidated CBD doesn't look cared for
Need more drug awareness/sexual health counselling
Council bashing
The weather too cold and the lack of snow
NPWS median strip attracts rubbish, blocks vision, looks uncared for

Graffiti and vandalism

Lack of State/Federal Government assistance to local government

Council efficiency

Over-regulation

Lack of transparency of Council

Septic services – fees and charges

Escalation of Council rates

Alcohol issues/alcohol related violence

P platers driving habits/hoons

Main street proposal not a priority

Poor street lighting in Emmaville

Cost shifting from State Government

Lack of accessibility e.g. footpaths and buildings

Lack of choice of high school

No air services

Falling behind Inverell

Lack of incentives for business growth

Lack of protection for heritage buildings

Community expectations that everything will be free

Cliques in the community – not welcoming to CALD communities

Lack of emergency/short term housing





What three improvements would you like to see in Glen Innes within the next ten years?

The third question is the most pertinent to the development of the Community Strategic Plan.

Most of the meetings resulted in the same or similar issues, with the main difference being between different age groups. The results of the 10 Year Visioning are summarised into proposed outcomes:

What would you like to see in the Glen Innes LGA in 10 Years Time?

a) Community Living

- Improved health services – rebuild the hospital, improve staffing levels, more specialists, become a training centre, and maintain local G.P. services;
- Need mental health services;
- Inclusive community – 100% safe and inclusive environment to live in; dynamic inclusive community that cares about people with disabilities and homeless people;
- Better care for older and disabled people and family support services;
- More facilities for young people – Sport and recreation; PCYC; activities; entertainment, etc;
- Affordable family entertainment;
- Drug, sexual awareness and alcohol education in schools from Year Five (5) upwards;
- Youth leadership opportunities and volunteering from all age groups;
- Indoor swimming pool / health / sports complex and hydrotherapy pool;
- Improved accessibility for people with disabilities / implement PAMP;
- Reconciliation process to continue on both sides;
- More visual representation of the Ngoorabul people;
- 24 hour police presence.

b) Environmental Stewardship

- Improved roads and drainage;
- Rip up the railway line for bicycle paths / walking paths and tracks;
- Improved public transport including access to Armidale airport;
- Reopen Glen Innes airport;
- Water supply;
- Eco friendly amenities in parks and open spaces;
- Beautification of towns and villages, CBD, roundabouts;
- Upgrade parks, more tree planting;
- Encourage population growth and maintain 'village atmosphere';
- Incentives to retire here;
- Open Crown Lands for housing at a reasonable price.

c) **Prospering Community**

- Support Glen Innes as a tourism destination;
- Thriving retail and main street;
- Implement / do not implement CBD Masterplan;
- Affordable shops;
- Light industrial and technology businesses;
- Creation of a dump point for Mobile Home Park;
- Greater employment opportunities, particularly for young people;
- Lots of Aboriginal people working;
- TAFE courses – more choice, security and availability;
- Re-open Glencoe Hotel;
- Viable healthy farms with a good return on investment;
- Support local and social enterprise;
- Food cooperative, organic local produce, farmers market;
- Secondary industries developed and supported;
- Improved Internet services and better mobile coverage; updated technology to encourage small / lifestyle businesses.

d) **Governance and Civic Leadership**

- Two tier government and different funding system / no State Government;
- Local Government to be recognised in the constitution;
- More open government driven by community issues;
- Build trust between Council and the community;
- Value for money for rates;
- Maintain Glen Innes Severn Local Government identity;
- Local Management Committees for villages.



1. Results from Glen Innes Interagency Planning Day – 29 June 2010

Twenty one organisations attended the Interagency Planning Day and the key themes identified were:

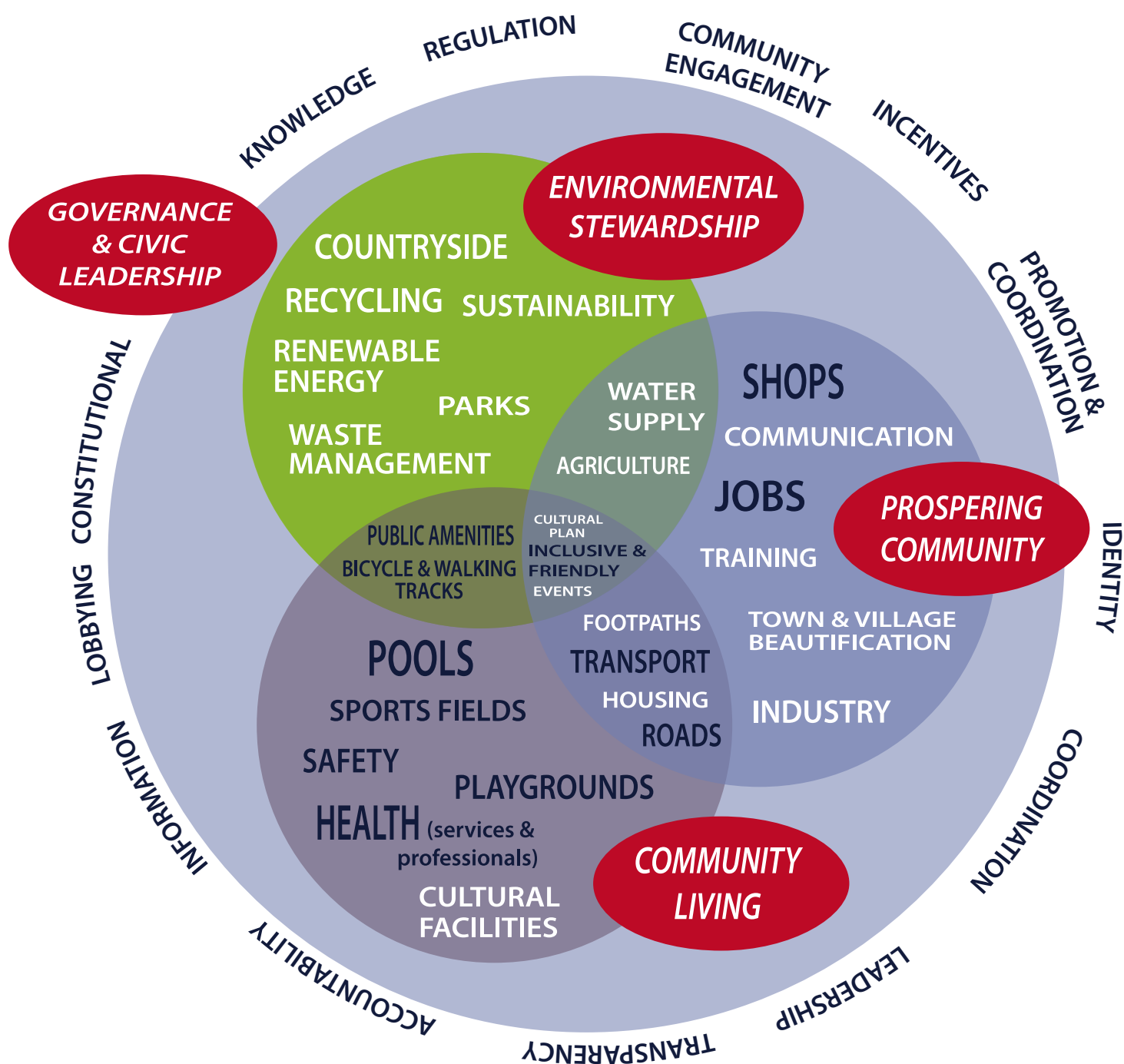
- I. Referral process / knowledge;
- II. Mental health – support at all levels;
- III. Accommodation – stock and support;
- IV. Transport – community;
- V. Parent knowledge / skills development and mentoring.



Conclusion

The results of the community engagement have been developed into a visual representation, and then developed further into the Glen Innes Severn Community Strategic Plan.

WHAT THE COMMUNITY THINKS





FEDERAL AND STATE GOVERNMENT CONTEXT

Council is actively engaged with Federal and State Governments in a number of areas and as such is aligned with its policy direction.

For example, Council's Aged and Disability Services provide extensive Federal and State Government funded programs, amounting to \$4million annually across the New England Region and covering 13 Local Government Areas.

The draft Community Strategic Plan further highlights where the focus needs to be into the future: regional economic development, roads infrastructure, transport, education and community services.

Federal Government

Council currently works in partnership with the Federal Government in the delivery of the third round of Regional Local Community Infrastructure Projects (RLCIP).

Roads to Recovery is another example of partnership with the Federal Government, and Aged and Disability Services and Out of School Hours Services are further examples.

Council is committed to continue to work in partnership with the Federal Government in line with their policy direction and Council's Community Strategic Plan.

Policy direction: Regional Development

Regional Development Australia – Council to enter into partnership in economic development projects such as the Central Business District and new / renewed swimming pool complex.

