



Shire of Nungarin

Community Strategic Plan 2013 – 2023

Version Number	
Adopted	
Reviewed	



Message from the Shire President

The development of a sound Plan to guide the Shire in all that it does is the most important thing that Council does. This Shire Strategic Plan is an important document, setting out our direction and key objectives for the next four years, and beyond.

Our Strategy development process is built on an understanding of our community's needs, expectations and priorities, at both a 'whole of Wheatbelt' and local level, and my colleagues and I would like to thank the individuals and groups who have contributed to the development of this Plan, and the range of specific strategies, actions and additional integrated Plans which underpin it.

The Strategic Community Plan outlines the vision and goals for the next 10yrs and it will also help Council respond to external challenges we are facing as a community – including the Wheatbelt's decline in youth, Federal and State policies which impact upon business, agriculture, education and health and local government reform. In addition the Council's resource base which is continually stretched.

We look forward to working towards this vision and delivering upon the priorities identified by the community.

Cr Eileen O'Connell
President

Message from the CEO

The Strategic Community Plan is an important document that will guide the Shire over the next ten years in respect to both infrastructure and services. It is a 'roadmap' that has captured the hopes and priorities of our Shire community.

The Strategic Community Plan will be implemented by the staff of the Shire and this Plan has been presented in the most reader friendly structure as possible, whilst meeting the integrated guidelines of the Department of Local Government WA.

The Plan has been developed for the next 10yrs, however it will be a living document and reviewed by Council every 2 yrs, with a full review every 4yrs.

The Council has identified the issues and challenges in the delivery of the Strategic Community Plan but is also well aware of its strengths and potential opportunities to help the Council embark on an exciting future.

This Strategic Community Plan is accompanied by a Corporate Business Plan, Long Term Financial Plan, Workforce Development Plan and Asset Management Plan which help detail how the community's hope and priorities will be specifically funded and delivered.

We look forward to delivering the community's aspirations and welcome feedback along the way.

Bill Fensome
Chief Executive Officer

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Community Planning

Every community is unique. Each one is made up of different people for different reasons and in different locations. They can have the same or different issues and concerns, wants and goals and visions. Each member of a community adds to its uniqueness and potential.

Community Planning is about the processes involved in bringing the community together, exploring and understanding its goals and aspirations and developing and agreeing on a future direction and pathways to achieve a future vision.

The Shire of Nungarin's community planning focuses on social, economic, environment and governance principles.

Our community is well placed to tackle this challenge. The result of the commencement of this community planning process is this document, our Community Plan for the next 10yrs.

During the community engagement, the community outlined its vision for 2023, to include the following:

- A stable and increasing population
- Employment opportunities and industry diversification
- A safe place to live
- The retention and development of young people
- A profitable agricultural industry



Council and Staff

Councillors

The Shire of Nungarin has seven elected members who meet monthly to discuss issues, and make decisions, on behalf of the community.

Shire President

Cr Eileen O'Connell Term Expiry 2013

Cr Barry Cornish Term Expiry 2015

Cr Gary Coumbe Term Expiry 2013

Cr Nicholas Malaspina Term Expiry 2015

Cr Kerry Dayman Term Expiry 2013

Cr Jim Taylor Term Expiry 2015

Cr John Shadbolt Term Expiry 2015

Executive Team

Chief Executive Officer
Bill Fensome

Finance/Administration
Courtney Tompkin

Works Supervisor
Steve Graham

Environmental Health
Rebecca Bowler

Introduction

Welcome to the Shire of Nungarin's Strategic Community plan.

This Plan outlines the long-term (10+ years) vision and values of the community of the Shire of Nungarin, whilst also acknowledging the requirements and resourcing capabilities of the Shire.

The plan not only establishes a vision for the Shire's future, but will also drive the development of other plans in the Integrated Planning framework.

The three major components of this framework include the:

Strategic Community Plan

An overarching plan that will guide the future direction of Council's policies, plans, projects and decision making over the next ten years to 2023.

Corporate Business Plan

A plan for the Shire as an organisation to activate the strategies identified in the Strategic Community Plan and drive Shire operations to 2016/17.

Annual Budget

The allocation of resources required to deliver the Strategic Community Plan and the Corporate Business Plan. The annual budget will be derived from an annual review of the Corporate Business Plan.



