



BLAND SHIRE COUNCIL
west wyalong

**RESOURCING
STRATEGY
PART A: OVERVIEW**



OUR VISION, MISSION & VALUES

Working together



 COMMUNITY <i>Put the community first</i>	 TEAM WORK <i>Work together as a committed team</i>	 RESPECT <i>Respect & value each other</i>	 COMMUNICATION <i>Open & honest communication</i>	 INTEGRITY <i>Act with integrity & honesty</i>	 SERVICES <i>Continuously improve our services</i>	 SAFETY <i>Keep ourselves & others safe</i>
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to improve our quality of life

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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INTRODUCTION

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: to provide safe, healthy and vibrant places to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure.

The difference lies in how each community responds to these needs. This is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.

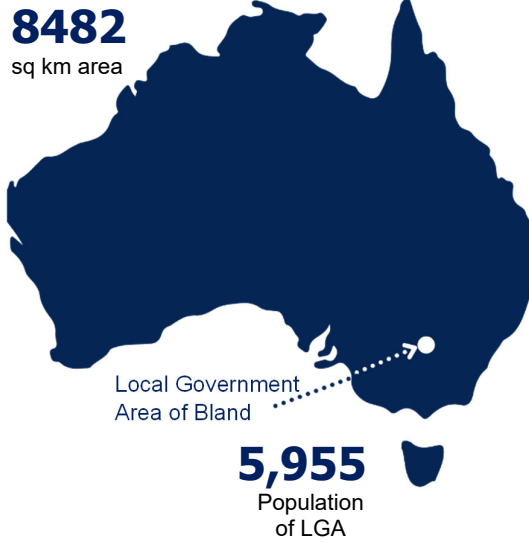
All councils in NSW use the IP&R framework to guide their planning and reporting activities in accordance with requirements set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This document is the Resourcing Strategy which will assist Council to achieve the goals and strategies outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

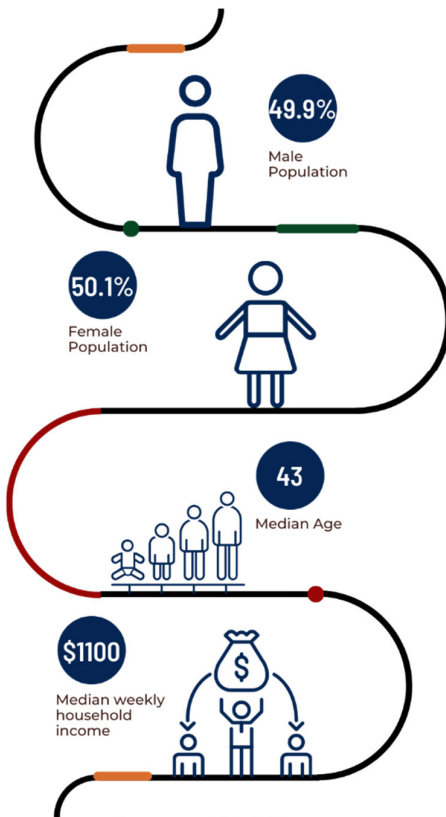
The Resourcing Strategy comprises of the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Plan. Each of these strategies have been developed through consultation with the elected Council and Council's dedicated staff who are committed to delivering cutting edge services to the communities with Bland Shire Local Government Area.

BLAND SHIRE PROFILE

Located on the northern fringes of the Riverina in New South Wales. The twin townships of West Wyalong and Wyalong serve the role of the major service centre for the Shire. West Wyalong is located on the junction of the Newell and Mid-Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra, providing an authentic rural lifestyle with the convenience of the city well within reach.



BLAND LGA SNAPSHOT



Other communities located within the Shire include Barmedman, Tallimba, Ungarie, Weethalle, Kikoira, Mirrool and Naradhan.

From its early mining origins, West Wyalong was built along a crooked main street taking its unusual shape from the bullock track that curved around tree stumps and gold diggings.

Today the Shire is a blossoming rural economy built around sheep, cattle, wheat and other crop varieties. In recent times, West Wyalong has also experienced significant developments away from agriculture.

Evolution Mining purchased the Cowal Gold Project in 2015. The operation is an open cut mine with approvals to process 9.8 million tonnes of ore per annum. In 2021, Evolution received regulatory approval to develop a \$380 million underground mining project which will extend the permitted mine life to 2040.

Pace Farm was established near West Wyalong in 2007. The egg production farm is the largest hen-housing facility in the southern hemisphere. The complex incorporates laying, collection and grading of eggs for grocery markets throughout Australia.

The Shire is also home to Eucalyptus oil production, which commenced in 1907 and has resulted in the West Wyalong region becoming one of the major world exporters of Eucalyptus oil in Australia.

The community is proud of the facilities and services across the shire, but our greatest asset is our people where new residents are embraced and valued.

MESSAGE FROM THE MAYOR AND GENERAL MANAGER

It is with pleasure we present to you the Bland Shire Council Resourcing Strategy. This Strategy supports and underpins the Community Strategic Plan *Your Vision, Our Future 2017-2027*.

Local Government service provision has changed over recent years and Councils have moved beyond the traditional narrow emphasis of roads, rates and rubbish towards broader objectives to promote the social, economic, environmental and cultural wellbeing of communities.

Community expectations of local government have also increased while other levels of government have devolved various functions to Councils. The outcome of this is that councils now provide a broader range of services and facilities.

These challenges have become increasingly difficult due to the financial pressures placed on councils and the fact that costs have been increasing at a far greater rate than generated income. The Resourcing Strategy will assist Council to achieve the goals and strategies outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Resourcing Strategy comprises of the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Plan.

