



Our community Our opportunity

Federation Council Community Strategic Plan

2018-2028

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1. Introduction

The Community Strategic Plan (CSP) / (the Plan) outlines the community's aspirations and long-term vision for the Federation Council area. It is a community plan, prepared by Council in collaboration with and on behalf of the local community. Responsibility for implementing the Plan rests with everyone. When the Plan makes reference to 'we', it refers to the collective Federation Council community including Council, government agencies and other organisations, and residents.

1.1 Our Vision

Federation – Creating Opportunities, Celebrating Communities

Federation will be home to a community rich in spirit, thriving through the opportunities of our unique history, rural landscapes and waterways.

1.2 Our outcomes

We seek the following outcomes:

1. **Built Federation:** Maintained and improved infrastructure that meets the needs of residents and industry
2. **Economic Federation:** Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability
3. **Natural Federation:** Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces
4. **Social Federation:** Close-knit and welcoming communities where people come together and support each other
5. **Well-Governed Federation:** Strong civic leadership and governance supporting equity across communities and effective communication with residents

1.3 What We Value

We value the Federation Council area for its waterways, parks and recreational opportunities, its tranquil country lifestyle, its strong community spirit, and its close proximity to other centres on both sides of the Murray.

2. IPR Framework

The NSW Local Government Act (1993) requires Council to develop a CSP to guide the way Council works with the community and implements priorities. This is the new Federation Council's inaugural CSP. It is a long-term plan that identifies the community's main priorities and expectations for the future. It integrates and further expands on existing strategic planning work.

The components of the IP&R framework and how they fit together are illustrated below:

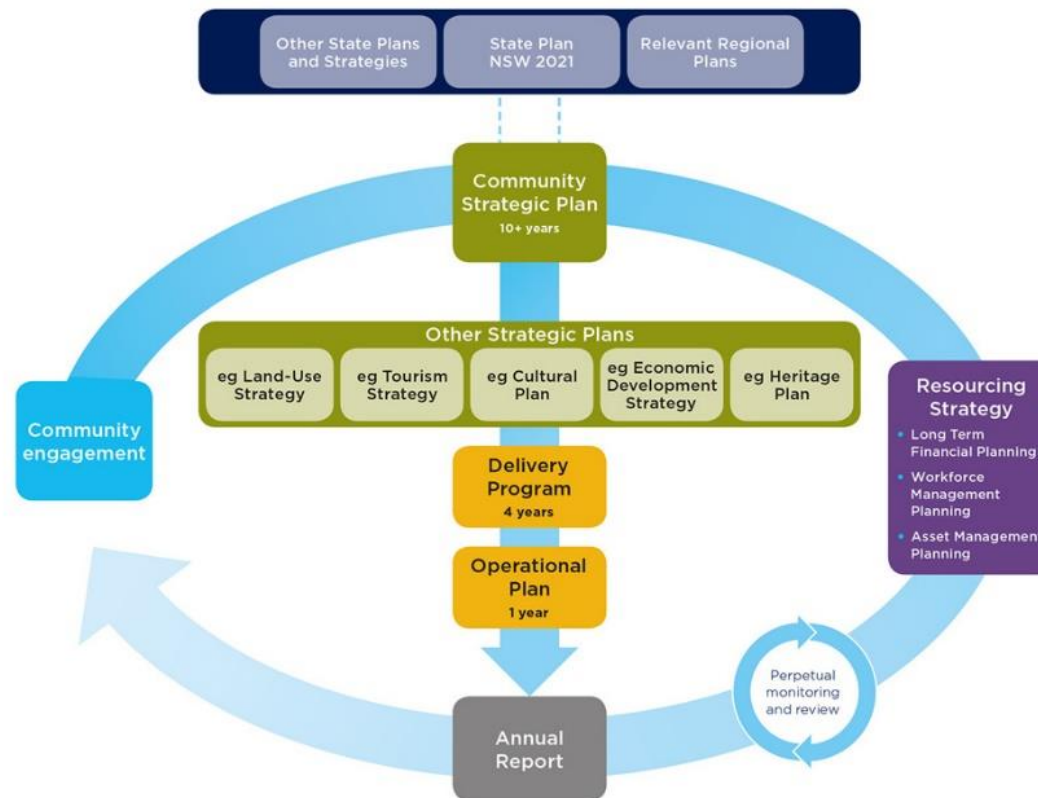


Figure 1: NSW Local Government IP&R Framework

This CSP addresses social, environmental, economic and civic leadership priorities. Additionally, it respond to four key questions:

1. Where are we now?
2. Where do we want to be in 10 years?
3. How will we get there?
4. How will we know we have arrived?

The directions and strategies set out in this CSP will form the basis of Council's programs, projects and strategies. Their implementation will be supported by the following key operational documents:

- **Four-Year Delivery Program** - outlining the principal activities/key services that Council will undertake over a period of four years to deliver on its role in implementing the Community Strategic Plan. Note that due to the impact of amalgamation on the current Council election cycle this will be a 3 year Delivery Program;
- **Operational Plan** - a detailed sub-plan of the Delivery Program listing all the activities Council will undertake during the year to achieve its strategic goals including its budget and fees and charges;
- **Resourcing Strategy** - including the **Long-Term Financial Plan, Asset Management Strategy and Plan** and **Workforce Management Strategy and Plan**.

2.1 Future Reporting Against This Plan

The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. Some issues will be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals.

The Operational Plan and Resourcing Strategy will clearly describe how Council applies resources to implement the CSP. These plans and the Annual Report enables the community to see progress towards the CSP. The Annual Report focuses on our implementation of the Delivery Program & Operational Plan (combined document). The report also includes some information that is prescribed by the Local Government (General) Regulation 2005. Council has committed to six-monthly progress reports on the Operational Plan to keep the community informed.

A community satisfaction survey will help gauge the satisfaction of the community with the progress of initiatives, and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the last year of the Council term. Councils are required to produce an End of Term Report on the progress in implementing the Community Strategic Plan for the term of office of each elected council.

