



Community Strategic Plan **'Making Tracks'**



“making tracks” 2035

Junee Shire’s Community Strategic Plan

Adopted 16 May 2017

Introductory message from the Mayor

We all want to make our shire the best place to live. While we want to celebrate Junee's rich rail heritage, we want to adapt to the ever changing world around us and be a progressive community.

Communities that are great to live in don't come about by accident. It's the culmination of passionate locals, well thought-out goals, and a committed Council.

Looking to the future and planning for it together ensures that the things we feel are important in our community are achieved over time. It also helps us to make sure that every programme, every piece of infrastructure and every decision Council makes aligns with what the community wants for its future, whilst still maintaining our governance and regulatory obligations.

This Plan belongs to the community. It is a shared long-term vision and we are committed to doing our part to achieve it. The main purpose of this plan is to identify our main priorities and aspirations as a community and provide a clear set of strategies to achieve this vision over the next decade.

We wish to thank everyone involved in this review of the planning process as well as those who participated in the initial community planning sessions back in 2009, where the community vision and values were set

We are committed to continue helping our residents achieve their aspirations for the future, and it is with great pleasure I present your Community Strategic Plan 2035.



Councillor Neil Smith
Mayor



Photo (L-R): Cr Mark Cook, Cr Martin Holmes, Cr David Carter, Cr Matt Austin (Deputy Mayor), Cr Neil Smith (Mayor), Cr Pam Halliburton, Cr Robin Asmus, Cr Bob Callow, Cr Kerri Walker

Contents

- Introductory message from the Mayor
- About the Community Strategic Plan
- How the Plan was developed
- Community in Context
- The Community's Vision
- Community Values
- Looking Ahead, Looking Back
- Community Strategic Plan (CSP)
- Community Strategic Plan Themes, Objectives and Strategies
- Themes and Objectives in detail
 - Liveable
 - Prosperous
 - Sustainable
 - Collaborative
- How will we know if we are “on track”?

About the Community Strategic Plan

This Community Strategic Plan is a compilation of the community's thoughts and aspirations. It describes where we, as a whole community working together, need to focus our energy to realise the vision and to take Junee Shire forward into the future. The plan is the community's plan. It has been developed with the community's input and identifies the roles that the community and Council will play to achieve the vision we have set for our community.

Council embarked on a journey in 2008 to understand completely how our community sees itself, its challenges and its long term potential - and to document it. Out of this, the first Community Strategic Plan was developed and there have been subsequent revisions.

Through this process, the community identified a Vision and a series of Values for our community and four focus themes to capture the community's desire to be liveable, prosperous, sustainable and collaborative. The same guiding vision and principles have been carried in to this Community Strategic Plan which sets the direction for our shire until 2035.

The Plan is structured using the NSW State Government's Integrated Planning & Reporting Framework. The key features of the framework include:

- A long term focus – minimum of 10 years
- Addressing key issues – social, environmental, economic and civic leadership
- Adoption of a Community Engagement Strategy showing how Council will communicate with and consult its community to develop a plan
- Requiring a resourcing strategy – including how community assets will be used for the future, how the Council workforce will be managed to deliver the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded
- Outlining how progress in implementing the plan will be measured and monitored
- How Council will report to the community on progress and achievements



Whilst the Community Strategic Plan is the cornerstone of local government plans its implementation will need to refer to and be informed by other plans such as the Riverina Murray Regional Plan, State Priorities, Premier's Priorities and the Junee Local Environmental Plan.

How the Plan was developed

To develop the latest Community Strategic Plan, Council commenced community consultation sessions in November 2016. It was extensive and included travelling out to the villages and localities as well as holding sessions in Junee Township and a number of focus groups including business, tourism, community groups and disability inclusion. The engagement concluded with almost 300 pieces of butchers paper covered in scribing from sessions considering Junee Shire's strengths, opportunities and challenges. At each session the challenges and opportunities were distilled to priority issues with actions and solutions applied.

A leadership forum involving community leaders, Government, and quasi-Government departments followed, and the prioritisation of issues were distilled into themes. The themes align with the NSW State Government requirement that the Community Strategic Plan should address civic leadership, social, environmental and economic issues.

How to read the plan:

The themes have been labelled with single words that can be easily recalled and are meaningful in a standalone sense. A short narrative describes and expands on each.

Each theme has two objectives and with each objective there are a number of strategies. The plan identifies the role of the community and Council as well as identifying other stakeholders against each of the objectives. Where Council has a role, more detailed actions are outlined in Council's Delivery Program (4-year program) and Operational Plan (1-year plan and budget) which are separate documents within a suite of documents identified in the Integrated Planning & Reporting framework.

