



THE CLARENCE 2027

Community Strategic Plan

-  Society
-  Infrastructure
-  Economy
-  Environment
-  Leadership

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Welcome message from the Mayor

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It is challenging for anyone to ask themselves where they would like to be in 10 years. What will their life look like? Where will they be? What relationships will they have? What is their financial situation? Their health? These are difficult questions for an individual, but important if they want to map and plan their future.

Now consider how that might be done for a community like the Clarence Valley. How do we plan for the needs of high-growth communities like those on our coast while retaining their essential charm? How do we make sure the needs of rural communities with low-density populations are given proper account? How do we involve residents in the decision making? How do we harness the energy of the community to meet some of our aspirations? How do we involve other levels of government in providing for our community needs? What is council's role? In short, how do we identify what the Clarence Valley community should look like 10 years from now and how do we get there? How do we get everyone working towards the same goals?

That, in essence, is what this document is about. The community strategic plan, or The Clarence 2027 as we have labelled it, identifies the community's broad aspirations as identified in wide community consultation held early in 2017. We conducted community meetings, ran street pop-up stalls, had face-to-face meetings, hosted a web page seeking ideas and phone polled more than 500 people randomly. In all, around 1500 residents of the Clarence Valley provided their views for the production of this document.

This is a high level document. It sets the broad themes and does not drill down to how the community aspirations as outlined in our engagement with the community will be delivered. Those details are provided in the accompanying operational plan and delivery programs. They are a suite of documents and should be considered together.

Not all the aspirations outlined here are the responsibility of council, although many are. Some relate to other levels of government and many are aspirations that can only be met by community groups and individuals. Council will help where it can, but for this to be a true community document it will need to involve wide sections of the community.

I commend to you The Clarence 2027, our community strategic plan.

Sincerely



Jim Simmons
Mayor, Clarence Valley Council

About the Clarence Valley



Population

The population of Clarence Valley in 2015 was estimated to be 51,040 people and estimated to be 51,211 by the end of June 2016. Projections to the year 2036 show the population of Clarence Valley is expected to increase by 4,816 people, or 0.4% a year, to a level of about 55,856 people.

Gross Regional Product

The Gross Regional Product (GRP) for Clarence Valley was \$2.6 billion in 2015/16. Gross Regional Product (GRP) of \$2.6 billion in 2015/16, representing annual growth in real terms of 5.9%, is significantly higher than the average for New South Wales (3.5%).

Labour market

The unemployment rate in Clarence Valley remained unchanged at 5.7% in the March quarter 2016, although this represented an annual decline of 1.1 percentage points and the lowest level recorded since the June Quarter 2011. The unemployment rate in Clarence Valley is lower than the average for the Northern Rivers region (6.3%) but higher than NSW (5.2%).

Business and industry

The Clarence Valley Economic Development Monitor estimated there were 3,794 businesses as of June 2015.

Average wage and salary income

The Clarence Valley per capita income for the 2012-13 financial year was estimated to be about \$17,939, with average wage/salary of \$45,005.

Median property sales prices

The median sales price for all dwellings in Clarence Valley was \$329,000 in the June quarter 2016.

About the Clarence Valley (continued)

