

# VALLEY VISION 2020



## **Acknowledgements**

The consultants wish to acknowledge the contribution to Valley Vision 2020 made by the Clarence Valley Sustainability Initiative developed by Sustainable Futures Australia and the Clarence Valley Council, all contributors to the Clarence Valley Council's strategic documents. Design and production by Damien Witzig.

## **Disclaimer**

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## **Prepared for the Clarence Valley Council by**



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## Mayor's Message

Clarence Valley Council's first corporate strategic plan, appropriated named Valley Vision 2020, succinctly articulates the Council and community vision for the future of the Clarence Valley and provides appropriate tools and strategies to achieve the vision.

The baseline and core of Valley Vision 2020 is the Sustainability Initiative which Council adopted in 2006 and which mandates that sustainability principles will permeate all of council's decision making and actions.

Council's other significant strategic planning initiatives, which have been developed over the past three years with validating and well considered community input, are captured and embodied in this overarching corporate plan.

The values and aspirations of Clarence community as expressed in the Sustainability Initiative and Council's other adopted strategic plans are also embedded in Valley Vision 2020.

This exciting and innovative Plan is designed to meet the need for council to undertake more holistic strategic planning and to more effectively integrate the broad spectrum roles, services and activities of Clarence Valley Council. Valley Vision 2020 will also assist Council with its central objective of achieving long term environmental and financial sustainability.

I commend Valley Vision 2020 to the Clarence Valley community as a leading edge blueprint to guide and help secure the best possible future for our Valley and its people.

Ian Tiley  
Mayor  
10th July 2008



# VALLEY VISION 2020

## Clarence Valley Council Executive Summary Sheet

### VISION

A sustainable Clarence Valley: Life in the Clarence Valley, now and in the future, is based on a culture of living sustainably that protects and carefully utilises the natural environment, its beauty and resources, our cultural heritage and unique identity of our valley and its communities.

### PRINCIPLES

Protecting ecological processes and biodiversity	Supporting social & intergenerational equity	Promoting ecologically sustainable development	Encouraging community involvement & awareness	Taking a precautionary and anticipatory approach	Focussing on continuous improvement	Efficient and careful use of resources
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## Summary of the Elements, Aims and Goals

Element	Aims	Key Goals				
Ecology	Our intention is to protect and maintain a robust, healthy natural environment, and visually diverse natural landscape, including the rivers, wetlands, forests, floodplain and coastline, and ecological values in our settlement areas, actively protected and cared for by our whole community, supported by effective resources and environmental education.	Protecting the land	Maintaining healthy waterways	Protecting biodiversity		
Economy	Our intention is for our community well-being and prosperity to be supported by economic activity involving meaningful paid and voluntary work, clean green industry and business, and aware consumers that use water, energy and other resources wisely.	Healthy economic activity	Meaningful work & employment			
Society & Culture	Our intention is for our creative valley cultures, rich in history and diversity, to be supported by good information, education, health, recreation and other services, providing opportunities for quality lifestyles involving a sense of well-being in which we value our communities and each other.	Community health & wellbeing	Creative culture & recreation	Good community relations		
Human Habitat	Our intention is to live in sustainable communities, including a healthy natural environment, supported by efficient and effective essential services and transport systems, our homes and streetscapes reflecting local heritage, character and charm.	Quality built environment and places	Efficient transport and access	Effective essential services		
Governance	Governance incorporates the corporate planning and management machinations of Council. The aim is to efficiently and effectively operate Council business and to plan for and manage the human, physical and financial resources of Council and the public assets for which it is responsible, using the Sustainability Principles.	Running the business of Council	Managing resources	Develop employees	Leadership	

### CRITICAL STRATEGIC ISSUES FOR 2008/10

Impact of Climate Change & Carbon Emission Trading	Finalisation of staff performance management & recognition processes	Finalise Asset Management Plan	Financial Sustainability & Risk management	Knowledge & cascading of VV2020	Integration of databases
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# Introduction

Clarence Valley Council (CVC) was proclaimed on 25 February 2004 with the amalgamation of the former general purpose Councils of Copmanhurst, Grafton, Maclean and Pristine Waters and the activities of North Coast Water and Clarence River County Council. Clarence Valley Council comprises an area of 10,441 sq km, employs approximately 507 effective-full-time staff, operates 10 administration centres, 8 works depots, plus other work locations and serves 50,596 residents and ratepayers living in more than 40 towns, villages and city environs.

Clarence Valley Council represents an estimated 50% of the landmass of the northern rivers region, with a rate base comprising approximately 26,000 properties. A significant proportion of its area is occupied as non-rateable reserves and protected parks.

Valley Vision 2020 is the first Corporate Strategic Plan of the Clarence Valley Council. It will provide long-term strategic direction and integrated action for an organisation with a budget in 2008/09 of \$125.5M recurrent and \$114.8M non-recurrent expenditure.

Valley Vision 2020 sets out Council's Vision for the future and the key strategies it will use to achieve it.

The main framework of Valley Vision 2020 is based on the Clarence Valley Sustainability Initiative adopted in 2006. Valley Vision 2020 integrates and co-ordinates the Vision, Principles, Aims and Goals of the Initiative, the current key targeted strategic documents of Council and those yet to be developed.

Sustainability involves identifying what we really care for as a community on a long-term basis – ecological, economic, social and cultural values – and engaging in behaviour that ensures these values are maintained for present and future generations whilst the development of compatible business and living opportunities are provided.

Clarence Valley Council has been recognised for its work on sustainability and Valley Vision 2020 will provide the blueprint for Council to deliver identified outcomes based on the five elements of:

- Ecology
- Economy
- Society and Culture
- Human Habitat; and
- Governance.

The first four elements of Valley Vision 2020 involve the delivery of services and infrastructure relating to the community and the environment. The fifth element mainly relates to the workings of Council including management of resources, development of employees, administrative processes and participation and communication.

Since the Sustainability Initiative was developed the NSW Department of Local Government has published two papers: "A New Direction for Local Government" and "Integrated Planning and Reporting for NSW Local Councils". Both papers indicate the need for Councils to undertake more holistic strategic planning to integrate the work of a Council.

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<sup>1</sup> Estimated population 30 June 2007, ABS Regional Population Growth, Australia, 2006-07. Catalogue No: 3218.0

<sup>2</sup> Developed by Sustainable Futures Australia © Clarence Valley Council and Sustainable Futures Australia



## **State and Commonwealth Governments**

Clarence Valley Council has developed Valley Vision 2020 within the context of the State and Commonwealth governments' legislation, policy direction, and funding and grants programs.

Whilst State and Federal governments allocate responsibilities and restrictions to local government, these rarely have a resource allocation component directly attached. Consequently Clarence Valley Council finds itself in the difficult position of maintaining financial sustainability whilst equitably deciding priorities between competing demands for services and infrastructure by the Clarence Valley community.

Council has not requested an increase in rates beyond the pegged percentage permitted by the NSW government. If this approach is maintained until 2020 the provision of additional services and infrastructure will be restricted, unless other sources of funds are identified and secured.

The NSW government has recently released its State Plan, Infrastructure Strategy and the draft Mid North Coast Regional Strategy. Combined with the NSW Environmental Planning & Assessment Act 1979 (EPA) these establish a framework within which Council must achieve its Vision.

## **External Influences**

A range of other global, national, state-wide, regional and local factors external to Clarence Valley Council will influence the work of Council in both what Council undertakes and how it does so. These influences can change in a very short period and Council needs to be positioned to respond as quickly as possible.

The external influences to be considered include:

- Climate Change: wild weather events and the likelihood of flooding; rising sea levels and sea surges; changes in behaviour to reduce emissions – for both the community and Council work practices; impact on local ecology, pests and weeds; adaptation of housing design.
- National carbon emission trading scheme to be introduced in 2010.
- The upward spiral in the price of oil: the impact on modes and systems of passenger and freight transport, location of residential developments; business service models.
- Global shortage of food and the need to protect agricultural land. This combined with the on-going drought across much of inland NSW, may result in an even greater demand for the protection of agricultural land in this area which is not as subjected to drought.
- Population growth and the resulting demand for services and infrastructure.
- The ageing of the population.
- Changes in technology.



# Developing Valley Vision 2020

The Clarence Valley Sustainability Initiative was developed from a desktop review of planning processes carried out in the previous 25 years in which the community expressed the values and attributes of importance and which they wished to be maintained into the future. The approach was confirmed by a community forum to finalise the Initiative and endorsed through a public exhibition period before adoption by the Clarence Valley Council.

Council has also expended significant resources in the development and implementation of key strategic documents that still have a period to be completed. The development of Valley Vision 2020 integrated and built upon these previous planning exercises.

In addition to the previous work and to ensure Valley Vision 2020 reflected the current thinking of the community, a brief Background Paper was prepared and a community survey conducted during May 2008. The survey requested respondents to indicate:

- what they valued about the Clarence Valley
- an opinion about the current work of Council – the importance and level of satisfaction about the range of services and infrastructure
- the critical issues for Council to consider in the development of Valley Vision 2020
- how Council should generate funds to maintain current service levels or to undertake significant new initiatives, and
- how Council should inform and consult with the community

The survey was widely promoted and available on-line at the Council's web-site. Hard copies were also available at Council offices, libraries, community centres and most village general stores. A total of ninety-six surveys were returned.