2.2 Review of this Plan

The CSP is a 10-year document, reviewed within the first year of each newly elected Council and updated to reflect the current needs of the communities of the Federation Council.

Every four years when a new Council is elected, the CSP is reviewed with the community and updated, if required – adding an extra four years to the timeframe so that there is always a current minimum 10-year Plan.

3. How we created this plan

Method

The development of this Plan included:

- A desktop review of relevant background information, including Federation Council documents
- A desktop review of demography (drawing on ABS and other sources), and relevant academic and practitioner literature
- A statistically representative phone survey
- Community workshops.

The phone survey had 225 respondents, and achieved a demographically and geographically representative sample at the 95% confidence interval with a margin of error of 6.5%.

Ten public workshops were held, as well as one youth workshop and one interagency workshop. Collectively they were attended by approximately 250 residents and stakeholders. During these workshops, participants were presented with the findings of the phone survey and asked a series of questions relating to their vision for the Federation Council area. Overall, participants agreed with the survey findings, and expanded on them regarding issues unique to their area. Differences were noted between areas, with greater concerns regarding equity and the range and level of infrastructure and services in rural communities. Participants' comments served as the basis of the vision and themes set out in this Plan.

Workshops were held in the following areas:

- Boree Creek
- Coreen
- Corowa
- Howlong
- Mulwala
- Oaklands
- Savernake
- Urana

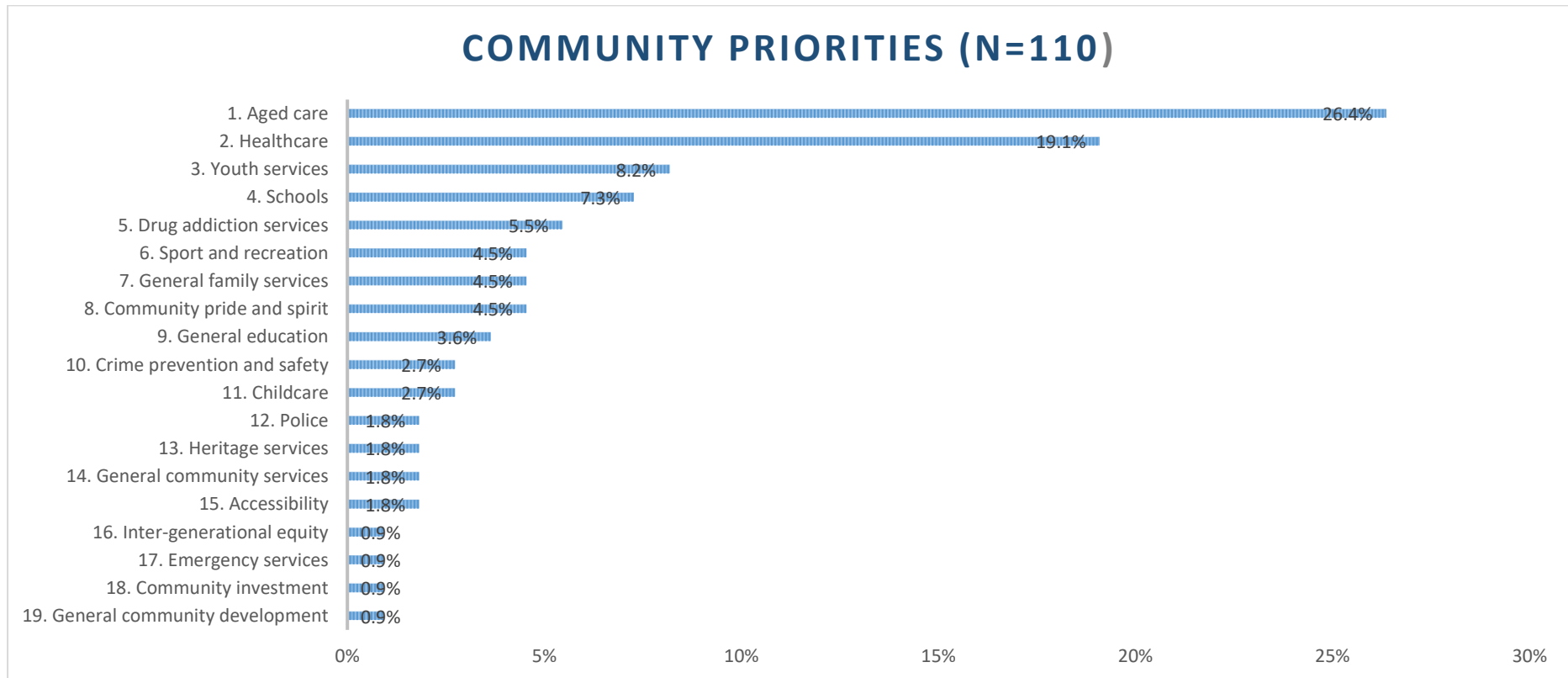
Working exercises addressed the following key questions:

1. Where have we come from?
2. What do we look like today?
3. What will the area be like in the future?
4. What are our aspirations for the future and how might we get there?
5. How will we know we've arrived?