The Long Term Financial Plan is designed as a high level document forecasting the financial capacity of the Bland Shire Council to meet the long term objectives adopted in the Community Strategic Plan.

Projections, assumptions and estimates have been used to develop an overview of how Council's finances will progress over the next ten years. Key components that have been considered include, but are not limited to, rate pegging, service levels to our community, major infrastructure asset replacement and renewals, new infrastructure, as well as borrowings and cash reserves. The plan is a decision making tool. It is not intended to be a document that specifically indicates what services or which proposals funds are to be allocated to, rather it addresses areas that impact on Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability.

The Asset Management Strategy provides an overall guide to future renewal/replacement and maintenance of assets. The majority of Council's assets are comprised of major community infrastructure assets such as roads, footpaths, stormwater drainage and sewer management systems, therefore it is imperative that there is an appropriate link and consistency between the Asset Management Strategy and supporting plans and the Long Term Financial Plan ensures the necessary capital outlays (as per the asset management plans) are identified for the renewal and replacement of existing community assets, as well as earmarking funding for new community assets that are essential to the overall development of the shire.

The third linking document that has informed the Resourcing Strategy is the Workforce Management Plan. This document has assisted with long term planning around staffing and future works balanced with achieving the objectives of the Community Strategic Plan.

Council continues to strive for maximum efficiency and effectiveness and has implemented a range of valuable initiatives. Studies show Bland Shire is already an outstanding performer in this area. Council staff are committed to continuous improvement and continue to embrace new technology, new ideas and new initiatives for the betterment of not only the organisation but the wider community.

Council's activities are guided by the Councillors and a team of committed and dedicated staff with a real passion for Bland Shire Council, its community and its future. It is this passion and dedication which drives Council's performance and helps deliver cutting edge in service delivery.

The Bland Shire is proud that it has a workforce dedicated to self-improvement and the acquisition of additional skills and knowledge so it can provide the most efficient and cost effective delivery of services across a very wide and diverse range of activities.

Brian Monaghan
Mayor

Ray Smith PSM
General Manager

INTEGRATED PLANNING & REPORTING FRAMEWORK

The Integrated Planning and Reporting framework opens the way for Council and the community to have important discussions about funding priorities and service levels, how these shape local identity and how all can work together to create a more sustainable future.

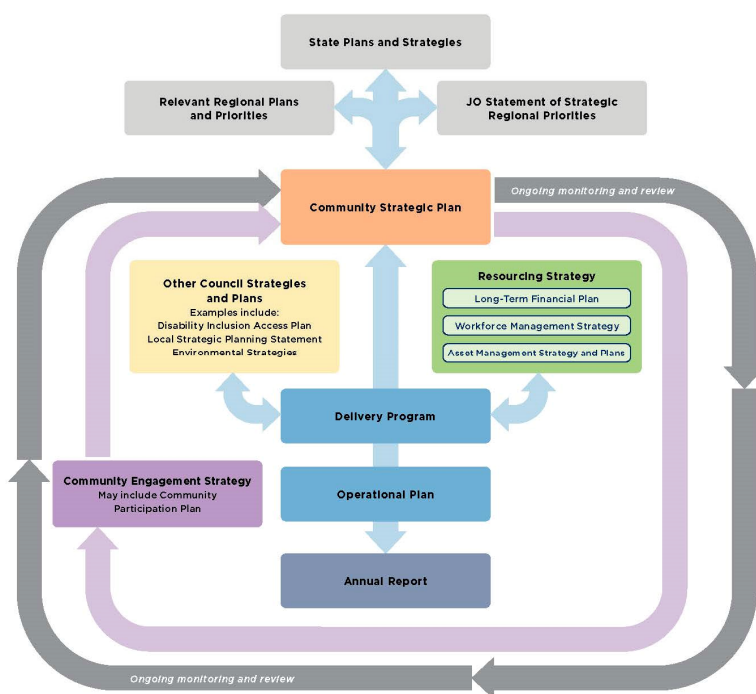
The IP&R diagram following has been updated to reflect the 2016 amendment to the Local Government Act. The Resourcing Strategy has been moved closer to emphasise the important role that resource planning must play in delivering the council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by Council as part of the Resourcing Strategy.

Any community endorsed changes to council's strategic direction and priorities should be reflected in resource planning and allocation.

Community engagement has been expanded to encompass the entire IP&R process. This reflects new requirements, extending the Community Engagement Strategy to all aspects of council engagement, not just the Community Strategic Plan.

Additional requirements under the *Environmental Planning and Assessment Act 1979* to prepare a Community Participation Plan can also be incorporated into a council's wider Community Engagement Strategy.



Source: Office of Local Government Integrated Planning & Reporting Handbook for Local Councils in NSW

The main components of the framework are summarised below:

Community Strategic Plan

The highest level of strategic planning undertaken by Council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

Resourcing Strategy

Shows how Council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

Delivery Program

The elected Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

Operational Plan

Shows the individual projects and activities Council will undertake in a specific year. It includes the Council's annual budget and Statement of Revenue Policy.

Annual Report

Is a report back to the community on the work undertaken by Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.

When Bland Shire Council developed the ten-year Community Strategic Plan in 2017 on behalf of the community, the themes identified were:

Our People – A strong, healthy, connected and inclusive community

Our Places – Maintain & improve the shire's assets & infrastructure

Our Leadership – A well run Council acting as the voice of the community

Our Prosperity – Growing our population and jobs.

SUPPORTING DOCUMENTS

- Resourcing Strategy Part B: Asset Management Plan
- Resourcing Strategy Part C: Long-Term Financial Plan
- Resourcing Strategy Part D: Workforce Management Plan



RESOURCING STRATEGY PART A: OVERVIEW

Endorsed for Public Exhibition: 17 May 2022
Adopted: 28 June 2022