A survey of Council staff was also conducted to provide an opportunity to contribute opinion about:

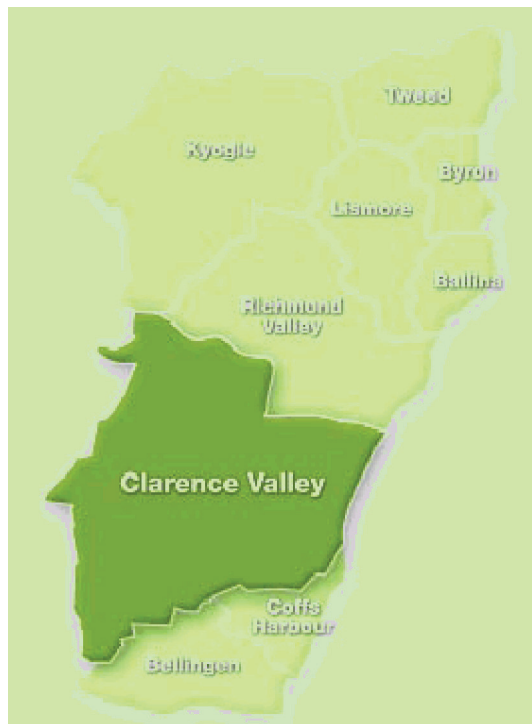
- issues internal to the organisation in relation to service delivery, staff support and development, and efficiencies in resource use
- the most critical issues to be considered by Council when developing Valley Vision 2020
- the need for significant service and/or infrastructure initiatives, and
- community consultation mechanisms

A total of sixty four surveys were returned.

The data from both surveys has contributed to the development of Valley Vision 2020.

## Our Valley

The Clarence Valley Council is located in the Northern Rivers region of New South Wales, approximately 600 kilometres north of Sydney and 300 kilometres south of Brisbane. The LGA is bounded by the Kyogle and Richmond Valley Council areas to the north, the Pacific Ocean to the east, Coffs Harbour City and Bellingen Shire to the south and Glen Innes Severn Council, Guyra Shire and Tenterfield Shire to the west.



The Clarence Valley Council area is predominantly rural, with expanding residential areas. It encompasses a total land mass of 10,441 sq km, or approximately half of the Northern Rivers region of which a significant proportion is National Park, State Forest and nature reserves, including beaches, rainforests, mountains and rivers.

Settlement is based around the city of Grafton and the townships of Yamba, Maclean and Iluka, and more than 40 small villages and localities along the coast and rural hinterland. The mighty Clarence River winds through the LGA.

The original inhabitants of the Clarence Valley area were the Bundjalung, Gumbaingirr and Yaegl Aboriginal groups. The Clarence River forms the boundary between the Bundjalung Nation to the north and the Gumbaingirr and Yaegl Nations to the south. There are five significant Aboriginal communities: Grafton; Maclean; Yamba; Baryulgil; and Malabugilmah.

European settlement dates from the 1830s when cedar timber cutters arrived. A village was established in Grafton from the 1850s, developing as the main town of the area. Land was used mainly for farming, including dairying, sugar cane plantations and maize. Towns developed along the Clarence River, becoming important river ports, while harbours were established at Iluka and Yamba.

Growth took place in the late 1800s, and Grafton developed as the administrative headquarters for the North Coast. The most significant development occurred in the post-war period, particularly from the 1960s. In the last few decades, population growth in the Valley has been concentrated in the coastal areas.

The Clarence Valley is undergoing an economic revolution fuelled by sea-change and tree-change immigration, affordable residential and industrial land, comparatively lower operational costs, higher yields and a growing population.

Demand for skilled workers is increasing, residential housing approvals are out-performing neighbouring areas and investments are being made in aged care, tourism, timber and core infrastructure, in particular water storage.

The Clarence economy is undergoing a significant period of transition. Gross Regional Product at factor cost is valued at \$1,703.9M and is growing at around 8% . The core economic base is comprised of traditional industries such as sugar, fishing, timber and agriculture. There is a new economy developing in areas such as tourism, timber value adding, regional food, arts and design, aquaculture, boat building and education.

The main features of the Clarence Valley are:

- The Clarence River: The river system extends approximately 380 kilometres from Yamba to the Queensland border districts. More than 100 islands form part of the Clarence River system. It is the largest coastal river catchment in NSW at 22,700 square kilometres and its large alluvial floodplain supports the majority of the population and its agriculture.
- The National Parks system: This consists of eleven Parks, including Solitary Island Marine Park.
- 1,080 public parks, sportsgrounds, showgrounds and open space areas catering for a broad range of sports, including Grafton Race Course which offers the richest horse race in rural Australia, 5 golf courses, regional hockey complex, Grafton regional indoor sports centre, with another planned for Yamba, 5 public swimming pools including 2 that are indoor and heated, velodrome and equestrian park.
- A small but growing network of cycleways.
- Regional airport and general aerodrome.
- 2 community centres and 37 community halls.
- 5 public libraries, including a mobile library.
- 2135 km of local roads (1,127 km sealed and 1,008 km unsealed)
- 383 km of regional roads (346 km sealed and 37 km unsealed),
- Approximately 100 km of the Pacific Highway and approximately 65 km of the Gwydir Highway.
- 329 bridges including 164 of timber construction.
- 26 public and 6 private primary schools.
- 3 state and 3 private high schools.
- 3 campuses of the North Coast Institute of TAFE.
- 2 Community Colleges.
- The major northern railway line serving both freight and passenger rail.
- Yamba Port with customs facilities.
- Yamba Marina.
- 2 hospitals and 3 Ambulance stations.
- 4 Fire Stations and 34 Rural Fire Service branches.
- 10 State Emergency Service branches.
- 2 Surf Life Saving Clubs.
- 3,960 businesses registered for GST.

<sup>3</sup> Clarence Valley Economic Monitor, June 2008

## Our People

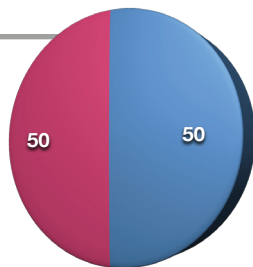
The Clarence Valley comprises a population of 50,596 (ABS estimate as at June 2007), and is experiencing an average annual growth rate of 0.7%. Clarence Valley accounts for 17.8% of the total population of the northern rivers region and by 2031 is projected to have a resident population base of approximately 57,500.

The estimated number of employed persons in the Valley was 21,067 and unemployed 1,634 in the December quarter 2007. The unemployment rate was 7.2% compared to 6.5% and 4.8% for the Northern Rivers and NSW respectively. The participation rate (the proportion of the resident population aged 15 years and over in the labour force) was 52.4%. This is comparable to the Northern Rivers, but lower than the rate for NSW at 62.5%. This is largely a reflection on the larger proportion of the population who are retired.

If it was possible to shrink Clarence Valley Council's population to 100 people, with all the existing population ratios remaining the same, it would look like the following. These figures are based on the 2006 ABS Population and Household Census. The balance of the proportions relate to persons who did not state the answer.

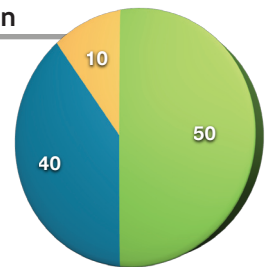
### Gender Distribution

- Female
- Male



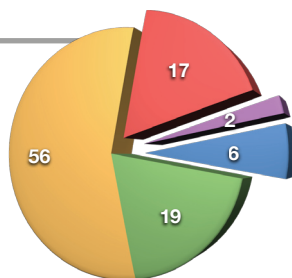
### Geographic Distribution

- Grafton area
- Coastal area
- Rural balance



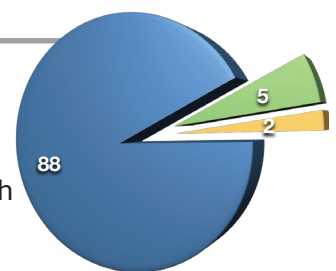
### Age Distribution

- 0-4 yrs
- 5-17 yrs
- 18-64 yrs
- 65-84 yrs
- 85 yrs

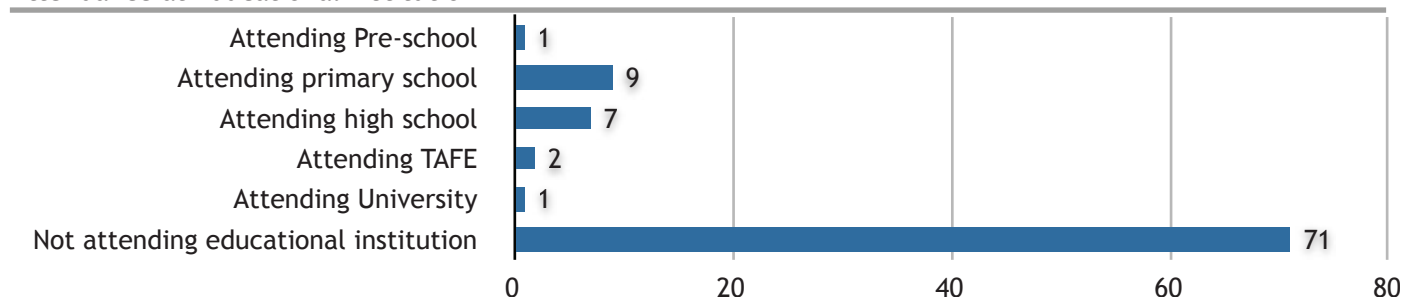


### Country of Birth

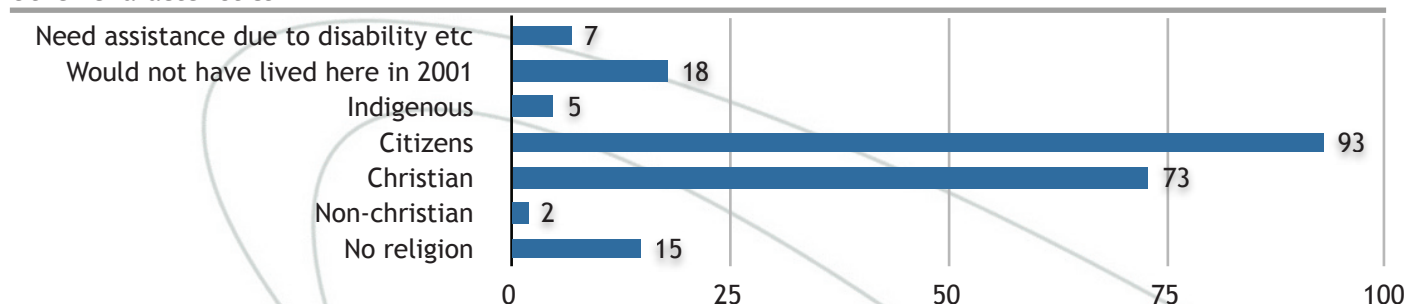
- Australia
- Mainly english speaking country
- Mainly non-english speaking country