4. What Our Community Said

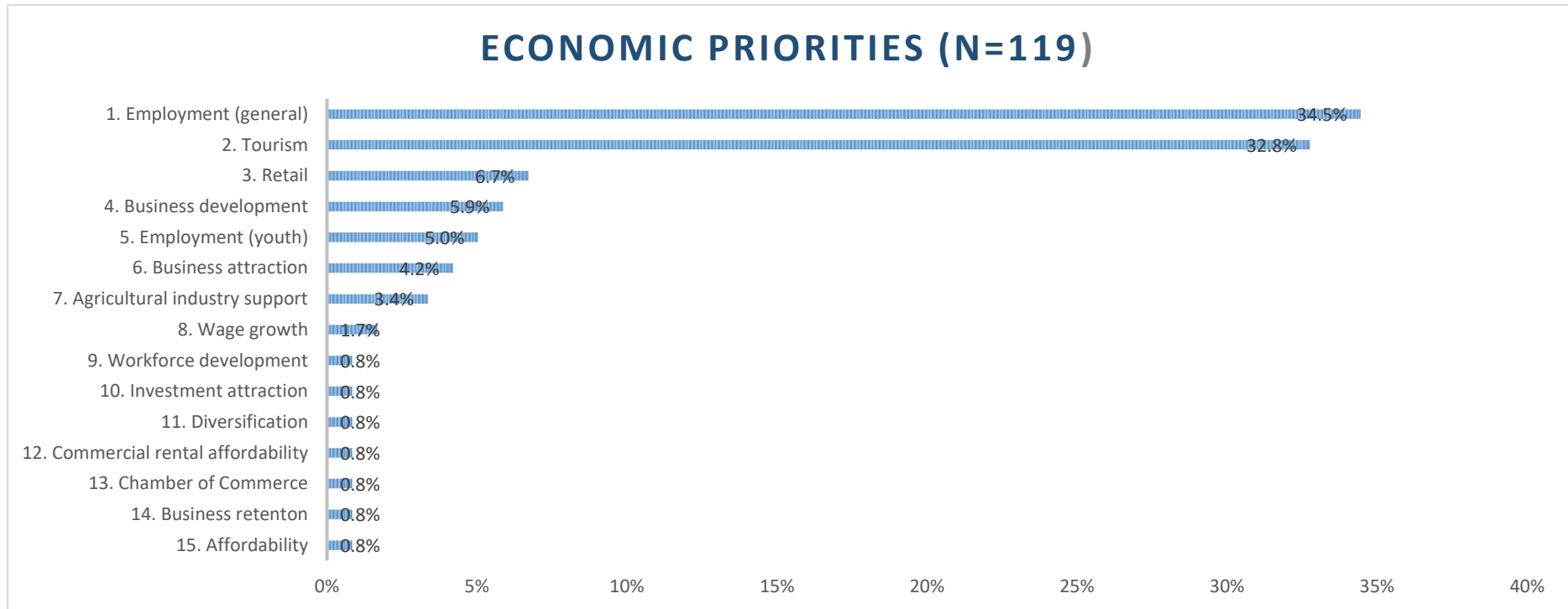
4.1 Community priorities

Consistent our ageing population, our community identified aged care and healthcare as the leading community priorities in the phone survey, followed by youth services and schools (in part to enable the growth and sustainability of the area).



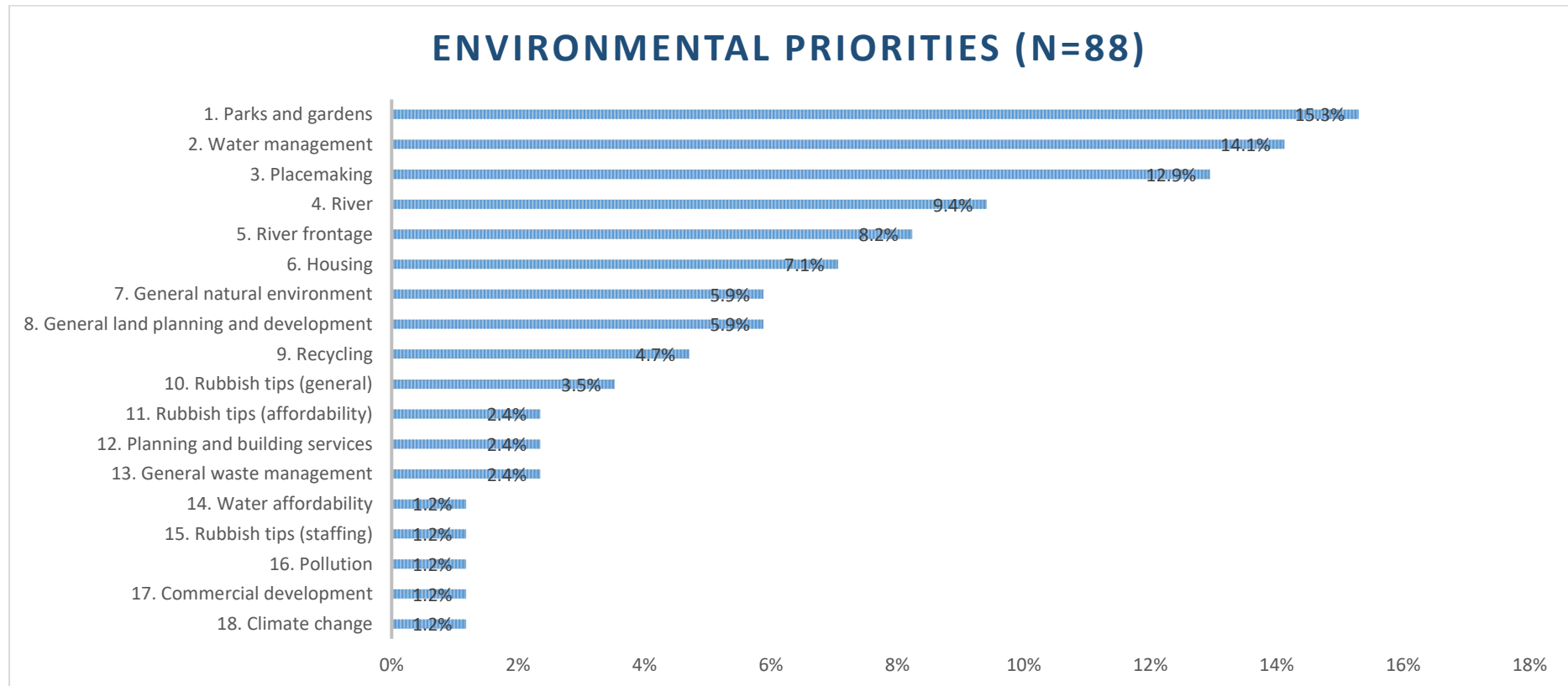
4.2 Economic priorities

Consistent with the overall concerns regarding the growth and sustainability of the area, our community identified employment (with particular emphasis on youth employment) and tourism as the highest economic priorities. These are followed by retail, business development and business attraction.



