

P. Hamilton.



STRATEGIC PLAN

1996 - 2020

"Growth with Harmony and Balance"

Draft Version 3

September 1996



LISMORE
City Council

8/11/97

Attention: MR PETER HAMILTON

DEAR MR HAMILTON,

PLEASE FIND ATTACHED A COPY
OF COUNCIL'S STRATEGIC PLAN AS PER
YOUR RECENT REQUEST. MY APOLOGIES FOR
THE DELAY IS DESPATCH AS THE ORIGINAL
WAS WITH COUNCIL'S PRINTERS UNTIL EARLY
THIS WEEK.

PLEASE DO NOT HESITATE TO CONTACT
ME SHOULD YOU HAVE ANY QUERIES.

KINDEST REGARDS,

JEMINA DUNN

Table of Contents

<i>Overview</i>	1
<i>Purpose</i>	2
<i>Methodology</i>	2
<i>Vision and Values</i>	3
<i>Lismore Today</i>	4
<i>Lismore Tomorrow</i>	4
<i>Strategic Corporate Goals</i>	4
<i>Strategic Imperatives</i>	5
<i>Focus Group Outcomes</i>	5
<i>Strategic Imperatives</i>	5
<i>Initiatives</i>	5
<i>Customer Service</i>	6
<i>Council Image and Relations</i>	7
<i>Customer Service and Quality</i>	8
<i>Technology for 2020</i>	9
<i>Resource Management</i>	10
<i>Economic Development</i>	11
<i>Tourism Development</i>	12
<i>Business Enterprise</i>	13
<i>Regional Development</i>	14
<i>Infrastructure Development</i>	15
<i>Transportation Systems</i>	16
<i>Water and Sewerage Reticulation and Services</i>	18
<i>Stormwater and Drainage Systems</i>	19
<i>Planning and Development Integration</i>	20
<i>Grants and Funding</i>	21
<i>Community Services</i>	22
<i>Human Services</i>	23
<i>Community Participation and Consultation</i>	25
<i>Environmental Protection</i>	26
<i>Land Management</i>	27
<i>Waste Management</i>	29
<i>Conservation and Rehabilitation</i>	31
<i>Total Catchment Management</i>	33
<i>Public Open Space and Recreational Facilities</i>	35
<i>Recreational and Leisure Services</i>	36
<i>Cultural Heritage</i>	38
<i>Cultural Services</i>	39
<i>Cultural Promotion</i>	40
<i>Visual Conservation</i>	41
<i>Performance Indicators</i>	42

Overview:

This strategic plan is the result of extensive and comprehensive consultations and deliberations carried out over the past few years. It incorporates:

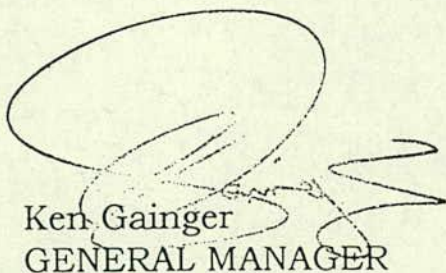
- **Economic imperatives for growth**
- **Social imperatives**
- **Planning models, and**
- **Ecologically sustainable development options.**

Much of this preliminary planning input was gathered through community focus group meetings under the auspices of the Community Advisory Committee working with Council's other established Committees and Forums.

These consultations conducted throughout 1995 canvassed issues and outcomes from focus groups involving over 550 members of the community representing 26 industry sectors and locality groups. Since then, further studies have been undertaken to provide a range of planning models covering urban and rural growth options that balance sensitive environmental considerations. To complement this work, further studies covering social, cultural, environmental and development trends for the future have been commenced.

This work, combined with known and anticipated legislative and reform initiatives underpins Council's strategy for the future. In this way, the strategic plan can provide the foundation and direction for confident decisions for growth with balance and harmony.

I wish to recognise everyone who contributed so positively to Council's strategic plan.