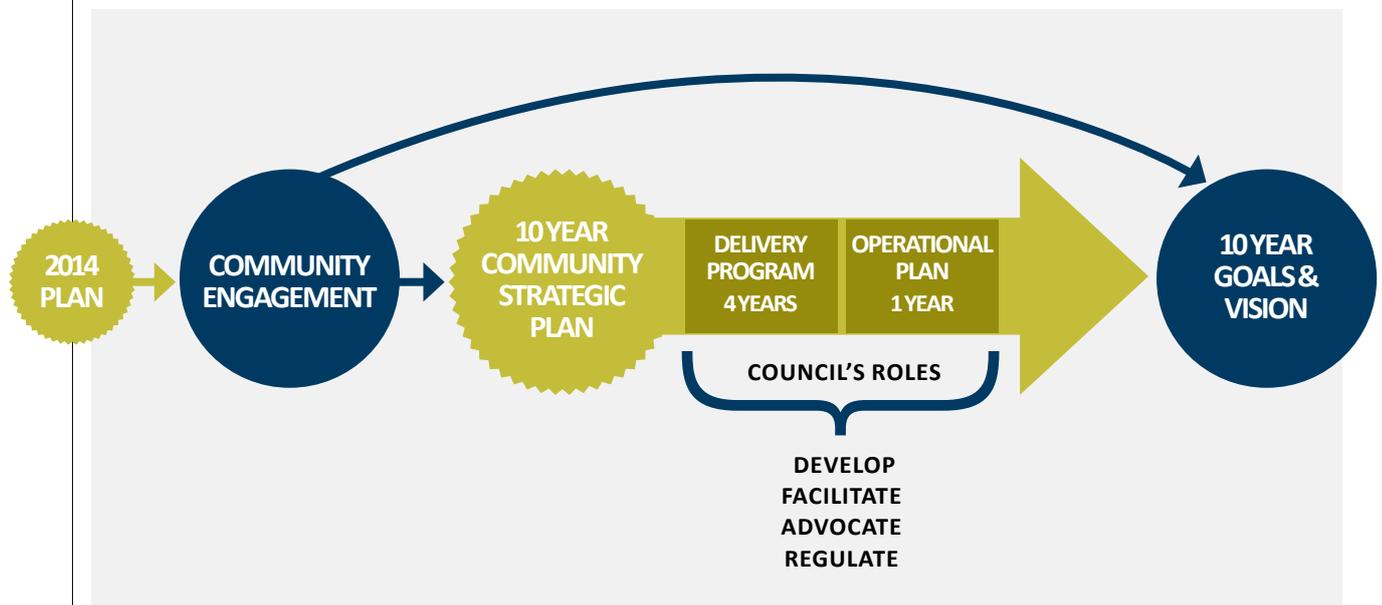


Overview

The Clarence 2027 Community Strategic Plan is perhaps the single most important document of all strategic planning documents produced by Council. It is developed after wide consultation and identifies the type of community we want to have in 10 years. It reflects our aspirations and sets the broad parameters that guide decision making. From Council's perspective, all decisions should be consistent with the direction set out in the plan.

In essence it is a guiding document that shows the way for the planning documents that fall beneath it, such as the Delivery Program, Operational Plan and Workforce Management Strategy. The community strategic plan sets the 10-year vision, the delivery program sets out what is to be achieved over four years and the operational plan details projects that are to be completed each year, while the workforce management strategy identifies the workforce needs for those projects to be completed. The delivery program, operational plan and workforce management strategy are designed to meet the objectives of the strategic plan and set achievable goals that go towards reaching the 10-year vision.

Community strategic plans are reviewed every four years with the election of a new council. The four-year review means the document maintains its forward vision and allows for changes in community expectations or aspirations to be incorporated into future planning. It is a living document. The Clarence Valley's plan, Our Community Plan, was adopted in 2014 and this document is a comprehensive review of that plan.



Overview



How it was done

The Clarence 2027 was developed after extensive public engagement starting late 2016 and finishing at the end of February 2017. It was built on the following major components:

1. **Public listening posts**
2. **Public workshops**
3. **Focus groups**
4. **An online survey**
5. **Phone, email and postal submissions**
6. **An independent, random phone survey**

The public listening posts, workshops and focus groups were conducted in centres across the Clarence Valley to gather a wide spread of viewpoints. There were two main approaches used in the public engagement:

1. **The Harwood method of engagement was used in all public engagements. It is a world best-practice method of more than 25 years of academically valid development, used to determine community aspirations with unbiased, open ended questioning.**
2. **Independent phone survey – used to gauge customer satisfaction with Council’s services and assets.**

We engaged directly with about 1,500 people to inform The Clarence 2027.

Overview (continued)

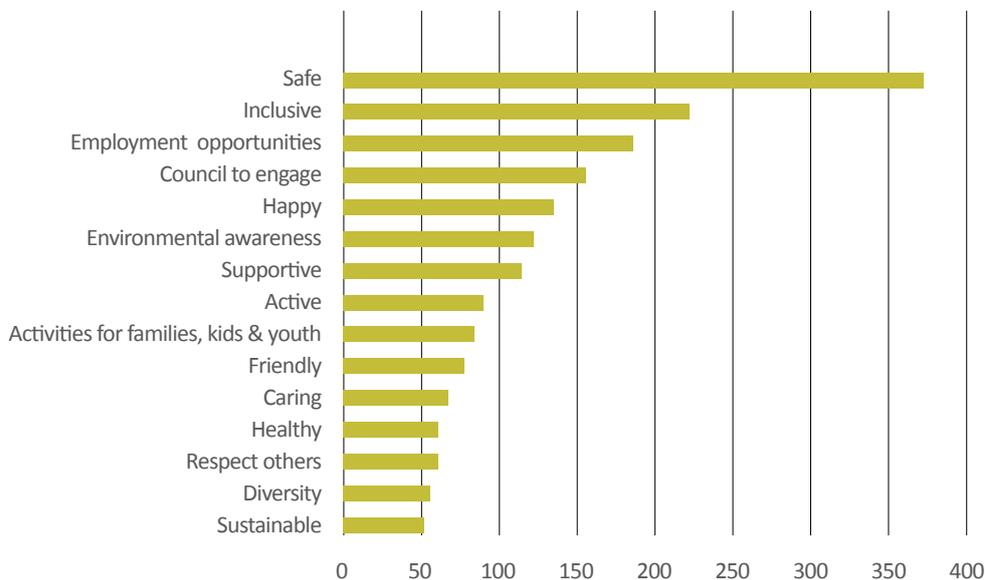
Your vision

What you said you wanted for the Clarence 2027

Overall summary from the engagement and phone survey

We heard what you said and the information was summarised for easy reading into the following high level chart. It tells us about community aspirations for the Clarence Valley (chart 1).

Chart 1: Addresses the broad question “where do you want the Clarence Valley to be 10 years from now?” This chart includes all workshops, listening posts and online questionnaires.



What this chart means to us

While there is a lot to discover in the details, your feedback tells us at a high level that:

- Residents desire a Clarence Valley that is safe and inclusive, has good job prospects and an engaged council and a place where people are happy and environmentally aware.

The Clarence 2027 is a high level planning document. Supporting documentation on the engagement methods and analysis is available on Council's website.

What is Council doing to help attain that vision?

Council has a role in ensuring that vision is attained. There are many exciting things happening across the Clarence Valley over the next 10 years. Council, while not responsible for all of them, has a significant role to play in their successful delivery. Yes, delivery is one role, but Council's roles also include advocacy, facilitation, regulation and partnership with responsible organisations to steer the Clarence Valley towards our 10-year vision.