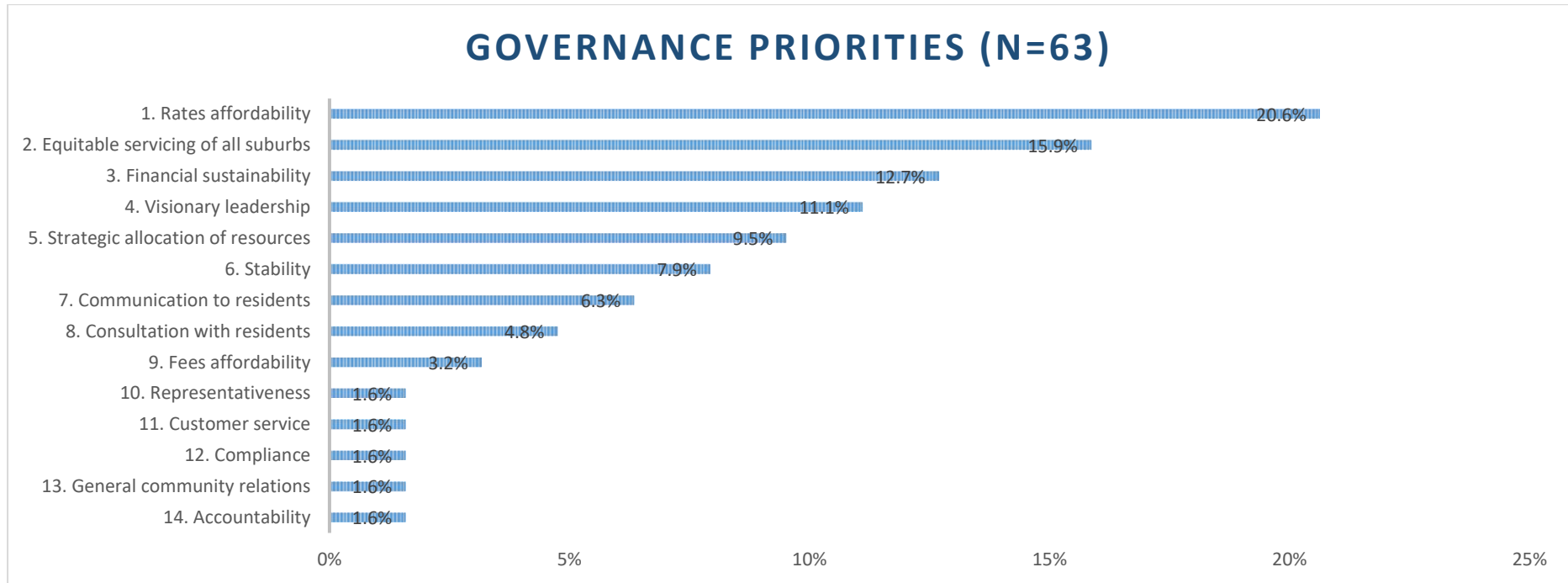
4.3 Environmental Priorities

Our community identified parks and gardens (including playgrounds), water management (including supply and quality of water), and placemaking (including the improvement of public spaces and main streets) as the highest environmental priorities. These are followed by maintenance, protection and utilisation of the river, and development of the river frontage.