Ken Gainger
GENERAL MANAGER

September 1996

Purpose:

This strategic plan is intended to serve a number of purposes:

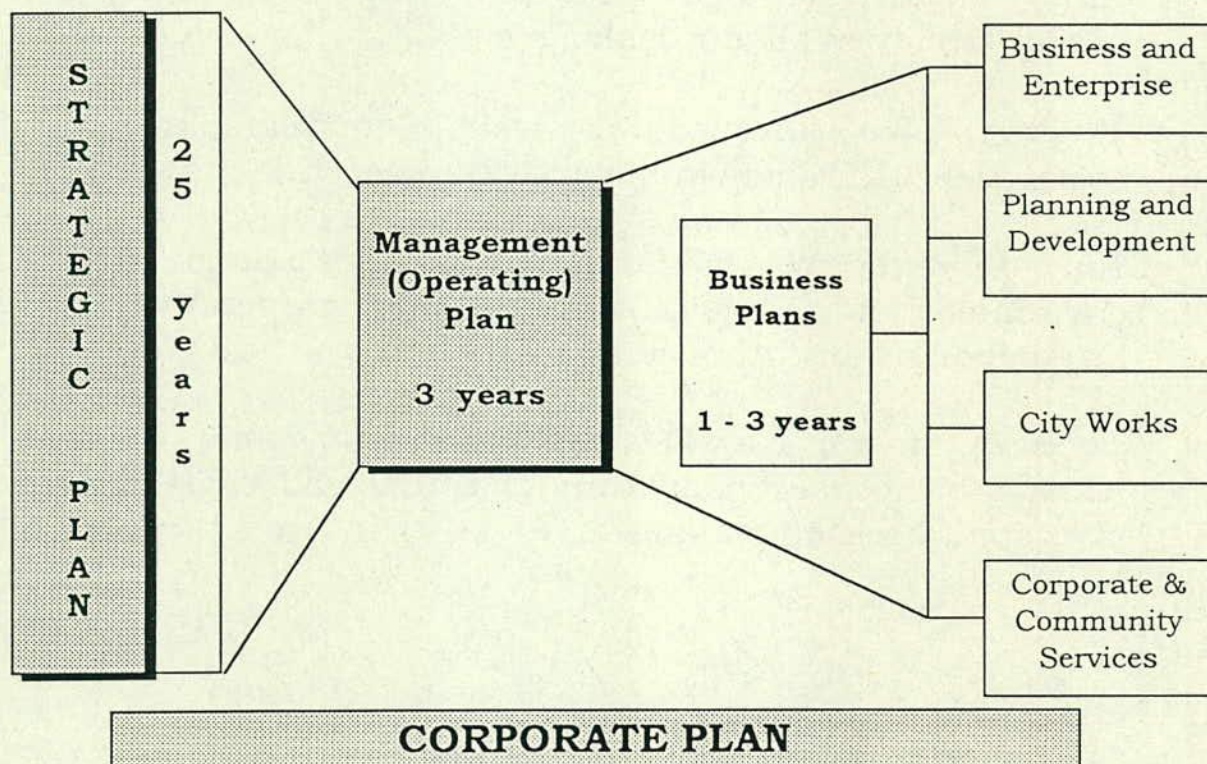
- Provide Council with the confidence to make decisions within the context of the long term goals
- Outline priority areas for planning and development of resources and services within Lismore region
- Protect and enhance our environment
- Communicate collective community needs and aspirations, and
- Provide framework for operational management.

Reflecting Changing Priorities

The plan will continue to be updated regularly as part of Council's integrated planning process. Community consultation will continue to be the primary formal mechanism used to make sure that Council decisions reflect the changing community priorities.

Unlike many plans that essentially 'lock' into a future course of action, Council's strategic plan can, and will incorporate changes to reflect economic and political reality without compromising those essential programmes expected by the community.

To this end, the strategic plan is used to guide and review Council's annual management plan forming an integrated link between the immediate and long-term goals as shown in the following diagram:



Council's Vision and Values: incorporating those principles that will continue to guide economic, social and cultural evolution:

Council Mission

“Working with the community to maintain Lismore as the regional centre in a healthy rural setting”

Council Values

Community: We will, in partnership with the Community, respond to needs and aspirations in a caring, fair and accountable manner through the provision of quality services.

Staff and Councillors: We will value and support our Staff and Councillors to achieve excellence and recognise the contribution of each person to the team. We respect the importance of family life to all.

Governments: We will encourage an open, productive relationship with all spheres of Government and other organisations in the best interests of our Community.

Customers and Suppliers: We will conduct our business with integrity and respect ensuring consistency and accountability in all our dealings.

Visitors: We will encourage visitors to treat our natural, social and cultural environment with respect.

Environment: We will conserve, enhance and develop our environment in an equitable and sustainable manner, acting as custodians for future generations.

Local Economy: We will encourage a diverse and sustainable local economy through sound leadership and consistent decision making.

