

## PART 2

# Creating our Delivery Program and Operational Plan

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# Integrated Planning and Reporting Framework

The NSW Local Government Integrated Planning and Reporting (IP&R) framework acknowledges most communities share similar aspirations; reliable infrastructure, education and employment, opportunities for social interaction and a safe, healthy and pleasant place to live. The difference lies in how each community prioritises and responds to these needs. Now, more than ever, councils and communities need a robust, flexible and cohesive integrated planning and reporting framework that can support them as they work together to respond to rapidly changing circumstances and opportunities.

The IP&R includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

## Community Strategic Plan (CSP)

The CSP is the key document in the framework and is a 10-year plan, reviewed every 4 years. The purpose of the plan is to identify the community's main priorities and aspirations for the future, and outline objectives and strategies to achieve them. These objectives and strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available. The CSP is organised under five Community Values (key focus areas) that reflect the community's vision and values. The Delivery Program and Operational Plan use the same five community values and they also provide clear strategic alignment between Council's longterm, mid-term and annual planning and reporting.

## Delivery Program

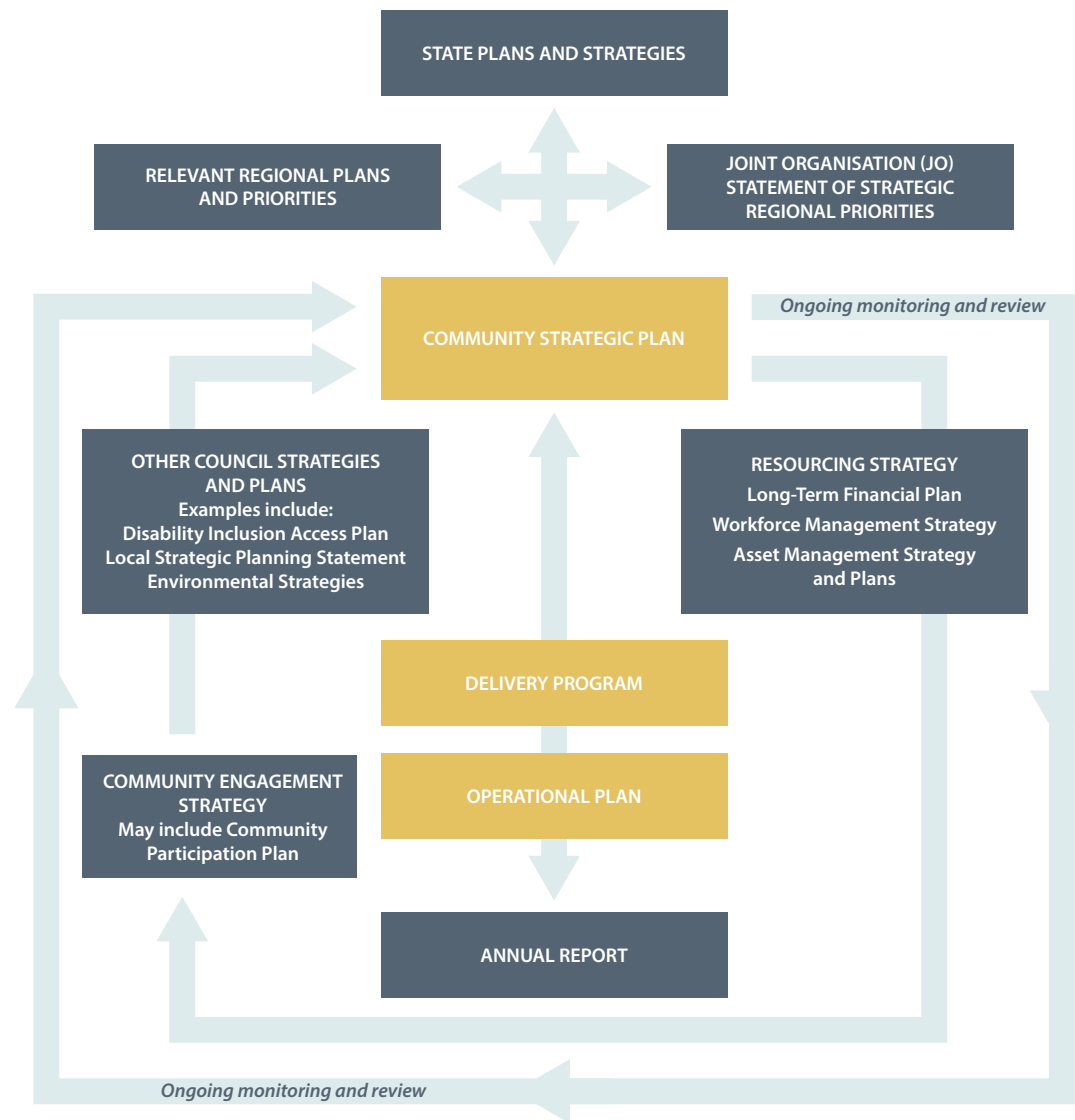
The Delivery Program is a plan that covers the term of an elected Council. To create the program, we look at the Community Strategic Plan and ask what strategies we can achieve over the coming term to bring us closer to the community's vision and values, using the resources identified in the Resourcing Strategy.