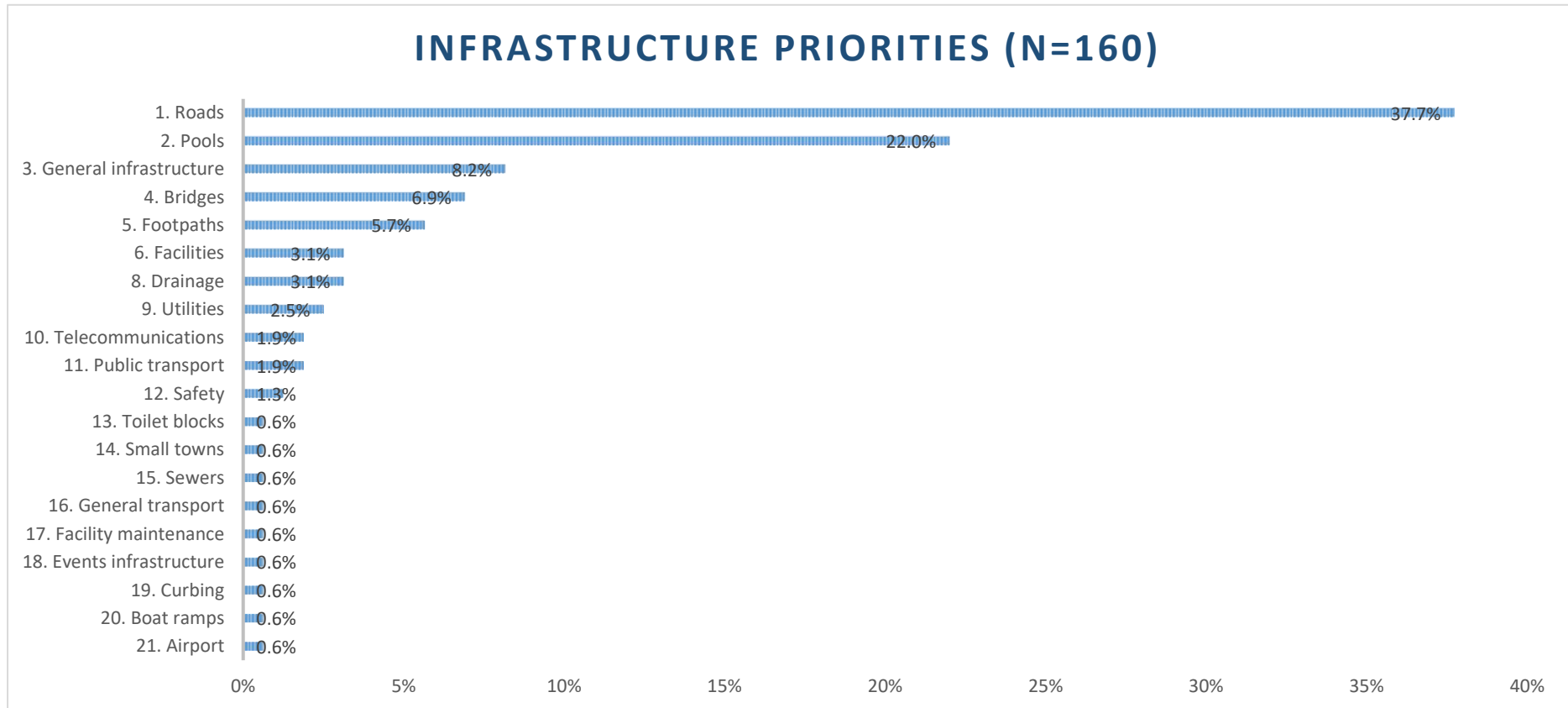
4.4 Governance priorities

Our community identified rates affordability, the equitable servicing of all suburbs, and financial sustainability as the highest governance priorities.



4.5 Infrastructure Priorities

Our community identified roads (including road maintenance) and pools (including the development of a new 50-meter pool) as the highest infrastructure priorities.



5. Our State Context

Whilst this Plan provides a holistic vision for the local area, Council alone will not be responsible for delivering on all of the actions identified, for example health and education. Priorities and actions identified in the CSP will need to be delivered in an integrated and collaborative way, supporting long-term benefits to the whole community.

5.1 Linking Strategic Plans

At the NSW state level, strategic planning flows from *NSW 2021* and current state and Premier's priorities, to each council's *Community Strategic Plan* as outlined in Figure 1 below.

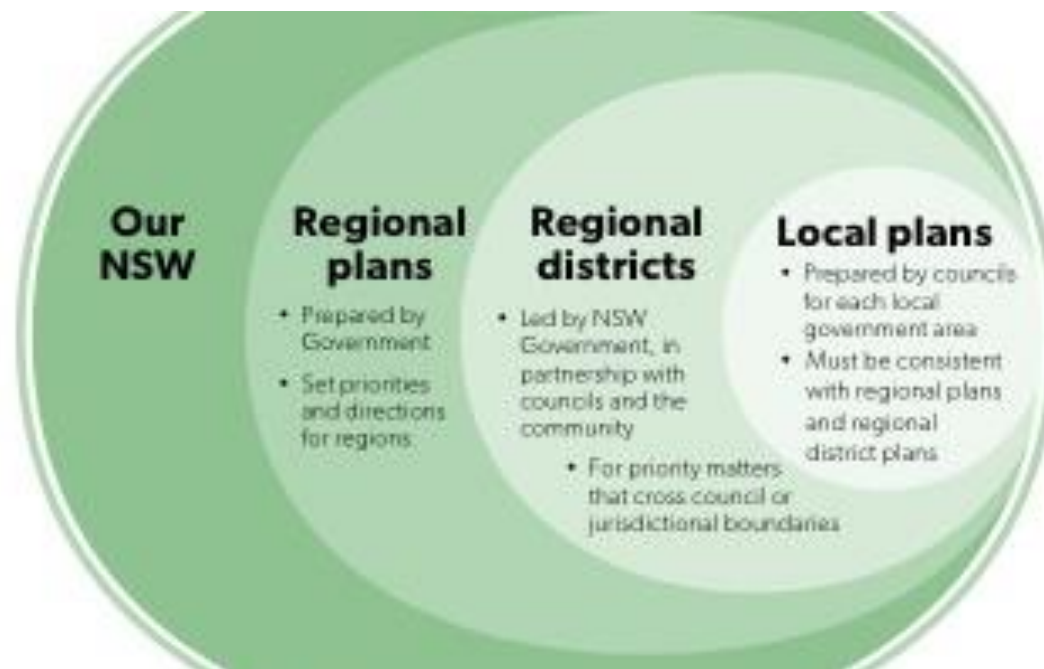


Figure 1: NSW Strategic Planning Framework

5.2 NSW Government Premier's Priorities

The current government has 12 Premier's priorities and is currently actioning 18 State priorities. The Premier's priorities are as follows:

- **Creating jobs** – 150,000 new jobs by 2019
- **Delivering infrastructure** – Key metropolitan, regional and local infrastructure projects to be delivered on time and on budget
- **Driving public sector diversity** – Increase the number of women and Aboriginal and Torres Strait Islander people in senior leadership roles by 2025
- **Improving education results** – Increase the proportion of NSW students in the top two NAPLAN bands by eight per cent by 2019
- **Improving government services** – Improve customer satisfaction with key government services every year, this term of government to 2019
- **Improving service levels in hospitals** – 81 per cent of patients through emergency departments within four hours by 2019
- **Keeping our environment clean** – Reduce the volume of litter by 40 per cent, by 2020
- **Making housing more affordable** – 61,000 housing completions on average per year to 2021
- **Protecting our kids** – Decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by 2020 (based on the 2019 cohort of children)
- **Reducing domestic violence reoffending** – Reduce the proportion of domestic violence perpetrators reoffending by 25 per cent by 2021 (based on the 2019 cohort of perpetrators)
- **Reducing youth homelessness** – Increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation to more than 34 per cent by 2019
- **Tackling childhood obesity** – Reduce overweight and obesity rates of children by five percentage points by 2025.

Each priority area is supported by a variety of reforms, programs, projects and funding areas. The key focus areas identified in this Plan link to these priorities. There may be synergies and opportunities to work with the State Government to achieve mutual outcomes.

5.3 NSW Government State Priorities

Strong budget and economy

- Making it easier to start a business
- Encouraging business investment
- Boosting apprenticeships
- Accelerating major project assessment
- Protecting our credit rating
- Delivering strong budgets

Building infrastructure

- Improving road travel reliability
- Increasing housing supply

Protecting the vulnerable

- Transitioning to the National Disability Insurance Scheme
- Creating sustainable social housing

Better services

- Improving Aboriginal education outcomes
- Better government digital services
- Cutting wait times for planned surgeries
- Increasing cultural participation
- Ensure on-time running for public transport

Safer communities

- Reducing violent crime
- Reducing adult re-offending
- Reducing road fatalities

These priorities have informed the vision and outcomes set out in this Plan.