Lismore Today:

Sustained growth over the past two decades has firmly established Lismore as the regional centre of the far north coast of New South Wales.

Combined urban and rural communities covering an area of 1,267 square kilometres have seen the total population grow to over 47,000 people with about 29,000 people residing in Lismore itself. Lismore's geographic proximity to abundant areas of natural beauty, and unmatched quality of lifestyle, is expected to attract another 15,000 people into the area over the next twenty five years.

This anticipated growth, places pressure on infrastructure, commercial, social, sporting and leisure services and facilities. Regulatory policy, planning precedents, roles and responsibilities need to be redefined for the future.

Lismore Tomorrow:

Council has been entrusted with the responsibility to manage, effect and influence for the future. For Council to facilitate the shaping of our future success - whether measured in terms of economic, social or cultural quality of life, then planning is required - the strategic plan becomes the roadmap.

Strategic Corporate Goals:

Council's Strategic Corporate Goals shown below, outlines in broad terms 'what' Council aims to have achieved by the year 2020. These are:

- To facilitate equitable and sustainable economic and employment growth
- To promote sustainable enterprise acceptable to the community
- To protect the environment for the future
- To develop infrastructure necessary for growth and development
- To complement the cultural and social diversity of the community, and
- To provide value to the community with best practice, quality products and services.

Growth with Harmony and Balance

Strategic Imperatives:

In order to achieve these overall, long-term Corporate Goals, Council has identified a number of imperatives (summarised from the 2020 Focus Group Outcomes) to provide more immediate focus.

By focusing on seven major imperatives as shown below, Council is attempting to qualify 'how' the 2020 goals might be achieved. Each major imperative is supported by specific programmes to be considered and assessed. Viable and relevant programmes can then be integrated into operational plans as the mechanism for measuring investments, performance and success. 'Customer Service' will however, underpin the development and delivery of any strategic imperative.

<i>Focus Group Desired Outcomes</i>	<i>Strategic Imperatives</i>	<i>Initiatives for Success</i>
Meaningful and appropriate consultation	Customer Service	<ul style="list-style-type: none"> • Council Image and Relations • Customer Service and Quality • Technology for 2020 • Resource Management
A prosperous and expanding local economy with opportunities for employment	Economic Development	<ul style="list-style-type: none"> • Tourism Development • Business Enterprise • Regional Development
An efficient, integrated transport network	Infrastructure Development	<ul style="list-style-type: none"> • Transportation Systems • Water and Sewerage and Reticulation Services • Stormwater and Drainage Systems • Planning and Development Integration • Grants and Funding
A strong sense of community and social justice	Community Services	<ul style="list-style-type: none"> • Human Services • Community Participation and Consultation
A greener and resource efficient Lismore; Total Catchment Management; Population growth which is sustainable; Protection of agricultural land	Environmental Protection	<ul style="list-style-type: none"> • Land Management • Waste Management • Conservation and Rehabilitation
Strong sporting and recreational identity	Public Open Space & Recreational Facilities	<ul style="list-style-type: none"> • Recreation and Leisure Services
Strong cultural identity; Aboriginal Cultural and Economic Equity	Cultural Heritage & Development	<ul style="list-style-type: none"> • Cultural Services • Cultural Promotion • Visual Conservation

1. Customer Service:

Aim:

To embody customer focused culture in everything we do.

Initiatives:

- 1.1 Image and Relations
- 1.2 Customer Service and Quality
- 1.3 Technology for 2020
- 1.4 Resource Management

1.1 Council Image and Relations:

Aim:

To represent Council services as responsive to community needs and expectations and best value.

Objectives:

- To structure a communications and media relations plan that profiles Council's achievements to stakeholders with maximum effect.
- To establish a schedule to proactively communicate Council's current and future plans to the community through local media channels.
- To promote a proud and consistent image for the Area through uniformity in signs, presentation, facilities and services.
- To develop a method of regular assessment, consultation and engagement with stakeholders to remain in touch with community priorities and aspirations.
- To actively communicate Council's service and product requirements to encourage local suppliers to source services.
- To strengthen consultation and engagement with the community, business, and other government agencies to benefit the Area.
- To extend the program of recognition to showcase achievement and excellence within the Council and the Area.

Management Plan Linkage:

Programme 1.1 Corporate Management

1.2 Customer Service and Quality:

Aim:

To provide best value, customer oriented services, systems and procedures.