### Attendance at Educational Institution



### Other Characteristics

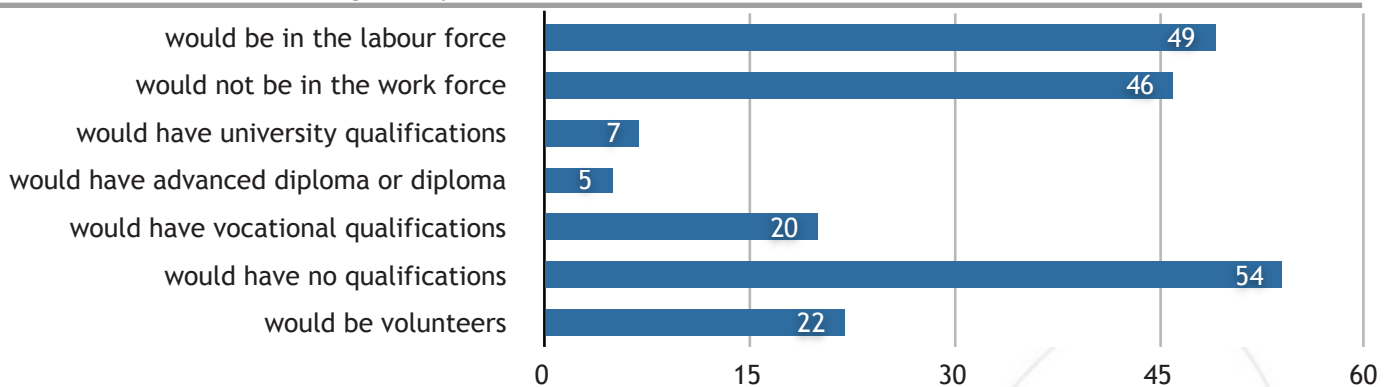


<sup>4</sup> NSW Dept of Planning, ABS 3218.0

<sup>5</sup> Clarence Valley Economic Monitor June 2008

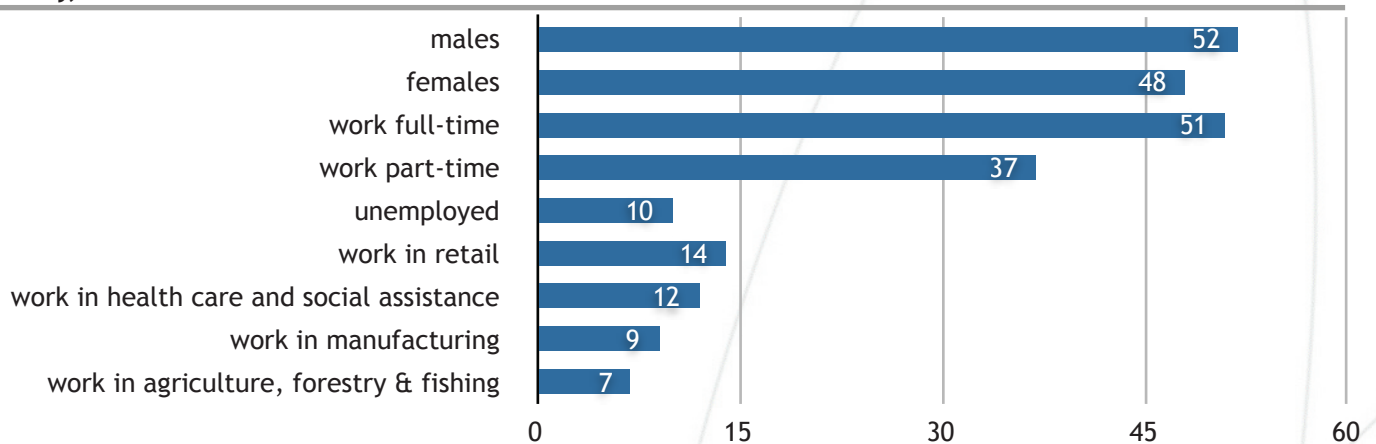
If the population aged 15 years and over was shrunk to a representative population of 100 with all the existing ratios remaining the same, it would look like the following.

#### Characteristics of residents aged 15 years



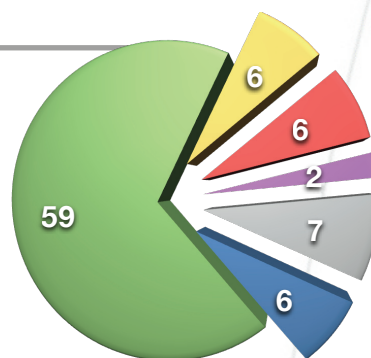
If the workforce was shrunk to a representative population of 100 with all the existing ratios remaining the same, it would look like the following.

#### Industry, Status and Gender



#### Travel to work

- work outside the Clarence Valley local government area
- travel to work in a car as a driver
- travel to work in a car as a passenger
- walked to work
- travel to work by bicycle
- work at home



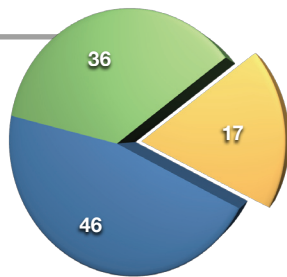
#### Occupation



If families and households were shrunk to a representative 100 with all the existing ratios remaining the same, it would look like the following.

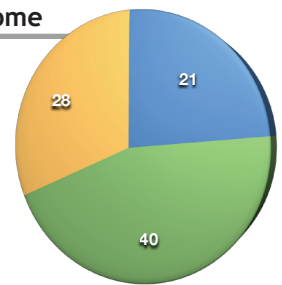
#### Family Type

- couple without children
- couple with children
- one parent families



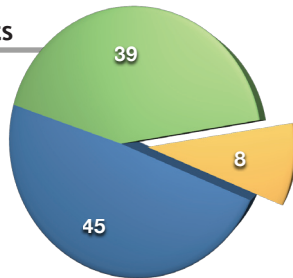
#### Household Gross Weekly Income

- less than \$350
- between \$350 to \$999
- greater than \$1,000



#### Monthly Household Mortgage Payments

- between \$1 - \$949
- \$950 - \$1,999
- greater than \$2,000





## Community Views

Feedback from all sources indicates a strong degree of appreciation of the Clarence Valley as it is now. Future endeavours need to target how to sustain what is here environmentally, whilst improving opportunities for young people, services and basic infrastructure. There is minimal demand for a change in direction, which supports the main tenets of the Sustainability Initiative.

The critical community issues to be considered in achieving the Vision include:

- Protecting the environment, particularly waterways, pollution control, waste management, storm water drainage, sewerage, maintenance of biodiversity, weed and pest control.
- Planning for the future particularly management of the water supply, development controls to protect agricultural and bushland, consideration of the impact of climate change and built environmental design.
- Support for community well-being especially through open space and recreational infrastructure, community development services and, support for young people, children and older people.

Community views are collated from the survey conducted for the development of the Social Plan in 2006 (547 responses) and the Valley Vision 2020 community survey held in May 2008 (96 responses). A selection of Social Plan survey questions is included as they gauged social cohesion measures. Both surveys were self select responses so it must be recognised that the sample is biased towards those who responded, rather than being a random sample that can claim to represent the opinions of the broad community. Attachment 1 details the demographics and geographic distribution of the respondents for both surveys.

Each of the key targeted strategic documents developed by Council has involved community consultation in identifying needs and issues.



























Clarence Valley Council has not conducted randomised telephone community satisfaction surveys in the past; however the use of such a tool is a recognised means to measure performance to assist with the monitoring of the success of Valley Vision 2020.

The Social Plan research responses indicated that residents generally:













- Feel they are part of their community or neighbourhood (74%).
- Believe people around them are willing to help neighbours and community (63%).
- Feel safe in their community (54%).
- Know where to find information about community services if they need it (47%).
- Are involved in a local community group, project or event (46%).