Overview (continued)

Phone survey results Key findings about satisfaction

OPPORTUNITIES FOR ATTENTION SERVICE STRENGTHS

Infrastructure and Basic Services:

Three services, 'Maintaining sealed roads', 'Maintaining town roads' and 'Repairs and maintenance of drains' **have been highlighted as key opportunities for attention.**

'Kerbside waste collection' and 'Repairs and maintenance of sewerage services' **have been identified as key service strengths**

Community Lifestyle Services:

'Provision/maintenance of parks, playgrounds and reserves', 'Preservation of heritage buildings' and 'Provision/maintenance of sporting fields' **have been identified as key service strengths.**

Managing the Council

'Promotion of tourism' and 'Promoting economic development services' **have been highlighted as key opportunities for attention**

Customer Service and Communication:

'Consulting with the community', 'Informing the community of Council decisions' and 'Council leadership and advocacy' **have been identified as being areas in need of attention.**

'Customer service provided to residents by Council staff' **has been evaluated as being a key service strength.**

Environment

'Protection of wetlands, natural environment and wildlife' **has been flagged as a key opportunity for attention.**

'Beach Access', 'River Access' and 'Bushfire management' **are confirmed as service strengths.**

Services for People

'Provision of services and facilities for older people' **is highlighted as a key service strength.**

Compliance Services

'Animal control' **has been highlighted as a service in need of attention.**

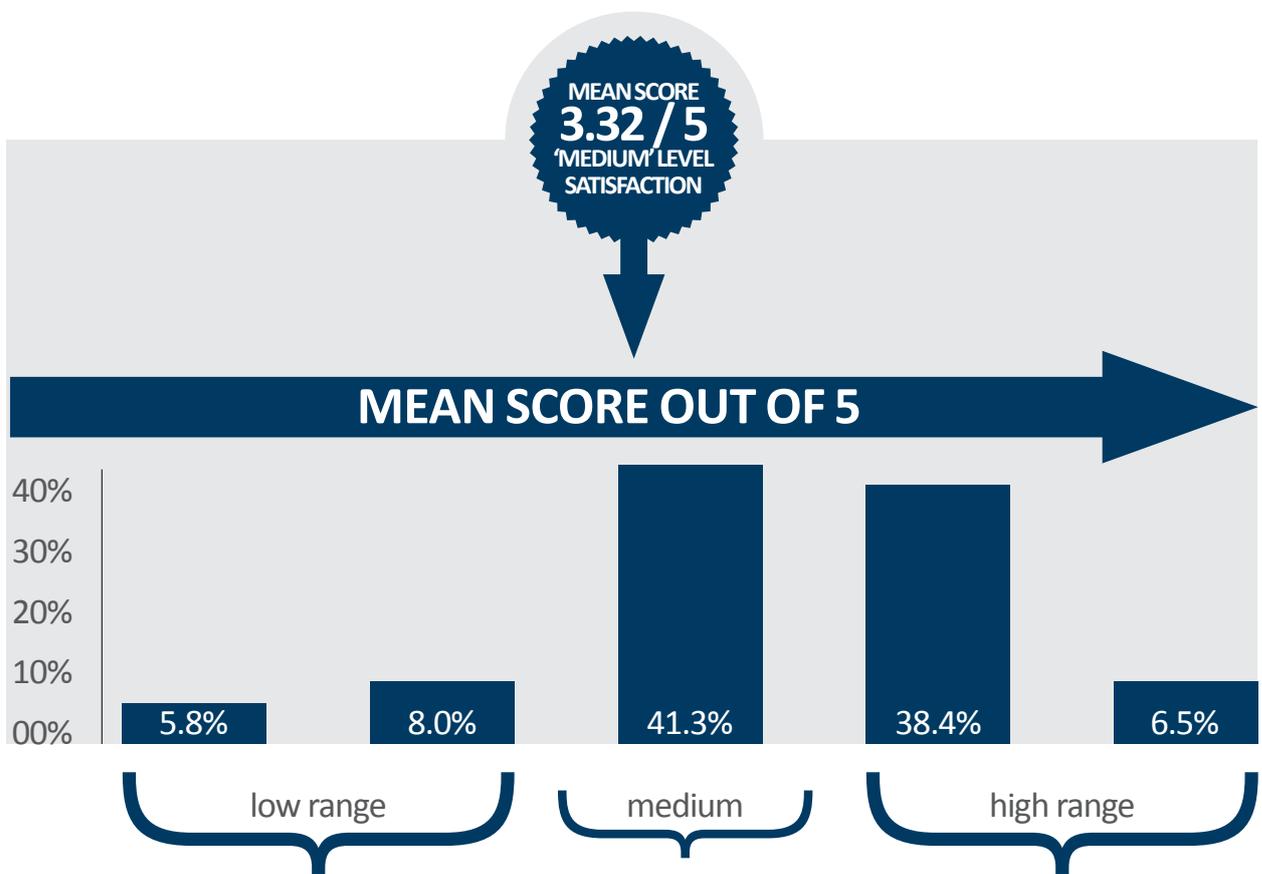
'Parking compliance' **is a service strength.**

Overview (continued)

Community satisfaction with Council's services.

Community satisfaction with Council operations was measured by an independent phone survey of more than 500 residents. Chart 2 shows the overall community satisfaction with Council's services from the survey conducted in February 2017.