## Operational Plan

The Operational Plan outlines the actions Council will undertake in the coming year to achieve the Delivery Program strategies under each community value. The Operational Plan also details how Council will fund these actions.

## Resourcing Strategy

The Community Strategic Plan can only be achieved with sufficient resources. Council's Resourcing Strategy supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the community's goals in terms of time, money, assets and people.



# Strategic Directions for Dungog Shire Council

## Our Community

That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.



### 1.1 That we all enjoy a safe, supportive community, characterised by vibrant cultural life and a strong sense of local heritage.

- 1.1.1 Continue to develop programs/initiatives to welcome and support new residents into the Shire.
- 1.1.2 Create options for community participation through volunteerism.
- 1.1.3 Acknowledge and celebrate the contribution volunteers make to the Dungog Shire.
- 1.1.4 Raise public awareness of local activities and events that provide a foundation for community building.
- 1.1.5 Develop and initiate opportunities for greater participation of young people in local community activities.
- 1.1.6 Foster the cohesiveness of local community groups.
- 1.1.7 Enhance resident capacity to prepare for and withstand the effects of natural disasters and rapid onset events within the Shire.
- 1.1.8 Foster and support the cultural life of the Shire.
- 1.1.9 Ensure that there are locally available services and facilities to cater for people of all ages.
- 1.1.10 Ensure that community health and safety issues are identified and addressed.
- 1.1.11 Assist community organisations to secure funding and other resources.

## Our Environment & Planning

**That we balance the needs of the natural and built environment, by ensuring the natural environment is enhanced and that growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and lifestyle.**



### **2.1 The health of our natural environment and biodiversity is preserved and enhanced.**

- 2.1.1 Manage public access and use of natural areas to enhance our environmental experience and to preserve and promote ecological values.
- 2.1.2 Support and manage the responsible use of resources including the minimisation of waste and the promotion of recycling practices in homes, work places, development sites and public places.
- 2.1.3 Raise public awareness of the responsibilities of landholders regarding management of land.
- 2.1.4 Involve the community in maintaining and enhancing environmental health.
- 2.1.5 Ensure that Dungog Shire Council's policies and procedures adequately protect and enhance the Shire's natural environment and biodiversity.
- 2.1.6 Ensure that local waterways and riparian areas in the Shire are clean and healthy.
- 2.1.7 Manage and reduce the impact of weeds on the natural environment.
- 2.1.8 Ensure that appropriate regulatory and enforcement agencies are proactive in addressing environmental issues in our Shire.

### **2.2 That growth is achieved through a balanced mix of development which acknowledges our unique scenic qualities, rural amenity and country lifestyle.**

- 2.2.1 Ensure that we plan for adequate land supply to accommodate future expected population growth.
- 2.2.2 Maintain a long term planning approach that caters for diversity and choice in rural and village living.
- 2.2.3 Ensure that our land use planning for the Shire acknowledges the importance of our rural character and agricultural activities.
- 2.2.4 Ensure the heritage and streetscapes of our villages are preserved and enhanced.

### **2.3 We are committed to climate action.**

- 2.3.1 We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others.
- 2.3.2 We participate in partnerships and seek grant funding to support our aspirations in climate change action.