Respondents to the Valley Vision 2020 survey were asked to indicate from twenty-four choices what they valued most about the Clarence Valley. Multiple responses were allowed. A copy of the survey is at Attachment 2. The ranked priorities are:

Values		Responses Total	Responses Percent
Natural environment		66	76%
Healthier lifestyle		62	71%
Low pollution		53	61%
Less traffic congestion		53	61%
Rural settings		53	61%
Sense of community		48	55%
Beauty of the area		48	55%
River settings		46	53%
Land protected through environmental zonings such as National Parks		45	52%
Affordable properties		42	48%
Safe communities		38	44%
Low rise development		29	33%
Coastal setting		34	39%
Recreational options		33	38%
Family connections		30	34%
Low density development		37	43%
Lower cost of living		29	33%
Family friendly		27	31%
Villages and towns		26	30%
Job or Business prospects		21	24%
Regional centre		19	22%
Access to services		11	13%
Cultural options		7	8%
Development opportunities		4	5%
Always lived here		15	17%
Other		4	5%
Total Respondents		87	

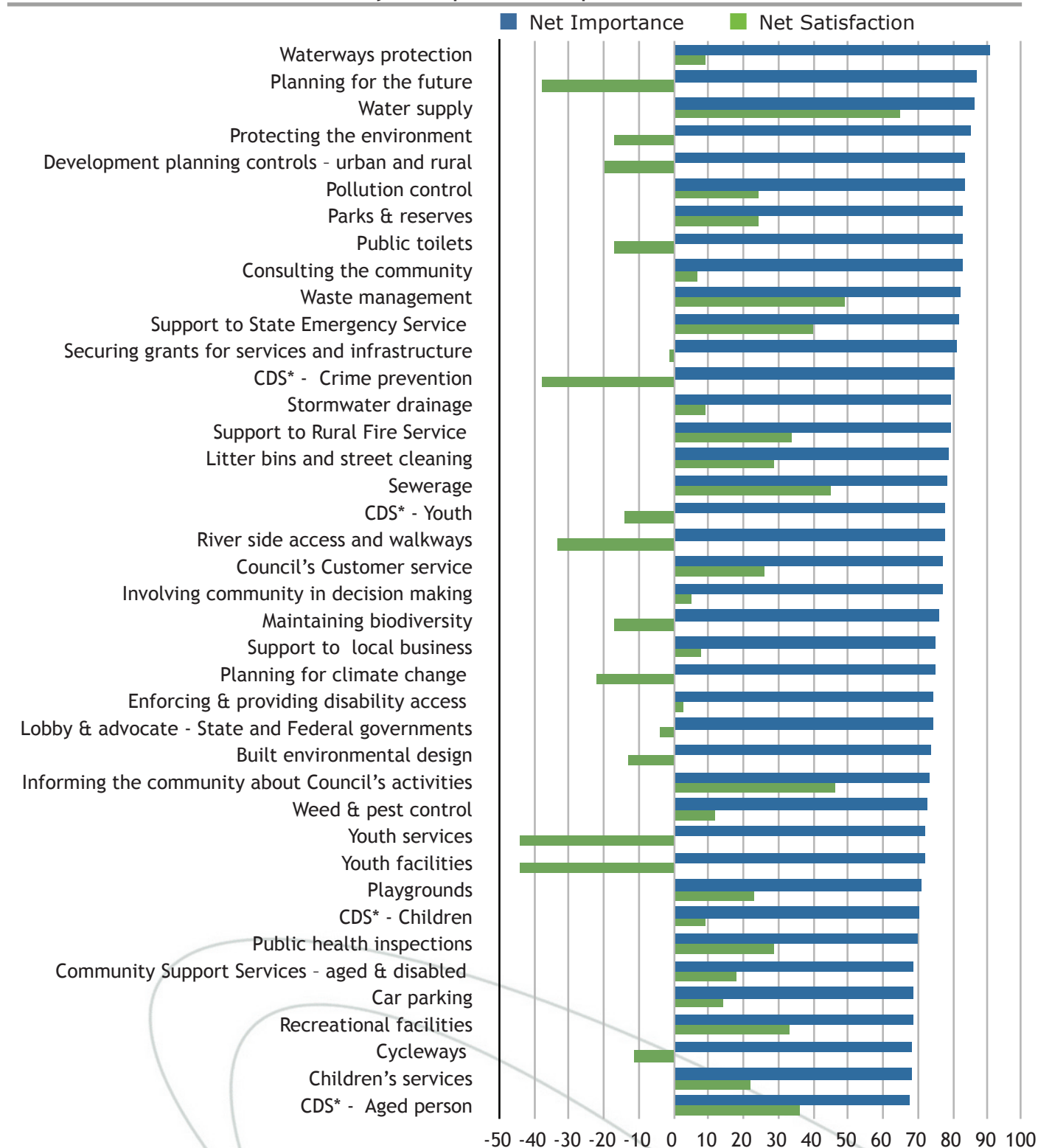
From a list of twenty two issues the respondents were asked to indicate up to eight as the most critical when developing Valley Vision 2020. The top twelve issues are:

Critical Issue		Responses Total	Responses Percent
Climate Change		50	59%
Access to services including health		44	52%
Ensuring Council's financial sustainability		37	44%
Employment development		37	44%
Housing affordability		34	40%
Population growth		31	36%
Ageing of the population		28	33%
How to maintain current service levels		24	28%
Skills shortages		19	22%
Council's Communication with residents		15	18%
IT communications – broadband		14	16%
Bridging of cultures & reconciliation		11	13%
		Total Respondents	85

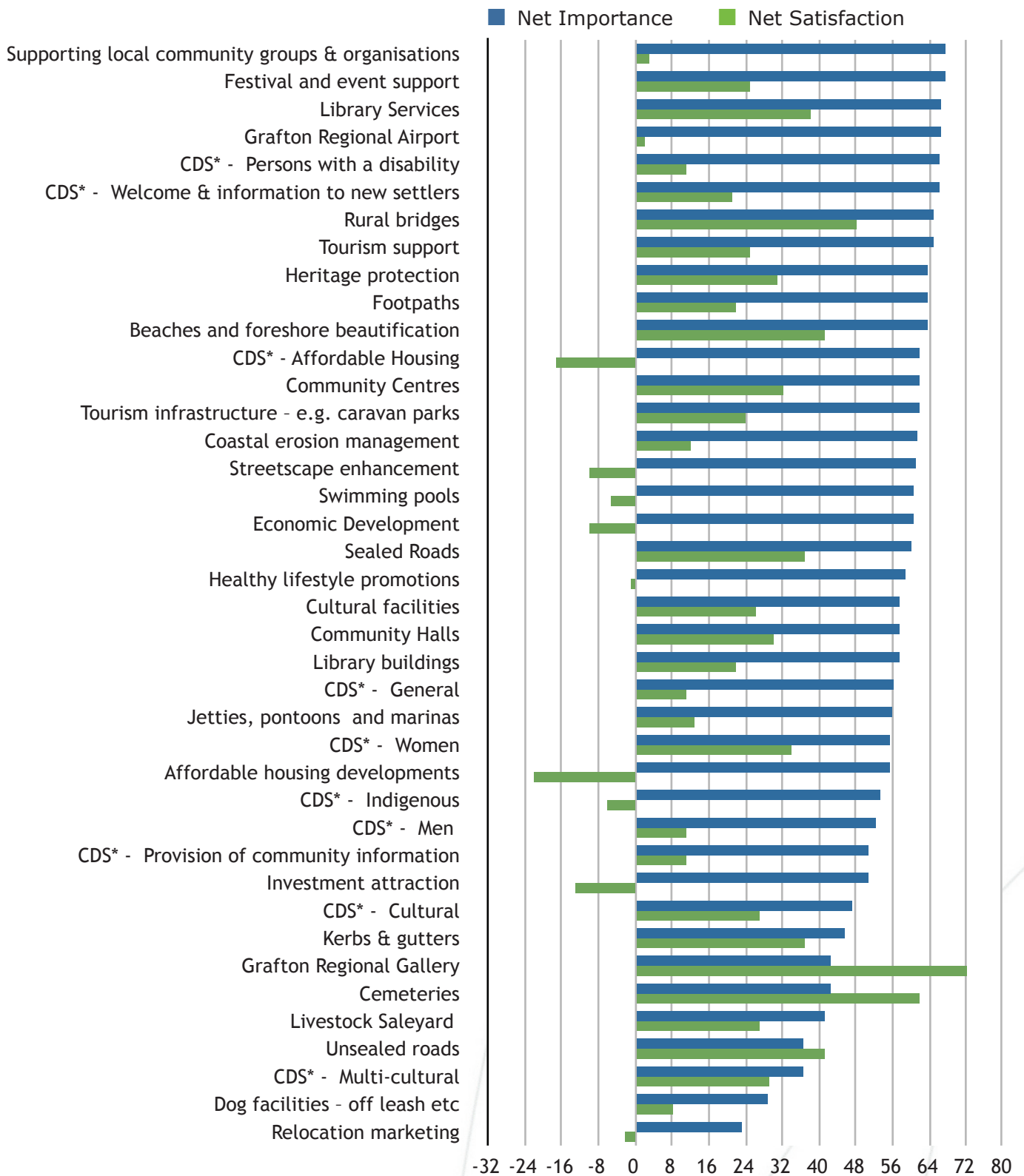
Eighty services and infrastructure that are or could be provided by Council were listed and survey respondents were requested to rate them for both importance and performance. The two tables below show how each ranks in relation to net importance and net satisfaction.

Ratings are based on the net percentage value of votes distributed between strongly agree, agree, disagree and strongly disagree. The "don't know" answer was not included in the calculations. The more positive the score the greater the proportion of the community who agree with the level of importance or level of satisfaction with the service or infrastructure. The more negative the score the greater the proportion of the community who disagree with the level of importance or level of satisfaction.

#### Services & Infrastructure Ranked 1-40 by Net Importance Compared to Net Satisfaction















## Services & Infrastructure Ranked 41-80 by Net Importance Compared to Net Satisfaction



## Staff Views

The staff survey included a list of twenty three issues from which respondents were asked to indicate the most critical eight issues. The table below indicates the top twelve issues nominated:

		Response Total	Response Percent
Ensuring Council's financial sustainability		24	65%
Access to services including health		23	62%
How to maintain current service levels		18	49%
Climate Change		14	38%
Ageing of the population		13	35%
Skills shortages		12	32%
Housing affordability		10	27%
Economic development		10	27%
Population growth		10	27%
Council's Communication with residents		9	24%
Bridging of cultures & Reconciliation		9	24%
IT communications – broadband		3	8%
Total Respondents		37	

# Delivering the Vision

Delivering the Vision is organised using the:

- Vision
- Mission
- Role of infrastructure
- Sustainability Principles
- Critical Success Factors and barriers to achieving them
- Five elements: the term Element is similar to the terms Key Result Area (KRA) or Key Performance Area (KPA) often used in strategic plans.