Council will report twice a year on progress with its Delivery Program and Operational Plan and once each year on progress with this document, the overarching Community Strategic Plan.

The draft plan was placed on public exhibition and submissions considered in finalising this version which was adopted by Council in May 2017.

Community in Context

Junee Shire is a rural area of 6,327 people (2011) and 2,000 square kilometres in size, on the South West Slopes of New South Wales known for its idyllic location, agricultural sector, rail history and tourism products.

The township of Junee is 41 kilometres from Wagga Wagga and this proximity to the largest inland city in NSW means that our residents enjoy country living with ready access to a city lifestyle.

Junee started as a pastoral lease called the 'Jewnee Run'. The name originates from the Aboriginal word meaning 'speak to me'. The town itself prospered because of the Sydney to Melbourne railway line which was completed to Junee in 1878. The wealth stemming from this is reflected in the many grand buildings that still stand today.

Significant gold deposits were worked from the 1870's in the Junee Reefs and Eurongilly areas until approximately 1900.

While having a solid history, Junee Township is metamorphosing from 'railway town' to 'modern convenient lifestyle centre'. Preserved historic buildings and modern new infrastructure are enjoyed by both residents and visitors to the Shire. Away from Junee Township a number of smaller communities with unique characteristics can be found amongst rich agricultural land and areas of natural beauty.

This period of significant community change brings new opportunities and challenges. This plan helps the community and Council to embrace and change as well as anticipate the future.

The Community's Vision

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

Community Values

The plan is mindful of and acknowledges the community values that were previously developed with the community and are carried into this plan.

Proud and welcoming

We are proud of our Shire and as a friendly community we encourage and support new residents and business owners.

Innovative and progressive

We welcome new ideas and we seek to make changes that will improve the lifestyle to our community.

Inclusive

We have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

Leadership and wisdom

We listen and act; we are prepared to take tough decisions in the best interest of the future of our people, our place and our economy.

Looking Ahead

It is fair to say that any aspirations and opportunities for the future brings with it challenges and this plan is not immune.

The future challenges that this plan addresses include:

- Volunteers - the increasing role and need for volunteers, difficulties in expanding the volunteer network and addressing volunteer burn-out
- Limited resources - getting more from limited resources
- Changing demographic – the ageing population and youth issues

In contrast, the opportunities are exciting:

- Regional growth prospects
- Population growth and growth by local industry
- Tourism opportunities
- Technology
- Collaboration

Looking Back

An advantage of the Integrated Planning & Reporting framework is that achievements and progress get reported to community on a regular basis. To keep ahead of opportunities and challenges, the plan is reviewed at least every four years to ensure it remains relevant and informed.

However, much has been achieved by the community and Council collectively under the previous Community Strategic Plan. Past achievements can be found in Council's Annual reports and its End of Term Report which is produced at the conclusion of each four-year term of the elected body.

There have been a number of the specific achievements against what was identified in the previous Community Strategic Plan. The achievements included below as evidence span a variety of interests from the community including the economy, infrastructure, arts and culture, and good governance:

- Junee Shire Local Government Area retaining its own identity and status through the NSW Government's Fit-for-the-Future reforms
- Successful applications for Special Rate Variations to improve infrastructure
- Continuing population and tourism growth
- Road safety and productivity improvements at Harefield and Combaning Road
- Improved flow of information to the community and community involvement
- Increased use and improvements at the Athenium Theatre
- Reducing deficits for the Junee Junction Recreation & Aquatic Centre

Community Strategic Plan

THEMES, OBJECTIVES, STRATEGIES

Liveable

A liveable community is an inclusive place which provides for everyone – a place where we can be involved, healthy and active - a place of which we are proud - a place where others want to be – a great place to live.

Objective 1 – To be healthy and active

Strategy 1.1 - Have in place the right health services

Strategy 1.2 - Encourage and enable access to healthy food and healthy, inclusive lifestyle choices

Strategy 1.3 - Provide the right places, spaces and activities

Objective 2 – To be a great place to live

Strategy 2.1 - Enable viable localities and villages

Strategy 2.2 - Build on our heritage, creativity and cultural expression

Strategy 2.3 - Cater for our ageing population

Strategy 2.4 - Create opportunities for and value people with a disability

Strategy 2.5 - Support and create opportunities for our youth

Prosperous

A prosperous community provides people with choices and opportunities for investment, employment and learning - it focuses on the things that will attract visitors and new residents which in turn generate wealth and vibrancy in the community – it extracts more from what it already has - it is mindful of change and prepares itself to adapt for the future.