Chart 2: Independent telephone survey - Community satisfaction levels with council services.



What does this tell us?

Chart 2 tells us 86.2% of respondents were in the medium to high range of satisfaction with Council's services.

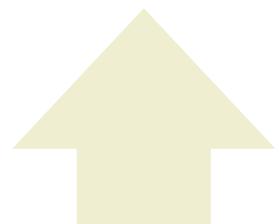
Overview (continued)

How are we going?

Trends in community satisfaction and Council's perceived performance

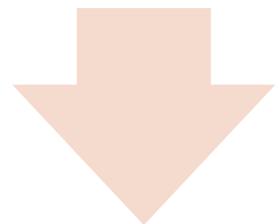
The phone survey (**previous page**) was also able to be benchmarked against the 2013 survey allowing us to see trends in performance over time.

SERVICE	2013	2017
Provision of library services	4.07	4.39
Provision of bike tracks and walking paths	3.23	3.49
Beach access	3.71	3.92
Kerbsides waste collection	3.96	4.15
Provision of community buildings and halls	3.63	3.81
River access	3.57	3.74
Provision of services and facilities for older people	3.61	3.75
Customer service provided to residents by Council staff	3.75	3.87
Maintaining town roads	3.12	3.22
Food safety in local eateries and restaurants	3.87	3.97
Maintaining sealed roads	3.17	3.27
Aquatic facilities	3.69	3.79
Promotion of tourism	3.24	3.32
Protection of wetlands, natural environment and wildlife	3.52	3.56
Provision/maintenance of sporting fields	3.99	3.99
Repairs and maintenance of sewerage services	4.27	4.19
Maintaining unsealed roads	2.8	2.72
Informing the community of Council decisions	3.39	3.29
Provision/maintenance of parks, playgrounds and reserves	3.69	3.57
Consulting with the community	3.31	3.15
Promoting economic development	3.06	2.89
Council leadership and advocacy	3.3	3.11
Town planning and timely processing of building applications	3.16	2.95
Provision of services and facilities for youth	3.18	2.94
Overall satisfaction with Council	3.51	3.32



green cells indicate statistically higher 2017 satisfaction rating than 2013

red cells indicate statistically lower 2017 satisfaction rating than 2013



This feedback information has helped guide Council's operational planning, as seen in our Delivery Program and Operational Plan. It also informs Council's facilitation of "community planning" to enable community groups and members to get involved in attaining community aspirations that are not within Council's scope.

Overview (continued)

In the pipeline

Things that are planned to be happening in the Clarence Valley include:

SIGNIFICANT PLANNED OUTCOME	WHO PROVIDES	COUNCIL'S ROLE
Grafton Bridge	RMS	Advocate
Harwood Bridge	RMS	Advocate
Romiaka Channel Bridge	Council	Deliver
Sportsmans Creek Bridge	RMS	Advocate
Pacific Highway upgrade	RMS	Advocate
Agriculture expansion	Industry	Advocate/Regulate
Community-led decision making with Council	Community	Facilitate
West Yamba expansion	Business	Advocate/Regulate
Macleans Riverside Precinct	Federal Government / Council	Facilitate/Deliver
New Grafton Jail	State Government	Partner
New South Grafton Works Depot	Council	Deliver
Holiday parks redevelopment	Reserve Trust	Facilitate/Advocate
Bailey Park Ulmarra	Council	Deliver
Amenities upgrades across the Clarence Valley	Council	Deliver
Food processing facility	Business	Advocate/Regulate
Private hospital	Business	Advocate
Our Healthy Clarence initiative	All level partnership	Facilitate/Advocate
Energy conservation initiatives in Council	Council	Deliver
Macleans supermarket	Business	Regulate
Aged care expansion	Business	Regulate
National Disability Insurance Scheme rollout	Federal Government	Advocate/Deliver
National Broadband Network rollout	NBN Corporation	Advocate/Regulate
McLachlan Park and Maclean river front works	Federal Government	Deliver
Jetties and pontoons	State Government	Deliver

Overview (continued)

Council's role



Back, from left, councillors Andrew Baker, Debrah Novak, Karen Toms, Richie Williamson, Peter Ellem and Greg Clancy. Front, from left, Mayor Jim Simmons, Councillor Arthur Lysaught and Deputy Mayor Jason Kingsley.

The Council has multiple roles to meet its responsibilities to the community it serves. Including the following:

- provide effective civic leadership to the local community,
- be responsible for ensuring the Council acts honestly, efficiently and appropriately.
- ensure as far as possible the financial sustainability of the Council,
- develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the Council,
- consult regularly with community organisations and other key stakeholders and keep them informed of the Council's decisions and activities,
- determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the Council's resources to implement the strategic plans (including the community strategic plan) of the Council and for the benefit of the local area,
- keep under review the performance of the Council, including service delivery,
- provide strong and effective representation, leadership, planning and decision-making.
- actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.
- consider the principles of ecologically sustainable development.
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- consider the long term and cumulative effects of actions on future generations.
- work co-operatively with other councils and the State Government to achieve desired outcomes for the local community.
- work with others to secure appropriate services for local community needs.
- recognise diverse local community needs and interests.
- consider social justice principles.