Each element is further organised by its Aim and Goals and listings of the:

- Activities that Council carries out to achieve the Aim
- The major strategic plans that are currently addressing the Goals
- The strategic plans to be developed
- Other strategies that deliver outcomes for the Goals

## **Vision**

Life in the Clarence Valley, now and in the future, is based on a culture of living sustainably that protects and carefully utilises the natural environment, its beauty and resources, our cultural heritage and unique identity of our valley and its communities.

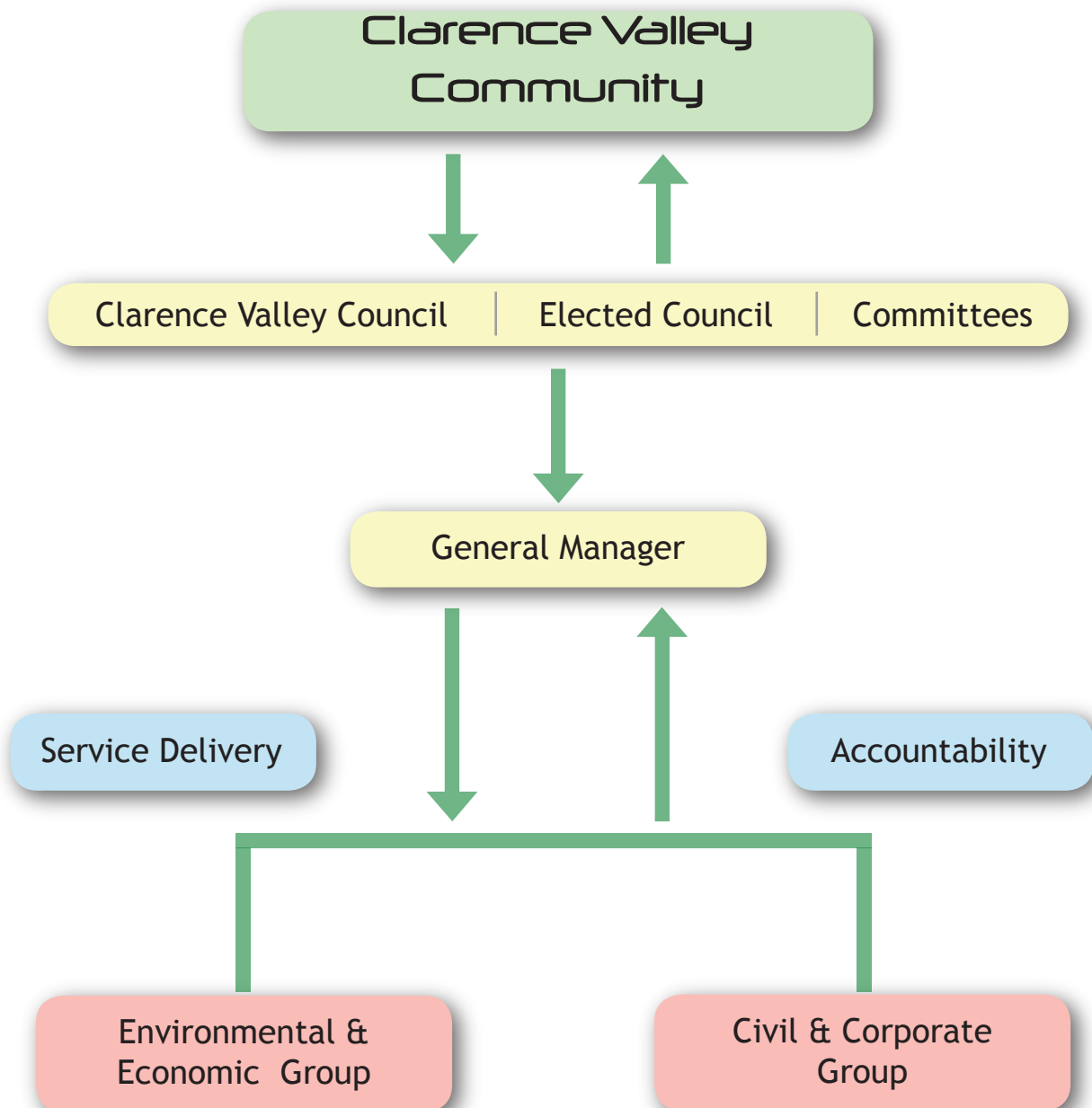
## **Mission Statement**

Clarence Valley Council is an incorporated local government entity that cooperatively plans for and achieves on behalf of the Clarence Valley community:

- protection of ecological systems;
- positive social and community development;
- cultural diversity, expression and creativity;
- economic prosperity and efficient resource use;
- quality human habitat and essential services; and
- protection of our valuable natural and cultural heritage

through supportive, accountable and participatory decision-making, management and action that actively involves the wider community.

## Organisational Structure





## **Council Corporate Values and Principles**

Clarence Valley Council has adopted the following Corporate Values:

- Integrity in making decisions and carrying out works and services
- Working together as a team and, as a team, accepting accountability for the outcomes of our actions
- Respect for each other for all in our organisation and our communities, both now and in the future
- Continually seeking to improve the way we do things
- Always considering the long term effects of decisions and actions

Council has also adopted the following key principles as an introduction to its Code of Conduct:

- Serving public above private interests (selflessness) - Making decisions because they benefit the public, not because they benefit the decision maker.
- Integrity – not to be influenced by any financial or other obligation in the performance of duty.
- Openness - giving and revealing reasons for decisions; revealing other avenues available to the client or business; when authorised, offering all information; communicating clearly.
- Honesty – obeying the law; following the letter and spirit of policies and procedures; observing codes of conduct; fully disclosing actual or potential conflicts of interests.
- Accountability – recording reasons for decisions; submitting to scrutiny; keeping proper records; establishing audit trails.
- Objectivity – fairness to all; impartial assessment; merit selection in recruitment and in purchase and sale of Council's resources; considering only relevant matters.
- Courage – having the courage to uphold these principles; reporting suspected wrongdoing; embracing necessary change; giving advice fearlessly and frankly.
- Leadership - Promoting public duty to others in the Council and outside, by their own ethical behaviour.

The Corporate Values and the Public Duty Principles let the community, staff, customers and other stakeholders know how the Council will make its decisions. Staff and contractors will also be guided in the manner in which they implement Council decisions and carry on their daily work.

## **Role of Infrastructure**

Clarence Valley Council as for most local government councils makes a large contribution to both the hard and soft infrastructure of the Valley and budget allocations reflect this.

Hard infrastructure such as roads, bridges, water supply and sewerage reflect traditional council work and in recent years councils' have assumed greater responsibility for soft infrastructure services such as environmental and social planning, and community development. The increasing role of councils in the provision of soft infrastructure is through both statutory requirement and the recognition by councils that they work more effectively with communities at the grass roots level to both deliver and facilitate human services.

The planning, prioritisation and funding of a range of soft and hard infrastructure is a major tool in the delivery of Valley Vision 2020. It is integrated throughout the strategic planning of Council and in the achievement of the goals of each Element. The finalisation of the Infrastructure Register and the Asset Management Plan will further enable recognition of priorities towards 2020.

## **Application of the Sustainability Principles**

The following principles are paramount to the Sustainability Initiative and combined with the corporate values and principles are vital in guiding decision-making throughout Council and in the development of future targeted strategic documents. No actions within strategic plans or other guiding documents should be in conflict with these principles.

Another principle has been added dealing with the efficient and careful use of resources. The Sustainability Initiative included it as a goal for the Economic Element; however as far as Valley Vision 2020 is concerned it is more applicable as a principle to be used in all decision-making.

### **Protecting ecological processes and biodiversity**

It is vital that we protect and better understand the ecological processes and systems that are the basis for our existence and quality of life. We need to respect and co-exist with the biodiversity of the valley and use natural resources carefully. These processes and ecosystems are part of the unique North Coast bioregion we live in, the broader Australian and global environment. Native flora and fauna, some endangered and rare, are protected by law.

### **Supporting social and intergenerational equity**

We should ensure that everyone has the right to key services and facilities such as healthcare, education, work opportunities, housing, and support programs that assist those less able to access, or benefit from community and economic development. We need to consider future generations in decisions we are making now, related to resource use and our management of values. We must be careful not to pass on difficult debt and the loss of special things.

### **Promoting ecologically sustainable development**

Development and economic progress should provide many benefits, enhancing our way of life, protecting those things we value, and helping to make our communities more sustainable. Our settlements need to be developed and managed in a way that reduces our ecological footprint. Innovative technology and business practices can help create human habitat and lifestyles that are efficient, attractive and protect the environment and social values. We need to acknowledge the real costs of development and value of our resources.

### **Encouraging community involvement and awareness**

Engaging a wide range and number of people to plan, manage and participate in activities and projects, helps to develop a strong community network, and provides valuable resources. Representing diverse interests, skills, and perspectives, this involvement helps to identify and meet challenges, and adapt to changing circumstances. Effective, ongoing research, information, and communication are vital for working together and developing awareness.

**Taking a precautionary and anticipatory approach**

We may not always have all the information we might like to make decisions, or choose a direction for the future. This is when we need to carefully assess likely risks of proposed development and actions, and decide accordingly. We should not put off actions required to protect community values and the environment. Drawing upon relevant experience in other places, being cautious and anticipatory in our approach are appropriate responses in such situations.

**Focusing on continuous improvement**

Our understanding of sustainability is growing, as is the need to protect values and assets important to our livelihood and communities, both locally and globally. Making appropriate changes wherever and whenever we can to our approaches, taking consistent steps and creating small shifts, are all keys to improving our situation. Setting achievable targets, acknowledging and learning from mistakes, as well building on our successes, are also positive steps.

**Efficient and careful use of resources**

Our comfortable local climate and natural environment are very important aspects of our lifestyle. Reducing greenhouse gas emissions, encouraging resource conservation and minimising our waste will help reduce our ecological footprint, as part of the national and global response to climate change. This also helps protect air and water quality, and local ecosystems in our daily economic activity. Efficient and careful resource use, reducing waste, re-use and recycling preserves natural resources and has proven financial benefits to our business, households and community.

