



# ***Building a Sustainable Community:***

*Empowering People, Promoting Fairness,  
and Achieving Progress*

**COMMUNITY | 2025**  
**STRATEGIC | TO**  
**PLAN | 2035**

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## Developing a plan for our Community's Future

### Foreword by the Mayor and General Manager

In our pursuit of a vibrant and thriving community, this strategic plan serves as a roadmap for our collective future. Bland Shire Council is committed to advocating for the needs and aspirations of every resident, facilitating representation that is not just a concept but a reality. With a focus on good governance, this will underpin our actions, fostering an environment of accountability and transparency.

With the insights garnered, Council will harness the knowledge of our residents to inform our decisions, guaranteeing that our actions are founded in fairness and inclusivity.

This plan is designed to create a stable foundation for progress, guiding us toward successful outcomes that benefit all members of our community.

Together, we will take proactive steps to build a strong future—one where every voice is heard, every need is addressed, and every individual has the opportunity to thrive.

Let us embark on this journey with a shared commitment to excellence and the belief that through collaboration, we can achieve remarkable results for our community.

As a Council, we value unity, strong leadership and integrity and undertake the development of this plan for our future with respect and compassion for our community with a view to develop strategies and actions that are economically responsible and ecologically sustainable.

Through open communication we will engage with our community to build on local knowledge and create a future of which we can all be proud.

### Our community

In our close-knit community, the strength of our bonds lies in our diversity of our experiences and our shared appreciation for this region. This rich tapestry enhances our collective resilience, allowing us to face challenges with a united front.

Our commitment to fostering a welcoming and inclusive community creates an environment where everyone feels valued and accepted, regardless of their background.

Volunteerism is at the heart of our community spirit. It brings us together, providing opportunities for individuals to share their skills and passions while contributing to the greater good.

Whether it's through organising local events, supporting neighbourhood initiatives, or lending a helping hand to those in need, our volunteers embody the caring nature

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that defines us. We take pride in our loyalty to one another, championing a progressive mindset that encourages growth and development.

Our passionate commitment to community means that we actively seek ways to promote acceptance and tolerance, celebrating our differences while working towards a common goal: a thriving community for all.

Together, we can harness our unique perspectives and experiences to create a brighter future. Let us continue to embrace volunteerism, nurture our community spirit, and allow every voice to be heard.

In doing so, we build a foundation of trust and support, paving the way for endless opportunities and a future that supports a resilient, caring community.

## Conclusion

By implementing these strategies, we can tackle the challenges facing our community, creating a more inclusive, resilient, and thriving environment for all residents. Each initiative will require collaboration, resourcefulness, and a shared commitment to progress, but together we can create meaningful change.

These additional strategies enhance our approach to tackling community challenges, promoting inclusivity and resilience. By integrating diverse initiatives, we can create a more robust, interconnected, and thriving community for all residents.

These cost-effective strategies can empower residents and organisations to address community challenges creatively and collaboratively. By maximising local resources and fostering a spirit of cooperation, we can make meaningful progress without incurring significant expenses.



Cr Brian Monaghan

MAYOR



Mr Grant Baker

GENERAL MANAGER

## Bland Shire's Councillors – 2024 to 2028



Cr Brian Monaghan  
Mayor



Cr Lisa Minogue  
Deputy Mayor



Cr Holly Brooks



Cr Malcolm Carnegie



Cr Rodney Crowe



Cr Jill Funnell



Cr Emma Henderson



Cr Tony Lord



Cr Liz McGlynn

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## IP&R cycle

The Integrated Planning and Reporting (IP&R) Cycle in New South Wales local councils is a structured approach that ensures effective planning, execution, and review of community goals and council operations.

The following is an overview of the IP&R cycle:

1. Community Strategic Plan (CSP): This is the foundational document that articulates the community's long-term vision, goals, and priorities. Developed with significant community engagement, it serves as a guiding framework for the council's actions and policies.
2. Delivery Program: This plan outlines how the council will implement the strategies identified in the CSP over a four-year period. It includes specific projects, activities, and resources required to achieve the community's goals.
3. Operational Plan: This is a more detailed, annual document that breaks down the Delivery Program into specific actions, budget allocations, and performance indicators. It specifies what will be done in the coming year and how it will be funded. The budget is closely aligned with the Operational Plan, detailing the financial resources needed to deliver services and projects. It ensures that funding is allocated in a way that supports the council's strategic priorities.
4. Resourcing Strategy: The Resourcing Strategy is a critical component of the IP&R framework in New South Wales, supporting the effective implementation of the Community Strategic Plan and related documents. It encompasses three key elements:

### Long-Term Financial Plan (LTFP):

This plan outlines the council's financial strategy over a minimum of ten years. It projects income and expenditure, ensuring that financial resources align with the goals outlined in the CSP. It helps councils plan for sustainable service delivery and infrastructure investment while managing financial risks.

### Workforce Management Plan (WMP):

The WMP addresses the human resources needed to achieve the council's objectives. It includes strategies for recruitment, training, staff development, and succession planning. This ensures that the council has the right skills and capabilities in place to deliver services effectively and meet community needs.