Policy Direction: Asset Management and Long term Planning for Roads and Related Infrastructure Nationally

Council will refine its Asset Management Plan over time and communicate outcomes and needs to the Federal Government in order to source additional funding for roads and related infrastructure.

Policy Direction: Education Revolution

Council is currently and will further expand the focus on the notion of "a learning community" through activities at the Library Learning Centre, the partnership with TAFE and University of New England and through Council's Youth worker and Children's Services working closely with local schools.

Policy Direction: Aged Care Services focus on Homecare, Healthy Ageing and Independence

Current and expanding partnerships between Council's Community Services and the Australian Government in providing service for the aging population regionally.



State Government Investing in a Better Future – NSW State Plan

Council currently works in partnership with the State Government and receives funding for the functions of weed control, street lighting and contributions towards roads infrastructure through the Roads Block Grant.

Council is also an active member of Regional Arts North West Board, the Regional Risk Group, New England Regional Waste Group, North West Weight of Loads Committee, Tourism New England North West and the NSW Police Accountability Community Team PACT.

Examples of other partnerships include Children's Services, Early Intervention, Aged and Disability Services, Youth Services and the New England Institute of TAFE.

- Council's Strategic Outcomes are in line with the State Plan priorities which are:
- **Economic Growth** – supporting jobs and attracting business development (*Prospering Community*). This is also a key action within Council's Strategic Community Plan with the current review of the Economic Development Strategy.
- **Transport** is safe, accessible and reliable (*Community Living*). Council will lobby State Government to assist with better access to public transport.
- **Health** system provides the highest possible care (*Governance and Leadership – lobbying role*) Council will continue to work with State agencies to enhance the public health and well being with a focus on a new hospital for Glen Innes and mental health.
- **Green State** – our energy is clean, our natural environment is protected and we tackle climate change (*Environmental Stewardship*). Council will have a greater focus on environmental issues as part of the Community Strategic Plan.
- Our cities and towns are great places to live in, offer a **high quality of life** and strong sense of community (*Community Living - Cultural Plan*). Council is committed to include the Cultural Plan Guiding Principles in all we do to ensure that Glen Innes Severn continues to be a place with strong community cohesion.
- **Disadvantaged Communities** are Strengthened (*Prospering Community, Community Living*) Council will continue to provide services and community development to the disadvantaged in the community through the 10 year Community Strategic Plan and 10 year Aged and Disability Strategy.
- **Police and justice system** keep people safe (*Community Living – Crime prevention plan*). Council will work with key stakeholders to develop a Community Safety – Crime Prevention Plan and assist with its implementation.

REPORTING BACK TO OUR COMMUNITY

The Community Strategic Plan has been developed through engagement with the community of the Glen Innes Severn area and as such it is the community's plan. The Plan is written in an accessible way so that it is easy to see what community outcomes have been set in response to the community engagement, and how those have been developed into strategies and actions.

Principal activities are set in the Council's four (4) year Delivery Program to deliver the strategies and show which parts of the Community Strategic Plan the Council intends to deliver over the next four (4) years with the resources identified in the Resourcing Strategy. Those principal activities are further developed into one (1) year actions in the annual Operational Plan.

Each level of the Plan contains measures so that the Council can report to the community the progress that it is making, with its partners, towards achieving the community's priorities in the Community Strategic Plan. Council's Annual Report will outline the achievements in implementing the Delivery Program and the effectiveness of each Principal Activity in achieving the community outcomes at which they are directed.

Council's six (6) monthly reviews will report progress in delivering the measures and targets in the Operational Plan and their contribution to progressing the Principal Activities in the Delivery Program.

It is anticipated that Council will engage with the residents of Glen Innes and the villages at least annually to communicate the progress of the Delivery Program and Operational Plans.

In August 2012, the year of the next local government election, the Council will report its achievements in implementing the Community Strategic Plan's social, environmental, economic, infrastructure and civic leadership objectives.





COMMUNITY STRATEGIC PLAN: ACTION PLAN

The Community Strategic Plan – Action Plan - clearly addresses the quadruple bottom line (Social, Environmental, Economic and Civic Leadership) through the four (4) Strategic Outcome areas: *Prospering Community, Community Living, Environmental Stewardship and Governance and Civic Leadership*

Key Results and Projects within the Community Strategic Plan

The key issues that the community raised during the community engagement sessions were economic development, water security, roads improvement, environmental sustainability, swimming pool renewal and continuous learning.

Economic development by encouraging more businesses and industry to the area, encouraging increased participation in the workforce and building on what we have got. It was also identified that the implementation of the Central Business District (CBD) Master Plan would be a key step in enhancing our township and therefore its capability to attract more business.

In response, Council will review and develop an updated Economic Development Plan, proactively encourage new business, employment and industry development and implement the CBD Master Plan.

Water Security by looking at water conservation, total water management, storage, storm water and waste water.

In response, Council will seek to secure a long term water supply for Glen Innes, finalise the water supply upgrades at Deepwater, review storm water drainage and look at total water and waste reticulation management.

Environmental Sustainability by continuing to maintain and look after our parks and open spaces, foster alternative energy sources and encourage recycling and zero (0) waste to land fill.


In response Council will maintain its parks to set standards and conduct regular upgrades of parks infrastructure in a planned fashion.

Roads Infrastructure Improvement through refined asset Management Plans and planned programs for each financial year with the aim to secure funding from Federal Government to address some of the back log.

In response, Council will implement the 10 year asset management plan for capital works and proactively seek external funding.

Recreation / Swimming Pool by investigating options that will meet with community concerns and budget constraints.

In response, Council will research and develop a business case for the upgrade or renewal of the Glen Innes Swimming Pool.



Continuous learning by having accessible educational institutions and fostering a heritage and culturally rich community.

In response, Council's Library Learning Centre, TAFE, UNE and schools in the area work in partnership with Council and the community to foster a learning community.

Governance and Civic Leadership – Health (hospital and mental health) and public transport, transparent government, building of trust and communication.

In response, Councillors will lobby other tiers of government for a new hospital and increased mental health services and public transport, and continue to conduct transparent meetings and communication through the local media.

Organisational Priorities

Co-location of Council's administration staff and services – a major capital project.

Administration, Finance, Risk Management, Development and Planning, and Regulatory Services – continuous improvement philosophy.

Being an Employer of Choice – attracting and retaining staff.

In addition, the Community Strategic Plan – Action Plan involves the community directly by illustrating ways that the community can participate in meeting the four (4) outcomes areas. For example, in the Prospering Community section the community is invited to participate in achieving our desired outcomes by:

- Having a positive attitude towards change;
- Contributing to proposals for CBD beautification;
- Supporting local agricultural industries;
- Encouraging young people and Aboriginal people to apply for jobs;
- If you run a business, thinking about how you could employ more young people and Aboriginal people;
- Welcoming new migrants to the area;
- Taking up learning opportunities and encouraging others to do so.

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.

Outcome	Objective	Strategy	Year	GISC role	Other groups
PC 1 We are an inviting community for new developments in Glen Innes LGA	To build on and expand businesses/ industry across the LGA and specifically in the Glen Innes CBD.	Implementation of the CBD Master Plan Review and implementation of the Economic Development Strategy;	1-5 2-10	Provider Facilitator Advocate	Developers; Industry and Investment NSW; Regional Development Australia
PC2 Our built environment creates an inviting, safe and inclusive atmosphere	Beautification Emmaville and Deepwater main Streets; To have a network of accessible footpaths.	Plan for and construction of foot paths; Development of beautification Programs for Deepwater and Emmaville; develop and implement Pedestrian Access and Mobility Plan	1-5 3-10 1-5	Provider Facilitator	Local community groups; Access & Safety Committee RTA
PC 3 Glen Innes Severn is a well recognised tourism destination throughout Australia and overseas.	The numbers of visitors to the area and tourism spending increases each year.	Implement Council's Tourism Development and Marketing Plan. Review and implement Australian Celtic Festival Strategic Plan 2010-20	1-5 1-10	Facilitator Provider	Tourism NSW; Regional Development Australia; Local tourism businesses; TAFE; New England North West Regional Tourism: Community Volunteers

Outcome	Objective	Strategy	Year	GISC role	Other groups
PC 4 We value and support our agricultural industries and advocate for them as Civic Leaders	Encourage higher returns from agriculture.	Advocate for local agricultural industries and research.	1-10	Advocate	Federal MP; State MP; Farming Groups; Local Farmers; Department for Regional Australia; Glen Innes Combined Selling Agents
		Implement the provisions of the new LEP particularly holdings sizes for prime agricultural land.	1-5	Facilitator Provider	
		Review and implement the Regional Saleyards Strategic Plan.	1-5		
PC 5 We have a diverse economy.	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Implement the Economic Development Strategy; Implement the Aboriginal Employment Strategy; Consider the use of the Glen Innes airport for air services related industry.	1-10	Provider Facilitator Advocate	RDA; NSW Industry and Investment; Local Businesses
PC 6 The LGA has excellent broadband and mobile coverage.	Technology and lifestyle businesses are attracted to set up in the LGA.	Implementation of the Economic Development Strategy;	1-5	Advocate Facilitator	RDA NSW Industry and Investment