## Our Economy

**That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.**



### **3.1 That we ensure our economy is strong, creative, innovative and sustainable and provides us with jobs, business and creative opportunities and easy access to goods and services.**

- 3.1.1 Ensure that economic growth and expansion across the Shire is supported by improvement of local public and private infrastructure.
- 3.1.2 Ensure we plan for the availability of land to facilitate commercial and industrial growth.
- 3.1.3 Review the provision of improved camping and caravan facilities throughout the Shire.
- 3.1.4 Ensure that appropriate public and private sector agencies and businesses work co-operatively to strengthen and expand the Shire's economic base.
- 3.1.5 Promote the Shire as a good location for the establishment of innovative, small to medium scale, sustainable businesses.
- 3.1.6 Work closely with relevant Chambers of Commerce and Progress Associations to promote and share best business practice, offer platforms to lobby government on behalf of business where required, undertake advocacy for education, transport and health, make representation to government on critical Shire issues, and seek out grant and other funding opportunities.
- 3.1.7 Work with Dungog Regional Tourism to develop a strategic approach to growing visitor numbers across the Shire.
- 3.1.8 Implement the actions stemming from the Dungog Shire Economic Development Plan.
- 3.1.9 Develop a unique brand, identity and value proposition for the Dungog Shire to promote local economic growth and tourism development.
- 3.1.10 Improve the availability of telecommunications infrastructure to our communities and visitors.

## Our Infrastructure

**That we aim to provide safe, functional, accessible, resilient and well maintained infrastructure, services and transport networks and that we all have access to a range of activities and facilities that cater for our sporting and recreational needs.**



### **4.1 That our Community is supported by safe, functional, accessible and maintained infrastructure and effective local and regional transport networks.**

- 4.1.1 Improve the safety and functionality of our road network.
- 4.1.2 Ensure a local police presence throughout the Shire.
- 4.1.3 Ensure that our communities have access to quality educational institutions and health and social services/facilities.
- 4.1.4 Ensure our local bridge network is safe and able to accommodate heavy vehicle load requirements.
- 4.1.5 Improve the provision of transport services to communities within the Shire.
- 4.1.6 Ensure that community assets, facilities and public infrastructure are planned for, maintained and improved to a reasonable standard.
- 4.1.7 Ensure that the provision of public infrastructure and services reflect the needs of a growing and changing population.

### **4.2 That the Community has access to a range of places, activities and facilities which cater for diverse sporting and recreational interests.**

- 4.2.1 Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community.
- 4.2.2 Ensure that sporting and recreational spaces are well maintained and provide appropriate facilities and amenities for locals and visitors.
- 4.2.3 Encourage and support a diversity of sporting and recreational activities throughout the Shire.
- 4.2.4 Ensure that appropriate access to public land is maintained.
- 4.2.5 Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for.



## Our Leadership

That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.



### 5.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.

- 5.1.1 That we aim for strong community leadership, financial sustainability and ethical, accountable and responsive governance.
- 5.1.2 Decision-making processes are open, transparent and inclusive.
- 5.1.3 Council undertakes broad and effective communication and engagement with the communities across the Shire.
- 5.1.4 Council's governance and organisational structure reflects the vision, priorities and directions outlined in the Community Strategic Plan.
- 5.1.5 Council undertakes prudent financial management to ensure its long-term viability.
- 5.1.6 Council services are planned and delivered with a focus on quality customer service, continuous improvement, governance and risk management.
- 5.1.7 Council maintains a regional outlook and seeks opportunities for strategic alliances with neighbouring councils.
- 5.1.8 Council will advocate for our communities by actively pursuing constructive relationships with other spheres of government.
- 5.1.9 Communities across the Shire have access to a range of communication formats for receipt and exchange of information.
- 5.1.10 Other programs supporting Our Leadership.

# How to Read this Plan

The following information explains the headings used in the plan.

<b>A</b>	<b>Key Focus Areas - What are our Communities Values?</b> The key focus areas are the themes that the CSP is built around and are the Community Values for Dungog. What we value is important to the way we plan for our future and we have built our strategies around these 5 Key Focus Areas.
<b>B</b>	<b>Objectives - Where do we want to be in 10 years' time?</b> They are the Community's long-term priorities and aspirations for Dungog Shire.
<b>C</b>	<b>Strategies - What will we do to get there?</b> They are the strategies that detail how we will get there and these provide alignment with the Delivery Program. These are the four-year activities and plans Council will undertake that contribute to achieving the Shire's vision and values. Each strategy relates to a Community Strategic Plan Objective and Strategy.
<b>D</b>	<b>Actions</b> The actions detail the activities and projects Council will undertake during 2022-2023. Each action relates to a Delivery Program strategy.
<b>E</b>	<b>Responsibility</b> Responsible Council department that will oversee and report on the relevant action.
<b>F</b>	<b>Performance Indicators</b> Source of the Performance Indicator.