6. Where we are now

Demographic profile provides important context when planning for the future of the Federation Council area. This analysis can be used to describe who we are, and predict what we might be like in future.

The demographic profile is based on data from the Australian Bureau of Statistics 2016 Census of Population and housing and compares demographic characteristics of the Federation Local Government Area to Regional NSW and NSW more broadly.

6.1 Population Growth

Our area has a low rate of growth, having increased in population by only 0.4% since 2006 (compared to NSW's overall increase of 14.2%). It varies significantly between our suburbs, however, with Howlong having increased by 13.9% during that period and several rural suburbs having decreased. Further, it has a high and rapidly rising median age of 49 (compared to NSW's overall median age of 38), having increased by 11.4% since 2006.

Our fastest growing segments are residents who identify as Aboriginal Australian (32% increase since 2006), and those of culturally- and linguistically-diverse background (5% increase since 2006).

Table 1: Federation Council LGA - ABS Code LGA23190 for 2016, and combined (totals and weighted averages) of ABS Codes LGA12300 (Corowa) and LGA17700 (Urana) for 2011 and 2006

	2016	NSW Avg 2016	2011	2006	% Change 2006-2016
Population	12,277	-	12,159	12,233	0.4%
Male	6,102 (49.7%)	49.3%	6,092 (50.1%)	6,152 (50.3%)	-0.8%
Female	6,174 (50.3%)	50.3%	6,067 (49.9%)	6,081 (49.7%)	1.5%
Median age	49	38	47	44	11.4%
Aboriginal and/or Torres Strait Islander population	214 (1.7%)	2.9%	182 (1.5%)	162 (1.3%)	32%
English only spoken at home	11,039 (90%)	68.5%	11,497 (94.6%)	11,607 (94.9%)	-4.9%
Families	3,264	-	3,369	3,431	-4.9%
All private dwellings	6,342	-	6,250	5,777	9.8%
Average people per household	2.3	2.6	2.3	2.4	-4.2%
Median weekly household income	\$1,105	\$1,214	\$859	\$764	44.6%
Median monthly mortgage repayments	\$1,250	\$1,733	\$1,224	\$989	26.4%
Median weekly rent	\$200	\$380	\$170	\$140	42.9%

6.2 Cultural and Linguistic Characteristics

- Our most common ancestries in 2016 were Australian 33.1%, English 30.6%, Irish 10.0%, Scottish 8.8% and German 3.6%.
- 83.3% of us were born in Australia. The following most common countries of birth were England 2.4%, New Zealand 0.9%, Scotland 0.4%, Philippines 0.4% and Germany 0.4%.
- 90.0% of us only spoke English at home. Other languages spoken at home included Italian 0.3%, Tagalog 0.2%, Dutch 0.1%, Mandarin 0.1% and Korean 0.1%.

6.3 Income

- The median weekly personal income for people aged 15 years in our community was \$559, which is significantly less when compared with \$664 for NSW more broadly.
- The median weekly family income in our community was \$1,299 compared with \$1,486 for NSW more broadly.

6.4 Family Composition

- Of the families in our area, 34.1% were couple families with children, 51.0% were couple families without children and 13.8% were one parent families.
- 22.1% of single parents were male and 77.9% were female.

6.5 Tenure Type

- Of occupied private dwellings in our area, 88.1% were separate houses, 3.8% were semi-detached, row or terrace houses, townhouses etc, 5.7% were flat or apartments and 1.8% were other dwellings.
- Of occupied private dwellings in our area, 43.8% were owned outright, 29.1% were owned with a mortgage and 22.5% were rented.

6.6 Occupation and Employment

- There were 5,222 people who reported being in the labour force in our community. Of these 56.2% were employed full time, 31.6% were employed part-time and 4.9% were unemployed. This can be compared with NSW more broadly where unemployment sits at a greater 6.3%.
- The most common occupations in our community included Managers 17.5%, Labourers 17.4%, Technicians and Trades Workers 14.9%, Professionals 11.2%, and Clerical and Administrative Workers 10.0%.
- Of the employed people in our community, 4.2% worked in Pig Farming. Other major industries of employment included Supermarket and Grocery Stores 3.7%, Other Grain Growing 3.1%, Hospitals (except Psychiatric Hospitals) 3.0% and Aged Care Residential Services 3.0%.

6.7 Education

- 28.1% of our community were attending an educational institution. Of these, 27.4% were in primary school, 19.7% in secondary school and 10.8% in a tertiary or technical institution. When compared to NSW more broadly, our community has a significantly lower proportion of people attending university or tertiary institutions.

6.8 Socio-Economic Disadvantage

- Our area is slightly more disadvantaged than regional NSW overall, ranking in the 30th percentile; and there is significant socio-economic diversity within the area, with Urana and surrounds ranking in the 20th percentile. Urana's significant disadvantage is confirmed by the Australian Early Development Census, which found that 42.3% of Urana's children were developmentally vulnerable across one or more domains (more than twice the NSW average of 20.2%).

Table 2: ABS' Index of Relative Socio-Economic Disadvantage – Federation Council's small areas and benchmark areas (compiled by .id, 2016)

Area	2011 index (lower is more disadvantaged)	Percentile (lower is more disadvantaged)
Corowa Rural Districts	1,021.5	58
Australia	1,002.0	47
NSW	995.8	43
Mulwala	985.3	38
Regional VIC	977.7	35
Regional NSW	968.6	31
Howlong	967.6	31
Federation Council area	964.9	30
Corowa	953.6	26
Urana and surrounds	937.2	20

7. Where do we want to be in 10 years

7.1 Outcomes

Federation Council was established on 12 May 2016. Council's highest priority is to ensure the delivery of the many local services valued and needed by the community, whilst considering ways to provide improvements.