Outcome	Objective	Strategy	Year	GISC role	Other groups
PC 7 We have excellent choices for further education and easy access to higher education	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Implementation of the Economic Development Strategy. Implementation of the Library Learning Centre Marketing Plan Advocating for partnerships between Council, local businesses and training organisations to provide localised training opportunities.	1-10 1-10	Advocate	NSW TAFE UNE NSW Industry and Investment; Local Businesses
PC8 Our roads and drainage meet our needs	Roads and drainage assets are fit for purpose and meet community service level aspirations.	Continue the road management review of our existing road network and plan for the future; Develop an asset management program for roads and drainage that sets out maintenance and renewal program to maximise the use of available funding.	1-10	Provider	Federal Govt. State Govt.
PC9 We have integrated water cycle management , particularly water supply, that meets our needs and aspirations for growth.	To have a reliable water supply, and sewage treatment, that is sufficient for our population growth aspirations.	Review and implement Council's integrated water cycle management strategy.	1-10	Provider	Community Groups



Outcome	Objective	Strategy	Year	GISC role	Other groups
PC 10 We have land available for housing at reasonable prices.	To have sufficient land for housing available to ensure prices are reasonable and developments include affordable housing.	The LEP contains sufficient land for housing to meet the population growth aspirations; Crown Lands are opened up for housing (Emmaville specifically).	1-10	Provider Facilitator Advocate	NSW Department of Planning Lands Department

Measures to Monitor our Progress towards a Prospering Community

Glen Innes Main Street has no empty retail shops in the main street and an increase of 15% commercial floor space in the LGA by 2021.

The implementation of the CBD Masterplan is completed and well accepted by the community by 2021.

Emmaville and Deepwater main streets are beautified and well accepted by the community by 2015.

Tourist numbers and spend increase each year from 2010 figures to 20% increase in numbers and 50% increase in spend by 2021.

Our four (4) yearly community survey shows increasing satisfaction that roads and drainage are fit for purpose.

Reduce the gap of unemployed Indigenous people (compared to the rest of the population) by two (2) percent in each ABS age group by 2021.

Young people aged 15 to 24 stay in Glen Innes LGA at the same % rate as NSW by 2021.

Grow the proportion of innovative businesses by 25% by 2021 (State Plan pg. 19).

The population of the LGA grows to a minimum of 10,000 by 2021.

Meet reliability performance standards for water continuity and quality (State Plan pg37).

Twenty (20) percent increase in the number of people achieving Further and Higher Education qualifications by 2021.

Improve the quality (smoothness) of sealed urban and rural local roads by 50% so by 2021.

Our water supply improves in quality, quantity and reliability to meet the needs of a growing population reaching 10,000 by 2021.

Land is available at reasonable prices to meet our growth aspirations and all developments include five (5) percent affordable housing.

What the community can do to help Glen Innes be a Prospering Community

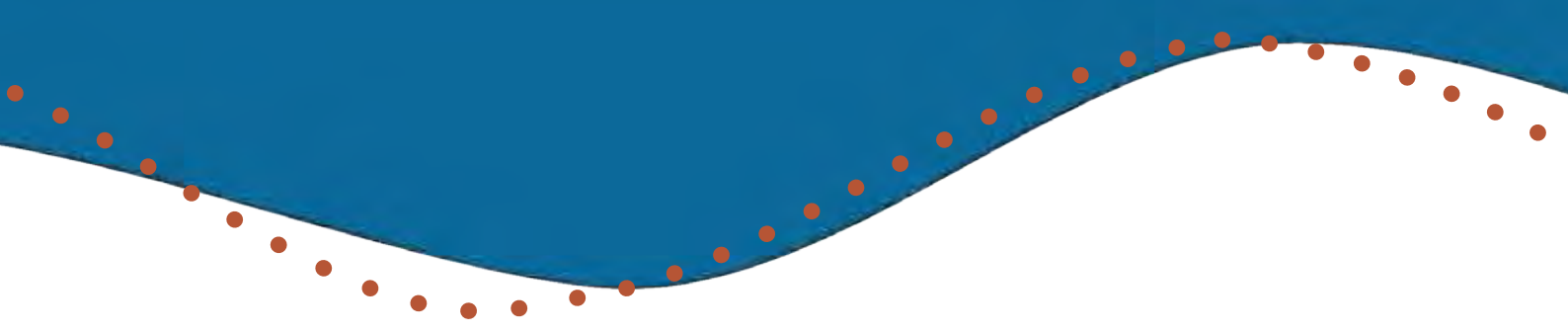
- Have a positive attitude towards change;
- Contribute to proposals for beautification;
- Be welcoming to visitors;
- Support our local agricultural industries;
- Encourage young people and Indigenous people to apply for local jobs;
- If you run a business think about how you could employ more young people and Indigenous people;
- Welcome new migrants to the area;
- Take up learning opportunities and encourage others to do so too;
- Inform the Council if you see a serious problem with roads or drainage;
- Manage your use of water in accordance with the integrated water cycle management strategy;
- Report trip hazards to the Council;
- Become an active volunteer supporting community activities and events.



COMMUNITY LIVING (CL)

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

Outcome	Objective	Strategy	Year	GISC role	Other groups
<p>CL 1</p> <p>We provide our community with opportunities for healthy living</p>	<p>Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use</p>	<p>All Glen Innes parklands are linked and provide for BBQ areas and eco friendly amenities; plan for improvement to Glen Innes pool to become a health/sports complex by seeking funding partners, playgrounds upgraded and at least one fenced.</p>	1-5	Provider	<p>State Govt. Sports Council Garden groups Federal Govt./ RDA NSW Health and NSW Communities</p>
<p>CL 2</p> <p>We have excellent health services in the Glen Innes Severn area.</p>	<p>To have improved clinical services, with a new hospital, that is a training centre, and has a diversity of specialists, including mental health facilities, and we have good G.P. services available throughout the LGA.</p>	<p>Advocate for Hunter New England Health to develop a Clinical Services Plan for Glen Innes LGA.</p> <p>Lobbying Federal and State Governments for improved health services.</p>	1-5	Advocate	<p>Department of Regional Australia Hunter New England Health; Federal MP State MP</p>



Outcome	Objective	Strategy	Year	GISC role	Other groups
<p>CL 3</p> <p>We are a safe and inclusive community that cares about people with disabilities and homeless people</p>	<p>To have a 100% safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.</p>	<p>Develop a Community Safety Plan; have a 24 hour police presence; encourage affordable housing through planning processes and encouraging community housing groups; continue to improve services to older people, people with disabilities, and families.</p> <p>Promote the employment of people with a disability.</p>	1-4	Provider Facilitator Advocate	<p>NSW Police</p> <p>Local community</p> <p>NSW Health</p> <p>NSW Housing</p> <p>Community Housing Groups</p>
<p>CL 4</p> <p>Our inclusive community shows that it cares about Aboriginal people and cultural diversity.</p>	<p>To continue the reconciliation process on both sides; to encourage skilled migrants from CALD communities to move to the area.</p>	<p>Take actions to have more visual representation of Aboriginal people and their culture; target skilled migrants from CALD communities to move to the area through actions in the Economic Development Strategy.</p>	1-10	Provider Facilitator Advocate	<p>Council</p> <p>Aboriginal Consultative Committee</p>
<p>CL 5</p> <p>We have good facilities and opportunities for young people.</p>	<p>To have sport and recreation facilities, youth leadership and opportunities for youth volunteering.</p>	<p>Review existing sport and recreation facilities and opportunities and consider further developments; implement the Glen Innes Cultural Plan including Youth Mentoring Program.</p>	1-10	Provider Facilitator Advocate	<p>Youth Council</p> <p>NSW Police</p> <p>Schools</p> <p>NSW TAFE</p> <p>Sports Clubs</p> <p>Community Groups</p>



Outcome	Objective	Strategy	Year	GISC role	Other groups
CL 6 The Glen Innes Severn area is recognised by the local community for its quality of life and well-being	To have a good quality of life and well-being	Attract external funding to foster community services expansion; foster a healthy, vibrant and learning community;	1-10	Provider Facilitator Advocate	Department of Regional Australia; Communities NSW; Rural Fire Service; SES; VRA; NSW Fire Brigade; NSW Food Authority; Human Services NSW; Federal Department of Health and Ageing
		Review and implement the Library Learning Centre Marketing Plan and associated strategies.	1-10		
		Implement Council's Aged and Disability Services Strategy and Community Services Strategy	1-10		
		Continue to provide and expand Family and Children's Services.	1-10		
		Provide a range of regulatory services and partnerships to ensure the community lives and works in a safe and healthy environment.	1-10		
CL 7 We value our natural environment and a healthy community by encouraging alternative modes of transport.	Cycle ways and walking tracks/trails provide links between areas of high use and recreational areas	Development and implementation of the Bike Plan;	1-4	Provider	Glenrac Federal & State Govts.
		Construction of bike paths	1-4		
		Walking tracks/trails in villages	1-4		
		Supporting the National Bike Paths Program and NSW Bike Plan.	1-10		

Outcome	Objective	Strategy	Year	GISC role	Other groups
CL 8 We have a vibrant arts, events and cultural community.	Increase participation in the arts and cultural activities,	Support locally initiated arts and community partnerships Protect our Built Heritage and value our natural environment. Ensure Council's Cultural Plan is in the centre of all we do.	1-10	Provider Advocate	Federal & State Govts Community organisations
CL 9 We have regular, reliable, accessible public transport.	To have a public transport service that meets our needs and reduces trips by car.	To lobby for improved public transport services.	1-10	Advocate	Industry and Investment NSW; Department of Regional Australia





Measures to monitor our progress towards being a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

Every four (4) year community surveys show high and continuing community appreciation of parklands and amenities and increasing levels of quality of life and well-being.