Objective 3 – To grow our local economy

Strategy 3.1 - Plan for, develop and maintain the right assets and infrastructure

Strategy 3.2 - Support our business sector

Strategy 3.3 - Grow our tourism sector

Strategy 3.4 - Promote our community as a place to visit and stay for longer

Strategy 3.5 - Plan our land resources for the future

Strategy 3.6 - Grow our population throughout our Shire

Objective 4 – To be a resilient community able to adapt for the future

Strategy 4.1 - Build the capacity and skills of our community and workforce to meet, innovate and lead change

Strategy 4.2 - Prepare and transition to the economy of the future

Sustainable

A sustainable community is characterised by an appreciation of its natural surroundings and biodiversity - this is supported by responsible planning and management practices which reduce the community's impact on the natural environment - a sustainable community also recognises the limited resources it has in terms of human, financial and built assets and puts practices in place to get the best from what it has.

Objective 5 – For our community to be in harmony with its built and natural environment

Strategy 5.1 - Encourage respectful planning, balanced growth and good design

Strategy 5.2 - Plan for and respond to our changing environment

Strategy 5.3 - Protect, conserve and maintain our natural assets

Objective 6 – To use and manage our resources wisely (human, financial and built assets)

Strategy 6.1 - Council is accountable and financially sustainable

Strategy 6.2 - Embrace energy efficiency and industrial ecology principles

Strategy 6.3 - Manage our built assets with asset management planning

Strategy 6.4 - Reduce, reuse and recover waste

Collaborative

A collaborative community is an informed and involved community which recognises the need for shared responsibility to achieve outcomes - it recognises the need for and the importance of volunteers - capable leaders within Council and the community working together guided by plans made for the future and within a framework of good governance.

Objective 7 – To be a socially, physically and culturally engaged and connected community

Strategy 7.1 - Encourage an informed and involved community

Strategy 7.2 - Support volunteers to contribute to the community's sustainability

Strategy 7.3 - Build on our sense of community

Objective 8 – To work together to achieve our goals

Strategy 8.1 - Build strong relationships and shared responsibilities

Strategy 8.2 - Work in partnership to plan for the future

Strategy 8.3 - Provide representative, responsive and accountable community governance and leadership

Liveable

A liveable community is an inclusive place which provides for everyone – a place where we can be involved, healthy and active - a place of which we are proud - a place where others want to be – a great place to live.

Objective 1 – To be healthy and active

Objective 2 – To be a great place to live

THEME: Liveable

OBJECTIVE 1: To be healthy and active

We have access to a range of health care services and we are supported in living a healthy and active life through opportunity to access open spaces, cycle and path networks, healthy food and can participate in a range of recreational activities.

How will this be achieved?

1.1 Have in place the right health services

1.2 Encourage and enable access to healthy food and healthy, inclusive lifestyle choices

1.3 Provide the right places, spaces and activities

Community role

- Use local health services when possible
- Be physically active – walk, cycle, swim or play a sport
- Embrace a healthy lifestyle and encourage others to do the same
- Have regular health checks
- Have a good work/life balance
- Increase knowledge on healthy living
- Use local recreational facilities, parks, and the cycle/foot path network for healthy activity

Council role

- Provide community transport services
- Support local sporting groups and clubs
- Provide recreational space and infrastructure to meet changing needs
- Maintain and expand the cycle/foot path network
- Support community events providing physical and mental stimulation
- Advocate for enhanced health services that reflect community need
- Provide programs at Junee Junction Recreation and Aquatic Centre
- Monitor and regulate environmental and food safety standards
- Improve awareness and information about cycle/foot path network and recreational facilities

Who else can help the Community and Council to achieve this outcome?

- Junee Community Centre
- Junee Medical Centre
- NSW Health
- Department of Family and Community Services
- Junee Sports Committee
- Transport for NSW
- NSW Sport and Recreation

THEME: Liveable

OBJECTIVE 2: To be a great place to live

We have a strong sense of community and a choice of lifestyles. We recognise the depth of experience and commitment in our community and look after the aged as well as creating a place that encourages and retains our young.

How will this be achieved?

2.1 Enable viable localities and villages

2.2 Build on our heritage, creativity and cultural expression

2.3 Cater for our ageing population

2.4 Create opportunities for and value people with a disability

2.5 Support and create opportunities for our youth

Community role

- Respect others and their rights
- Participation in community events and celebrations
- Support youth and promote positive youth role models
- Volunteer for community based clubs or activities
- Mentor our youth
- Support local business

Council role

- Village development plans
- Retain a Heritage Conservation Area
- Support the operation of the Athenium Theatre and Broadway Museum
- Create safe communities in partnership with key stakeholders
- Coordinate and promote community events and celebrations
- Encourage involvement in the arts and culture
- Provide community services (community transport, family day care and library)
- Coordinate Youth Council and school holiday program
- Manage built assets according to asset management plans
- Advocate and plan for improved social, health and housing outcomes
- Advocate and plan for improved aged living options
- Develop and implement the Disability Inclusion Action Plan

Who else can help the Community and Council to achieve this outcome?