CVC Vision, Mission and Values

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Our Vision

“To make the Clarence Valley a community full of opportunity”

Our Mission

“To plan and deliver services valued by the community”

Our Values

The following values and behaviors are considered to be core requirements when we deal with each other and our community

S

Safe

We will have a safety focused workplace culture to ensure the wellbeing of our staff and the community

T

Teamwork

We will work together as one council towards shared goals and for the greater good of the community

R

Respect

We will be inclusive, treat people with courtesy and fairness, and ensure each individual is valued and heard

I

Integrity

We will behave in a way that is honest, open, and transparent. We will take responsibility for our actions and strive for excellence

V

Value

We will deliver services efficiently, effectively, and in an environmentally and financially sustainable manner

E

Engagement

We will engage with our staff and community to inform our decision making, and create awareness of our activities

The five themes of the CSP



1. Society

To create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life



2. Infrastructure

For Council to maintain our diverse infrastructure base to serve the needs of the Clarence



3. Economy

To strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Clarence



4. Environment

For Council and the community to value, respect and actively participate in the care and management of the Clarence's natural environment for current and future generations



5. Leadership

To set the overall direction and long term goals for the Clarence in accordance with community aspirations


Society


The situation

The quality of our community life is determined by the people who make up our community and the places in which we live.

Living in inclusive communities we feel safe and welcome, trust and respect each other, volunteer and work cooperatively towards common community goals. We want to live in well serviced neighbourhoods that provide access and equity to even our most vulnerable community members. A changing demographic profile, increasing community expectation, limited resources and competing priorities have all put pressure on existing community networks and Council services. The challenge is how we adapt to the changing requirements of our evolving community while providing essential social services in an equitable and affordable manner.



Society (continued)



Community - What you can do

- use local facilities and services
- be aware of your safety and look out for the safety of others
- learn about and respect our earliest communities and Aboriginal culture
- attend and participate in festivals and events
- be involved with the Council
- participate in a community, sporting or cultural group
- participate in local healthy lifestyle activities
- use local facilities and services
- volunteer in your community

Social services Council provides include:

- Aboriginal engagement
- aquatic facilities
- children and youth services
- community care services
- community centres and halls
- community development
- community health and safety
- cultural development libraries and a regional gallery
- disability and access services
- local events and festivals
- parks and open spaces
- senior services
- sporting facilities



Society. (continued)

You told us you wanted ...

1.1 To have proud and inviting communities that:

- 1.1.1 Encourage vibrant and welcoming towns and villages
- 1.1.2 Respect the heritage of the region by highlighting and enhancing our unique characteristics
- 1.1.3 Support, encourage and celebrate community participation, community organisations and volunteerism
- 1.1.4 Encourage greater awareness of our earliest communities and inhabitants, in partnership with local Aboriginal and Torres Strait Islander communities

1.2 To have a safe, active and healthy region that:

- 1.2.1 Provides, maintains and develops sport and recreation facilities and encourages greater utilisation and participation
- 1.2.2 Improves outcomes for the Clarence Valley through partnerships with key agencies and community organisations
- 1.2.3 Provides effective regulation of environmental legislation
- 1.2.4 With our partners, promotes community safety

1.3 To have a diverse and creative culture that:

- 1.3.1 Supports arts, learning, cultural services and festivals
- 1.3.2 Supports a diverse and rich local Aboriginal and Torres Strait Islander culture

1.4 To have access and equity of services that:

- 1.4.1 Provides quality community care, ageing and disability services
- 1.4.2 Encourages the supply of affordable and appropriate housing
- 1.4.3 Fosters an inclusive and equitable community
- 1.4.4 Provides required public transport infrastructure and work with key partners to support the provision of cost effective public transport



Infrastructure



The situation

The Clarence Valley Council has assets worth more than \$2.1 billion that depreciate at a rate of more than \$35 million a year. Maintaining and replacing these assets is a major responsibility for Council and a core community expectation.

The community expects Council to provide inter-generational equity to future generations by providing assets of at least equal standard to those we have now. Providing the funds required for maintenance and renewal of assets to a desired level is a significant challenge. This, coupled with a significant backlog of asset replacement works poses the single most significant and expensive challenge for our community.

Infrastructure (continued)



Community - What you can do

- report safety and maintenance issues to Council
- obey load limits on roads and bridges
- drive to the conditions of the road and obey speed limits
- report vandalism or loitering around public amenities
- take responsibility for driveways and verge mowing

Essential infrastructure Council provides includes:

- bus stops and transport facilities
- car-parking facilities (public)
- flood levee network
- footpaths and cycleway networks
- kerb and guttering
- public amenities
- public facilities and Council buildings
- sewerage service network
- sewerage treatment plants (5)
- stormwater network
- street furniture and guardrail
- street lighting and street signage
- unsealed roads (988kms)
- sealed roads (1,590kms)
- bridges (162 concrete, 129 timber)
- water supply network Shannon Creek Regional Water Facility

Infrastructure (continued)

You told us you wanted ...

2.1 To have communities that are well serviced with appropriate infrastructure. In order to do this we will:

- 2.1.1 Maintain and renew water and sewer networks
- 2.1.2 Ensure adequate natural disaster management
- 2.1.3 Provide strategic asset management planning
- 2.1.4 Manage and enhance our parks, open spaces and facilities
- 2.1.5 Provide safe and effective vehicular and pedestrian networks that balance asset conditions with available resources.



Economy



The situation

Our economy needs to be strong and diversified in order to be resilient, adaptable, offer a broad range of services and provide employment opportunities for residents.