There are 10% overall improvement of conditions of public footpaths annually.

There are measurable improvements in the availability of health services in the LGA.

There is a 10% reduction in crime across the LGA by 2021.

Public transport is increased by 20% by 2021.

People of all ages in our community volunteer with an increase of 10% in people volunteering by 2016.

We have a business plan for a new indoor pool facility, with health and sports opportunities by 2015.

Close the gap in the local unemployment rate between people with a disability and the overall community by 50% by 2016 (State Plan pg 44).

Reduce fatalities on local roads to 0.5 per 10,000 population by 2021 (State Plan pg 11).

A 7% reduction in the overall level of homelessness by 2013 (State Plan pg 45).

A 25% reduction in the number of people sleeping rough by 2013 (State plan pg 45).

A 33% reduction in the number of Aboriginal people that are homeless by 2013 (State Plan pg 45).

What the community can do to help Glen Innes to be a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

- Take up opportunities for healthy living;
- Take up volunteering opportunities;
- Welcome migrants from CALD communities;
- Learn more about Aboriginal and Torres Strait Islander communities and culture;
- Help young people to take up leadership and volunteering opportunities;
- Use Council sporting and cultural facilities and amenities;
- Use alternative modes of transport and public transport to reduce the number of car journeys.

ENVIRONMENTAL STEWARDSHIP (ES)

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

Outcome	Objective	Strategy	Year	GISC role	Other groups
ES 1 We have a green and sustainable environment with zero waste to landfill.	Waste minimisation and avoidance is promoted and recycling is readily available	Continue to participate in programs with the Northern Inland Regional Waste Group	1-10	Provider Advocate	Glenrac Glen Industries NIRWG Schools
		Develop and implement a Waste Minimisation Strategy for the whole LGA.	1-3		
ES 2 We support alternative and renewable energy sources	To encourage alternative energy suppliers, particularly wind farms, to consider developing in Glen Innes and include this in the Economic Development Strategy.	Implement the Economic Development Strategy.	1-10	Advocate Facilitator	DECCW; Industry and Investment NSW; Federal Govt. RDA
		Support the NSW Energy Efficiency Skills Programs State Plan pg 27	1-5		
		Advocate for local businesses to access grant funding, such as the Climate Change Fund, to stimulate growth in the clean-energy industry State Plan pg 28	1-5		



Outcome	Objective	Strategy	Year	GISC role	Other groups
<p>ES 3</p> <p>We grow our population sustainably and maintain our community spirit.</p>	<p>To grow the population of the LGA to 10,000 by 2021 with an LEP that ensures the growth is sustainable, and community spirit is maintained.</p>	<p>The Economic Development Strategy includes strategies and actions to realise population growth, including incentives to retire to the LGA; the LEP is finalised and contains sustainability controls and maintains the community spirit; we engage our community in integrated planning incorporating land use, economic development infrastructure, social policy that reflect and retain the natural and built environment.</p>	<p>1-10</p>	<p>Provider Advocate Facilitator</p>	<p>RDA Industry and Investment NSW NSW Department of Planning</p>
<p>ES 4</p> <p>Our community cares for the environment.</p>	<p>To involve members of the community in caring for the natural environment.</p>	<p>Restore environmentally sensitive areas with volunteers;</p> <p>Prevent the spread of non-indigenous plants and animals;</p> <p>Develop a Service Level Agreement with Glenrac for delivery of community environmental projects.</p>	<p>1-10</p> <p>1-10</p> <p>1-10</p>	<p>Provider Facilitator</p>	<p>Volunteer Groups Environmental Groups Glenrac</p>



Outcome	Objective	Strategy	Year	GISC role	Other groups
ES 5 We consider long term environmental issues in planning our future.	To monitor emerging climate change trends that may shape our long term planning.	To take emerging climate change trends into consideration when undertaking long term planning	1-10	Provider Advocate	DECCW Department of Regional Australia; Catchment Management Authority
	To be a community leader in sustainability.	To implement recycling and energy efficiency strategies, that are cost effective, and reduce Council's environmental impact.	1-5		
	To have a stormwater management plan.	Review and implement stormwater management plan.	1-5		
	To have a floodplain management plan.	Develop a floodplain management plan.	1-5		

Measures to monitor our progress towards our community caring about the environment so we have a green and sustainable environment with a reliable water supply that supports our growth aspirations.

We have zero waste to landfill by 2021.

Achieve 20% renewable energy consumption by 2021 in light of Federal Government's expanded Renewable Energy Target (State Plan pg 37).

The population of the LGA grows to a minimum of 10,000 by 2021.

What the community can do towards caring about the environment so we have a green and sustainable environment with a reliable water supply that supports our growth aspirations.

Reduce waste going to landfill by reducing – reusing – recycling waste.

Prioritise Council services according to your needs.

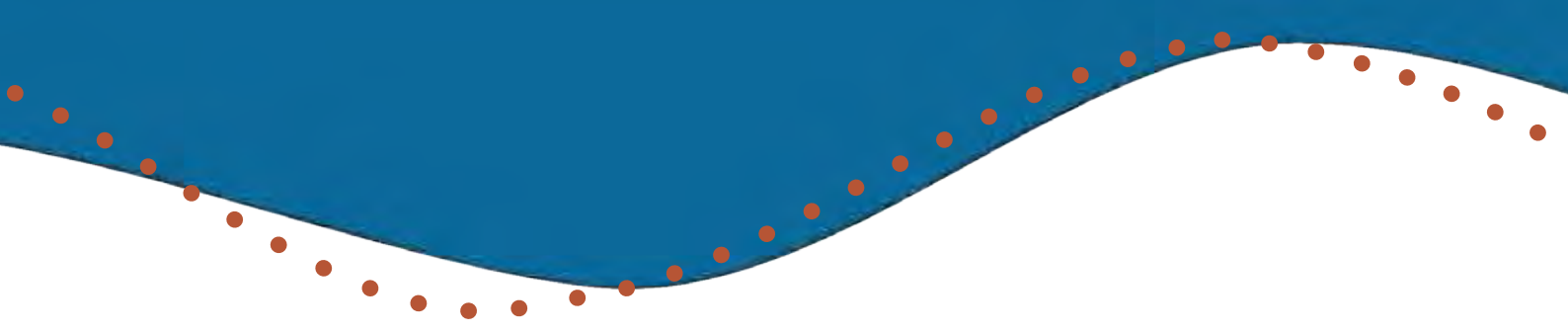
Volunteer to care for the natural environment and encourage others to do so too.

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.	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.	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	Council demonstrates good governance and strong leadership and promotes the value of our local autonomy.	1-10	Advocate Provider	State and Federal Gov.
	Constitutional Recognition	Promote the pending referendum to the community.	1-3		





Outcome	Objective	Strategy	Year	GISC role	Other groups
GCL 3 Glen Innes Severn Council is a well managed Council and an employer of choice	To be recognised as a well managed Council and an employer of choice	Continue to improve Financial Management and accountability.	1-10	Provider	
		To become and employer of choice by growing Council's capacity to deliver existing and future activities and functions.			
		Streamline procurement of goods and services (State Plan pg 23).	1-4		
		To have a continuous improvement philosophy for the delivery of all Council services.	1-10		
		To manage community infrastructure effectively.	1-10		
GCL 5 Glen Innes Severn Council is an integrated organisation.	To have a ' one- Council ' culture.	Continue to build a 'one-Council' culture, and consider co- location to improve organisational efficiency and service delivery to our community.	1-10	Provider	



Outcome	Objective	Strategy	Year	GISC role	Other groups
GCL 6 Glen Innes Severn Councillors are community leaders	To provide community leadership by being aware of and appropriately responding to broader community issues of a more political nature.	Councillors to act as community leaders on appropriate matters, advocating for the local community.			
GCL 7 Council recruits partners and monitors their commitment to delivering the Community Strategic Plan.	To have effective networks between Council and State and Federal Government bodies	Work closely with state agencies, community groups and residents to harness local knowledge and develop local solutions	1-10	Advocate Facilitator	State and Federal Agencies





Measures to monitor our progress towards increasing trust between the Council and the community; the Glen Innes Severn area has a unique identity and the Council successfully advocates for its needs.