Vision and Values

Our Vision

A great place to live with a well connected, strong, healthy and friendly community.

Our Values

We will conduct our business with;

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

Communication

- Create opportunities for consultation with the broad community
- Demonstrate leadership by promoting Council and community teamwork

Western Australian Strategic Plan Links

There are a number of other strategies and plans that link directly to this Strategic Community Plan including:

Action Agenda

The Regional Development Council released a Regional Development Policy Framework: An Action Agenda for Regional Development in early 2011. The Action Agenda set out the policy and project priorities that the Council identified as vital to ensuring WA regions remain places where people want to live, work and invest. There were six priorities including housing and services; employment, infrastructure and skills; health; education; social and environmental amenity; leadership and decision-making. The Action Agenda is applicable to all involved in regional development.

Wheatbelt Strategic Plan

The Wheatbelt Development Commission together with Regional Development Australia (Wheatbelt) has developed a Strategic Plan 2012 that outlines strategic intentions of the Commission and Regional Development Australia (Wheatbelt) across a vibrant economy, livable communities and valued natural amenities. The Plan recognises the huge potential to increase the Wheatbelt's population through regional collaboration and marketing, service delivery planning and strategic regional planning.

Towards A Wheatbelt Infrastructure Plan

From July to October 2012, the Wheatbelt Development Commission instigated a 2010/11 Country Local Government Fund (CLGF) Regional Component initiative to identify Wheatbelt infrastructure priorities and start the Wheatbelt Infrastructure Plan. Towards a Wheatbelt Infrastructure Plan was an initiative to assist Wheatbelt Local Governments to identify Wheatbelt infrastructure priorities. The stakeholders and beneficiaries were each of the 43 Local Governments in the region. It was agreed that long term planning and strategic analysis was needed in order to best meet the development needs of the region. The process was an opportunity to significantly advance strategic planning for infrastructure in the wheatbelt. From each of the Local Governments, key wheatbelt development issues were recognised as being energy, transport, land development and accommodation. Key drivers of development emerged as population growth and diversity, industry development and sustainability. From this discussion mutual infrastructure and non-infrastructure solutions were identified.

Land Use

Additional plans of interest to the Shire of Nungarin Strategic Community Plan include the Wheatbelt Land Use Planning strategy which is a guiding document for the Wheatbelt region that aims to guide land use and planning. This is still in draft form, however its vision states that the Wheatbelt will capitalise on Western Australia's growth, demonstrate resilience to global changes and seize new opportunities. The region's combination of natural resources, agricultural and community base, proximity to Perth and available land and infrastructure to support growth will set it apart from other areas and offer a sought after lifestyle and business environment for current and future communities. The Western Australian Planning Commission will address the Wheatbelt's environment, community, economic, infrastructure and regional development priorities.

Our Shire

The Shire of Nungarin is situated in the north eastern Wheatbelt, situated approximately 40 kilometres north of Merredin and approximately 300 kilometres east of the state capital, Perth. The Shire covers an area of 1,164 kilometres². The Shire comprises the main town site of Nungarin and key statistics include:

- Population is 230 (Census, 2011) with 42.9% being male and 57.1% female
- The Shire includes 248.8km of sealed roads and 390.4km of unsealed roads
- The total number of private dwellings within the Shire is 128 (ABS, Census, 2011)
- Of all households, 63.6% were family households, 33.0% were single person households and 3.4% were group households
- The median income for those with children was \$1,093 and those without children was \$333.
- Businesses centre on agriculture, retail, cabinetmaking, tourism and professional services

The Nungarin Primary School caters for students from Kindergarten to Yr 7.

The town site of Nungarin has a Community Resource Centre which includes a post office, shop, cabinetmaker and pub/hotel which is currently closed. There is also a CBH wheatbin in the town site and rail access.

Nungarin is in close proximity to the Kununoppin Hospital and is visited by Wheatbelt AgCare. The Shire is well supported by a local Ambulance Service and Bush Fire Brigade.