Economic development works in collaboration with the private sector and key government agencies to establish economic priorities and commit resources to achieve them. Council's primary roles in fostering economic growth and diversity are: providing supporting infrastructure; planning land use that supports employment and business investment. The availability of employment is vital to our community being able to retain its youth, to attract skilled workers and their families to the area and reduce overall unemployment with a resultant increase in community well-being. Council is a major employer and contributor to the local economy, with more than 500 staff and a total annual expenditure of more than \$137 million.



Economy (continued)



Community - What you can do

- start a small business
- shop locally to support our economy
- utilise the Clarence Valley Regional Airport
- create opportunities for traineeships, work experience and apprenticeships
- promote the area
- be innovative, collaborate and exchange your knowledge
- upskill yourself
- work with Council to make this a great place to invest, work and live

Economic services Council provides include:

- economic development and information
- holiday park and airport facilities
- land use and development control planning
- regional livestock saleyards
- support for major events
- tourism, promotion and visitor facilities



Economy (continued)

You told us you wanted ...

3.1 To have an attractive and diverse environment for business, tourism and industry that:

- 3.1.1 Promotes the Clarence region as a wonderful place to invest, live, work, and visit
- 3.1.2 Grows the Clarence Valley economy through supporting local business and industry
- 3.1.3 Provides land use planning that facilitates and balances economic growth, environmental protection and social equity
- 3.1.4 With our partners, encourages the development of a skilled and flexible workforce to match the requirements of business and industry
- 3.1.5 Attracts and grows events that contribute to the economy with a focus on high participatory events
- 3.1.6 Develops initiatives capitalising on Clarence Valley's competitive advantages



Environment



The situation

Landscapes, seascapes, waterways and wildlife of the Clarence Valley are intrinsic to its culture and character. They are the basis for much of its economic and recreational activity, the quality of the region's air, water, flora, fauna and soils are inextricably linked to the health and well-being of residents.

The natural environment of the Clarence is as varied as it is beautiful; including, extensive river networks, floodplains and wetlands, vast beaches and coastline, rainforest and national parks, scenic mountain ranges, rural hinterland and diverse agricultural land. The natural environment, with its many unique forms, is a defining characteristic of the Clarence Valley and is a way in which its communities are commonly identified by others and how residents identify themselves.

Environment (continued)



Community - What you can do

- reduce consumption of fossil fuels, water and consider alternative resources
- join a local Landcare or Dunecare group
- install energy efficient fixtures and appliances at your home
- participate in recycling and minimise your waste going to landfill
- plant and or retain vegetation and trees on private property
- consider alternative transport options, particularly for short distances
- dispose of your waste responsibly
- support local environment groups and conservation services
- consider alternative energy sources

Environmental services Council provides include:

- waste management and recycling
- natural resource management
- environmental planning
- development control planning
- coast and estuary management
- reserves and open spaces
- noxious weeds control
- floodplain management
- support for Landcare/Dunecare groups
- stormwater management
- bush regeneration
- bushfire management
- environmental education

Environment (continued)

You told us you wanted ...

4.1 To preserve and enhance our natural environment by:

- 4.1.1 Managing our coastal zone, waterways, catchments and floodplains in an ecologically sustainable manner
- 4.1.2 Promoting sustainable natural resource management

4.2 To foster a balance between development and the environment considering climate change impacts as we:

- 4.2.1 Promote, plan and implement strategies that reduce carbon emissions, improve energy efficiencies and increase the use of renewable energy
- 4.2.2 Plan, resource and respond to natural hazards and disasters taking into account impacts from climate change
- 4.2.3 Provide efficient and effective solid waste management services that prioritises resource recovery and minimises environmental impacts
- 4.2.4 With our partners, promote and encourage sustainable and innovative agricultural practices
- 4.2.5 Educate the community, business and industry about sustainable practices in the home, at work and in public places



Leadership



The situation

Community leaders are required to pursue the overall direction and long-term goals for the Clarence Valley in accordance with the vision and aspirations of the community.

Effective civic leadership requires responsible and transparent decision making, which includes engaging with the community and implementing the objectives of The Clarence 2027. Councillors are required to provide leadership to the broad community and direction to an organisation that will be relied upon to deliver quality services and infrastructure within Council's resources and in-line with established service levels.


Leadership (continued)


Community - What you can do

- stand for election to Council
- participate in a Council committee
- regularly visit Council's website and read/listen to local media to keep up-to-date with Council's activities
- connect with Council on social media
- get involved with community engagement programs run by Council
- provide feedback to Council regarding services and customer service
- volunteer and take part in community groups

Leadership and governance services Council provides include:

- business improvement
- civic services and representation
- community engagement
- customer services
- financial services
- governance
- human resource management
- information services
- integrated strategic planning
- legal services
- performance management
- property management
- regulation and enforcement
- risk management



Leadership (continued)

You told us you wanted ...

