

CO1 – Exhibition of Council’s Corporate and Strategic Planning Documents

DRAFT COMMUNITY STRATEGIC PLAN (CSP)

Although the CSP is a long term strategic document it is reviewed on a 4 yearly rolling cycle to align with the incoming Council. It is therefore an important document to set and guide the direction of an elected Council during its electoral term.

The CSP is meant to ask four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we know we’ve arrived?

In other words the CSP captures the strengths, issues and potential opportunities for our Shire and in response it establishes strategies for achieving the outcomes we all want.

The aspirations expressed by our community have been clear and consistent over the years. We want to secure a positive future for ourselves and our children by having:

- A quality lifestyle in a rural setting
- Prosperous towns and villages that achieve a balance between growth and maintaining our rural character and community spirit
- Better roads, infrastructure and transport options to support community and future growth
- A wider range of local services, facilities, community events and activities
- A growing economy with more local jobs and education
- A protected and enhanced natural environment.

So our aspirations are a mix of valuing what we currently have, but also wanting to create more opportunities. Our long term strategy therefore needs to be about keeping the great opportunities we’ve already got while at the same time maximising (“creating”) new opportunities that can arise from future change and growth.

The draft CSP has therefore been given the title **Create Wollondilly**. It focuses on five themes:

- Sustainable and balanced **GROWTH**
- Management and provision of **INFRASTRUCTURE**
- Caring for the **ENVIRONMENT**
- Looking after the **COMMUNITY**
- Efficient and Effective **COUNCIL**.

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In order to answer the key CSP questions of “*where are we now?*” and “*where do we want to be?*” there is a narrative and associated Outcomes under each of the themes. The narratives explore our current strengths, the issues and challenges we face, and the opportunities for the future. The Outcomes are brief expressions of what we want to achieve in the long term.

In order to answer the key CSP question of “*how do we get there?*” there are Strategies which aim to achieve the outcomes for each theme area. In relation to the key CSP question of “*how do we know we’ve arrived?*” there are performance measures and long term indicators which aim to measure how we are tracking towards achieving our desired outcomes.

While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as government agencies, the private sector and community groups are also responsible for delivery of our vision for the future.

RESOURCING STRATEGY

The Resourcing Strategy is made up of a 10 year Long Term Financial Plan, a 10 year Asset Management Strategy and a 4 year Workforce Management Strategy.

Long Term Financial Plan - shows the way Council proposes to manage its financial commitments and maintain financial sustainability. This plan focuses on Council's long term financial goal of financial sustainability and delivering quality services to the Community. This plan addresses areas that impact the Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability.

Asset Management Strategy - provides the information needed to plan for future management of assets and identifies ways to fund the repair and upkeep of current assets. This plan is a reflection of Council's intention that our Community's infrastructure network and services are maintained in partnership with other levels of Government and stakeholders to meet the needs of local residents.

Workforce Management Strategy - outlines how our staff will achieve the community’s long term goals and objectives under the Wollondilly Community Strategic Plan and Delivery Program. This Strategy ensures that we have the right resources, programs and strategies to overcome the identified workforce challenges now and into the future. This includes managing growth and resourcing provision, local government reform and continuous improvement, ageing workforce and investment in skills, attraction and retention and opportunities for leadership capability.



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DRAFT 4-YEAR DELIVERY PROGRAM / 1-YEAR OPERATIONAL PLAN

Wollondilly Delivery Program sets strategic direction, projects and activities that Council has prioritised over its four year term to achieve the outcomes in the Community Strategic Plan. It addresses the full range of Council’s operations.

Annual Operational Plan is a one-year plan that is developed each year providing the detail of the services, actions and projects identified for that year aligned with the Delivery Program. The Operational Plan allocates responsibility and provides a detailed budget for each year. The Operational Plan is an opportunity to review our progress and achievements and report to the community through quarterly and annual reporting.

Together the Delivery Program and Operational Plan are Council’s commitment in response to the Community Strategic Plan (CSP), which was developed in consultation with the Community. This directs Council with the priorities the community impressed to be important to our future.

Both the Delivery Plan and Operational plan have been developed via a series of workshops with each functional area of Council.

The focus in the workshops was to develop:

- Strategic activities and projects for the Delivery Program
- Operational actions for the Operational Plan
- Performance Measures for the Delivery Program and the Operational Plan.

The Delivery Program and Operational Plan include actions and projects for the priorities set by the Council, they include:

- Managing roads
- Managing growth and planning
- Pursue benefits to Wollondilly through Western Sydney City Deal
- Improve communication.