### Asset Management Plan (AMP):

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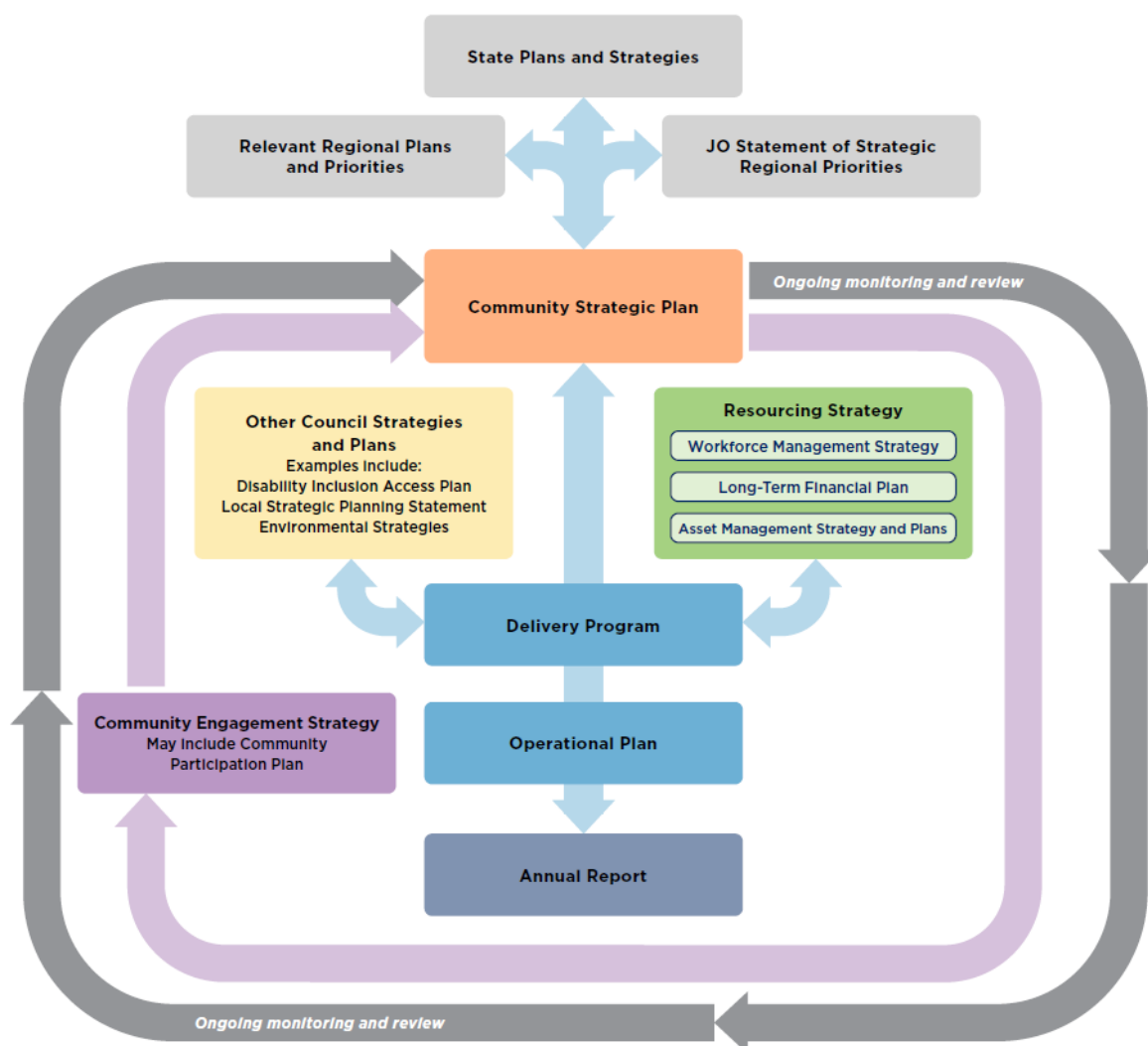
The AMP provides a framework for managing the council's physical assets, such as buildings, roads, parks, and infrastructure. It outlines how these assets will be maintained, renewed, and developed to support service delivery. The plan focuses on sustainability, lifecycle management, and ensuring that asset management aligns with community priorities.

Together, these elements of the Resourcing Strategy ensure that councils can effectively allocate resources—financial, human, and physical—to achieve their strategic objectives and serve the community effectively over the long term.

5. Annual Report: At the end of each financial year, councils produce an annual report that reviews progress against the Delivery Program and Operational Plan. It assesses achievements, challenges, and financial performance, providing transparency and accountability to the community.
6. Review and Adaptation: The IP&R cycle is iterative. Councils regularly review and adjust their plans based on community feedback, performance outcomes, and changing circumstances. This ongoing evaluation helps ensure that strategies remain relevant and effective.

This cyclical process promotes continuous improvement, aligning council actions with community needs while fostering greater transparency and engagement in local governance.

The diagram on the following page demonstrates the interrelationships between each of the documents as well as provides linkages to other plans relevant to delivering services within the local community.



**INTEGRATED PLANNING & REPORTING** Handbook for Local Councils, September 2021.  
Office of Local Government

## Purpose and relevance of the CSP

The Community Strategic Plan (CSP) in New South Wales is a crucial document for local councils, serving several important purposes within the Integrated Planning and Reporting Framework. Its key functions and relevance include:

1. **Vision and Direction:** The CSP outlines the long-term vision and strategic priorities for the community, reflecting the values, aspirations, and needs of residents. It guides the overall direction of council activities and initiatives.
2. **Community Engagement:** The development of the CSP involves extensive consultation with community members, stakeholders, and local organisations. This ensures that the plan is reflective of the community's input and fosters a sense of ownership among residents.

3. **Integration of Plans:** The CSP integrates various aspects of community development, including economic, social, environmental, and cultural priorities. It helps ensure that different council plans and services are aligned and work towards common goals.
4. **Resource Allocation:** By identifying priorities, the CSP helps councils make informed decisions about resource allocation, budgeting, and investment in community projects and services.
5. **Accountability and Reporting:** The CSP sets measurable outcomes and indicators, which allows councils to monitor progress and report back to the community. This enhances transparency and accountability in local governance.
6. **Framework for Action:** The CSP serves as a foundation for more detailed operational plans, such as the Delivery Program and Operational Plan, outlining specific actions and initiatives to achieve the community's goals.

Overall, the CSP is essential for fostering sustainable development, enhancing community well-being, and ensuring that local governance is responsive to the needs of the community.

To support this process, several documents, policies and strategies were referenced to help build this Community Strategic Plan as well as several currently being developed. In doing this, Bland Shire intends to incorporate the key findings from studies undertaken in recent years and the related strategies and actions identified to enable the integration of those documents into the overarching CSP. In so doing, it will connect and address the common themes and goals which were identified by the community through the development of those plans

## Context – where we are now

Originally proclaimed on the 6 March 1906, the Bland Shire has developed into a vibrant and progressive community located on the northern fringes of the Riverina region.

The Shire's major centre of West Wyalong is centrally 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 conveniences of the city well within reach.

The Shire offers outstanding parks, gardens, sporting and community facilities, great schools, key medical and business facilities and boasts an outstanding community spirit.

The Bland Shire's history is deeply engrained in agriculture and gold production which continues through to today; recognised as one of the most productive agricultural areas in the state with cereals and sheep being the major producers.

The Evolution Cowal Gold Mine commenced construction in 2004 with gold production in 2006 and is expected to continue production for many years in the future.

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

In 2006, Pace Farm completed construction of a new rearing, laying and grading facility, one of the most sophisticated egg operations in the southern hemisphere.





The villages located within the Bland Shire include Barmedman, Tallimba, Ungarie, Weethalle, Wyalong, Naradhan and Mirrool.

All have unique qualities and an abundance of community pride that is harnessed and fostered to give each village their own character and prosperity.

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.