Our four (4) yearly customer survey shows that the community trusts its Council more with an increase of 10% by 2021.

Local government is recognised in the Constitution in 2013.

Glen Innes Severn Council successfully advocates for community needs and achieves all of the outcomes it advocates for in the Community Strategic Plan by 2021.

Glen Innes Severn Councillors are recognised for their success in advocating for the local community.

What the community can do towards having trust between the Council and the community; the Glen Innes Severn area has a unique identity and the Council successfully advocates for its needs.

Take a positive attitude towards the Council and answer the customer survey honestly.

Get involved in local management committees and community meetings with the Council.

Tell your friends what a great place this is to live in.

Represent the needs of others as well as your own needs to the Council.

Consult with Councillors on appropriate advocacy issues for the greater good.



DELIVERY PROGRAM 2011-2015 AND TARGETS FOR OPERATIONAL PLAN 2011-2012

The Delivery Program sets out the actions and associated performance measures for the first four (4) years of the Community Strategic Plan. It is directly linked to the outcomes areas of the Community Strategic Plan through the objectives and strategies. Further it is an integral part of the document with the responsibility of Councillors to report at the end of the four (4) year period on the achievements against the measurements both within the Delivery Program and the Community Strategic Plan.

PROSPERING COMMUNITY

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC1.1	To build on and expand businesses/ industry across the LGA and specifically in the Glen Innes CBD.	Implementation of the CBD Master Plan	Develop and implement Development Control Plans for the Glen Innes CBD precinct. Implement stage 1 of the CBD Masterplan	DDRSS DIS	Local Business; Community; Developers	25% completion of CBD Masterplan works. Community satisfaction with the CBD improvements expressed through the Community Survey. Retail shops in the main street fully occupied.	Annual target for completion of works from stage 1 of the CBD Masterplan. Increase in number of fully occupied retail shops in the main street. Adopt Development Control Plan for development within the CBD precinct

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC1.2	To build on and expand businesses/industry across the LGA and specifically in the Glen Innes CBD.	Implementation of the new Economic Development Strategy.	Actions set out in the new Economic Development Strategy 2012/15.	DDRSS DIS	RDA; Local Business; Community; Developers	Achieve measures set out in new Economic Development Strategy 2012/15.	New Economic Development Strategy developed (including baselines) by February 2012, including commitment from Industry and Investment NSW and RDA as partners.
PC2.1	Beautification Emmaville and Deepwater main Streets.	Development of beautification programs for Deepwater and Emmaville.	Implementation of beautification programs for Deepwater and Emmaville.	DIS/ DDRSS	Local community groups; Access & Safety Committee; RTA	Completion of beautification Programs for Deepwater and Emmaville. Community satisfaction with the Emmaville and Deepwater improvements expressed through the Community Survey.	Annual Targets for completion of works as set in beautification programs.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 2.2	To have a network of accessible footpaths	Development and implementation of the PAMP	PAMP to be developed with actions for 4 years 2011 – 2015 and synchronised with implementation of CBD Masterplan and other programs.	DIS	Local community groups; Access & Safety Committee; RTA	Complete actions detailed for each year of the PAMP synchronised with works to implement the CBD Masterplan; Zero trip and fall incidents in the CBD by 2015	Annual targets for completion of works as set out in the PAMP.
PC 3.1	The numbers of visitors to the area and tourism spending increases each year.	Implement Council's Tourism Development and Marketing Plan. Review and implement Australian Celtic Festival Strategic Plan 2010-20	Deliver identified strategies from the Plans.	DDRSS	Tourism NSW; Regional Development Australia; Local tourism businesses; TAFE; New England North West Tourism; Community Volunteers.	Implement strategies as identified in the Tourism Development & Marketing Plan as identified for the period 2011-2015 15% increase in tourist/ visitor spending by 2015. 5% increase in tourist numbers p.a.	5% increase in tourist numbers; 4% increase in tourism spend.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 4.1	Encourage higher returns from agriculture.	Advocate for local agricultural industries and research. Implement the provisions of the new LEP particularly holdings sizes for prime agricultural land. Review and implement the Regional Saleyards Strategic Plan.	Advocate for local agricultural industries and research. Implement the Glen Innes Severn Local Environmental Plan. Implement the Regional Saleyards Strategy.	DDRSS	Federal MP; State MP; Farming Groups; Local Farmers; Regional Development Australia	Relationship developed with NSW Farmers' Association. Progress made in achievement of LEP objectives.	Invite representative From NSW Farmers' Association to speak at one Public Forum at a Council meeting p.a. Meet annually with rural communities. Monitoring process in place and baselines set concerning LEP objectives.
PC 5.1	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Implement the Economic Development Strategy.	Actions set out in the Economic Development Strategy for 2012/15	DDRSS	RDA; NSW Industry and Investment; Local Businesses	Increase in the proportion of young people aged 15-24 staying in Glen Innes. 1,000 increase in population.	Set baselines from which to measure increase in the proportion of young people aged 15-24 staying in Glen Innes.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 5.2	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Implement the Aboriginal Employment Strategy	Continue to implement the Aboriginal Employment Strategy;	DDRSS DIS DCCS GM	RDA; NSW Industry and Investment; Local Businesses	Reduce the gap by 0.5% between unemployed indigenous people compared to the rest of the population in each ABS age group.	Set baselines from which to measure the reduction in the gap between unemployed indigenous people compared to the rest of the population in each ABS age group.
PC 5.3	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Consider the use of the Glen Innes Airport for air services related industry.	Develop a Glen Innes Airport Strategic Plan.	DDRSS	RDA; NSW Industry and Investment; Local Businesses	Targets set in Strategic Plan achieved.	Development of a Glen Innes Airport Strategic Plan.
PC 6.1	Technology and lifestyle businesses are attracted to set up in the LGA.	Implementation of the Economic Development Strategy	Actions set out in the Economic Development Strategy for 2011/15	DDRSS	RDA NSW Industry and Investment	15% increase in the number of lifestyle and technology businesses	2% increase in the number of lifestyle and technology businesses

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 7.1	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Advocacy to maintain and increase TAFE courses available in Glen Innes. Development of the Economic Development Strategy to include supply side actions.	Actions set out in the Economic Development Strategy for 2012/15	DDRSS	NSW TAFE UNE Tourism NSW Local Businesses	On site TAFE courses available in Glen Innes. 7% increase in the number of people obtaining FE and HE qualifications.	Develop partnership with TAFE NSW to commit to increase the number of TAFE courses available in Glen Innes.
PC 7.2	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Implementation of the Library Learning Centre Marketing Plan	Actions set out in the Library Learning Centre Marketing Plan for 2011/15	DCCS	NSW TAFE UNE Tourism NSW Local Businesses	Targets in the Library Learning Centre Marketing Plan for 2011/15 achieved.	Targets in the Library Learning Centre Marketing Plan for 2011/12 achieved.
PC 7.3	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Advocating for partnerships between Council, local businesses and training organisations to provide localised training opportunities.	Development of partnerships to provide localised training opportunities	DDRSS	NSW TAFE UNE Tourism NSW Local Businesses	Increased localised training opportunities.	Partnerships established

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 8.1	Road infrastructure assets are fit for purpose and meet community service level aspirations.	Continue the road management review of our existing road network and plan for the future.	Develop and implement an asset management program for roads infrastructure that sets out maintenance and renewal program to maximise the use of available funding.	DIS	Federal Govt. State Govt	Increasing community satisfaction with the condition of road infrastructure expressed through the community survey. Smoothness of roads improved by 20% by 2015.	2011/12 maintenance and renewal program completed on time and in budget.
PC 9.1	To have a reliable water supply that is sufficient for our population growth aspirations.	Water supply program of maintenance and renewal	Develop and implement an asset management program for water supply maintenance and renewal to maximise the use of available funding.	DIS	Community Groups	Increasing community satisfaction with the reliability of the water supply and sewage treatment.	2011/12 maintenance and renewal program completed on time and in budget. Annual reports to DLG.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
PC 10.1	To have sufficient land for housing available to ensure prices are reasonable and developments include affordable housing.	The LEP contains sufficient land for housing to meet the population growth aspirations; Crown Lands are opened up for housing.	The LEP contains sufficient land for housing to meet the population growth aspirations; Negotiations held with Lands Department so Crown Lands are opened up for housing – specifically in Emmaville.	DDRSS	NSW Department of Planning Lands Department	Land is available at reasonable prices to meet our growth aspirations and all developments include 5% affordable housing.	Negotiations with Lands Department underway.