Objectives:

- To provide customer service operations in a way that is compatible with customer's needs.
- To build a customer service ethic for staff and contractors based on professionalism and accountability.
- To develop and publish a set of measurements that quantify the level of service provided.
- To introduce systems that regularly compare performance and cost to ensure best value service and products to our customers.
- To employ quality management principles of continuous improvement, teamwork and customer feedback to all systems and processes.
- To establish service level guarantees consistent with leading industry practices.
- To recognise quality improvements through workplace agreements.

Management Plan Linkage:

Programme 1.1	Corporate Management
Programme 1.2	Human Resource Management

1.3 Technology for 2020:

Aim:

To optimise affordable technology into the provision of Council services, systems and processes.

Objectives:

- To provide applications that make information available to enhance Councillors decision making.
- To integrate effective technology into the provision of customer services, community information and Council business.
- To extend geographic information and ecological analytical capability throughout Council.
- To develop an Information Systems Plan that reflects the priorities and strategies of Council.
- To review communications systems in line with new products and services.
- To increase the quality and frequency of financial and management information reporting to enhance operational decision making and control.

Management Plan Linkage:

Programme 2.3	Information Services
Programme 2.2	Financial Services
Programme 2.1	Administrative Services

1.4 Resource Management:

Aim:

To optimise the benefits to the community through the most effective management, deployment and development of assets, resources and people.

Objectives:

- To develop a management plan linked to the strategic plan.
- To develop a financial plan that reconciles Council's debt levels with realistic sources of revenue.
- To prepare an opportunity assessment that identifies additional avenues of revenue that Council can encourage and develop.
- To review policies and practices relating to the acquisition of goods and services and competitive tendering.
- To review property and asset portfolio to ensure an appropriate level of economic return and social need.
- To modify pricing, purchasing, staffing and contracting policies to achieve the most effective and equitable delivery of services.
- To develop performance indicators for Council services and operations to measure and benchmark competitiveness and levels of best practice.

Management Plan Linkage:

Programme 6.8	Property Management
Programme 6.7	Saleyards
Programme 6.9	Shops and Offices
Programme 2.2	Financial Services
Programme 1.1	Corporate Management
Programme 2.1	Administrative Services
Programme 1.2	Human Resource Management

2. Economic Development:

Aim:

In conjunction with commercial and business stakeholders, assess and develop local and regional business and enterprise opportunities that lead to an enhanced quality lifestyle.

Initiatives:

2.1 Tourism Development

2.2 Business Enterprise

2.3 Regional Development

2.1 Tourism Development:

Aim:

To continue to expand sustainable tourism in partnership with regional tourism and development organisations.

Objectives:

- To promote the economic benefits of tourism in the Area in consultation with the community, business and regional organisations.
- To promote the unique and natural environment in the Area in consultation with the community, business and regional organisations.
- To encourage development of accommodation facilities to attract and expand tourism operations into additional market sectors.
- To complement economic development initiatives with tourism programmes to maximise visibility and promotional investments.

Management Plan Linkage:

Programme 6.6	Tourism
Programme 6.5	Caravan Parks
Programme 6.4	Airport

2.2 Business Enterprise:

Aim:

To attract, retain and facilitate the expansion of selected, sustainable investments that complement and increase economic and social value to the Area.

Objectives:

- To assess the role of Council in the promotion and expansion of development in the Area.
- To develop and resource an economic development plan that recognises and complements strategies of existing commercial and regional development organisations.
- To assess the range of agricultural opportunities that promotes and protects primary production and the environment.
- To identify and promote sources of funding for investment in the area.
- To identify and secure sources of funding for infrastructure development linked to investment in economic growth.
- To identify and secure sources of funding to encourage the retention of primary production investment and growth.
- To examine opportunities for joint venture arrangements between Council and/or Government and private sector organisations.
- To determine the potential for economic development opportunities through the "Sister Cities" Programme.
- To develop an integrated marketing and promotions plan in conjunction with existing commercial and regional development organisations.

Management Plan Linkage:

Business & Enterprise

2.3 Regional Development:

Aim:

To encourage the establishment and further development of private and public infrastructure, industry and support services that are sympathetic to, and of benefit to the Region.

Objectives:

- To assess the role of Council in supporting regional development working in conjunction with Regional organisations.
- To actively promote Lismore and the Area for investment by Government.
- To evaluate sources of private and public funds, development grants and investment assistance.
- To circulate and facilitate knowledge about sources of funds, development grants and investment assistance to Regional organisations.