Community groups include the Nungarin Community Development Group, Nungarin Newslink which produces a fortnightly local paper, the Nungarin Tidy Towns Committee, Friends of Mangowine, Country Women's Association, Community Learning Group and various Church groups. Nungarin is well known for its Wheatbelt Markets as well as the Mangowine Homestead and Mangowine Concert which is an annual concert at the Homestead featuring well known artists and musicians and is held to celebrate the Nungarin Harvest Festival.

An RV Friendly Shire, the Nungarin town site and surrounding district has beautiful wildflowers, during the Spring season, natural attractions including Eaglestone Rock and Lake Champion, its historical features including the Nungarin Heritage Machinery and Army Museum as well as self drive trails including the Wheatbelt Way and walk trails around the town site and cemetery. Accommodation for tourists and visitors is at McCorry's Old Hotel and Nungarin Hotel (when it is opened).

The town site has excellent sporting facilities with a modern Recreation Centre, bowling greens, oval, swimming pool, tennis courts, dirt hockey field and golf club. Sporting clubs include football, bowls, cricket, golf, women's hockey, a rifle club and tennis.

The town site has inconsistent mobile phone coverage (3G) and has access to wireless and ADSL broadband.

What we do

The Shire of Nungarin is a local government body established under the Local Government Act to deliver services and infrastructure to its communities. The roles and responsibilities of Local Government differ across the state, but the Shire of Nungarin actively services its community in a variety of ways namely:

- Infrastructure and associated services, including local roads, footpaths, drainage, waste collection and management
- Provision of recreation facilities, such as parks and gardens, sports fields, golf courses, swimming pools, Recreation Centres and Town Halls
- Care of the environment
- Health services such as water and food inspection, toilet facilities, noise control and animal control
- Community services, such as aged care and accommodation, community care, community transport, emergency services and welfare services
- Building services, including inspections, licensing, certification and enforcement
- Carrying out government and private sector works,
- Tourism promotion and development
- Access to land, planning and development approvals,
- Administration of facilities, such as airfields and cemeteries
- Cultural facilities and services, such as libraries,
- Lobbying and working with State and Federal Government, regional organisations and agencies,
- Advocating for local needs whilst operating in a regional context,
- Corporate Governance to ensure it delivers good decision making, leadership and professional management

How do we deliver it?

The Shire of Nungarin has 13 employees and 7 Councillors. Elections are conducted every two years in the month of October. Half the number of councillors are up for election each term. A full term for a council member is four years. Council meetings are held monthly.

The Chief Executive Officer is appointed by Council to deliver upon the following areas;

- Executive Services
- Community and Corporate
- Services
- Infrastructure Services
- Compliance
- Strategic Projects

Current and Future Resource Capacity

Where are we now? Throughout the Nungarin community consultation a collective picture of what Nungarin was like emerged.

Nungarin is a small but proud community, with a big heart. The community has a strong community spirit and volunteers contribute to the liveability and progress of the Shire. We have a resilient agricultural base and good regional networks and we want to be a great place to live to attract new populations and business.

Council is aware of its current resources and assets including:

- 13 staff (13 staff in 2008)
- Revenue on average between \$2m and \$2.2m (rates, grants, fees and charges, service charges, interest earnings)
- Operating expenditure on average between \$2m and \$2.2m
- Value of total assets is \$12,919,000
- Rates over the past 5yrs have increased from \$473,000 to \$415,000
- It's role in advocacy through NEWROC, WALGA and regional sub groups with the Wheatbelt Development Commission and State Government agencies e.g. SiHi

The Shire of Nungarin is an active participant in NEWROC which delivers a number of regional projects and services. The Shire of Nungarin has a consulting engineer through this organisation.

WA Planning predicts the Shire of Nungarin to have a declining population, with 200 persons expected in the Shire by 2023 (Band C, WA Planning 2012). Council are working hard to counter act this prediction and by delivering upon this Strategic Community Plan, it hopes will attract new populations and industry.



Strategic Community Plan



Aim of the Plan

The aim of this document is to allow the whole community to share in their vision for the Shire of Nungarin.

The document belongs to the community and is designed to give everyone the opportunity to participate in achieving the goals and actions set out in the Plan. The goals and actions in each of the identified focus areas reflect the words and ideas presented by members of the Shire.

What is it?

According to the Department of Local Government (WA) a **Strategic Community Plan** outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.

The Strategic Community Plans are not static and must be reviewed regularly.