## Bland Shire today

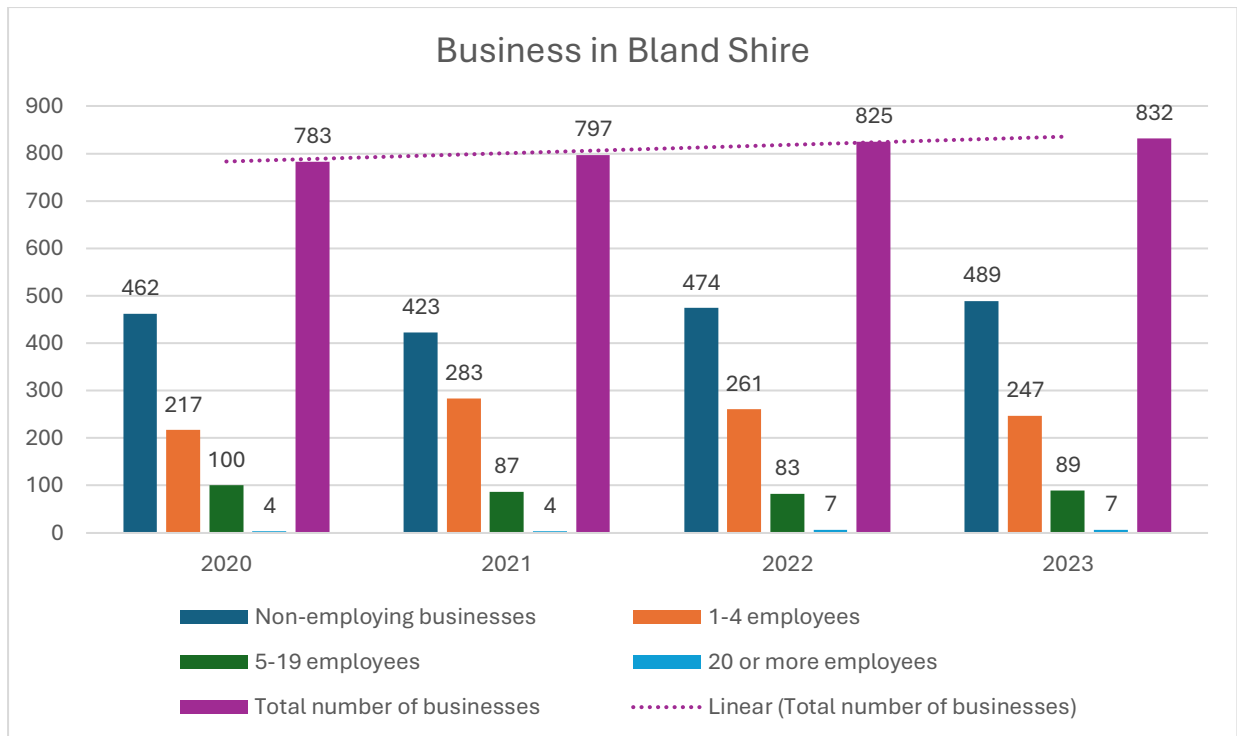
To obtain an understanding of Bland Shire's current community a range of data has been reviewed. Information from the 2021 Australian Bureau of Statistics Census, the Regional Wellbeing Survey undertaken by the Health Research Institute at the University of Canberra and more localised surveys such as Community Satisfaction Surveys and bespoke consultations undertaken for and on behalf of Bland Shire Council has helped to formulate the following information.

| What the 2021 Census told us:   |   |             |
|---|---|-------------|
|    | <b>People</b>                                 | <b>5547</b> |
|   | Male  | 50.30%      |
|   | Female  | 49.70%      |
|   | Median age                                    | 43          |
|    | <b>Families</b>                               | <b>1443</b> |
|   | Average number of children per family         |             |
|   | for families with children                    | 2           |
|   | for all households                            | 0.7         |
|   | <b>All private dwellings</b>                  | <b>3090</b> |
|   | Average number of people per household        | 2.30        |
|   | Median weekly household income                | \$1,326     |
|   | Median monthly mortgage repayments            | \$1,083     |
|   | Median weekly rent                            | \$200       |
|  | Average number of motor vehicles per dwelling | 2.1         |

Of those people living within the Bland Shire, 18% of people lived in rented accommodation with 73.8% either owning their homes outright or having a mortgage.

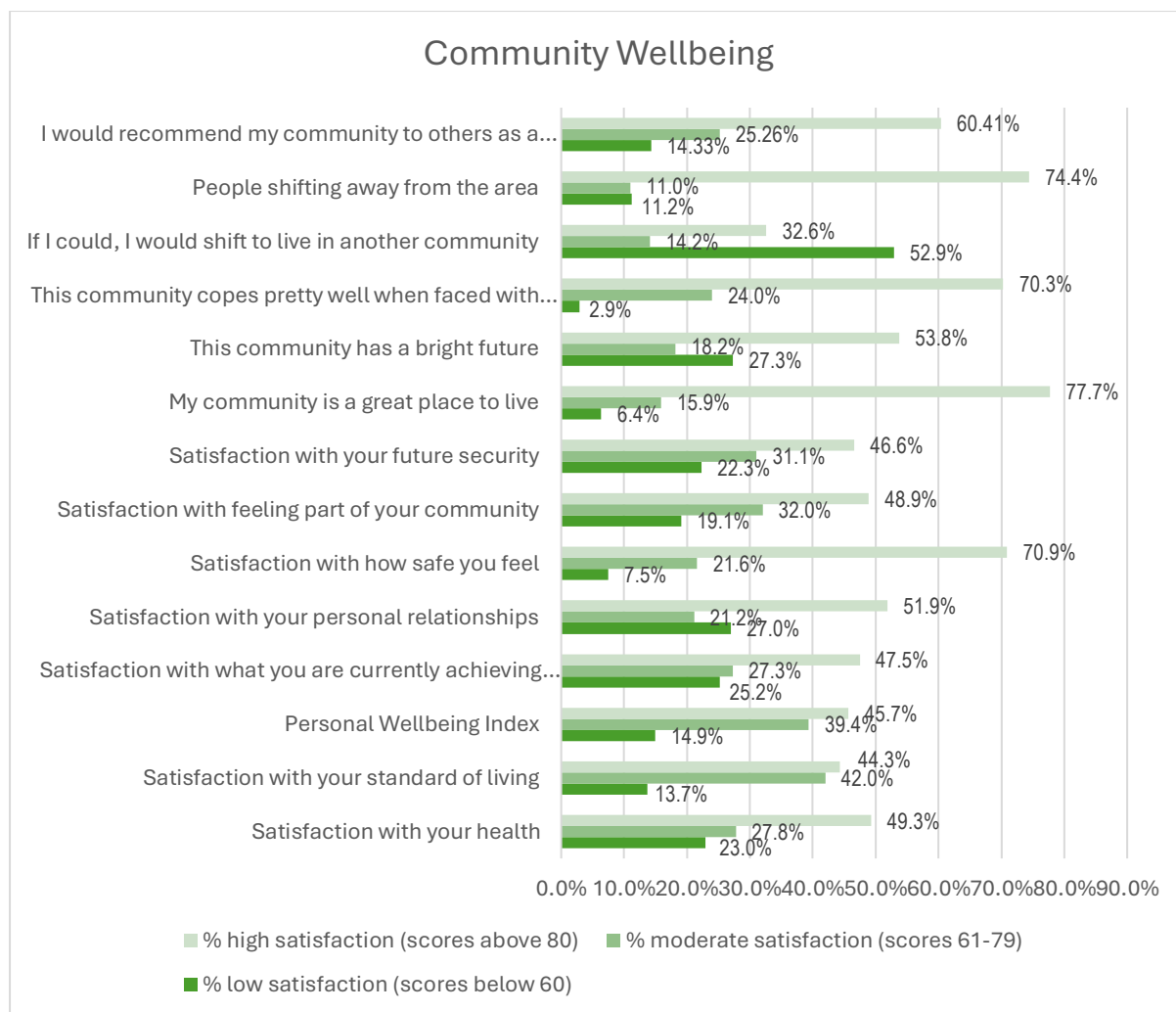
The number of businesses within Bland Shire has increased in the four years to 2023 with the majority of those businesses being sole operators.