Management Plan Linkage:

Business & Enterprise

3. Infrastructure Development:

Aim:

To build and maintain efficient and cost effective infrastructure systems and services that meet the needs of the customers and community.

Initiatives:

- 3.1 Transportation Systems
- 3.2 Water and Sewerage Reticulation and Services
- 3.3 Stormwater and Drainage Systems
- 3.4 Planning and Development Integration
- 3.5 Grants and Funding Schemes

3.1 Transportation Systems:

Aim:

To provide a network of roads and conveyance alternatives capable of meeting the transportation needs of the customers and community.

Objectives:

- To plan for the transportation and movement needs of the community and visitors with a system of arterial, main and rural roads, tourist routes, access and departure points, public transport capability and integrated pedestrian and bicycle facilities.
- To develop a long-term works strategy.
- To manage the development of transportation systems to reduce or eliminate environmental impact.
- To manage the development of transportation systems to facilitate the timely and cost effective movement of people, goods and services.
- To progressively identify infrastructure capital asset short and long term requirements, and their costs.
- To manage a capital works plan that measures the operating and maintenance costs of transportation assets.
- To manage the capital asset register with assets being upgraded within cost effective timeframe.
- To accommodate parking needs of concentrated commercial areas with a structured system of charges.
- To manage traffic in concentrated and key spots with cost effective control devices and techniques agreed with appropriate stakeholders.

- To review the level of airport facilities required to meet present and future regional needs.
- To review and update the policy on infrastructure contributions sourced through development activities.
- To review and update development policy to encourage transport linkages to rural points in the Area.
- To review and update development policy to reduce dependency on private use vehicle by encouraging integration of commercial and residential services into planning models.
- To review and update development policy to reduce dependency on private use vehicle by encouraging public transportation capability in planning and development models.
- To review and update development policy to reduce dependency on private use vehicle by encouraging provision for bicycle use.
- To implement “transit centre” capability in a designated area that meets the commercial and community transport and safety needs.

Management Plan Linkage:

Programme 4.2	Strategic Planning
Programme 4.1	Developmental Control
Programme 4.3	Building Control
Programme 5.1	Survey, Design & Subdivision Control
Programme 5.10	Roads
Programme 5.11	Works Ancillary Services
Programme 5.12	Bridges
Programme 5.13	Roads & Traffic Authority Works
Programme 6.3	Quarries

3.2 Water and Sewerage Reticulation and Services:

Aim:

To provide and maintain a water and sewerage system that meets the needs of the customers and community.

Objectives:

- To undertake an assessment of the current and projected water and sewerage needs throughout rural and urban Areas.
- To develop strategies and policies in conjunction with relevant authorities and other agencies.
- To ensure that responsible strategies are developed for total catchment management in the Area.
- To monitor and consider the introduction of innovative methods of water and sewerage infrastructure financing.
- To continue to seek adequate funds for accelerated expenditure for water and sewerage infrastructure works.

Management Plan Linkage:

Programme 6.10	Water Supplies
Programme 6.11	Sewerage Services

3.3 Stormwater and Drainage Systems:

Aim:

To provide stormwater and drainage systems that meet the needs of the community and satisfy legislative requirements.

Objectives:

- To develop a stormwater and drainage strategy in conjunction with relevant agencies.
- To maintain an appropriate focus on the relationship between drainage and sustainable economic development.
- To reflect stormwater and drainage strategies in planning and development policy.
- To continue to seek adequate funds for accelerated expenditure for stormwater and drainage infrastructure works.

Management Plan Linkage:

Programme 6.10	Water Supplies
Programme 3.4	Waste Strategies

3.4 Planning and Development Integration:

Aim:

To outline a strategic framework for the responsible development and balanced land management of the Area.

Objectives:

- To support economic and environmentally sustainable development in urban and rural areas with appropriate planning and development models and policies.
- To consult with industry and the community on the creation and review of planning and development models, policies and criteria.
- To estimate and classify the number, location and type of land holdings (urban and rural) required to satisfy residential, commercial and industry growth.
- To establish planning and development criteria that reflects the commercial, environmental, social and cultural expectations of the customers and community.
- To integrate infrastructure, environmental, social and cultural strategies with planning and development policy.
- To improve the planning and development processes to support the application requirements of stakeholders and maintain legislative obligations and standards.
- To establish planning and development process performance indicators for the purpose of benchmarking and industry comparison.