The plan:

- Establishes the community's vision for the local government's future, including aspirations and service expectations.

- Drives the development of local government Area/Place/Regional Plans, resourcing and other informing strategies, e.g. Workforce, Asset Management and Services.
- Will ultimately be a driver for all other planning.
- The integration of asset, service and financial plans means the local government's resource capabilities are matched to their community's needs.

In addition the Shire of Nungarin will develop a Corporate Business Plan, designed as the single point of reference for all activities undertaken by Council during its term of office (4yrs). The Corporate Business Plan details the activities Council will undertake to achieve the objectives of the Community Strategic Plan.

The Shire of Nungarin will develop an Asset Management Plan, Long Term Financial Plan and Workforce Development Plan alongside the plans above.

Community Input

Council has adopted a Community Engagement Policy. The Strategic Community Plan has been developed after an extensive community consultation and engagement strategy that included:

- **Community workshop held in April 2013**
Groups of community members who discussed their needs of the local community with respect to Council's services, facilities and to customer service.
- **Community survey**
A sample of community residents responded to key questions (in written format) about the challenges facing the Shire, and their vision for the future of the Shire
- **Council visioning workshop**
This session centred on visioning beyond the local and regional community, including activities around issues and their impacts and uncertainties.

The draft Strategic Community Plan was released for public comment in May 2013.

Measuring the Plan

The Strategic Community Plan contains the goals and broad strategies related to their achievement. The Shire of Nungarin Corporate Business Plan will provide further specific details and services specific to each of the goals.

The Council will review the Strategic Community Plan at Council every two years and also release a brief report to the community on its activities and workings towards the strategic goals. Every four years Council will conduct a full review.

All planning documents are available to the community via the Shire of Nungarin website as well as upon request to the Shire.

Council also publishes an Annual Report detailing the achievements and activities for the year in relation to the budget, activities, goals and targets.

Challenges

The Shire of Nungarin currently faces numerous challenges, and these challenges will evolve over the next 10 years.

Through our community engagement strategies, we have identified a number of specific challenges, which we believe will have a significant impact on our community over the coming years, such as:

- Local economy competing with regional and/or larger towns
- Local government structural reform
- Stable to decreasing population
- Responding to environmental change
- Consecutive poor agricultural seasons and declining returns for agricultural production
- Limited availability of housing (appropriate style, design, quality etc)
- Access to telecommunications and the quality of telecommunications in the Shire
- Limited access to affordable transport
- Lack of opportunities to encourage young people to stay
- Employment and career opportunities in the Shire
- Aged care facilities and services
- Attracting funding for local projects from national, state and regional organisations who prioritise regional projects

Our Aspiration

Our Shire is healthy and happy, contributing to our progress, with accessible places and spaces and our transport is well connected and safe

- 1. Provide and maintain adequate community services and facilities that responds well to the needs of all ages and sectors of the community**
 - 1.1 Continue to maximise lifestyle qualities for existing families and attract and welcome new families to the Shire of Nungarin
 - 1.2 Advocate on behalf of the community to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs
 - 1.3 Support access to the GP and allied health services at the Kununoppin Hospital
 - 1.4 Continue to support and maintain current aged accommodation whilst also participating in local, sub regional and regional aged care accommodation options, selecting best practice for the Shire, coupled with appropriate and complementary health, recreation and community services e.g. senior citizens, frail aged care
 - 1.5 Investigate the provision of occasional child care service

- 2. Plan and deliver sport and recreation, public space and community events**
 - 2.1 Increase opportunities for active and passive recreational use of parks, playgrounds, open space and reserves
 - 2.2 Local youth and family community facilities are maintained and enhanced including gardens, skate park, Radcliffe Park etc
 - 2.3 Continue to maintain and enhance the Recreation Centre for sport, recreation and leisure pursuits as well as providing emergency service access
 - 2.4 Maintain the Swimming Pool with a view to improving facilities in the future and matching opening hours to weather conditions
 - 2.5 Maintain and enhance playing fields across the Shire
 - 2.6 Investigate a gym facility at the Swimming Pool
 - 2.7 Work with regional organisations on developing junior sport in the Shire