5.1 To have a strong, accountable and representative government that:

- 5.1.1 Develops a clear plan for the community through integrated planning and reporting
- 5.1.2 Creates awareness of Council's roles, responsibilities and services
- 5.1.3 Engages with the community to inform decision making
- 5.1.4 Ensures transparent accountable decision making for our community
- 5.1.5 Represents our community at regional, state and federal levels
- 5.1.6 Ensures decisions reflect the long-term interests of the community and support financial and infrastructural sustainability
- 5.1.7 Undertakes the civic duties of Council in an ethical manner
- 5.1.8 Ensures good governance, effective risk management and statutory compliance

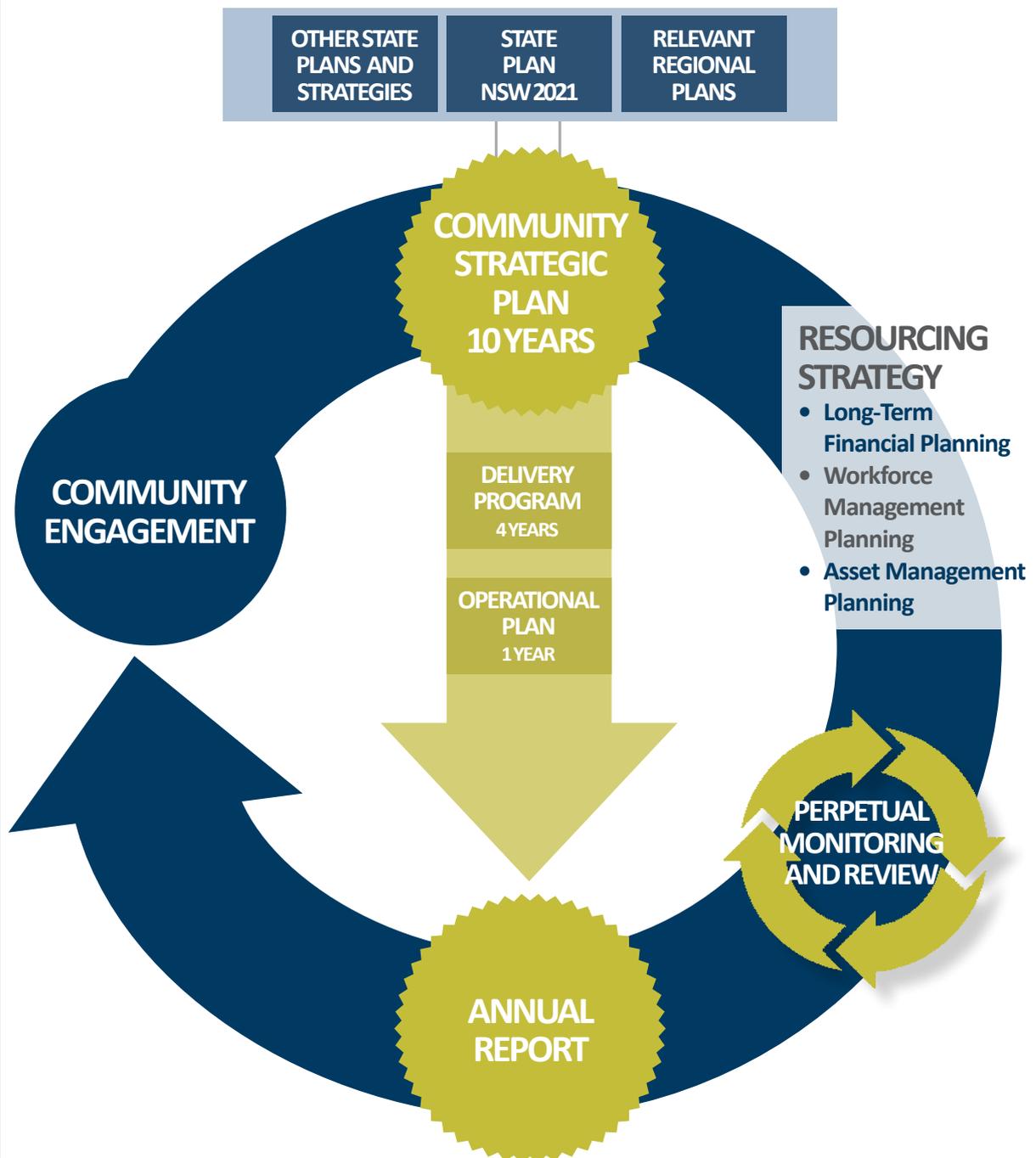
5.2 To have an effective and efficient organisation that:

- 5.2.1 Operates in a financially responsible and sustainable manner
- 5.2.2 Makes Council a preferred employer
- 5.2.3 Fosters an organisational culture focused on customer service excellence, innovation and continuous improvement
- 5.2.4 Ensures a safe and healthy work environment
- 5.2.5 Manages and value our corporate information and knowledge

Planning

Integrated Planning and Reporting framework

All New South Wales councils are required to develop a Community Strategic Plan that sets out the community's visions and goals over 10 years. They sit alongside the State Government's Integrated Planning and Reporting framework.



Planning (continued)

Integrated Planning and Reporting framework

The Community Strategic Plan, The Clarence 2027, is truly a community plan, not just a Council plan, and is comprised of three documents:

- the first (this document) sets out the overall vision and sets the framework for the 10-year strategy and is developed in consultation with the community, State Government agencies and other stakeholders.
- the second is a four-year Delivery Program that sets the parameters of what is to be achieved over four years.
- the third is an annual Operational Plan that details projects to be completed each year. It includes income and expenditure estimates for the year.

How community assets will be used and how Council's workforce will be managed to meet the goals of The Clarence 2027 are outlined in a resourcing strategy.

The resourcing strategy must include:

- a 10-year Long-Term Financial Plan that establishes funding to support the long-term goals of The Clarence 2027.
- a 10-year Asset Management Strategy that accounts for all existing assets under ownership and control of the Council.
- a four-year Workforce Management Plan that addresses the labour and skills requirements needed to meet the goals of The Clarence 2027.