We seek the following **Outcomes**:

1. **Built Federation:** Maintained and improved infrastructure that meets the needs of residents and industry
2. **Economic Federation:** Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability
3. **Natural Federation:** Sustainable rural landscapes and waterways offering tranquillity and attractive recreational spaces
4. **Social Federation:** Close-knit and welcoming communities where people come together and support each other
5. **Well-Governed Federation:** Strong civic leadership supporting equity across communities and effective communication with residents

7.2 Roles

In progressing an outcome, Federation council may have influence or control (ACELG, 2012). The distinctions may be made as follows:

1. **Council influence**, where council has partial or shared responsibility for outcomes with the community and other groups, and is distinguished from the traditional sphere of local government. This is Council's role in the majority of strategies set out in this Plan. For example, economic development is not an area of core service provision for local government, but Council can work with partners to support the economy in a number of ways.
2. **Council control**, which relates to a council's areas of core service provision and other statutory responsibilities. This includes roads, rates and waste management, as well as a range of governance and planning activities.

Federation Council's role in relation to each objective is identified in the sections that follow.

8. Built Federation

Outcome: Maintained and improved infrastructure that meets the needs of residents and industry

Objective	Areas of community importance	Council's Role
1.1 Maintain and improve roads, bridges and footpaths to meet the needs of residents and industry	Aligning roads service levels to residents' and industry's needs for each class of road of each area	Control
	Investigating opportunities to develop additional heavy traffic volume alternate routes	Control
	Investigating opportunities to develop a new bridge over Lake Mulwala	Influence
	Strategic focus in the facilitation of the maintenance and development of roads, bridges and footpaths	Control
1.2 Maintain and improve aquatic, recreational and other community facilities to meet the needs of residents	Progressing the development of a new swimming pool in Corowa in the near term	Control
	Strategic focus in the maintenance and development of recreation and community infrastructure	Control
1.3 Maintain and improve water supply, sewerage, and flood protection services and systems to meet the needs of residents and industry	Aligning water supply, sewerage treatment, stormwater drainage and flood protection service levels to residents' and industry's needs and aspirations in each area	Control
	Strategic focus in the maintenance and development of water, sewerage, stormwater drainage and flood infrastructure	Control
1.4 Work toward utilities that meet the needs of residents and industry	Increased energy affordability	Influence
	Investigating opportunities to increase local renewable energy production	Influence
1.5 Work toward telecommunications that meet the needs of residents and industry	A more comprehensive and expeditious rollout of the improved mobile and internet coverage locally	Influence
	Investigating opportunities to partner with mobile phone and internet service providers to increase coverage locally	Influence
1.6 Work toward public transport that meets the needs of residents and industry	Increased public transport locally and interstate, with particular emphasis on assisting residents with mobility limitations to access services, and addressing supply-demand imbalances in the labour market	Influence
	Investigating opportunities to increase community transport in rural communities, with a view to leveraging contemporary technology and volunteerism	Influence
1.7 Consistent and appropriate land use planning outcomes	Transparent and accessible information on land use planning outcomes	Control
1.8 Improve waste management services	Aligning waste management service levels to residents' and industry's needs for waste management services in each area	Control
	Identifying and progressing opportunities to discourage dumping	Influence
	Investigating opportunities to increase recycling	Influence

How will we know we have arrived?

- Resident surveys will find increased satisfaction with roads, bridges and footpaths
- Resident surveys will find increased satisfaction with aquatic, recreational and other community facilities
- Resident surveys will find increased satisfaction with water supply, waste, sewerage treatment, stormwater drainage and flood protection
- Compliance with asset management benchmarks - Building and Infrastructure Asset Renewal Ratio, Infrastructure Backlog Ratio and Asset Maintenance Ratio.

9. Economic Federation

Outcome: Growing, progressive and prosperous communities that build on sustainable manufacturing, agriculture and tourism, close proximity to other centres on both sides of the Murray and affordability

Objective	Areas of community importance	Council's Role
2.1 Work toward achieving higher rates of population and employment growth, especially in youth and young family segments	Understanding and implementing growth initiatives	Influence
	Strategic focus on population and employment growth	Control
2.2 Support workforce development	Identifying local skill shortages, and advocating to the training organisations and other levels of-government to address them through post-school education and training	Influence
	Investigating opportunities to attract and retain skilled migrant workers	Influence
2.3 Encourage affordability	Investigating the availability of small, affordable land parcels as part of planning initiatives	Control
	Investigating opportunities to incentivise the rental of unoccupied properties	Influence
2.4 Support inward investment	Provision of investment prospectus for the entire Council area	Control
	Investigate incentives and grants to encourage new investment	Control
	Lobbying other levels of government for increased investment across the entire Council area	Influence
2.5 Support entrepreneurship and industrial diversification	Fostering connections and learning among current and prospective entrepreneurs	Influence
	Support new business start ups	Influence
2.6 Support a collaborative regional approach to economic development	Identifying and progressing opportunities to leverage the complementarity of areas across the region	Influence
	Investigating opportunities to form a joint group for economic development with neighbouring councils, including those in Victoria	Influence
2.7 Support the agricultural industry	Supporting the provision of infrastructure that meets the needs of the local agricultural industry	Influence
	Assist to address skilled labour shortages in the local agricultural industry	Influence
2.8 Increase tourism	Investigating opportunities to increase tourism growth sector accommodation	Influence
	Investigating opportunities to further develop and market the area's natural and heritage attractions	Influence

Objective	Areas of community importance	Council's Role
	Investigating opportunities for events-based tourism	Influence
	Collaborative approach to regional marketing	Influence
	Ensure a strategic focus on tourism	Control
2.9 Enhance retail	Support initiatives to encourage residents to shop locally	Influence
	Increased retail opportunities as part of planning and economic development initiatives	Control
2.10 Support business development	Support grants program for business development	Influence
	Collaboration with local and regional business chambers and other business development organisations	Influence

How will we know we have arrived?