CONSULTATION PROCESSES UNDERTAKEN

Council has been conducting an extensive community engagement process over recent months to help inform the directions in the draft CSP (which in turn inform the directions in the other draft documents referred to in this report). These consultations have involved:

Create Wollondilly 2033 Art Competition: Council held an art competition to give the community the opportunity to give feedback in a non-traditional way about the future of Wollondilly. In particular, Council was keen to get local children involved in having their say about the future of Wollondilly. The competition theme was “What do you want Wollondilly to look like in 2033?”

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Telephone survey: Council contracted the services of an independent research company to conduct a telephone survey of Wollondilly residents. This telephone survey provided Council with a statistically significant representation of the community’s views in relation to Council’s services, facilities and quality of life. The survey also explored a range of aspirational issues regarding the future of the Shire, and the concepts of rural living and growth. As not every resident could be surveyed as part of the telephone survey, it was also made available on Engage.Wollondilly as an online ‘opt-in’ version. Residents could therefore voluntarily choose to participate in the survey.

Online Survey: Council developed its own shorter online survey that provided the community with the opportunity to offer their feedback in a simple and straightforward way.

Community Kiosks: A number of kiosks were held at community events across the Shire to engage with young children and their parents/carers about their vision for Wollondilly. Children completed a visioning exercise, while their parents/carers completed the online survey.

Focus Groups: Community members were provided with the opportunity to participate in a focus group. The focus groups concentrated on having an in-depth discussion with active members of the community and allowed Council to gain a deeper insight into the community’s views on Wollondilly’s future, particularly in relation to the interrelated concepts of rural living and growth and whether they can be achieved in balance.

The opportunity to participate in these processes was widely promoted and available to everyone in the Shire. Council sought to engage a diverse group of people to reflect the demographic make-up of the Shire as well as gain a range of perspectives.

FORMAL EXHIBITION PROPOSED

The formal exhibition of the draft documents is proposed to involve:

- Advertisements and press releases in local papers
- Promotional editorials in Bush Telegraph
- Dedicated webpage containing all draft documents and providing opportunity for online comments
- Use of social media
- Hard copies of documents to be available in Council’s Foyer, library and mobile libraries
- Follow-up engagement with CSP stakeholders
- Exhibition of Create Wollondilly 2033 Artworks in association with exhibition of documents.

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POLICIES & LEGISLATION

In accordance with Local Government legislation and guidelines, Council is required to prepare (or review) its corporate planning documents prior to 30 June 2017. The preparation of these documents must be informed by a community engagement process.

FINANCIAL IMPLICATIONS

The draft Long Term Financial Plan details Council’s projected financial position over the next ten years. The projections reveal an improving financial position, ensuring Council remains “Fit for the Future”.

The draft 2017/18 Operational Plan outlines Council’s financial obligations and expectations for the upcoming year. The document includes Council’s draft 2017/18 budget and proposed 2017/18 fees & charges.

The draft budget is subject to continuous review to ensure that it remains current. Recurrent financial issues that may be identified through the March 2017 Quarterly Budget Review process will also need to be incorporated into the final drafts along with any changes made during the community consultation period.

CONCLUSION

The draft documents are required under Local Government legislation and guidelines. However, before Council can finalise these documents, it is necessary for Council to exhibit the draft documents and to seek feedback from the community.

ATTACHMENTS

There are no attachments to this report as the draft documents are to be placed on public exhibition following a resolution of Council.

However the following draft documents will be distributed to Councillors under separate cover:

- Community Strategic Plan
- Resourcing Strategy comprising:
 - 10 year Long Term Financial Plan
 - 10 year Asset Management Strategy
 - 4 year Workforce Management Strategy
- 4 year Delivery Program /1 Year Operational.

Report of Community to the Ordinary Meeting of Council held on Tuesday 18 April 2017

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RECOMMENDATION

1. That the following draft documents be placed on exhibition for a 28 day period commencing Monday 24 April 2017 to Monday 22 May 2017:
 - Community Strategic Plan
 - Resourcing Strategy comprising:
 - 10 year Long Term Financial Plan
 - 10 year Asset Management Strategy
 - 4 year Workforce Management Strategy
 - 4 year Delivery Program /1 Year Operational Plan.
2. That a further report come back to Council’s June 2017 meeting detailing the outcomes of the exhibition and seeking adoption of the complete suite of documents, including any amendments arising from the consultation process.