- 3. Maintain community safety and accessibility to services and facilities**
 - 3.1 Ensure safe and ease of access for all residents to Shire facilities and services e.g. ramps, footpaths
 - 3.2 Implement and annually review the Shire of Nungarin's access and inclusion plan
 - 3.3 Develop and implement a Shire wide emergency management and recovery plan
 - 3.4 Encourage community participation in FESA and St John's Ambulance, work with them

- to educate the community on emergency service issues and procedures
- 3.5 Advocate for a consistent Police presence in the Shire
- 3.6 Continue to participate in crime prevention initiatives

4. Deliver safe and efficient road, rail and air connections

- 4.1 Update the Nungarin Road Plan and review Shire roads and determine their suitability yearly (maintenance, construction, preservation, road train access and parking, materials, safety)
- 4.2 Advocate for the retention and improvement of all current railway infrastructure in the Shire of Nungarin
- 4.3 Continue to access Black Spot Funding Program, Roads to Recovery and Regional Road Group funds
- 4.4 Continue to provide access for commercial, recreational and medical organisations by air
- 4.5 Continue to provide an accessible community bus service and ensure a regular public bus service to Perth is maintained
- 4.6 Provide bicycle and pedestrian connections throughout the Nungarin town site
- 4.7 Provide consistent road and directional signage across the Shire

5. Culture, heritage and place are valued, shared and celebrated

- 5.1 Recognise and protect local heritage as well as the unique stories of the community
- 5.2 Support the delivery of high quality cultural and artistic products and activities
- 5.3 Encourage the community to take an active role in town aesthetics including clean streetscapes, attractive spaces, tidy and green gardens
- 5.4 Maintain and enhance the town cemetery

6. A welcoming community that cares and looks after each other

- 6.1 Continue to create a welcoming community and aesthetically pleasing town site to new residents and visitors
- 6.2 Support and encourage local initiatives that encourage groups and individuals to coming together and progressing the Shire including the Wheatbelt Markets, Tidy Towns, Community Development Group etc
- 6.3 Continue to provide relevant information for everyone e.g. health, education, business, community
- 6.4 Actively foster a spirit of volunteerism by addressing the key barriers to participation, whilst also formalising recognising volunteers in the community

7. Active and healthy communities with physical and mental wellbeing

- 7.1 Support the vision of the Nungarin Primary School
- 7.2 Work with local and regional providers e.g. Community Resource Centres, CY O'Connor Institute, universities, Primary Schools to assist the community access education and training programs

- 7.3 Provide apprenticeship and traineeship opportunities within the Shire
- 7.4 Continue to provide and enhance access to the Shire library
- 7.5 Support community organisations deliver after school and school holiday programs
- 7.6 Provide readily accessible information about employment, investment, training and work opportunities within the Shire through its website, print material and networks
- 7.7 Provide a broad range of recreation, health and wellbeing initiatives with the support of grant funding to target specific ages and abilities including younger children, older children, families, teenagers and seniors
- 7.8 Assist in the provision of a variety of community events

Measuring our Success

- More people involved in community events and activities
- Increased life long learning opportunities and access
- Local unemployment is below the State average
- Formal recognition of volunteers
- Greater housing choice (including quality)
- Multipurpose and well used facilities
- Active and healthy community
- Improved sealed and gravel roads
- Safe transport systems

Our Aspiration:

A diverse business environment with equitable telecommunications and infrastructure. We are uniquely Nungarin in providing a memorable visitor experience.

8. Assist in providing housing affordability and choice

- 8.1 Work with local and regional stakeholders to provide a mixture of quality housing types that allow residents to meet their housing needs at different stages of their life stage
- 8.2 Advocate for public housing to maintain and renew existing public housing in Nungarin
- 8.3 With the assistance of the Tidy Towns committee, encourage the community to present an aesthetically pleasing town site

9. Develop and maintain a prosperous local economy supported by an increased population and, new value adding industries

- 9.1 Support and develop existing businesses and develop a professional and business friendly image of 'doing business in Nungarin'
- 9.2 Work towards improved diversity of industry in the Shire
- 9.3 Support local businesses through the buy local policy of Shire
- 9.4 Support and promote business networking opportunities and development in the Shire e.g. Small Business Centre services, Wheatbelt Business Network, Community Development Group
- 9.5 Work with local and regional bodies to promote the Shire as great place to live and work e.g. Heartlands WA
- 9.6 Release residential and industrial land when needed and in a timely manner, marketing Nungarin as a great rural lifestyle
- 9.7 Planning approvals to be streamlined and easy for residents and new applicants
- 9.8 Investigate the development of industrial incubator units in the Shire
- 9.9 Continue to support agribusiness and environmentally friendly agricultural practices
- 9.10 Investigate a consistent fuel supply for the Shire