- Census data will show that local population and employment rates (in target sectors) are increasing
- Visitor data will show that yield from increasing visitation numbers
- Economic data will show that lost retail expenditure from the local area has reduced.
- Economic data will show that Gross Regional Product (GRP) for target sectors is increasing

10. Natural Federation

Outcome: Sustainable rural landscapes and waterways offering tranquility and attractive recreational spaces

Objective	Areas of community importance	Council's Role
3.1 Provide quality recreational spaces	Provide parks, playgrounds and gardens to meet community expectation	Control
	Strategic focus in the maintenance and sustainable development of recreational spaces	Control
3.2 Ensure attractive and vibrant public spaces	Support facade improvement incentives	Influence
	Community place-making initiatives	Influence
3.3 Conserve and utilise waterways, and develop their frontages	Supporting conservation of waterways in the area	Influence
	Supporting opportunities for increased utilisation of The Murray River, Lake Urana and Lake Mulwala by residents and tourists	Influence
	Identifying and progressing additional opportunities for land and commercial development on water frontages	Influence
3.4 Conserve and utilise public lands	Supporting flora and fauna conservation	Control
3.5 Conserve and utilise private lands	Support flora and fauna conservation and responsible land management practices	Influence

How will we know we have arrived?

- Resident surveys will find increased satisfaction with recreational (parks) spaces
- Resident surveys will find increased satisfaction with the utilisation of public spaces
- Weed Management plan
- Increased landholder engagement at education sessions

11. Social Federation

Outcome: Close-knit and welcoming communities where people come together and support each other

Objective	Areas of community importance	Council's Role
4.1 Encourage an age-friendly environment	Provision of ageing well initiatives	Control
	Enabling the autonomy of older people	Influence
	Strategic focus in addressing the needs of ageing communities	Influence
4.2 Improve healthcare	Facilitate general practitioners in rural communities	Influence
	Improved health facilities and services across the Council area	Influence
	Improved public transport to assist residents with mobility limitations to access healthcare	Influence
4.3 Support young people	Encouraging young people to participate in and contribute to all aspects of community life, including through sport and recreation, arts and culture, volunteering, and involvement in decision making	Influence
	Advocacy for increased opportunities for young people to learn, find jobs and develop life skills	Influence
	Strategic focus in youth development	Control
4.4 Support access to quality education	Opportunities for collaboration between students at different schools	Influence
	Preservation of schools in rural communities	Influence
4.5 Work to prevent and reduce the harmful effects of alcohol and other drugs	Support a Local Drug Action Team for the entire Council area	Influence
	Support programs aimed to reduce addictive behaviours	Influence
4.6 Provide sport and recreational opportunities	Align sport and recreational opportunities to meet community expectation	Control
	Strategic focus in the development of sport and recreational facilities	Control
4.7 Support childcare and family services	Increased provision of child and family services	Influence
	Investigating the viability of providing childcare in areas with unmet need	Control
4.8 Encourage community pride and spirit	Support diverse range of community activities and events to foster community pride and spirit	Influence

Objective	Areas of community importance	Council's Role
	Support the use of rural town halls and other community facilities to bring people together and build local networks	Influence
4.9 Ensure community safety	Supporting emergency services in rural communities	Influence
	Support increased police and emergency services	Influence
4.10 Celebrate the area's rich culture and heritage	Preservation and celebration of the history and heritage of all cultures across the Council area	Influence
	Supporting arts and cultural initiatives	Influence
4.11 Work to address disadvantage in all its forms	Collaboration in services for people experiencing disadvantage	Influence
	Supporting social capital formation, social inclusion, capabilities development and other approaches to overcoming disadvantage	Influence
	Supporting services for people with a disability	Influence
	Strategic focus in reconciliation and diversity	Control

How will we know we have arrived?

- Resident surveys will find increased overall satisfaction among older residents
- Resident surveys will find increased satisfaction with community activities, programs and events
- Resident survey will find an increase in residents feeling of connectedness
- Resident survey will find an increase in youth participation
- Census data will find an increase in volunteer numbers

12. Well-Governed Federation

Outcome: Strong civic leadership and governance supporting equity across communities and effective communication with residents

Objective	Areas of community importance	Council's Role
5.1 Ensure rates and fees are in line with community needs	Community awareness and consultation in setting rates & fees	Control
5.2 Work toward the equitable servicing of all areas	Transparency of Council's expenditure and service provision by area	Control
	Responsiveness to the differing needs and aspirations of each area	Control
	Responsiveness to the broader planning catchments including those that extend into neighbouring NSW and Victorian councils	Control
5.3 Ensure good governance and administration	Visionary leadership for the entire Council area	Control
	Achieving a Council that is representative of the entire Council area	Influence
	Open, transparent and accountable Council	Control
5.4 Ensure extensive communication and consultation with residents	Open, transparent and consistent approach to engaging with all communities in Council decision-making processes	Control
	Utilising contemporary communication channels to achieve two way communication	Control
	Consistent Council branding across the entire Council area	Control
	Enhanced sharing of Council and community information in high-visibility spaces	Control
5.5 Ensure quality customer service	Access to an appropriate system for customer enquiries	Control
	Ensure the response time to customer service enquiries are within agreed service levels	Control
	Increasing the range and level of customer services available online	Control
	Improve access to customer services in rural communities	Control
5.6 Operational efficiency and effectiveness to ensure a resilient and responsive organisation	Financially responsible and sustainable Council	Control
	Council compliance with all relevant legislation and regulatory requirements	Control

Objective	Areas of community importance	Council's Role
5.7 Effective asset management	Strategic focus in Council's allocation of resources for the management of assets	Control
5.8 Ensure appropriate emergency management	Provision of appropriate emergency management functions	Control

How will we know we have arrived?

- Resident surveys will find increased satisfaction with local governance overall (leadership, image, reputation)
- Resident survey will find increased satisfaction with Councils performance overall
- Resident surveys will find increased satisfaction with Council's communication and community engagement
- Resident survey will find increased satisfaction with Councils customer service
- Performance against financial sustainability benchmarks

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