Only a handful of local business operations (four in 2020 and 2021 and seven in 2022 and 2023) employ more than 20 staff.



The biggest industry employer within the Shire is the agricultural industry which accounts for more than 28% of the working population. Agriculture from the region produced more than \$500m in total gross value product with more than \$389m of that being in grain. The second largest local employer is mining which provides employment for just over 11% of the population.

A community's sense of wellbeing and belonging are equally as important to their way of life as employment or residential status. The Regional Wellbeing Survey provides some insight into the thinking of the local community. While the following graph provides a snapshot of those wellbeing indicators it is not a definitive picture of the Bland Shire community but more an indication based on the responses of those community members who completed the most recent survey document. Based on this information, the community in general has a reasonable level of satisfaction with where they live, what the future holds and their standard of living.



The Community Satisfaction Survey undertaken by Bland Shire Council in July and August 2024 was designed to measure:

- Satisfaction with the performance of Council
- Satisfaction with Council's responsibilities under the four themes identified in the previous Community Strategic Plan:
  - Our People
  - Our Places
  - Our Leadership
  - Our Prosperity
- Future priorities for the Council
- The liveability of Bland Shire
- Level of contact with Council.



This research indicated that satisfaction levels varied across the community and age groups with researchers stating this was a common trend and reflected a deepening pessimism (since 2020) among Australians in their own personal situation. Local factors are also impacting residents' perceptions and there is the opportunity to improve satisfaction. The survey identified key opportunities for improvement including supporting local jobs and businesses, road maintenance and the stormwater system. The key highlights for residents were roads, economic development and housing.

However, civic pride remains high with positive perceptions on safety, community and the natural environment. When asked what they value about Bland Shire, the residents referenced:

- A supportive community spirit
- Its open environment
- A sense of safety
- A slower pace of life.

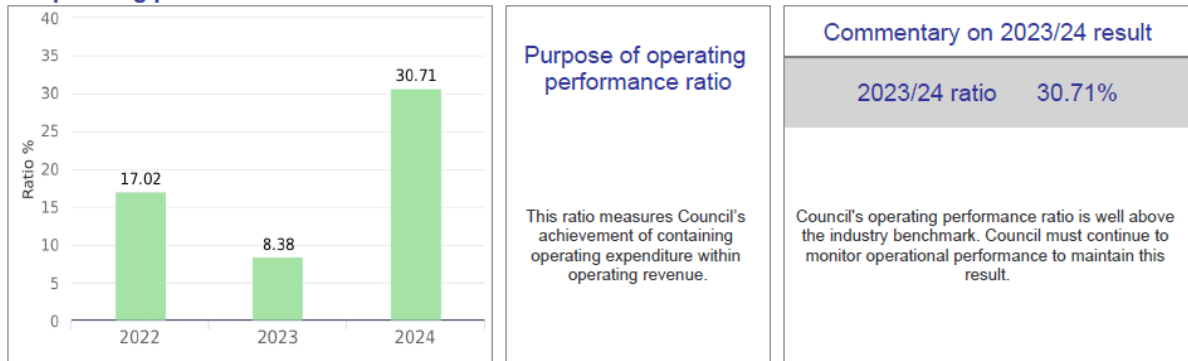
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## Financial measures as at 30 June 2024

The financial benchmarks were developed as a consistent set of core performance measures that can apply to all NSW councils for:

- Accountability to Community
- Reporting/intelligence to State
- Promoting continuous improvement amongst Councils

### 1. Operating performance ratio



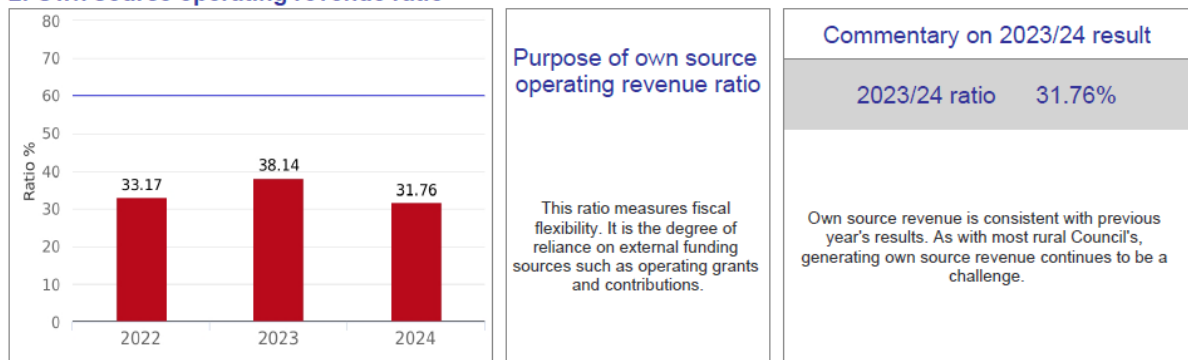
Benchmark: — > 0.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

### 2. Own source operating revenue ratio



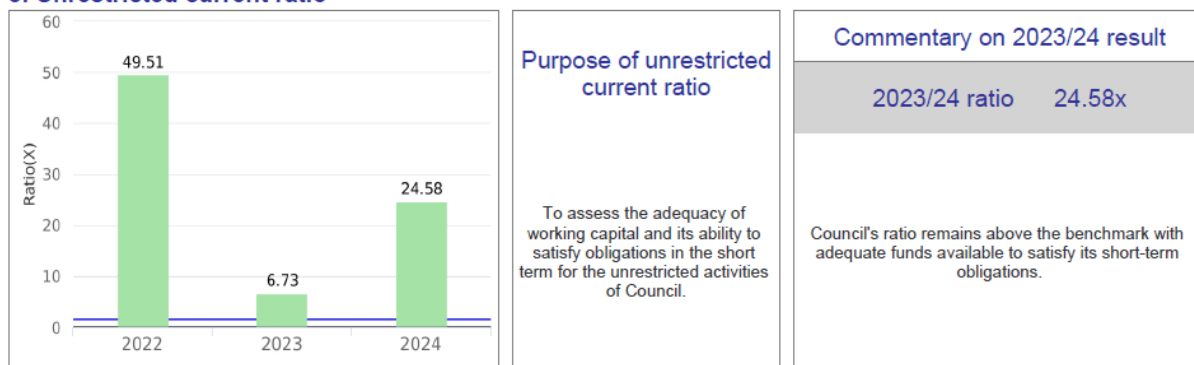
Benchmark: — > 60.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

### 3. Unrestricted current ratio



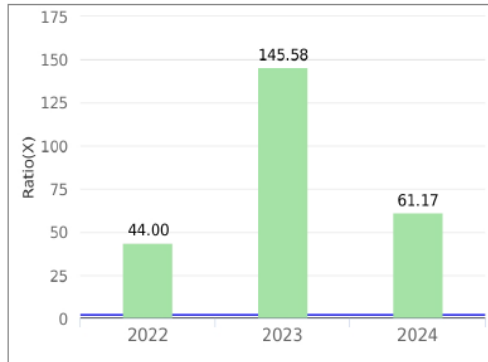
Benchmark: — > 1.50x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

#### 4. Debt service cover ratio



##### Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

##### Commentary on 2023/24 result

2023/24 ratio 61.17x

Council have one loan, which was for the Holland Park Pool Upgrade, and is in a strong position to meet its loan obligations.