Management Plan Linkage:

Programme 4.1	Development Control
Programme 4.2	Strategic Planning

3.5 Grants and Funding:

Aim:

To maximise the Area's appropriation of available grants and funding.

Objectives:

- To identify and publicise sources of grants and funds available to Council and the community.
- To manage a 'block funding' response on behalf of designated community groups.
- To liaise with regional organisations to integrate and co-ordinate 'block funding' applications for grants and funds.
- To promote and publicise the Area at appropriate forums to maximise opportunity for investment, grants and funds.
- To develop a co-ordinated regional funding requirement for submission to government agencies.

Management Plan Linkage:

All Groups - All Programmes as appropriate

4. Community Services:

Aim:

To facilitate the delivery of community services that support the health and social needs of the community.

Initiatives:

4.1 Human Services

4.2 Community Participation and Consultation

4.1 Human Services:

Aim:

To support and promote the equitable access and availability of cost effective community services that enhance the level of community spirit, health, safety and quality of life.

Objectives:

- To assess the role of Council as a provider of community services.
- To develop a range of community services policies that encourage cultural integration within the community.
- To develop community services policy that represents the range of groups (youth, aged, disabled, families) within the community.
- To develop community services policy in partnership with other Government agencies.
- To encourage availability of community services that complement related services available in the Area.
- To maximise the accessibility of community services available in the Area.
- To participate in a co-ordinated advocacy programme to optimise the share in available funding to the community.
- To actively engage the community volunteers in the delivery of community services.
- To facilitate improvements to the standard of community services delivery in the Area.
- To actively facilitate the distribution of information about community services and programmes.

- To apply legislative responsibility to ensure social and commercial operating practices are maintained according to statutory requirements.
- To advocate the availability of emergency services capability compatible with community expectations.

Management Plan Linkage:

Programme 3.1	Community Services Administration
Programme 3.2	Environmental Health
Programme 3.3	Child Care
Programme 3.5	Public Libraries
Programme 3.6	Art Gallery
Programme 3.7	Community Centres
Programme 3.8	Swimming Pools
Programme 5.4	Fire Protection
Programme 5.5	Enforcement
Programme 5.6	Emergency Services
Programme 3.4	Waste Strategies
Programme 6.1	Waste Management
Programme 6.2	Lawn Cemetery/Crematorium

4.2 Community Participation and Consultation:

Aim:

To increase the level of engagement and consultation with community groups to exchange information and monitor future needs.

Objectives:

- To develop a policy that promotes ‘community ownership’ and encourages participation by all community groups in the development of solutions.
- To develop systems for assessing, analysing and prioritising future community needs.
- To encourage open discussion and assessment of policies and strategies to ensure equitable and fair access and supply of all services to the community.
- To include the promotion, public education and awareness of community programmes feature prominently in the Communications strategy.

Management Plan Linkage:

Programme 1.1	Corporate Management
Programme 2.1	Administration Services

5. Environmental Protection:

Aim:

To co-operatively manage growth, development and construction that recognises environmental standards and conservation needs.

Initiatives:

5.1 Land Management

5.2 Waste Management

5.3 Conservation and Rehabilitation

5.4 Total Catchment Management

5.1 Land Management:

Aim:

To outline a strategic framework for the efficient and appropriate management of all land and natural resources in the Area.

Objectives:

- To ensure that the development of the Area is economically and environmentally sustainable.
- To develop strategies, policies and systems to ensure efficient and consistent land management decision are applied in the Area.
- To integrate land use strategies, policies and systems into planning and development models.
- To integrate land use strategies and policies into economic and regional development models.
- To consult with industry and the community on the establishment of land management strategies and policies.
- To establish acceptable criteria for infill residential developments.
- To estimate and classify the number, location and type of land holdings (rural and urban) required to satisfy residential, commercial and industry growth without impacting the viability of existing holdings.
- To develop a Code of Practice for the location and operation of industry within designated land holdings.

- To plan for accessible commercial and community facilities in centralised and neighbourhood locations that satisfy growth projections.
- To actively facilitate the distribution of information about land management.

Management Plan Linkage:

Programme 4.2	Strategic Planning
Programme 4.1	Developmental Control
Programme 4.3	Building Control
Programme 3.2	Environmental Health

5.2 Waste Management:

Aim:

To outline a strategic framework for the efficient and environmentally responsible management and control of waste in the Area.