Capital Projects for 2011/12

- PC 1.1 Glen Innes CBD Masterplan.
- PC2.1 Deepwater Beautification Program.
- PC2.1 Emmaville Beautification Program.
- PC2.2 Implementation of PAMP.
- PC 8.1 Roads Infrastructure Renewal and Maintenance Program.
- PC 9.1 Water supply and Sewage Treatment Renewal and Maintenance Program.



COMMUNITY LIVING

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL1.1	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	All Glen Innes parklands are linked and provide for BBQ areas and eco friendly amenities.	Review and implement the Recreational and Open Spaces Management Plan 2009-19. Develop a Concept Plan for Wilson Park.	DIS	State Govt. Garden groups Federal Govt./RDA and NSW Communities	Embellishment standards for regional classified open space are met. Every four year community surveys show high and continuing community appreciation of parklands and amenities and increasing levels of quality of life and well-being.	Achieve annual targets in the Recreational and Open Spaces Management Plan 2009-19.



Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL1.2	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	Plan for improvement to Glen Innes pool and a health/sports complex by seeking funding partners.	Develop a business case for improvements to the Glen Innes pool and a health/sport complex and seek funding partners through e.g. Public Private Partnerships and other types of funding mechanisms.	DIS	State Govt. Sports Council/Federal Govt./RDA NSW Health and NSW Communities	Business plan in place for an upgraded pool facility, and health and sports opportunities by 2015. Funding partners committed to improvements to the Glen Innes pool and a health/sport complex and planning underway.	Communication strategy developed for approaching potential funding partners. Conduct a minimum of 30 days Learn to Swim classes at Glen Innes and Emmaville. Conduct 2 aquarobic sessions per week during the swimming season.
CL1.3	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	Playgrounds upgraded and at least one fenced.	Playground upgrade program developed as part of the Asset Management Plan and implementation commenced.	DDRSS DIS	Garden groups Federal Govt./RDA NSW Health and NSW Communities	First four years of Playground Asset Management Plan implemented with at least one playground fenced.	Playground facilities at the Australian Standing Stones fenced.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL2.1	To have a new hospital that is a training centre, and has a diversity of specialists, including mental health facilities, and we have good G.P. services available throughout the LGA.	Lobbying Federal and State Governments for improved health services.	Participate in the initial consultation and planning stages for the new hospital and give active support for delivery of the new hospital.	GM and Mayor	Department of Regional Australia NSW Health Federal MP State MP	Development of the new hospital on the NSW capital list by 2015; There are measurable improvements in the availability of health services in the LGA.	Financial commitment by the Federal and State Governments made, and planning at an advanced stage.
CL3.1	To have a 100% safe and inclusive environment. with good services for homeless people, older people, people with disabilities, and families.	Develop a Community Safety Plan, including advocating for a 24 hour police presence.	Establish a Community Safety Committee to develop and implement a Community Safety Plan and Crime Prevention Strategy which includes the proposal for a 24 hour police presence in Glen Innes. Implement Safety by Design principles.	DCCS	NSW Police; Community Safety Precinct Committee; Local community; NSW Health; NSW Housing; Community Housing Groups	Majority of measures in Crime Prevention Strategy achieved, and a new Strategy being developed for adoption in 2016. 5% reduction in crimes targeted in the Strategy.	Crime Prevention Strategy developed.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL3.2	To have a 100% safe and inclusive environment with good services for homeless people, older people, people with disabilities, and families.	Encourage affordable housing through planning processes and encouraging community housing groups;	Develop community housing partnerships to pursue affordable housing. Facilitate and coordinate agencies providing assistance and support services for homeless people.	DCCS	NSW Police Local community NSW Health NSW Housing Community Housing Groups	Community housing partnerships in place to pursue affordable housing through planning processes. A 7% reduction in the overall level of homelessness by 2013. A 25% reduction in the number of people sleeping rough by 2013. A 33% reduction in the number of Aboriginal people who are homeless by 2013.	Undertake research into other Councils' successful policy implementation to encourage affordable housing. Baselines for homelessness and affordable housing established.
CL3.3	To have a 100% safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Continue to improve services to older people, people with disabilities, and families.	Continue to implement the Community Services Plan to improve services to older people, people with disabilities and families.	DCCS	Local community; NSW Health; Human Services NSW	Four year measures in the Community Services Plan achieved.	One year measures in Community Services Plan achieved.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL3.4	To have a 100% safe and inclusive environment with good services for homeless people, older people, people with disabilities, and families.	Promote the employment of people with a disability.	Implement actions from the Economic Development Strategy promoting the employment of people with a disability; continue to implement the Aged and Disability Strategic Plan 2008-18.	DRSS DCCS	NSW Police; Local community; NSW Health; NSW Housing; Community Housing Groups; Glen Industries	Close the gap in the local unemployment rate between people with a disability and the overall community by 40% by 2015.	Close the gap in the local unemployment rate between people with a disability and the overall community by 8% by 2012/13.
CL4.1	To continue the reconciliation process on both sides; to encourage skilled migrants from CALD communities to move to the area.	Take actions to have more visual representation of Aboriginal people and their culture.	Implement the Aboriginal Employment Strategy and work with the Aboriginal Consultative Committee to develop a public art and signage policy to increase the visual representation of Aboriginal people and their culture.	DCCS DIS DRSS GM	Council Aboriginal Consultative Committee	Reduce the gap by 0.5% between unemployed indigenous people compared to the rest of the population in each ABS age group.	Set baselines from which to measure the reduction in the gap between unemployed indigenous people compared to the rest of the population in each ABS age group.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL4.2	To continue the reconciliation process on both sides; to encourage skilled migrants from CALD communities to move to the area.	Conduct targeted campaign to attract skilled migrants from CALD communities to move to the area through actions in the Economic Development Strategy.	Review and implement Community Cultural Relations Strategy in the development of the Economic Development Strategy.	DDRSS DCCS	Council Aboriginal Consultative Committee	Performance measures in Economic Development Strategy achieved.	Targeted campaign developed for Country Expo 2011.
CL5.1	To have sport and recreation facilities, youth leadership and opportunities for youth volunteering.	Review existing sport and recreation facilities and opportunities and consider further developments.	Review and implement the Recreational and Open Spaces Management Plan 2009-19 including consideration of the needs for sport and recreation facilities.	DIS	Council NSW Police; Schools; NSW TAFE; Sports Clubs; Community Groups; Sports Council	4 year outputs from Plan achieved.	Investigation of funding for expansion of skate park completed.
CL5.2	To have sport and recreation facilities, youth leadership and opportunities for youth volunteering.	Implement the Glen Innes Cultural Plan including Youth Mentoring Program.	Develop and implement Youth Mentoring Program.	DCCS	Council NSW Police; Schools; NSW TAFE; Sports Clubs; Community Groups; Youth Council	Achieve the 4 year measures in the Youth Mentoring Program. People of all ages in our community volunteer with an increase of 10% in people volunteering by 2016.	Achieve resources and partners for Youth Mentoring Program. Achieve resources and partners for Youth Mentoring Program.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL6.1	To have a good quality of life and well-being	Attract external funding to foster community services expansion.	Explore funding opportunities including increased income, sponsorship, and Private Public Partnerships.	DCCS	Department of Regional Australia; Communities NSW	Attract available funds to expand community services to meet community needs. Every four year survey shows high and continuing community appreciation of parklands and amenities and increasing levels of quality of life and well-being.	Research to consider external funding possibilities and development of communication campaigns for priority projects.
CL6.2	To have a good quality of life and well-being	Foster a healthy, vibrant and learning community;	Coordinate an information, leisure and learning program to develop a learning organisation.	DCCS	Department of Regional Australia; Communities NSW	Meet 4 year learning organisation targets in the Library Learning Centre Marketing Plan.	Library Team delivers a program of Learning Events and achieves targets for attendance and follow up.
CL6.3	To have a good quality of life and well-being	Review and implement the Library Learning Centre Marketing Plan and associated strategies.	Review, update and implement the Library Learning Centre Marketing Plan and associated strategies.	DCCS	Department of Regional Australia; Communities NSW	Meet 4 year targets in the Library Learning Centre Marketing Plan	Develop a program to attract travelling displays from other NSW libraries and delivery of 2011/12 actions.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL6.4	To have a good quality of life and well-being	Implement Council's Aged and Disability Services Strategy and Community Services Strategy	Review and implement actions in Council's Aged and Disability Services Strategy and Community Services Strategy	DCCS	Department of Regional Australia; Communities NSW	4 Year measures in Council's Aged and Disability Services Strategy and Community Services Strategy achieved.	2011/12 measures in Council's Aged and Disability Services Strategy and Community Services Strategy achieved.
CL6.5	To have a good quality of life and well-being	Continue to provide and expand Family and Children's Services.	Provide and expand Family and Children's Services to achieve objectives.	DCCS	Department of Regional Australia; Communities NSW; NSW Human Services	4 Year measures in Council's Family and Children's Services Plans achieved.	2011/12 measures in Council's Family and Children's Services Plans achieved.
CL6.6	To have a good quality of life and well-being	Provide a range of regulatory services and partnerships to ensure the community lives and works in a safe and healthy environment.	Continue Food Regulation Partnership. Provider Ranger Services. Provide a buildings accreditation service. Participation in Weight of Loads Group. Regulation of trade waste.	DDRSS DIS	NSW Food Authority; NSW Police; Building Professionals Board.	Improvement of food health standards in local businesses. Achieve targets in Council's On Site Sewage Management Strategy. Weight of Loads Group achieves inspection targets. 100% compliance with trade waste regulations.	Achieve 100% inspection of food premises.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL6.7	To have a good quality of life and well-being	Contribute to the provision of emergency services.	Contribute to development of Rural Fire Service Control Centre in Glen Innes LGA. Contribute to RFS. Contribute to the SES. Support VRA.	DIS		Achieve outcomes that are the responsibility of Council in the RFS Service Level Agreement.	Achieve outcomes that are the responsibility of Council in the RFS Service Level Agreement.
CL7.1	Cycle ways and walking tracks/trails provide links between areas of high use and recreational areas	Development and implementation of the Bike Plan. Construction of shared paths. Investigating walking/cycling tracks/trails on old rail lines. Supporting the National Bike Paths Program and NSW Bike Plan.	Development and consultation on Bike Plan. Adoption of Bike Plan by Council including making annual resources available for implementation of shared paths and investigation of walking/cycling tracks/trails on old rail lines. Implementation and promotion of the Bike Plan.	DIS	Federal & State Govts.	3 Year measures in the Bike Plan achieved. There is 10% overall improvement of conditions of public footpaths annually.	Development and adoption of Bike Plan by Council including making annual resources available for implementation of bike paths and investigation of walking/cycleways tracks/trails. There is 10% overall improvement of conditions of public footpaths annually

