



# STRATEGIC PLAN

Wagait Shire Council

2019 – 2024

### **Our Vision:**

The **Vision** of the Wagait Shire Council is to sustain and nurture the lifestyle of residents and visitors. This will be achieved through improvements to economic, cultural and ecological opportunities and will work on creating an involved and supportive community, promoting investment, ensuring accessibility and capitalising on our natural advantages with an emphasis on sustainability.

### **Our Mission:**

Delivering improved social, economic, environmental and cultural life of residents in the Wagait Council area through emphasis on an involved community, in alternate energy, maintaining and developing our infrastructure, providing core services, promoting investment, ensuring accessibility and capitalising on our natural advantages with an emphasis on long term stability and sustainability.

### **Key Messages**

**As a responsible, effective and engaged Council it is our business to:**

- Provide strong, transparent and accountable governance
- Advocate responsibly and vigorously for the interests and wellbeing of our community
- Communicate effectively and honestly with community stakeholders
- Implement comprehensive and innovative planning for sustainable service delivery across the social, economic, environmental and cultural spheres
- Demonstrate strong support for community
- Support and attract business and industry development
- Provide community safety, reliable roads, infrastructure and parks
- Recruit, retain and support quality staff and volunteers
- Provide, participate in and support civic and community events

<b>Goal 1</b>	<b>Stability</b>
<b>Focus:</b>	Strong, transparent and accountable local governance to achieve quality service delivery
<b>Strategies:</b>	<ul style="list-style-type: none"> <li>• Comply with statutory and regulatory requirements</li> <li>• Develop and implement long term strategic, financial and operational plans</li> <li>• Communicate effectively and honestly with community stakeholders</li> <li>• Recruit, retain and support quality staff and volunteers</li> <li>• Support provision of training for elected members</li> </ul>
<b>Operational Targets (KPI's):</b>	<ul style="list-style-type: none"> <li>• Pass compliance audits from Departments and auditors</li> <li>• Annual Shire Plan and Strategic and Operational Plans are prepared for adoption by Council and approved by Department</li> <li>• Regular newsletter (pickup and email), website and social media posts are increased and response times to appropriate social media posts are 72 hours</li> <li>• Align the distribution methods of Council news and information into a Communications Plan to be reviewed annually that explores and suggests new or expanded forms of communication for stakeholders</li> <li>• Develop a Council Workforce Plan that provides for and reflects proactive recruitment, staff development and retention approach with annual budget recommendations</li> <li>• Develop an annual Councillors Training Plan for Elected Members</li> <li>• Develop a calendar of annual review actions that reflects individual plans identified within this Strategic Plan</li> <li>• Recognise and support community volunteers through the development of a Volunteer Strategy</li> </ul>

<b>Goal 2</b>	<b>Advocacy</b>
<b>Focus:</b>	Advocate responsibly and vigorously for the interests and wellbeing of our community
<b>Strategies:</b>	<ul style="list-style-type: none"> <li>• Ensure community can voice opinions and ideas to Council</li> <li>• Provide, participate in and support civic and community events</li> <li>• Utilise technology to maximise responsible information gathering and communication to inform Council, residents and visitors</li> <li>• Lobby government to seek engagement and support for identified social and community issues and needs</li> <li>• Seek and promote partnerships to achieve infrastructure goals</li> </ul>
<b>Operational Targets (KPI's):</b>	<ul style="list-style-type: none"> <li>• Evaluate the number and category of community engagements and report on outcomes</li> <li>• Record number of civic and community events held and participation by Councillors and staff</li> <li>• Conduct and audit/review current technology used within Council communications (internal and external) and deliver a report annually to Council with recommendations and budget requirements</li> <li>• Records kept of partnerships created/maintained or lobbies undertaken in regard to social and community needs</li> </ul>

<b>Goal 3</b>	<b>Sustainability</b>
<b>Focus:</b>	Implement comprehensive and innovative planning for sustainable service delivery across the social, economic, environmental and cultural spheres
<b>Strategies:</b>	<ul style="list-style-type: none"> <li>• Asset and infrastructure management planning to reflect social, economic, environmental and cultural aspects of council</li> <li>• Improve the asset base needed to deliver sustainable council assets and services in each sphere (social, economic, environmental and cultural)</li> <li>• Engage with the community in order to identify, assess and prioritise delivery in each sphere</li> <li>• Ensure Council incorporates efficient and effective means to achieve managed growth and resilience</li> </ul>
<b>Operational Targets (KPI's):</b>	<ul style="list-style-type: none"> <li>• Asset management plans have been reviewed and allocated associated spheres reflecting social, economic, environmental and cultural assets</li> <li>• Record number of partnerships, support arrangements and grant applications and/or funding partnerships made with summaries of success, non-success and ongoing development</li> <li>• Number of consultations held with groups/individuals across the social, economic, environmental and cultural spheres of Council in ongoing review/discussion on asset management plans</li> <li>• Number of facilities/and/or service function areas of Council reviewed to measure efficiency and effectiveness in achieving growth and resilience</li> </ul>

<b>Goal 4</b>	<b>Community Wellbeing</b>
<b>Focus:</b>	Demonstrate strong support for community wellbeing
<b>Strategies:</b>	<ul style="list-style-type: none"> <li>• Support and attract business and industry development in the area</li> <li>• Provide safe and attractive parks, gardens, and open areas</li> <li>• Promote local employment options to improve individual, family and community wellbeing</li> <li>• Ensure community safety, reliable roads, footpaths and street lighting</li> <li>• Support and develop social and community activities and services</li> <li>• Respect culture and diversity</li> </ul>
<b>Operational Targets (KPI's):</b>	<ul style="list-style-type: none"> <li>• Develop an Industry and Business Development Support Model/Plan that identifies opportunities and issues that will assist with advocacy and formal/informal partnership development</li> <li>• Report achievement made in regard to current maintenance standards in annual operational plans (eg roads, parks and gardens, sport and recreation etc)</li> <li>• Record number of contact/engagements held with business/peak agencies to quantify current employment options and projections; that identifies barriers to employment growth at the community level</li> <li>• Report activity in relation to community safety, incidents, accidents, vandalism and animal control so that community safety can be measured and improved annually for trend analysis</li> <li>• Develop a Community Services Plan that records the type and number of activities/services provided across identified demographics in the community (ie youth through to aged) and review annually to reflect changing community needs and opportunities</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Develop a Council Culture and Diversity Plan in conjunction with the community and review/update annually</li></ul> |
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