## Critical Success Factors and the Achievement of the Vision

For the Clarence Valley Council to achieve its Vision a number of critical factors have been identified that must be successfully addressed to ensure a smooth transition to the Vision. The barriers that may disrupt the achievement of the critical success factors (CSF) require strategies to address. The CSF and barriers identified for Clarence Valley Council are:

Critical Success Factors	Barriers to achieving the CSF	Strategies
<ul style="list-style-type: none"> <li>■ Sufficient resources to achieve the Vision</li> <li>■ Maintenance of financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>■ Rising costs</li> <li>■ Low income area</li> <li>■ Unrealistic community expectations</li> </ul>	<ul style="list-style-type: none"> <li>■ More efficient use of resources</li> <li>■ Consider revenue raising options</li> <li>■ Financial planning &amp; prioritisation of strategies over long-term</li> <li>■ Communication &amp; engagement with public</li> </ul>
<ul style="list-style-type: none"> <li>■ Endorsement by all stakeholders of the Vision</li> <li>■ Application in decision-making by staff and Councillors of the Sustainability Principles</li> <li>■ Council's current and future activities and strategies are aligned with the Vision</li> </ul>	<ul style="list-style-type: none"> <li>■ Lack of understanding</li> <li>■ Tensions between valley communities re infrastructure needs</li> <li>■ Lack of will to change "business as usual"</li> </ul>	<ul style="list-style-type: none"> <li>■ Seminars &amp; workshops</li> <li>■ Templates, guides and information to assist in understanding and applying the sustainability principles</li> <li>■ Application of change management processes</li> <li>■ Review current activities and strategies to ensure alignment with Vision</li> </ul>
<ul style="list-style-type: none"> <li>■ Authority to exercise decisions</li> </ul>	<ul style="list-style-type: none"> <li>■ Intervention by government departments</li> </ul>	<ul style="list-style-type: none"> <li>■ Negotiate issues with government agencies</li> </ul>
<ul style="list-style-type: none"> <li>■ An integrated organisation</li> <li>■ Databases integrated to provide one point data entry and multi-report capability</li> </ul>	<ul style="list-style-type: none"> <li>■ Residual negative impacts of amalgamation &amp; restructures</li> <li>■ Staff scattered across 10 offices &amp; 8 depots</li> <li>■ Resources, time and knowledge to integrate databases</li> </ul>	<ul style="list-style-type: none"> <li>■ Rationalisation of offices and depots</li> <li>■ Strategy to streamline databases</li> <li>■ Develop the Sustainability database</li> </ul>
<ul style="list-style-type: none"> <li>■ Risk assessment and strategies to mitigate the impact of Climate Change and the introduction of Emission Trading in 2010</li> </ul>	<ul style="list-style-type: none"> <li>■ Lack of knowledge and understanding within Council and community</li> <li>■ Community resistance</li> <li>■ Inadequate resources for planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>■ Recruit or up skill staff</li> <li>■ Council takes leadership role</li> <li>■ Community engagement and promotion</li> <li>■ Partnerships with other Councils &amp; gov't departments</li> </ul>
<ul style="list-style-type: none"> <li>■ Finalise Asset Management Plan and implement actions</li> </ul>	<ul style="list-style-type: none"> <li>■ Inadequate resources</li> <li>■ Lack of will</li> </ul>	<ul style="list-style-type: none"> <li>■ Identify risks associated if works not implemented</li> <li>■ Prioritise and plan over short to long term</li> </ul>
<ul style="list-style-type: none"> <li>■ Skilled and supported staff</li> <li>■ Finalisation of staff performance management &amp; recognition processes</li> </ul>	<ul style="list-style-type: none"> <li>■ Insufficient resources allocated to Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>■ Additional resources to Human Resources for set period to address issues</li> </ul>
<ul style="list-style-type: none"> <li>■ Management of risk associated with ageing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Inadequate resources</li> <li>■ Lack of planned and prioritised approach</li> </ul>	<ul style="list-style-type: none"> <li>■ Finalise Asset register and Asset Management Plan</li> <li>■ Financial planning to achieve priorities</li> <li>■ Monitoring of need &amp; rationalisation of assets</li> </ul>
<ul style="list-style-type: none"> <li>■ Recognition of the impact of the growth and ageing of the population</li> </ul>	<ul style="list-style-type: none"> <li>■ Lack of understanding and will to consider</li> <li>■ Inadequate resources</li> </ul>	<ul style="list-style-type: none"> <li>■ Identify impacts</li> <li>■ Develop, plan &amp; monitor</li> </ul>
<ul style="list-style-type: none"> <li>■ Collaboration with other agencies</li> </ul>	<ul style="list-style-type: none"> <li>■ Isolationist attitude</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop culture of collaboration</li> </ul>

## How we will measure performance

Generally each of the Council's targeted strategic documents will identify how the individual actions will be measured to determine their effectiveness.

The monitoring of the achievements of Valley Vision 2020 will include feedback from these measures. However, Council may need to develop additional macro measurements and will use a range of existing measuring tools including:

- Biennially conduct a randomised telephone community satisfaction and quality of life survey with questions that reflect the five elements
- Australian Bureau of Statistics demographic data - i.d. profiles
- Library usage
- Number of State of the Environment indicators moving towards sustainability
- Economic data as reported in the Clarence Valley Economic Monitor
- NSW Bureau of Crime Research and Statistics data
- Public health data such as life expectancy, birth rate and reportable infection data
- Proportion of households using green power
- Household water usage
- Percentage of total waste diverted from landfill
- Council water usage
- Council energy usage and green house gas emissions
- Percentage of residents travelling to work by public transport, bicycle, walking or as a passenger in a vehicle
- Kilometres of cycle tracks
- Capital works completion rate
- Development Application value, number and processing times
- Financial performance
- Achieving of Financial Ratios' objectives
- Profit on external works and business enterprises
- Department of Local Government ratings: comparative data and strategic alliance measures

## ECOLOGY

### Aim

Our intention is to protect and maintain a robust, healthy natural environment, and visually diverse natural landscape, including the rivers, wetlands, forests, floodplain and coastline, and ecological values in our settlement areas, actively protected and cared for by our whole community, supported by effective resources and environmental education.

### Goal 1 protecting the land

- 1.1 The visual and intrinsic values of our Valley landscape, particularly the sweeping natural, rural, forested and coastal vistas are protected.
- 1.2 The fragile soils of ridges and escarpments, and valuable farming land, are protected from unnatural erosion and loss of topsoil.
- 1.3 Acid-sulphate soils of the floodplains are well managed to reduce the incidence of impacting on water quality and aquatic habitats.
- 1.4 We acknowledge cultural heritage values of the land.

### Goal 2 maintaining healthy waterways

- 2.1 The health and values of the Clarence River, its catchment from the mountains to the sea, is paramount to our valley community. This includes other key waterways such as the Nymboida, Mann and Orara Rivers, as well as the numerous creeks, wetlands and groundwater sources upon which the catchment relies for its health. We manage our land use and settlements to ensure water quality is not compromised.
- 2.2 We respect and care for aquatic habitats and cultural values in our use of the waterways, coastal rivers such as the Sandon and Wooli, and inshore ocean area.

### Goal 3 protecting biodiversity

- 3.1 The diverse and often unique ecological systems, animal, plant and insect species native to the valley are highly valued by our community. We acknowledge the need to live in a symbiotic relationship with Nature, ensuring ecological processes and vital habitats are not compromised by our actions. Healthy ecosystems are the basis for much of our economic and recreational activity, and a key to our healthy lifestyles and a sustainable future.
- 3.2 We acknowledge the cultural heritage values of the valley's natural biodiversity, and a range of exotic plants and animals that have become part of the valley landscape.

### What Council Does

■ Noxious Weeds	■ Ecological Services	■ Bush Regeneration
■ Environmental protection	■ Onsite Septic Management	■ Nurseries
■ Maintaining Healthy Waterways	■ Natural Resource Management	■ Environmental planning
■ Planning for Climate Change Impact Program	■ Support to landcare/dunecare groups	■ Coastal & Estuary Management
■ Catchment & Environmental Management	■ Landuse Strategic Planning	■ Vegetation Management

### **Current major strategies that impact this element**

- ✓ Onsite Waste Water Management Strategy
- ✓ Regional Water Efficiency Strategic Plan 2007
- ✓ Clarence River Estuary Management Plan
- ✓ Integrated Water Cycle Management Study
- ✓ Noxious and Environmental Weeds Management Plans
- ✓ Riverbank Erosion Management Plans
- ✓ Coastline Management Plans
- ✓ Clarence Coast Reserve Management Strategy
- ✓ Draft Woolli Woolli River Estuary Management Plan.
- ✓ Development Control Plans – Environmental Protection and Rural Zones
- ✓ Clarence Valley Settlement Strategy
- ✓ Cities for Climate Change Program
- ✓ Clarence Valley Local Environmental Plans
- ✓ Clarence Floodplain Project

### **Strategies to be Developed**

- ✓ Emission Trading Strategy
- ✓ Clarence Valley Biodiversity Strategy
- ✓ Clarence Valley Climate Change Policy
- ✓ Roadside Environmental Strategies
- ✓ Management Plans
- ✓ Clarence Valley Riparian Strategy
- ✓ Minnie Water Coastline Management Plan
- ✓ Local Growth Management Strategy
- ✓ Coastal Zone Management Plan
- ✓ Lake Cakora study
- ✓ Sandon River Estuary Management study
- ✓ Local Environmental Plan Review

### **Other Strategies that deliver outcomes for the Goals:**

- ✓ Regional Water Supply Strategy
- ✓ Sewerage Business Plan
- ✓ Economic Development Plan – The Clarence Edge
- ✓ Clarence River Way Plan
- ✓ Industrial Lands Strategy 2006-2031
- ✓ Open Space Plans of Management
- ✓ Asset Management Plan



## ECONOMY

### Aim

Our intention is for our community well-being and prosperity to be supported by economic activity involving meaningful paid and voluntary work, clean green industry and business, and aware consumers that use water, energy and other resources wisely.