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
CL8.1	Increase participation in the arts and cultural activities.	Support locally initiated arts and community partnerships.	Seek funding from Arts NSW for local arts initiatives.	DCCS	Federal & State Govts Community organisations	Achieve the arts measures in the Cultural Plan.	Engage Arts NSW in partnership for the delivery of the Glen Innes Cultural Plan and the State Plan.
CL8.2	Increase participation in the arts and cultural activities.	Protect our Built Heritage.	Employ a Heritage Adviser to assist owners of Heritage Listed buildings maintain and improve their asset. Provide Local Heritage Assistance Fund.	DRSS	Federal & State Govts Community organisations	Community uptake of funding and community survey demonstrates increasing community satisfaction with the protection and enhancement of Built Heritage.	Heritage Adviser undertakes 12 consultations p.a. Six (6) Heritage improvement projects are funded.
CL8.3	Increase participation in the arts and cultural activities.	Ensure Council's Cultural Plan is in the centre of all we do.	Promote the contents of the Cultural Plan within Council and with partners.	DCCS DRSS DIS GM	Federal & State Govts Community organisations	Achieve State and Federal Government assistance in delivering the measures in the Cultural Plan.	Engage Communities NSW in partnership for the delivery of the arts and cultural activities in the Glen Innes Cultural Plan and the State Plan.
CL9.1	To have a public transport service that meets our needs and reduces trips by car.	To lobby for improved public transport services.	Lobbying program to State government and transport providers developed and implemented.	DCCS	Industry and Investment NSW Department of Regional Australia	Public transport increased by 10%.	Lobbying program to State government and transport providers developed.

Capital Projects for 2011/12

CL 1.1 Open Spaces and Parks Upgrade Program, New Cemetery.

ENVIRONMENTAL STEWARDSHIP

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
ES 1.1	Waste minimisation and avoidance is promoted and recycling is readily available.	Continue to participate in programs with the Northern Inland Regional Waste Group. Develop a Waste Management Strategy.	Extend Council's recycling services to Glencoe. Waste Management Strategy developed and implemented.	DIS	Glenrac Glen Industries NIRWG Schools	New landfill site for Glen Innes identified. Waste minimisation targets met.	Waste Management Strategy developed and adopted including targets and baselines.
ES 2.1	To encourage alternative energy suppliers, particularly wind farms, to consider developing in Glen Innes and include this in the Economic Development Strategy.	Implement the Economic Development Strategy. Support the NSW Energy Efficiency Skills Programs State Plan pg 27 Advocate for local businesses to access grant funding, such as the Climate Change Fund, to stimulate growth in the clean-energy industry State Plan pg 28	Actions in the Economic Development Strategy to encourage alternative energy suppliers, particularly wind farms to establish themselves in Glen Innes. Promote the availability of grant funding to local businesses to stimulate growth in the clean-energy industry.	DDRSS	DECCW; Industry and Investment NSW; Federal Govt. RDA	Feedback from community survey demonstrates increase in take up of energy efficiency measures by the community and businesses.	Develop promotional campaign to promote the availability of incentives to local businesses to stimulate growth in the clean-energy industry.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
ES 3.1	To grow the population of the LGA to 10,000 by 2021 with an LEP that ensures the growth is sustainable, and community spirit is maintained.	The LEP is finalised and contains sustainability controls and maintains the community spirit; we engage our community in integrated planning incorporating land use, economic development infrastructure, social policy that reflect and retain the natural and built environment to gain community support for the proposed population growth and finalisation of the LEP to encourage it. The Economic Development Strategy includes strategies and actions to realise population growth, including incentives to relocate to the LGA.	Engage our community in integrated planning incorporating land use, economic development infrastructure, social policy that reflect and retain the natural and built environment to gain community support for the proposed population growth and finalisation of the LEP to encourage it. Undertake actions from the Economic Development Strategy.	DDRSS	RDA Industry and Investment NSW NSW Department of Planning	LEP approved by Department of Planning NSW.	Community forums held. Incentives to relocate to the Glen Innes LGA included in the Economic Development Strategy.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
ES 4.1	To involve members of the community in caring for the natural environment.	Restore environmentally sensitive areas with volunteers; Prevent the spread of noxious weeds and pest animals; Develop a Service Level Agreement with Glenrac for delivery of community environmental projects.	Develop and implement a program to involve volunteers in restoring environmentally sensitive areas. Community education program undertaken to prevent the spread of non-indigenous plants and animals.	DDRSS	Volunteer Groups Environmental Groups Glenrac	Outcomes from the Glenrac Strategic Plan 2010/15 are achieved.	Community education program developed and implemented.
ES 5.1	To monitor emerging climate change trends that may shape our long term planning.	To take emerging climate change trends into consideration when undertaking long term planning	Learn from other organisations on emerging climate change trends that may shape our long term planning.	DDRSS	DECCW Department of Regional Australia	To take emerging climate change trends into consideration when undertaking long term planning for the renewal of the Community Strategic Plan in 2012, and development of the Delivery Program 2012/16.	Make links to other organisations to learn from.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
ES 5.2	To be a community leader in sustainability.	To implement recycling and energy efficiency strategies, that are cost effective, and reduce Council's environmental impact.	Council staff develop and implement a project plan for recycling and energy efficiency actions that are cost effective and reduce Council's environmental impact.	GM	DECCW Department of Regional Australia	Implementation of plan makes measurable cost effective improvements to Council's impact on the environment.	Make links to other organisations to learn from. Staff project plan developed and any significant investment needed, to be considered by Council.
ES 5.3	To have a stormwater management plan.	Review and implement stormwater management plan.	Stormwater management plan reviewed and implemented.	DDRSS		4 year measures in the stormwater management plan are achieved.	Review of stormwater management plan completed.
ES 5.4	To have a floodplain management plan.	Develop a floodplain management plan.	Floodplain management plan developed, adopted and implemented.	DDRSS		Four (4) year measures in the floodplain management plan are achieved.	Floodplain management plan developed and adopted.



GOVERNANCE AND CIVIC LEADERSHIP

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 1.1	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.	Council reviews and implements its Community Engagement Policy to keep community members informed and engaged in Council activities, and Council listens and responds to the community.	GM DCCS	Media Community Groups	Our four yearly customer survey shows that the community is increasingly trusting its Council (baseline set in 2011) with a 5% increase in the first four (4) years.	Community Engagement Policy review sets service standards so the community knows what it can expect.
GCL 2.1	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.	Council promotes the value of our local autonomy based on the clearly defined community of interest of the Glen Innes Severn area and its Council. Council advocates for increased funding from Federal and State Governments.	GM Mayor	State and Federal Gov.; LGSA; ALGA	Glen Innes Severn Council autonomous and sustainable.	Plan a campaign to maintain the Glen Innes Severn area's local autonomy and promote achievements since 2004.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 2.2	Glen Innes Severn LGA will keep its identity and Local Government has achieved Constitutional Recognition	Promote the pending referendum to the community	Use materials provided by local government bodies and promote the 2013 referendum to the local community, and make the case for Local Government achieving Constitutional Recognition. Promote a school debating competition on the topic.	GM Mayor Councillors DDRSS DIS DCCS	State and Federal Gov; LGSA; ALGA	Local government is recognised in the Constitution in 2013.	Develop and start implementation of campaign for the recognition of Local Government in the Constitution.



Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 3.1	To be recognised as a well managed Council and an employer of choice.	Continue to improve Financial Management and accountability.	<p>Review and update the Long Term Financial Strategy.</p> <p>Ensure Council's investment portfolio is managed in accordance with relevant legislative requirements and Council's Investment Policy.</p> <p>Ensure effective debt recovery processes.</p> <p>Ensure a robust budget management and financial reporting system.</p> <p>Ensure clear, transparent financial reporting to enable Councillors to make financially sustainable and accountable decisions.</p>	DCCS		Auditors report that GISC is financially sustainable with improving ratios.	Industry financial health benchmarks met or exceeded.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 3.2	To be recognised as a well managed Council and an employer of choice.	To become and employer of choice by growing Council's capacity to deliver existing and future activities and functions.	Include and implement actions to become an employer of choice in the Workforce Management Plan 2011/15, including the creation of a welcoming and inclusive workplace and the provision of innovative employee attraction and retention benefits. Set baselines in 2011.	DCCS		Glen Innes Council recognised in regional surveys as an employer of choice.	Statistics for the attraction and retention of staff improve each year.
GCL 3.3	To be recognised as a well managed Council and an employer of choice.	Streamline procurement of goods and services (State Plan pg 23)	Engage in efficient and cost effective purchasing and procurement processes.	DIS		Council achieves better value for money in purchasing and procurement.	Review and streamline Council's purchasing and procurement processes.

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 3.4	To be recognised as a well managed Council and an employer of choice.	To have a continuous improvement philosophy for the delivery of all Council services.	<p>Action and Review of Council's IT Strategic Plan.</p> <p>Action and Review Council's Records Management Operational Plan.</p> <p>To make any necessary changes in relation to Industrial Relations legislation and associated trends.</p> <p>Finalise and Implement the Continuous Improvement Plan and Internal Audit mechanism.</p> <p>Action and Review Council's OH&S Management Plan and Public Liability Action Plans.</p> <p>Update and monitor Property register including Crown Land.</p>	<p>GM</p> <p>DCCS</p> <p>DRSS</p> <p>DIS</p>	<p>Internal Committees: IT, Staff Consultative, OH&S, Internal Audit, MANEX. Council's Insurer</p>	<p>Council has a more stream lined administration and solid Risk Management systems in Place.</p>	<p>Streamline and continuous improvement in Council's administrative services and Risk Management in line with actions in relevant plans. Develop and Commence Internal Audits. Complete register of Crown Land.</p>

Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 3.5	To be recognised as a well managed Council and an employer of choice.	To manage community infrastructure effectively.	Implement and review the Asset Management Strategy and Asset Management Plans for all classes of assets.	DIS DDRSS		Achieve 4 year targets in Asset Management Plans.	Achieve annual targets in Asset Management Plans
GCL 4.1	To have a 'one-Council' culture.	Continue to build a 'one-Council' culture, and consider co-location to improve organisational efficiency and service delivery to our community.	Investigate the costs and benefits of co-locating Council staff to optimise the potential to enhance service to the wider community.	GM		Council has decided whether or not to invest in co-location, and if it is going ahead, plans are well underway for financing and the building.	Consultant appointed to investigate the costs and benefits of co-location.



Code	Objective	Strategy	Delivery Program Actions 2011-15	Responsible	Partners	Performance Measures by 2015	Targets for 2011/12
GCL 5.1	To provide community leadership by being aware of and appropriately responding to broader community issues of a more political nature.	Councillors to act together as community leaders on appropriate matters, advocating for the local community.	Councillors respond to community engagement together advocating for appropriate matters on behalf of the local community.	Mayor Councillors	Federal MP State MP	Glen Innes Severn Council successfully advocates for community needs and makes significant progress in achieving all of the outcomes it advocates for in the Community Strategic Plan by 2015. Glen Innes Severn Councillors are recognised for their success in advocating together for the local community.	Progress made on advocating for community needs identified in the Community Strategic Plan.
GCL 6.1	To have effective networks between Council and State, Federal and Local Government bodies	Work closely with state agencies, neighbouring councils, community groups and residents to harness local knowledge and develop local solutions including resource sharing.	Councillors and senior staff take every opportunity to establish relationships and networks with neighbouring councils, State and Federal Government bodies. Local solutions are sought to enhance social inclusion.	GM Mayor Councillors DCCS DDRSS DIS	State and Federal Agencies	Council is successful in putting the Glen Innes Severn area into the investment plans of State and Federal bodies, and achieves additional resources. Good relationships and networks in place with neighbouring councils, State agencies and Federal Government bodies.	Priority projects identified and communications strategies developed.

RESOURCING STRATEGY

The Resourcing Strategy comprises three (3) components: Long Term Financial Plan, Workforce Plan and Asset Management Plan. These Plans have been developed in order to support the outcomes within the Community Strategic Plan. In essence, the resourcing strategy outlines the various aspects of how Council will be able to carry out the actions within the Community Strategic Plan and the four (4) year Delivery Program.

The resourcing strategy outlines the financial requirements of the Community Strategic Plan and Delivery Program and the staffing requirements and associated aspects of workforce recruitment and retention, with the Asset Management Plan guiding the implementation of Council's roads infrastructure and other asset management into the future. These plans are available as separate documents and they are integral to the Community Strategic Plan.

LONG TERM FINANCIAL PLAN

The Long Term Financial Plan outlines the assumptions that underpin the operational revenue and expenditure over the life of the Plan. In addition, it sets out loans and grants revenue that is needed to fulfil capital projects in line with the strategic outcomes within the Community Strategic Plan.

Overall, there are only minor increases in expenditure over the 10 year plan and these are in line with salary increases and CPI increases on consumables.

On the revenue side, three (3) percent annual rate increases are factored in and it is anticipated that we will be able to secure additional grant funding for regional economic development projects (CBD Master Plan) and Financial Assistant Grant increases for the roads component.

Due to the requirement to complete asset revaluations and by using straight line depreciation, Council's total depreciation per year has increased by approximately \$3.5million on the current figure of \$4.3million. This means that the net operating result for each year of the Long Term Financial Plan is around \$3.5 to \$4 million in deficit. This illustrates the fact that we have a substantial backlog of works. To address this backlog, it is proposed to borrow \$4million to attend to some of this backlog over the 10 year period.



WORKFORCE PLAN

The Workforce Plan contains a profile of Council's staff and it is built around Council's Strategic Objective to be an Employer of Choice, around the results of a comprehensive Employee Opinion Survey, in response to industry constraints and in line with the requirements for any staff/departmental changes in order to resource the Community Strategic Plan.

The key strategies and some examples of associated actions are as follows:

Becoming an Employer of Choice have actions that focus on providing a flexible work place, review of recruitment and salary system and providing a range of incentives.

Foster a One Council Culture with the focus on positive reinforcement, effective internal communication and mentoring programs.

Create a Sustainable Workforce with key actions relating to providing flexible arrangements for the ageing workforce, providing skills and training for succession planning and encouraging young people to work for Council.

Promote Health and Well being by providing programs that enhance employees' physical, mental and emotional well being through the promotion of work life balance and a healthy lifestyle.

Resourcing the Future looks at the organisational structure and matches staff resources to the strategic priorities in the Community Strategic Plan such as economic development, environmental sustainability and expansion of Community Services.





ASSET MANAGEMENT PLAN

Asset Management Plans have been prepared for the major asset classes of:

- Transportation;
- Storm water;
- Water;
- Sewerage;
- Buildings;
- Recreational open spaces;
- Plant and Fleet.

The Asset Management Plans need to be supportive of Council's 10 year Community Strategic Action Plan and linked to the Long Term Financial Plan. The current versions of the Asset Management Plans are prepared as "core" asset management plans in accordance with the International Infrastructure Management Manual. They are prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a "top down" approach where analysis is applied at the "system" or "network" level. Key elements of the plans are:

- Levels of service – specifies the services and levels of service to be provided by Council;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how Council will manage its existing and future assets to provide the required services;
- Financial summary – what funds are required to provide the required services;
- Asset management practices;
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives;
- Asset Management Improvement Plan.

Future revisions of the Asset Management Plans will move towards "advanced" asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

The ultimate aim of asset management planning is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding required to provide the required levels of service.

Please see separate documents for the resourcing strategy titled:

- Workforce Plan;
- Asset Management Plan.
- Long Term Financial Plan;

We hope you have enjoyed reading our very first Community Strategic Plan and you are welcome to participate in its implementation.

Please contact Council for further information ph: 6730 2300, e-mail council@gisc.nsw.gov.au



**GLEN INNES SEVERN COUNCIL
COMMUNITY STRATEGIC PLAN
2011 - 2021**