How will we measure our success?

The objectives and strategies outlined are intended to be achieved throughout the life of the plan. In order to meet these, a suite of actions and related key performance indicators has been developed to be reviewed each year as part of the annual planning cycle. In order to gauge whether the strategies have been achieved, a simple reporting format will be used to measure progress, with quarterly updates and an annual summary. The reports will identify progress against the strategic objectives as outlined under each theme, in addition, at the end of each council term of four years, the outgoing elected representatives will need to present an End of Term Report to the community, outlining the achievements recorded during that period.

Addressing the quadruple bottom line

There is requirement for a community strategic plan to adequately address social, environmental, economic and civic leadership considerations. This approach is generally referred to as 'the quadruple bottom line'. In the planning framework, the term 'civic leadership' has been chosen to indicate that it relates not only to the way the Council will interact with the Community Strategic Plan, but the way members of the community might become involved in delivering some of the Plan's objectives.

Council has taken the decision to add a further category of 'infrastructure' to highlight its importance to our long-term plans and to enhance the quadruple bottom line approach - ensuring that the Community Strategic Plan would be balanced and take a holistic view, rather than favouring one particular aspect.

Planning (continued)

Linkage to NSW State Government plans

Related plans

Our planning is also affected by regional considerations and wider state, national and global influences.



We work with relevant departments and agencies of the State and Federal governments and neighbouring councils, on our overlapping responsibilities. Across our region we deal with common issues, such as planning, environment, transport and sustainability.

The “NSW 2021” State Government 10-year plan sets clear priorities and goals for government action and is based on the following five strategies:

1. rebuild the economy
2. return quality of services
3. renovate infrastructure
4. strengthen our local environment and communities
5. restore accountability to government

The “North Coast Regional Plan 2036” sets out regional priorities focusing on harnessing the benefits of the Pacific Highway upgrade which, among other things, includes linking our regional cities, strategic centres and towns and unlocking our unique natural attributes for tourism and agribusiness. The Four Goals of North Coast Regional Plan 2036 align with our CSP

1. the most stunning environment in NSW
2. a thriving, interconnected economy
3. vibrant and engaged communities
4. great housing choice and lifestyle options

Planning (continued)

How The Clarence 2027 aligns with other State and Regional plans.

The following table identifies how we see our Objectives and Strategies framework aligning with State Plans and Goals.

THE CLARENCE 2027: STRATEGIES TO ACHIEVE OUR OBJECTIVES										
Relevant State Plans/Goals	We will have proud and inviting communities	We will have a safe, active and healthy region	We will have a diverse and creative culture	We will have access and equity of services	We will have communities that are well serviced with appropriate infrastructure	We will have an attractive and diverse environment for business, tourism and industry	We will preserve and enhance our natural environment	We will foster a balance between development and the environment considering climate change impacts	We will have a strong, accountable and representative Government	We will have an effective and efficient organisation
NSW 2021										
Rebuild the economy						X		X	X	
Return Quality Services	X	X	X	X						
Renovate Infrastructure					X		X	X		
Strengthen Our Local Environment & Community		X	X		X	X	X			
Restore Accountability to Government									X	X
2036 North Coast Regional Plan										
Grafton is a 'Strategic Centre'	X	X			X	X		X	X	
Provide great places to work and live	X	X	X	X	X	X	X	X		
Prepare precinct plans (for) centres bypassed by the Pacific Highway	X	X	X			X		X		
Expand on existing walking and cycling trails along waterways such as the Clarence		X				X	X			
Strengthen cross regional relationships	X					X			X	

THE CLARENCE 2027

Community Strategic Plan

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THE CLARENCE 2027: STRATEGIES TO ACHIEVE OUR OBJECTIVES

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Towards 2030 Planning for our Changing Population										
Getting in early, planning for change					X	X			X	X
Improving prevention and early intervention		X								
A productive, skilled and adaptable workforce		X				X			X	X
Facilitating participation in all areas of society		X	X	X						
Providing quality care and support		X		X						
NSW Disability Inclusion Action Plan										
Developing positive community attitudes and behaviours				X	X					
Creating liveable communities	X		X	X	X		X	X		
Supporting access to meaningful employment	X	X	X					X	X	
Improving access to mainstream services through better systems and processes					X					
NSW Ageing Strategy										
Seniors	X	X	X	X						
Middle Years	X	X	X		X					
Population ageing	X	X	X		X	X				

THE CLARENCE 2027: STRATEGIES TO ACHIEVE OUR OBJECTIVES

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NSW Rural Health Plan										
Healthy rural communities	X	X		X	X					
Access to high quality care for rural communities		X		X	X					
Integrated rural health services		X		X	X					
NSW Transport Plan: 'Connections'										
Planning and financing the transport system for the future				X	X					
Maintaining transport assets				X	X					
Improving transport services and operations		X		X	X					
Growing the transport system					X					
Developing the transport business of the future				X	X					
NSW Healthy Eating and Active Living Strategy 2013 – 2018										
Physical activity: planning reforms; cycling and walking		X		X	X		X	X		
Food: menu board labelling, other options		X		X					X	
Adults: Get Healthy at Work		X			X				X	
Adults: Get Healthy Coaching Service		X			X				X	
Adults: Aboriginal Knockout	X	X	X	X	X				X	