### Goal 4 healthy economic activity

- 4.1 Our economic activity, based mainly on small businesses, is vibrant, innovative and adaptive. We provide a wide range of products and services to our local and regional communities, to visitors and for export, with a reputation for high quality.
- 4.2 Efficient and careful resource use, reducing waste, re-use and recycling preserves natural resources and has proven financial benefits to our business, households and community
- 4.3 We support a cooperative economic approach bringing us together to be more resilient in the global marketplace, and encourages value-adding and mutually beneficial partnerships.
- 4.4 Our economic prosperity is linked to activities that are environmentally sustainable, support our social development, and protect and enhance our cultural values.

### Goal 5 meaningful work & employment

- 5.1 Our employment and work opportunities are closely linked to our lifestyle, our valley resources and values, as well as supporting and servicing our communities and visitors to the region. We value voluntary work for its contribution to our quality of life and well-being.
- 5.2 We support opportunities for training and mentoring, for developing and enhancing skills, helping to build and retain a solid base of expertise in our communities. This includes our youth, disadvantaged, and less skilled members.
- 5.3 Our work should always protect our valley's environment, our health, and our way of life.

### What Council Does

- |                                  |                                   |                                      |
|----------------------------------|-----------------------------------|--------------------------------------|
| ■ Plans for industrial precincts | ■ Economic Development Activities | ■ Clarence River Way                 |
| ■ Council branding               | ■ Macro Economic Planning         | ■ Economic indicators monitoring     |
| ■ Main Street Development        | ■ Tourism support                 | ■ Education and training initiatives |

### **Current major strategies that impact this element**

- ✓ Economic Development Strategy – The Clarence Edge
- ✓ Community Economic Development Plans
- ✓ Industrial Lands Strategy
- ✓ Clarence Valley Local Environmental Plans
- ✓ Clarence River Way
- ✓ Development Control Plans – Business & Industrial Zones; Development in Residential Zones
- ✓ Lower Clarence Retail Strategy
- ✓ Yamba Retail/Commercial Strategy
- ✓ CRTA Business Plan 2008-2011
- ✓ Clarence Creative Business Plan

### **Strategies to be developed**

- ✓ Emission Trading Strategy
- ✓ Clarence Valley Climate Change Policy
- ✓ Local Growth Management Strategy
- ✓ Local Environmental Plan Review
- ✓ Tourism Strategy

### **Other Strategies that deliver outcomes for the Goals:**

- ✓ Affordable Housing Strategy
- ✓ Social Plan
- ✓ Crime Prevention Plan
- ✓ Regional Gallery Review Plan
- ✓ Sewerage Business Plan
- ✓ Regional Water Supply Strategy
- ✓ Cities for Climate Change Program

## SOCIETY AND CULTURE

### Aim

Our intention is for our creative valley cultures, rich in history and diversity, to be supported by good information, education, health, recreation and other services, providing opportunities for quality lifestyles involving a sense of well-being, access and equity in which we value our communities and each other.

### Goal 6 community health and wellbeing

- 6.1 We focus on providing places, services, information and opportunities for people of all age groups and backgrounds to enjoy a healthy lifestyle.
- 6.2 Our well-being is enhanced by the way we look after and respect the environment and each other.
- 6.3 We value cultural, educational and recreational opportunities which support healthy living, and encourage work, training and partnerships that strengthen this approach.
- 6.4 We strive to maintain our sense of community, and the special values and safety this can bring.
- 6.5 We include disadvantaged and marginalised groups through the application of social justice principles and the use of an access and equity approach in the planning and delivery of service and infrastructure.

### Goal 7 creative culture and recreation

- 7.1 We have a wonderfully creative culture involving people of all age groups, backgrounds and interests, supporting and participating in a wide range of arts, theatre, dance and music.
- 7.2 Our natural and cultural heritage, our towns, villages and facilities provide a rich environment to celebrate our way of life, through festivals, events, and sport and recreation activities.
- 7.3 We explore and promote our history and traditions, acknowledging the significance of local Aboriginal cultural knowledge and values.

### Goal 8 good community relations

- 8.1 We strive to develop and maintain a sense of place and identity for our communities, where people can know and support each other, and visitors feel welcome and can respect our way of life.
- 8.2 Our urban and rural centres provide opportunities for friendly community interaction, and services to support our relationships.
- 8.3 We acknowledge the diversity of cultures and lifestyles represented in our communities and encourage their respect and tolerance of one another.
- 8.4 Our commitment to inclusiveness, participation and good communication help to reconcile and resolve our differences

### What Council Does

<ul style="list-style-type: none"> <li>■ Provides Community Development Services:                             <ul style="list-style-type: none"> <li>■ Aged persons</li> <li>■ Persons with a disability</li> <li>■ Youth</li> <li>■ Indigenous</li> <li>■ Affordable housing</li> <li>■ Crime prevention</li> <li>■ General: children; women; men; and multi-cultural</li> </ul> </li> <li>■ Supports Interagency meetings</li> <li>■ Social and Cultural Planning Services</li> <li>■ Assessment of Social Impact Assessment</li> </ul>	<ul style="list-style-type: none"> <li>■ Enforcing disability access</li> <li>■ Supports Sect 355 Committees</li> <li>■ Community information</li> <li>■ Library services</li> <li>■ Community Centres and halls</li> <li>■ Community Support Services:                             <ul style="list-style-type: none"> <li>■ Aged</li> <li>■ Disabled</li> <li>■ Children</li> </ul> </li> <li>■ Regional Gallery</li> <li>■ Historical Services</li> <li>■ Parks and Reserves</li> <li>■ Playgrounds</li> </ul>	<ul style="list-style-type: none"> <li>■ Public toilets</li> <li>■ Animal control</li> <li>■ Beach control and lifesaving</li> <li>■ Immunisation</li> <li>■ Health inspection and food control</li> <li>■ Cemeteries</li> <li>■ Crown land management</li> <li>■ Swimming pools</li> <li>■ Sports grounds and complexes</li> <li>■ Events and festivals</li> </ul>
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### **Current major strategies that impact this element**

- ✓ Social Plan 2006 – 2009
- ✓ Indigenous Chapter
- ✓ Affordable Housing Strategy 2007
- ✓ Crime Prevention Plan 2008-2010
- ✓ Lower Clarence Recreational Plan
- ✓ Disability Action Plans
- ✓ The Clarence Edge - Economic Development Strategic Plan 2006
- ✓ Clarence Regional Library Strategic Plan (under development)
- ✓ Cultural Plan
- ✓ Open Space Plans of Management
- ✓ Clarence Valley Local Environmental Plans
- ✓ Sewerage Business Plan
- ✓ Integrated Water Cycle Management Study
- ✓ Asset Management Plan
- ✓ Regional Gallery Review Plan
- ✓ Cities for Climate Change program
- ✓ Clarence Creative Business Plan

### **Strategies to be developed**

- ✓ Ageing Population Strategy
- ✓ Update Disability Action Plans
- ✓ Youth Strategy
- ✓ Ethnic affairs policy
- ✓ Cultural Facilities Strategic Plan
- ✓ Community Engagement Strategy
- ✓ Clarence Valley Health and Wellbeing Strategy
- ✓ Public Health Management Plan
- ✓ Cemetery Management Plan

### **Other Strategies that deliver outcomes for the Goals:**

- ✓ Aboriginal Employment Strategy 2008 - 2011
- ✓ Clarence River Way
- ✓ Regional Water Efficiency Strategic Plan
- ✓ Industrial lands Strategy

## HUMAN HABITAT

### Aim

Our intention is to live in sustainable communities, including a healthy natural environment, supported by efficient and effective essential services and transport systems, our homes and streetscapes reflecting local heritage, character and charm.

### Goal 9 quality built environment and places

- 9.1 We ensure the character and atmosphere of our settlements are maintained and enhanced.
- 9.2 Passive solar design and sustainability elements, such as resource efficiency reduce our ecological footprint and maintain high quality living.
- 9.3 Our streetscapes, parklands and public places are attractive, safe, friendly spaces with creative public art, signage and furnishings that reflect and imbue our lifestyle.
- 9.4 We protect our ecological and cultural heritage and special places, successfully integrating our contemporary and heritage built environment with natural and rural settings.

### Goal 10 efficient transport and access

- 10.1 Our valley communities are linked by efficient private and public transport and communication systems that also connect us to the region and wider world.
- 10.2 We embrace new technologies and options that create less pollution and use fewer resources.
- 10.3 This network, and the layout and provision of well-serviced settlements, provides good access to services, facilities, and to each other.
- 10.4 Integrated cycleways and walking paths provide safe, healthy, ecologically-friendly movement options.

### Goal 11 effective essential services

- 11.1 Our essential services are designed and delivered to best serve our settlement pattern and communities, in an integrated and efficient manner, whilst encouraging self reliance. Our bushfire, flooding and emergency services are well co-ordinated.
- 11.2 We maintain an ecologically sustainable water supply system with a high degree of re-use of grey water and treated effluent.
- 11.3 Our stormwater and waste-water systems produce minimal pollution and we reuse what we can.
- 11.4 We promote passive solar design and the use of renewable energy in our homes, business and industry to reduce and replace fossil fuel use, significantly decreasing greenhouse gas emissions.