- | | |
|---|---|
| <ul style="list-style-type: none">• Junee Community Centre• Department of Education• Department of Family and Community Services• Department of Housing• TAFE Riverina Institute• Riverina Community College | <ul style="list-style-type: none">• NSW Health• Transport for NSW• Schools• Churches |
|---|---|

Prosperous

A prosperous community provides people with choices and opportunities for investment, employment and learning - it focuses on the things that will attract visitors and new residents which in turn will generate wealth and vibrancy in the community – it extracts more from what it already has - it is mindful of change and prepares itself to adapt for the future.

Objective 3 – To grow our local economy

Objective 4 – To be a resilient community able to adapt for the future

THEME: Prosperous

OBJECTIVE 3: To grow our local economy

We recognise that our local economy is influenced by our existing industries and our proximity to Wagga Wagga and other neighbouring Shires. Whilst continuing to proactively work with new and existing businesses we believe that tourism and population growth, due to lifestyle choices, are core to growing our economy in the future.

How will this be achieved?

3.1 Plan for, develop and maintain the right assets and infrastructure

3.2 Support our business sector

3.3 Grow our tourism sector

3.4 Promote our community as a place to visit and stay for longer

3.5 Plan our land resources for the future

3.6 Grow our population throughout our Shire

Community role

- Shop locally
- Use local service providers
- Promote Junee Shire to the outside world
- Welcome visitors
- Support and enjoy local entertainment options
- Participate in tourism events
- Encourage visiting family and friends to participate in local activities and support businesses

Council role

- Provide and maintain the road network
- Provide and maintain public infrastructure
- Facilitate a Tourism network group
- Support Junee Business & Trades Inc.
- Develop and maintain the Junee brand
- Proactively plan for population growth
- Proactively work with new and existing business to identify and progress opportunities

Who else can help the Community and Council to achieve this outcome?

- | | |
|---|--|
| <ul style="list-style-type: none">• Junee Business & Trades Inc.• Destination NSW• NSW Department of Industry | <ul style="list-style-type: none">• Transport for NSW• NSW Business Chamber• NSW Roads and Maritime Services |
|---|--|

THEME: Prosperous

OBJECTIVE 4: To be a resilient community able to adapt for the future

Recognising our role in the regional economy, we will work collaboratively to adapt for the future.

How will this be achieved?

4.1 Build the capacity and skills of our community and workforce to meet, innovate and lead change

4.2 Prepare and transition to the economy of the future

Community role

- Accept that the world and local economy is changing
- Act on opportunities as they present themselves
- Be open to being involved in new training and educational opportunities

Council role

- Facilitate an ongoing discussion about change and innovation
- Innovative Council services
- Partner with education/training providers to create opportunities for changing workforce needs

Who else can help the Community and Council to achieve this outcome?

- NSW Business Chamber
- TAFE Riverina Institute
- Junee Business & Trades Inc.
- Charles Sturt University
- Junee Community Centre
- Riverina Community College
- Schools

Sustainable

A sustainable community is characterised by an appreciation of its natural surroundings and biodiversity - this is supported by responsible planning and management practices which reduce the community's impact on the natural environment - a sustainable community also recognises the limited resources it has in terms of human, financial and built assets and puts practices in place to get the best from what it has.

Objective 5 – For our community to be in harmony with its built and natural environment

Objective 6 – To use and manage our resources wisely (human, financial and built assets)

THEME: Sustainable

OBJECTIVE 5: For our community to be in harmony with its built and natural environment

We value our natural environment and understand how we impact on it, such that we make wise decisions for the benefit of future generations.

How will this be achieved?

5.1 Encourage respectful planning, balanced growth and good design

5.2 Plan for and respond to our changing environment

5.3 Protect, conserve and maintain our natural assets

Community role

- Take ownership of and protect the natural environment
- Employ best practice land management on private property
- Be open to new technologies and opportunities
- Reduce reliance on motor vehicles
- Increase use of renewable energy

Council role

- Maintain informed land-use plans
- Manage growth and development
- Encourage innovative, sustainable development
- Plan for impacts of a changing climate
- Support local emergency services
- Maintain and improve our environmental assets
- Manage external impacts such as noxious weeds
- Promote our natural resources for education and recreation purposes
- Oversee development and activities that enhance the environment and health of the community
- Tree planting in urban streets, parks and providing adequate green space

Who else can help the Community and Council to achieve this outcome?