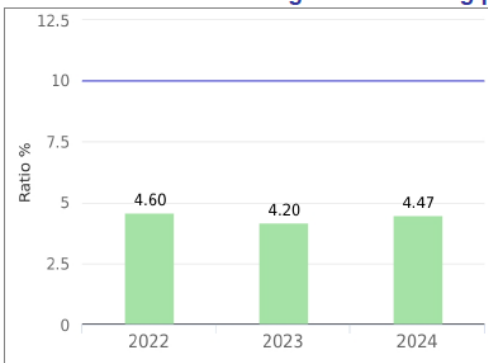
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

#### 5. Rates and annual charges outstanding percentage



##### Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

##### Commentary on 2023/24 result

2023/24 ratio 4.47%

Council staff have continued to work with debtors offering an early intervention approach. This effective communication continues to reduce the outstanding rates and annual charges amounts.

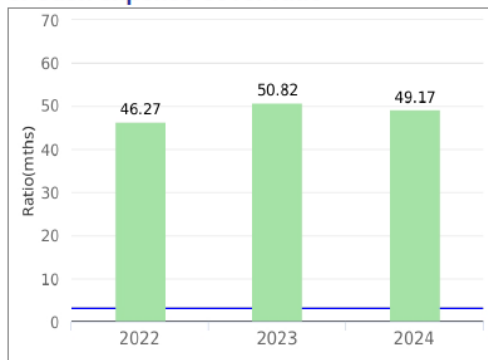
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

#### 6. Cash expense cover ratio



##### Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

##### Commentary on 2023/24 result

2023/24 ratio 49.17 months

Efficient financial management practices have enabled Council to operate effectively in meeting its expense obligations.

Benchmark: — > 3.00months

Ratio achieves benchmark

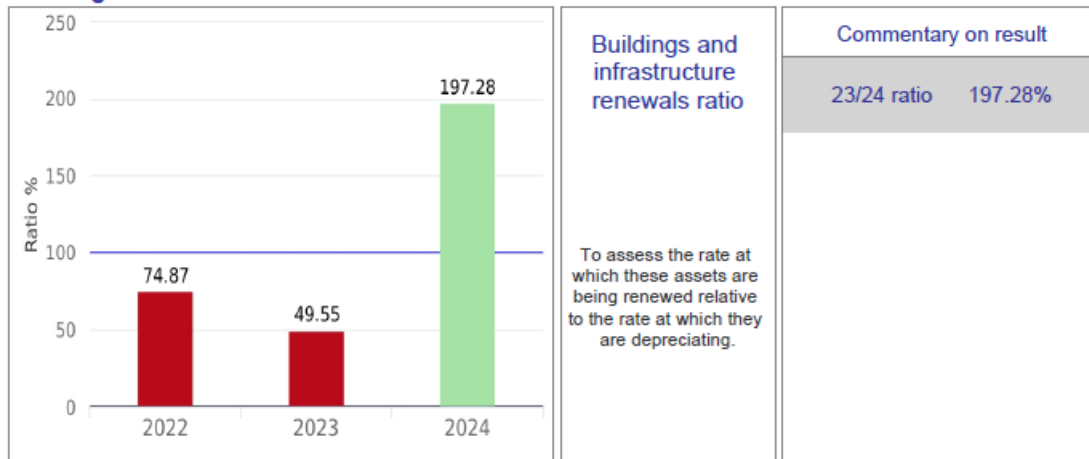
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

## Assets and infrastructure as at 30 June 2024

Australian councils managed over \$588.6 billion worth of non-financial assets in 2022-23 with Bland Shire's share of that being approximately \$500 million. Councils should aim to renew assets at a rate equal to or greater than depreciation. Bland Shire's current position in relation to its assets are shown in the following graphs:

### Buildings and infrastructure renewals ratio



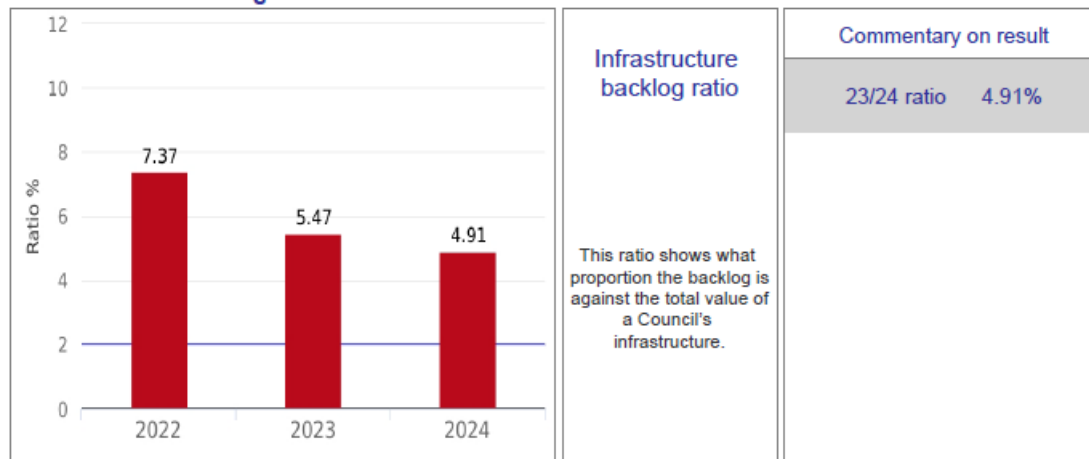
Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