10. Promote and develop a thriving tourism sector

- 10.1 Support and develop a distinctive Nungarin visitor experience
- 10.2 Improve accommodation and tourist / visitor facilities at the Caravan Park e.g. laundry
- 10.3 Assist in the promotion of the natural and historical attractions in the Shire e.g. Mangowine Homestead and Concert, rocks, lakes

- 10.4 Continue to support the objectives of NEWTravel, Wheatbelt Way and local tourism businesses and services
- 10.5 Continue and promote our tourism initiatives such as our RV Friendly status which provides increased exposure and maintains high tourism standards in the Shire

11. Ensure reliable and improved key utilities

- 11.1 Advocate for the consistent and continually improved delivery of current and future utility infrastructure (water, sewer, gas and electricity)

12. Improve telecommunications, including mobile coverage and access to internet

- 12.1 Ensure the National Broadband Network rolls out to residents, businesses and government organisations in the Shire and is of the best possible service to grow the digital economy
- 12.2 Advocate for improved telecommunications service including mobile phone reception across the Shire

Measuring our Success:

- Mix of small and large businesses
- Improved visitor experiences and number of visitors to the Shire
- Improved and reliable utilities
- Access to modern communications

ENVIRONMENT

Our Aspiration:

Our environment is understood, maintained and protected

13. Protect and enhance the natural environment

- 13.1 Encourage and support active community participation in local environmental projects
- 13.2 Protect and rehabilitate degraded natural areas (including gravel pits) as well as roadside vegetation and identified reserves
- 13.3 Ensure future land use planning and management protects biodiversity
- 13.4 Provide education and prevention programs to encourage recycling and protection of the natural environment
- 13.5 Continue to support and promote to locals the importance of managing wild animals, pests and flora across the Shire
- 13.6 Protect natural walk and drive trails
- 13.7 Work towards Shire gardens being water wise
- 13.8 Provide natural resource management services and programs

14. Deliver best practice water, waste and refuse management

- 14.1 Improve waste minimisation and recycling practices within the Shire administration, businesses and homes
- 14.2 Maximise water efficiency through appropriate storm water design, water catchment, harvesting and reuse
- 14.3 Provide and maintain an efficient sewerage system
- 14.4 Continue to participate in Drum Muster

15. Greater efficiency in the use of resources

- 15.1 Investigate alternative energy technologies e.g. wind and solar
- 15.2 Investigate alternative energy systems in Shire facilities that actively reduces Council's carbon and water footprints

Measuring our Success:

- Energy efficiency Shire facilities
- Sustainable use of water
- Best practice waste management
- Preserved natural environment and protection of biodiversity

CMC LEADERSHIP

Our Aspiration: A strong local democracy with an actively engaged community and effective partnerships

16. A Shire that prospers through partnerships and good governance

- 16.1 Continue to participate in sub regional and regional groups to gain efficiencies and productivity e.g. NEWROC
- 16.2 Provide development opportunities, and a secure Council environment that encourages visionary leadership and ideas to complement existing strategies in providing solutions to the long term challenges facing the Shire
- 16.3 Provide excellent customer service functions to all community members and rate payers
- 16.4 Develop excellent communication tools, in a range of suitable formats, to ensure a well-informed community
- 16.5 Commit to the provision of essential and non-essential services in the community
- 16.6 Implement a range of collaborative partnerships with businesses and community groups to ensure their sustainability into the future
- 16.7 Annually review compliance methods
- 16.8 Human resource excellence
- 16.9 Provision of a safe, secure and encouraging working environment for all staff and elected members

Measuring our Success

- Clear local and regional priorities
- Transparent, open, inclusive and accountable democratic leadership
- Informed decision making
- High levels of community engagement in decision making
- Improved service delivery from Council balancing customer expectations
- Highly skilled Council workforce
- High degree of compliance