Objectives:

- To establish the role of Council in the development and implementation of waste strategies, policies, systems and services.
- To review the approach for co-operative, community and industry participation in the development and administration of waste strategies, policies, systems and services.
- To consult with industry, government agencies and the community on waste strategies, policies, systems and services.
- To take a leadership role in the development and elimination of waste strategies, policies, systems and services.
- To integrate waste strategies, policies and systems into planning and development models.
- To integrate waste strategies, policies and systems into economic and regional development models.
- To apply legislative responsibility to ensure waste practices and standards are maintained according to statutory requirements.
- To investigate alternatives for waste minimisation, use and disposal.
- To develop performance indicators to monitor, measure and benchmark compliance and operational effectiveness.

- To extend Award programmes to recognise gains and innovation in waste practices.
- To proactively facilitate the distribution of information about waste programmes.

Management Plan Linkage:

Programme 3.2 Environmental Health

Programme 3.4 Waste Strategies

Programme 6.1 Waste Management

5.3 Conservation and Rehabilitation:

Aim:

To conserve, protect and enhance the natural geographic features and environmental resources in the Area.

Objectives:

- To consult with industry, government agencies and the community on conservation and rehabilitation strategies and policies.
- To establish strategies and policies that encourage the conservation and rehabilitation of the environment.
- To develop conservation and rehabilitation strategies, policies and systems consistent with, and incorporated in related strategies, policies and systems.
- To ensure the protection of indigenous and local flora and fauna of significance.
- To apply legislative responsibility to ensure maintenance of environmental standards and application of controls according to statutory requirements.
- To identify and prioritise areas of significant conservation and rehabilitation.

- To actively facilitate the distribution of information about conservation and rehabilitation services and programmes.
- To extend Award programmes to recognise gains and innovation in conservation and rehabilitation.

Management Plan Linkage:

Programme 4.2	Strategic Planning
Programme 4.1	Development Control
Programme 4.3	Building Control
Programme 5.7	City Beautification
Programme 3.4	Waste Strategies
Programme 3.2	Environmental Health

5.4 Total Catchment Management:

Aim:

To develop a cooperative, consistent approach to the management and use of land, vegetation and other natural resources in the Area.

Objectives:

- To consult with government agencies, the community and industry on natural resource strategies and policies.
- To establish strategies and policies that encourage the conservation and rehabilitation of natural resources in the Area.
- To develop total catchment management strategies, policies and systems consistent with, and incorporated in related strategies, policies and systems.
- To ensure the total catchment management strategies protect indigenous and local flora and fauna of significance.
- To apply legislative responsibility to ensure maintenance of environmental standards and application of controls according to statutory requirements.
- To identify and prioritise areas of catchment management significance.

- To proactively facilitate the distribution of information about catchment management services and programmes.
- To recognise gains and innovation in catchment management programmes and techniques.

Management Plan Linkage:

Programme 3.2 Environmental Health

Programme 4.2 Strategic Planning

Public Open Space and Recreational Facilities:

Aim:

To implement an integrated approach to the identification, management and utilisation of public open space in the Area.

Initiatives:

6.1 Recreation and Leisure Services

6.1 Recreational Services and Leisure Services:

Aim:

To ensure the availability of affordable facilities, services and programmes appropriate to the sporting, recreation and leisure needs of the community.

Objectives:

- To acknowledge the economic value of sports in regional tourism and economic development strategies.
- To encourage open discussion and assessment of policies and strategies to ensure fair and equitable access and availability of facilities, services and programmes.
- To include the promotion, public education and awareness of resources available for recreational purposes.
- To provide fair and equitable access to all facilities, services and programmes.
- To provide fair and equitable availability of facilities, services and programmes.
- To establish fair and consistent pricing and cost recovery strategies for all facilities, services and programmes.
- To assess the Community's recreation needs in partnership with other Government agencies and organisations.
- To assess the Area's sporting needs in partnership with other Government agencies and organisations to identify opportunities for centres of excellence.

- To co-operate in the development of a regional recreation and leisure services strategy.
- To advocate to Government agencies and other sources of recreation, leisure and sporting funds in conjunction with regional organisations.

Management Plan Linkage:

Programme 5.8	Parks and Gardens (Lakes)
Programme 5.9	Sports Grounds (LDSA)
Programme 3.1	Community Services Administration
Programme 3.8	Swimming Pools

7. Cultural Heritage:

Aim:

To protect, conserve and foster a community culture based on respect and acceptance of cultural heritage and diversity.