### Infrastructure backlog ratio



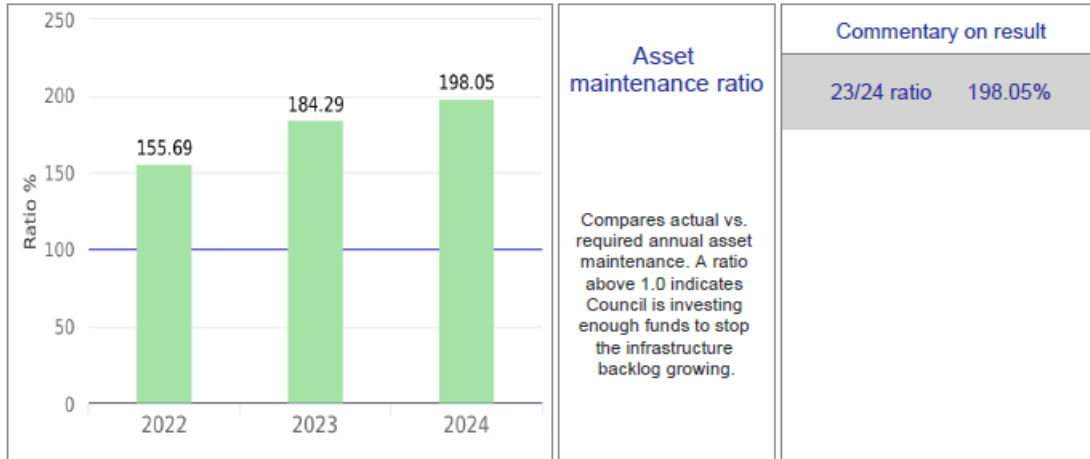
Benchmark: — < 2.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

**Asset maintenance ratio**



**Asset maintenance ratio**

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

| Commentary on result |         |
|----------------------|---------|
| 23/24 ratio          | 198.05% |

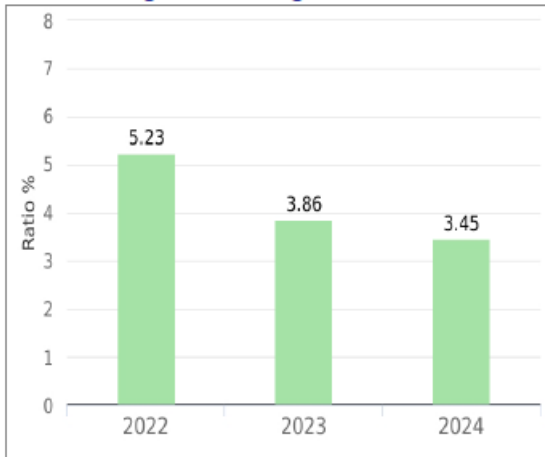
Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

**Cost to bring assets to agreed service level**



**Cost to bring assets to agreed service level**

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

| Commentary on result |       |
|----------------------|-------|
| 23/24 ratio          | 3.45% |

## Community Vision Statement – where we want to be

### **Building a Sustainable Community:**

### **Empowering People, Promoting Fairness, and Achieving Progress**

#### Key elements

When asked to define the unique elements that made Bland Shire special to those who choose to live and work here, the words used included things such as volunteerism, close knit, community spirit, diversity of income and demographics, welcoming, caring and progressive. For many, the common element was that the Bland Shire was their home.

Place refers to a specific location that holds meaning or significance, often shaped by personal experiences, culture, and context. It can be a physical space, like a city, a home, or a natural environment, but it also encompasses the feelings and memories associated with that location. Place is not just about geography; it's about how a location influences identity, relationships, and experiences, creating a sense of belonging or attachment.

Growth is the process of developing, increasing, or evolving over time. It can refer to physical changes, such as the growth of a plant or a child's development, as well as personal or emotional growth, which involves gaining new insights, skills, or resilience. In a broader sense, growth can apply to communities, organisations, or economies, indicating progress, improvement, or expansion. Ultimately, growth is about change and the journey of becoming, often accompanied by challenges and learning.

People are individual human beings who make up a group or society. Each person is unique, with their own thoughts, feelings, experiences, and identities. People interact with one another, forming relationships, communities, and cultures that shape social dynamics. The term encompasses a wide range of characteristics, including ethnicity, nationality, age, gender, and beliefs, reflecting the diversity of human experiences. Ultimately, people are defined by their capacity for connection, communication, and collaboration within their social contexts.

Family is a group of individuals connected in some way – whether that be by blood, marriage, or strong emotional bonds. Traditionally, it includes parents and children, but it can also encompass extended relatives like grandparents, aunts, uncles, and cousins. Beyond biological connections, family can also refer to chosen relationships—friends or communities that provide support, love, and a sense of belonging. Ultimately, family is about the relationships that nurture and sustain us, regardless of how they are formed.

Home is a place where you feel safe, comfortable, and connected. While it can be a structure of any type, its prevailing essence is that it often embodies emotional ties,

memories, and a sense of belonging. Home can also represent people—family, friends, or pets—who contribute to that feeling of security and love. Ultimately, it's a personal concept that varies for everyone, shaped by experiences and relationships. For many, the word “home” resonated strongly as it represented more than just a tangible space.

On their own, each of these words – Place, Growth, People, Family, Home – helps to generate concepts of things which matter to our community. With these words and the themes which stem from them, we will develop strategies that will empower people, promote fairness and achieve progress to build a sustainable community.

## Identified Key Challenges

During the engagement process several challenges for the future of Bland Shire were identified. Among these challenges were: housing affordability and availability, access to health services and emergency health, isolated and ad hoc government funding, centralisation of services to larger communities, need for diversification of industries, limitations on access to training and education, lack of services, lack of cultural activity and connectivity issues with digital services.

Each of these issues will be measured against available data to determine their level of urgency and criticality ahead of individual strategy development. However, to provide an indication of how they can be addressed, an overview and potential actions of each are included as an attachment to this Plan.

## Community Engagement

During the two-year period leading up to the development of this Community Strategic Plan, the Bland Shire community was actively engaged in a range of events which sought feedback on matters ranging from development of a Regional Drought Resilience Plan to Wyalong and West Wyalong Main Street Project and a shire-wide Sport and Recreation Plan. In addition to this, Council undertook a Community Satisfaction Survey in July and August which captured responses from approximately 300 residents across the shire to questions relating to Council performance and services.

The content from all these programs has been referenced to shape this draft document along with feedback from Community Forums held on 17 October and 4 November 2024.

As part of these workshops, participants were asked:

- *What values should guide our community's development?*
- *What are the strengths and unique characteristics of our community?*
- *What are the biggest challenges facing our community today?*
- *What do you envision for our community in the next 5, 10, or 20 years?*

On 22 October 2024, a further Councillor only workshop was held at which their vision for the future of Bland Shire was discussed and developed. From this workshop, the community vision was created.

How this vision will be realised will be through strategic objectives formulated around the key words – **Place, Growth, People, Family, Home** – which set the framework for this document. While Council has a lead role in the development of this CSP it is, by no means, the only stakeholder in its effective delivery.

Other partners, including State and Federal governments and their departments, local and regional business operators large and small as well as community organisations, groups and individuals will have a role to play at some point throughout the course of this plan's 10-year life.

Council has multiple roles in the delivery of the Community Strategic Plan. Specific activities Council will undertake to achieve objectives and strategies will be detailed in the Delivery Program (2025-2029) and Operational Plan (2025/2026 and ongoing).