- | | |
|------------------------------------|---------------------------|
| • NSW Environment & Heritage | • Landcare NSW |
| • NSW Planning & Environment | • NSW Farmers |
| • Department of Primary Industries | • Rural Fire Service |
| • Charles Sturt University | • Local Land Services |
| • TAFE Riverina Institute | • Department of Education |

THEME: Sustainable

OBJECTIVE 6: To use and manage our resources wisely (human, financial and built assets)

We recognise the limited resources we have and take responsibility to ensure they are used effectively so as to get the best value today and for future generations.

How will this be achieved?

- 6.1 Council is accountable and financially sustainable**
- 6.2 Embrace energy efficiency and industrial ecology principles**
- 6.3 Manage our built assets with asset management plans**
- 6.4 Reduce, reuse and recover waste**

Community role

- Reduce, reuse, recycle waste
- Think energy reduction
- Be water wise

Council role

- Provide waste and recycling services
- Promote initiatives to reduce water, energy and waste
- Plan for a sustainable future
- Allocation of Council revenue
- Maintain and improve public buildings and infrastructure

Who else can help the Community and Council to achieve this outcome?

- Department of Planning & Environment
- NSW Environment & Heritage
- Department of Primary Industries
- Office of Local Government

Collaborative

A collaborative community is an informed and involved community which recognises the need for shared responsibility to achieve outcomes - it recognises the need for and the importance of volunteers - capable leaders within Council and the community working together guided by plans made for the future and within a framework of good governance.

Objective 7 – To be a socially, physically and culturally engaged and connected community

Objective 8 – To work together to achieve our goals

THEME: Collaborative

OBJECTIVE 7: To be a socially, physically and culturally engaged and connected community

We recognise that we can influence our community's future by being informed, participating in decision making and volunteering our time and expertise.

How will this be achieved?

7.1 Encourage an informed and involved community

7.2 Support volunteers to contribute to the community's sustainability

7.3 Build on our sense of community

Community role

- Proactively look for information
- Provide feedback to Council and others
- Be involved in community activities and with community groups and organisations
- Volunteer spare time

Council role

- Provide regular information
- Provide quality customer service
- Active engagement between Council, the community and other stakeholders
- Value and consider feedback
- Support and connect volunteers, community groups and organisations

Who else can help the Community and Council to achieve this outcome?

- Local progress and community groups/associations
- Jonee Community Centre

THEME: Collaborative

OBJECTIVE 8: To work together to achieve our goals

We share our knowledge and experience so that future plans are informed and we can share in the responsibility for achieving the agreed outcomes. We support and respect our community leaders who then act on our behalf.

How will this be achieved?

8.1 Build strong relationships and shared responsibilities

8.2 Work in partnership to plan for the future

8.3 Provide representative, responsive and accountable community governance and leadership

Community role

- Provide input to Council's planning
- Be involved in the community
- Support hardworking volunteer organisations
- Respectful conversations

Council role

- Partnerships with other forms of government and regional organisations
- Support the Mayor and Councillors in their role
- Open and transparent business activity meeting legislative and statutory requirements
- Act with the whole community in mind
- Responsive to input from others
- Manage expectations
- Implement the Community Strategic Plan
- Respectful conversations

Who else can help the Community and Council to achieve this outcome?

- Office of Local Government
- Local progress/community groups and associations

How will we know if we are “on track”?

Measuring our progress and achievements and reporting them is an important part of a successful plan.

The activities and actions for Council that come from the Community Strategic Plan are found in Council’s Delivery Program (4 year program) and Operational Plan (one year plan and budget). Progress of the Delivery Program and Operational Plan will be reported to the community every six months and each year a report on progress and achievement with the Community Strategic Plan will also be presented to the community.

The reporting will include response to key performance measures assigned to the Operational Plan actions and more broadly to the Community Strategic Plan themes and objectives. These include:

Liveable

- Access to health services
- Implementation of Junee Shire’s Disability Inclusion Action Plan
- Preservation of our Heritage
- Lifestyle choices – aged living, families, youth and services available
- Public building assets – condition and availability
- Sport and recreation assets – condition and availability

Prosperous

- Assets and infrastructure – condition, maintenance and renewal
- Town Planning and development activity
- Population growth
- Employment

Sustainable

- Environmental management
- Waste and recycling services
- Energy efficiency
- Financial management of Council’s resources

Collaborative

- Communication with the community
- Volunteering
- Partnerships and collaboration