Initiatives:

7.1 Cultural Services

7.2 Cultural Promotion

7.3 Visual Conservation

7.1 Cultural Services:

Aim:

To promote cross-cultural relationships to the benefit of the community.

Objectives:

- To recognise and acknowledge the diverse range of indigenous interests through the development of strategies, policies and programmes based on reconciliation and respect.
- To recognise cultural uniqueness in Council's strategies, policies and programmes, as appropriate.
- To develop linkages with cultural and educational institutions and Sister Cities for the mutual benefit and sharing of information.
- To acknowledge the economic value of the cultural diversity in regional tourism and economic development strategies.
- To encourage cultural "ownership" within the community by facilitating the development of cultural strategies, policies and programmes.
- To encourage and support cultural promotion by the community.
- To include programmes of cultural significance in requests for funding from Government agencies and other sources.
- To actively facilitate the distribution of information about cultural services and programmes.

Management Plan Linkage:

Programme 3.1 Community Services Administration

7.2 Cultural Promotion:

Aim:

To promote community interest in heritage, culture and art by encouraging expression and featuring local examples of excellence.

Objectives:

- To encourage the promotion of heritage, cultural and artistic expression and appreciation in Council strategies and policies.
- To acknowledge the economic value of the heritage, culture and the arts in regional tourism and economic development strategies.
- To support and encourage cultural and arts promotion by the community.
- To include programmes of heritage, cultural and artistic value in requests for funding from Government agencies and other sources.
- To facilitate the development of performing arts facilities in conjunction with appropriate community or industry organisation.
- To facilitate availability of cultural and performing arts in the community through fair and equitable access to community facilities.

Management Plan Linkage:

Programme 3.5	Public Libraries
Programme 3.6	Art Gallery
Programme 6.6	Tourism

7.3 Visual Conservation:

Aim:

To protect and conserve the unique visual value of the Area.

Objectives:

- To consult with the community to identify areas for inclusion in a visual and scenic value listing.
- To develop criteria for valuing visual and scenic value listings when being impacted by planning, development and economic factors.

Management Plan Linkage:

Programme 4.2 Strategic Planning

Programme 4.1 Development Control

Performance Indicators:

Performance measures that provide an indication of progress against the strategic plan cover the Corporate, Operational and Functional areas of responsibility. Broad based performance indicators to be specified and reflected at a detailed level in the business plans include:

<i>Type</i>	<i>Indicator</i>	<i>Measurement Examples</i>
Corporate	Customer Satisfaction	Survey to develop satisfaction index Perceived level of positive/negative press and public relations coverage
Corporate	Economic Development	Employment Growth Industry Growth
Corporate	Tourism Development	Visitor Rate
Corporate	Supplementary Revenue Generation	% of non-rate/ grant revenue : total revenue
Corporate	Morale	Staff and Councillor Survey
Operational	Financial Performance Environmental Performance	Local Government Act 1993 Reporting Requirements and other mandatory reports
Functional	Operations, Systems and Processes	Process Measurement Benchmarking to compare: <ul style="list-style-type: none"> • Effectiveness • Efficiencies • Service Delivery eg water quality, waste services, DA processing



All communications to
GENERAL MANAGER

Reference Number

DLB:S543

Contact

General Manager's Office

December 13, 1996

Mr P Hamilton
1/50 Paterson Street
BYRON BAY 2481 NSW

*Jimmy? Plan & Dev.
No Will post free.
3/12/97*

Dear Mr Hamilton

Draft Strategic Plan - Now on Public Exhibition

Like many members of the community, your interest and input regarding the direction and expectations for the future has culminated in Council's ***Draft Strategic Plan 1996 - 2020***. This document outlines the major areas of focus for Council over the next 25 years and is based on the theme of: ***"Growth with Harmony and Balance"***.

Because of your earlier involvement, I would like to invite you and other members of your community to view the Draft Strategic Plan over the holiday period. It is on public exhibition for comment until 4.30pm, Friday January 17, 1997.

The Draft Strategic Plan may be inspected at any one of the following locations:

Council's Administration Office, Oliver Avenue, Goonellabah

Tourist Information Centre, City Library

Nimbin Environment Centre

or the village store at:

The Channon, Dunoon, Clunes, Goolmangar, Bexhill, Larnook or Rosebank.

Feedback forms have been included in the back of the documents on exhibition should you wish to make a submission. Thank you for your support and I look forward to receiving your suggestions.

Yours sincerely


Ken Gainger
GENERAL MANAGER