Broadly speaking, Council's role includes being:

- a leader – to plan and provide direction through policy and practices
- a provider – of physical infrastructure and essential services
- a regulator – of development, community health and safety and the environment
- a partner – with community, private and government organisations
- a supporter – and advocate for the community it represents
- a promoter – of the Bland Shire as a place to live, work, visit and invest.



## Reporting Our Progress

### Performance Measures

The Community Strategic Plan is presented five themes - **Place, Growth, People, Family, Home**.

Each of these themes will have a number of Delivery Targets and Operational Actions including performance measures developed through the four-year Delivery Program and Annual Operational Plans to be achieved.

The progress towards these measures will be reported to the community in line with the election cycle and the End of Term Report.

### Monitoring & Reporting

It is important to track and report on our progress in delivering our responsibilities under the Community Strategic Plan over the ten-year period.

Council will report to the community at regular intervals on what has been achieved and the progress towards the performance measures.

All reports will be made available to the community at Council meetings and on Council's website.

Council's management team will internally monitor on a quarterly basis the output and actions as detailed in the four-year Delivery Program and one-year Operational Plan.

The outcomes will be formally reported to Council, the Community and staff on a six-monthly basis.

Whilst some performance measures can be clearly quantified, it does not necessarily mean the Community is aware of, fully appreciates, or is fully satisfied with, the extent of progress made.

Therefore, there are also qualitative measures included that represent Community responses.

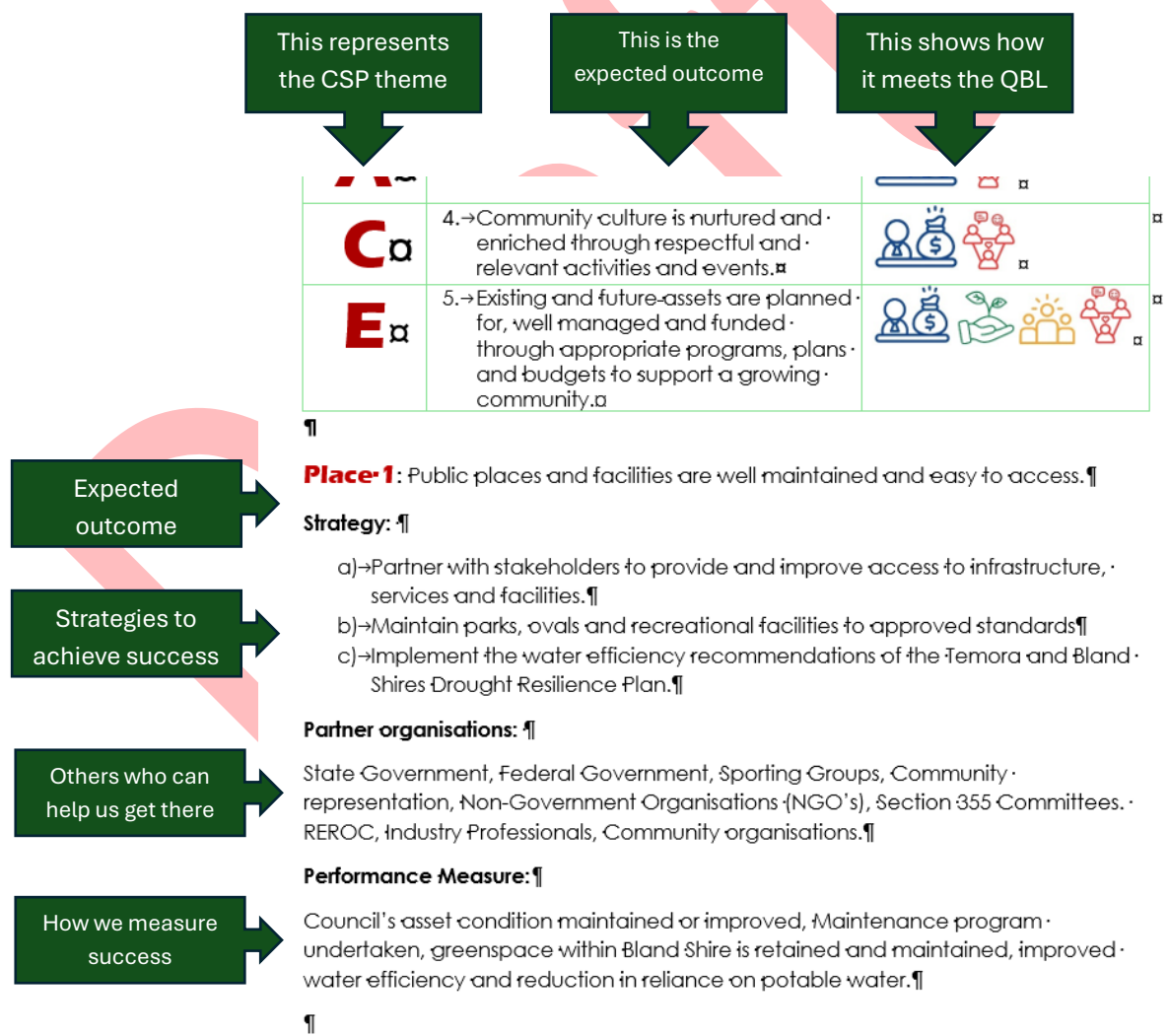
A community satisfaction survey will be undertaken at least once during every term of Council to gauge whether the community is satisfied with progress and where priorities could or should be assigned to particular areas in the future.

## How to read this plan

The CSP has been developed through various consultation processes to identify the key themes and potential strategies to assist in building a sustainable community