### What Council Does

<ul style="list-style-type: none"> <li>■ Integrated Water Cycle Management</li> <li>■ Rural Fire Service</li> <li>■ State Emergency Services Support</li> <li>■ Regional Water Supply</li> <li>■ Stormwater and Drainage</li> <li>■ Public Facilities and Amenities</li> <li>■ Sewerage Services</li> <li>■ Roads</li> <li>■ Bridges</li> </ul>	<ul style="list-style-type: none"> <li>■ Building Control</li> <li>■ Footpaths</li> <li>■ Cemeteries</li> <li>■ Street Cleaning and Garbage Collection</li> <li>■ Cycleways</li> <li>■ Public Wharfs / Jetties</li> <li>■ Boat ramps</li> </ul>	<ul style="list-style-type: none"> <li>■ Bus Shelters</li> <li>■ Street Lighting</li> <li>■ Flood Management</li> <li>■ Streetscapes</li> <li>■ Civil Engineering Services</li> <li>■ Strategic and Landuse Planning</li> <li>■ Development Services</li> <li>■ Waste Management</li> </ul>
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### **Current major strategies that impact this element**

- ✓ CV LEP 2007
- ✓ Waste Management Strategy
- ✓ Clarence Valley Settlement Strategy
- ✓ Open Space and Reserves Management Plans
- ✓ All Development Control Plans
- ✓ Clarence Coast Reserves Management Strategy
- ✓ Regional Water Supply Strategy
- ✓ Integrated Water Cycle Management Strategy
- ✓ Sewerage Business Plan
- ✓ Water Efficiency Strategic Plan
- ✓ Cities for Climate Change Program
- ✓ Coastline Management Plans
- ✓ Pedestrian and Cycleway Plans
- ✓ Grafton Bus Study
- ✓ Asset management Plan
- ✓ Disability Action Plans
- ✓ Crime Prevention Plan
- ✓ Floodplain Risk management Studies and Plans
- ✓ On-site Wastewater management Strategy
- ✓ Beach Access Policy
- ✓ Clarence Valley Local Environmental Plans

### **Strategies to be developed**

- ✓ Ageing Population Strategy
- ✓ Emission Trading Strategy
- ✓ Disability Action Plans
- ✓ Clarence Valley Biodiversity Strategy
- ✓ Climate Change Strategy
- ✓ Local Growth Management Strategy
- ✓ Local Environmental Plan Review

### **Other Strategies that deliver outcomes for the Goals:**

- ✓ Clarence River Way
- ✓ Clarence River Estuary management Plan
- ✓ Woolli Woolli River Estuary management Plan

## GOVERNANCE

### Aim

Governance incorporates the corporate planning and management machinations of Council. The aim is to efficiently and effectively operate Council business and to plan for and manage the human, physical and financial resources of Council and the public assets for which it is responsible, using the Sustainability Principles.

### Goal 12 running the business of Council

Council will ensure the following business components will function effectively and efficiently:

- 12.1 compliance with legal and financial obligations
- 12.2 management and record systems
- 12.3 customer service
- 12.4 information technology
- 12.5 community participation and communication

### Goal 13 management of resources

- 13.1 assess and plan for the current and future asset and infrastructure requirements of Council, including maintenance requirement
- 13.2 manage risks associated with ageing infrastructure
- 13.3 identify collaboration opportunities for joint projects
- 13.4 maintain financial sustainability and a long-term financial plan
- 13.5 conduct commercial operations to generate income from resources

### Goal 14 develop employees

- 14.1 recruit and retain a diverse workforce
- 14.2 achieve a positive employee climate including organisational identity, position competencies and performance management
- 14.3 promote learning and growth
- 14.4 maintain Occupational Health and Safety

### Goal 15 leadership

- 15.1 provide leadership locally, regionally, nationally and globally wherever possible, assisting others in need of support, sharing our goodwill, expertise and available resources

### What Council Does

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>■ Organisational management</li> <li>■ Financial management: revenue &amp; expenditure</li> <li>■ Administration</li> <li>■ Information services</li> <li>■ Customer services</li> <li>■ IT services</li> <li>■ Property management</li> <li>■ Supply and stores</li> </ul> | <ul style="list-style-type: none"> <li>■ Community leadership</li> <li>■ Asset management</li> <li>■ Human resources</li> <li>■ Records management and archiving</li> </ul> | <ul style="list-style-type: none"> <li>■ Commercial operations:                             <ul style="list-style-type: none"> <li>■ Caravan parks</li> <li>■ Regional sale yards</li> <li>■ Quarries and Pits</li> <li>■ Aerodromes</li> <li>■ Real estate development</li> <li>■ Rental properties</li> <li>■ Private works</li> </ul> </li> </ul> |
|--|---|--|



### **Current major strategies that impact this element**

- ✓ Valley Vision 2020
- ✓ Infrastructure Register
- ✓ Asset Management Plan
- ✓ Financial Management Strategy – using Australian Accounting Standard AASB116 (Fair Value)
- ✓ Ten year Forward Financial Plan
- ✓ Integrated Risk management Plan
- ✓ Human Resources Strategy
- ✓ Sustainable Procurement Policy
- ✓ Sustainable Choice Program
- ✓ Sustainability Action Plan
- ✓ Privacy Plan and Procedures
- ✓ Information Technology Plan
- ✓ Management performance Strategy
- ✓ Enterprise Agreement and Salary System
- ✓ Workforce planning
- ✓ Human Resources Management Information System
- ✓ Clarence Edge – Economic Development Plan
- ✓ Clarence Coast Reserves Management Strategies

### **Strategies to be developed**

- ✓ Governance Best Practice Strategy
- ✓ Communication Strategy
- ✓ Community Engagement Strategy
- ✓ Emissions Trading Plan
- ✓ Climate Change Strategy

### **Other Strategies that deliver outcomes for the Goals:**

- ✓ Clarence River Way
- ✓ Industrial lands Strategy
- ✓ Review of the CV LEP

## Where to From Here

The implementation of Valley Vision 2020 requires the cascading of the Vision, Elements and Goals throughout Council.

Each Council Section will be required to sort its current strategic plans by the goals of each Element, and to identify further actions to achieve the goals as appropriate. These will then be developed into long term Operational Plans for each Section. The Operational Plans are the means by which the targeted strategic plans of Council integrate with, and deliver Valley Vision 2020.

Council Sections need to recognise how their activities impact on all the Elements and Goals. By recognising how they impact on other areas of Council and through the development of cross sectional teams, Council will move towards greater seamlessness and integration.

Depending on what the strategic issue is, the strategies and actions may well fall within one or two Elements. However, the strategic plans should be developed across all five Elements wherever possible. This will identify where Council strategies impact across the Elements.

Each Section's Operational Plan is to be developed based on the Elements and Goals within a database such as the Sustainability Action Plan that is under development.

This will include fields and reports that:

- indicate the department responsible for the action including cross-sectional teams
- include a prioritisation and assessment process based on the sustainability principles, corporate values and other identified issues
- combine the operational plans to provide a whole of Council plan
- identify timeframes to provide annual Section Plans or 4 year whole of Council Management Plan
- target resource allocation to provide financial reports such as a 10 yr Financial Plan
- provide performance indicators

A position to coordinate the cascading of Valley Vision 2020 throughout the organization will assist in facilitating its adoption.

Valley Vision 2020 will be regularly monitored through the range of performance indicators listed in the Delivering the Vision section of this Plan. It is anticipated that the review of Valley Vision 2020 will be influenced by the NSW Department of Local Government and its movement towards directing Councils to undertake more holistic strategic planning.







The following flow chart summarises the steps in implementing Valley Vision 2020.

# Attachment I: Survey Demographics







**Table 1: Locality of Residents Completing Surveys Compared to Total Population 18Years and Over**

% pop >18Yrs			
	Total Clarence Valley	Social Plan Surveys	VV2020 Surveys
Localities			
Clarence Coast	42.50%	43.30%	30.90%
Greater Grafton	46.20%	46.70%	59.60%
Clarence Country	11.30%	10%	9.60%
Total Number of Surveys completed		547	96

**Table 2: Length of Time Resident in Valley: VV2020 Respondents**

		Response Total	Response Percent
Less than 1 year		6	7%
1-5 years		10	11%
6-10 years		11	12%
11-20 years		19	21%
21-30 years		22	24%
More than 31 years		24	26%
		Total Respondents	92

**Table 3: Age Profile of VV2020 Survey Respondents**

		Response Total	Response Percent
12-17 years		1	1%
18-24 years		4	4%
25-34 years		10	11%
35-44 years		15	16%
45-64 years		57	60%
65 years plus		8	8%
		Total Respondents	95

## Characteristics of the Valley Vision 2020 survey respondents included:

- 62% were urban residents
- 38% were rural residents
- 54% were female
- 46% were male
- 7% identified as Aboriginal or Torres Strait Islander persons
- 33% were persons with a disability
- 60% were from a culturally and linguistically diverse background
- 13% had children aged 0-5 years living in their household
- 39% had children aged 6-17 years living in their household
- 56% had adults aged 55 years and over living in their households
- 84% were employed
- 35% owned business
- Of those with businesses 29% were in Business and Property Services, 18% in Agriculture, Forestry and Fishing, 9% in Communication Services
- 61% were actively involved in a community organisation

## Attachment 2: Framework

NSW GOVERNMENT  
PLANS

COMMONWEALTH  
GOVERNMENT PLANS

### Clarence Valley Sustainability Initiative

## VALLEY VISION 2020

Ecology

Economy

Society &  
Culture

Human  
Habitat

Governance

## STRATEGIC PLANS

Strategic Plans inform the Operational Plans

### Council Sections - Operational Plans to 2020

15 Sections in Council each produce Operational Plans structured around the 5 Elements. Operational Plans integrate VV2020 and the work of Council

10 yr Financial Plan

4 yr Management Plan

1 yr Annual Plan

Sustainability Principles used in all decision making and priority setting