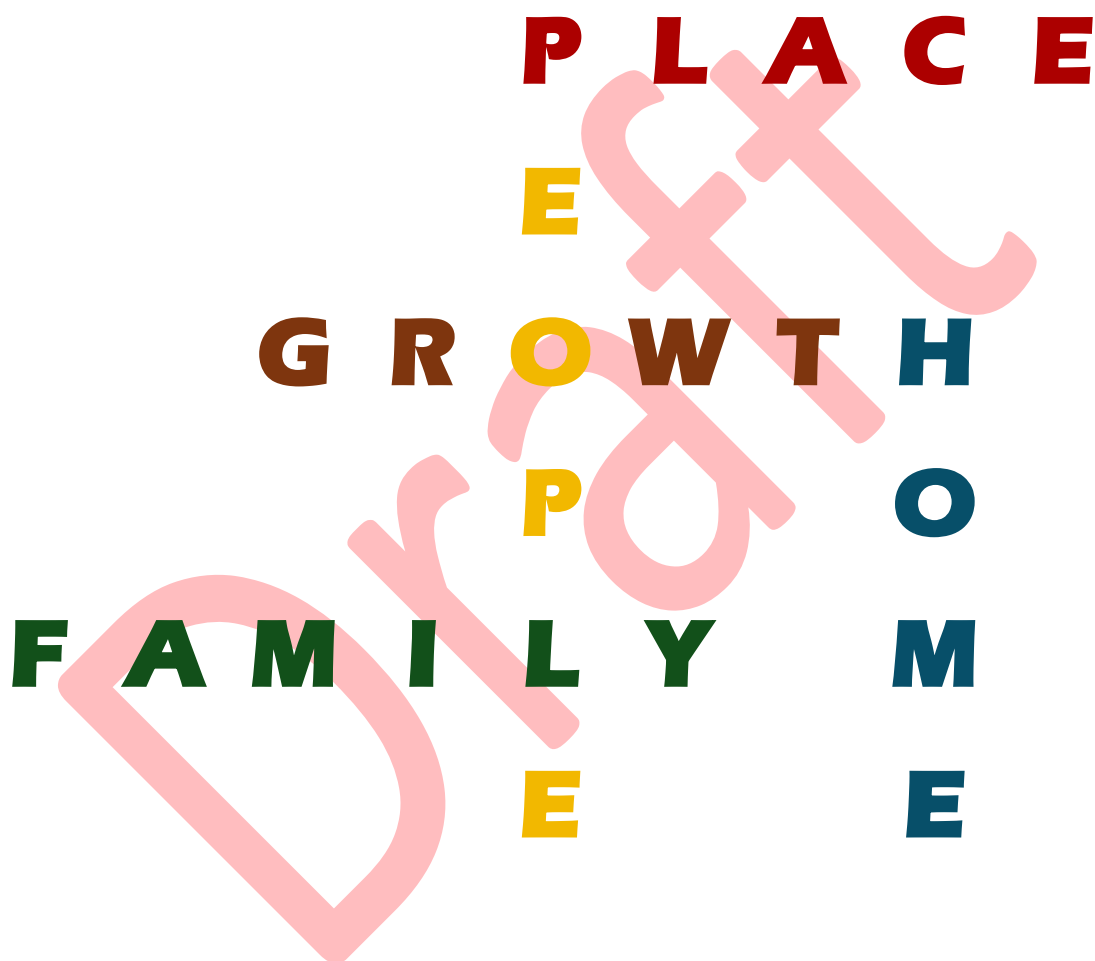
The document shows how each theme will be addressed and includes reference to not only existing strategies and documents but indicates where there may be a need for such plans to be developed. There also exists within each theme a list of potential partners to achieve the outcomes required to realise the vision identified by the community.

Each of the CSP themes are represented by a differing colour and the Draft was developed to incorporate these various areas of focus. To assist in reading the document, as shown below,



## Strategic Objectives – how we will get there?

Achieving the Community Vision of *Building a Sustainable Community: Empowering People, Promoting Fairness, and Achieving Progress* will require partnerships to be formed with other agencies, community organisations, business operators and individuals. A list of those who may be involved in achieving the community vision is included within the Appendices of this document.



## What does the Bland Shire Community look like in 2035?

- P**ublic places and facilities are well maintained and easy to access.
- L**ifestyle is supported through well-maintained built and natural environments.
- A**ll visitors and tourists are welcome within our communities.
- C**ommunity culture is nurtured and enriched through respectful and relevant activities and events.
- E**xisting and future-assets are planned for, well managed and funded through appropriate programs, plans and budgets to support a growing community.
  
- G**ood Governance is integral to Council's operations and management of community resources.
- R**esilience is embedded into the community through robust economic planning and quality social programs.
- O**pportunities are embraced to build on existing and future industries.
- W**holistic approaches are taken to consider community issues.
- T**raditional heritage and local places of importance are valued and maintained.
- H**onest and open communication enables an informed and engaged community.
  
- F**acilitated services meet our community's requirements.
- A**dvocacy and action for local communities is undertaken to address their needs.
- M**aintained and developed new pathways assist businesses to thrive.
- I**nclusive activities are available across the shire.
- L**ocal and regional stakeholders contribute to Council's planning for the community.
- Y**oung and old are valued members of our community.
  
- P**articipation and volunteering opportunities are welcome and promoted.
- E**ducation prospects are provided to improve local learning outcomes.
- O**ur residents are at the forefront of decision-making processes.
- P**rogressive outlook is used to identify and address emerging issues.
- L**eadership of the community is respectful, transparent and accountable.
- E**mployment prospects exist across diverse industries.
  
- H**elping each other is the cornerstone of our community.
- O**rganisations work in partnership to strengthen community health and safety.
- M**aintaining and improving the environment in which we live, work and play is a key priority.
- E**mpowering our communities to create a sense of wellbeing for all.

## How these objectives address the quadruple bottom line





Strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community are commonly referred to as “the quadruple bottom line” (QBL).

In addressing the quadruple bottom line, Community Strategic Plans need to include objectives that relate to the QBL and strategies to achieve these.

In order to monitor progress against these objectives, council will need to gather information about these elements, assess this information, consider relevant issues and suggest responses in order to inform the community’s and the council’s long-term plans.

To assist the community to identify which activities will address this approach, the following visual cues have been developed.

### Quadruple Bottom Line Icons

|  |  |   |  |
|--|--|---|--|
|  |  |  |  |
| <b>Economic</b>  | <b>Environment</b>   | <b>Leadership</b>   | <b>Social</b>  |

## PLACE

|          |  |   |
|----------|--|---|
| <b>P</b> | 1. Public places and facilities are well maintained and easy to access.  |  |
| <b>L</b> | 2. Lifestyle is supported through well-maintained built and natural environments.  |  |
| <b>A</b> | 3. All visitors and tourists are welcome within our communities.   |  |
| <b>C</b> | 4. Community culture is nurtured and enriched through respectful and relevant activities and events.   |  |
| <b>E</b> | 5. Existing and future-assets are planned for, well managed and funded through appropriate programs, plans and budgets to support a growing community. |  |

**Place 1:** Public places and facilities are well maintained and easy to access.

### Strategy:

- a) Partner with stakeholders to provide infrastructure and improve access to services and facilities.
- b) Maintain parks, ovals and recreational facilities to approved standards
- c) Implement the water efficiency recommendations of the Temora and Bland Shires Drought Resilience Plan.

### Partner organisations:

State Government, Federal Government, Temora Shire Council, Sporting Groups, Community representation, Non-Government Organisations (NGO's), Section 355 Committees. Riverina Eastern Regional Organisation of Councils (REROC), Industry Professionals, Community organisations.

### Performance Measure:

Council's asset condition maintained or improved, Maintenance program undertaken, greenspace within Bland Shire is retained and maintained, improved water efficiency and reduction in reliance on potable water.

**Place 2** - Lifestyle is supported through well-maintained built and natural environments.

**Strategy**

- a) Implement the actions identified within the Bland Housing Strategy.
- b) Implement the vacant housing strategy of the Temora and Bland Shires Drought Resilience Plan.

**Partner organisations:**

Housing NSW, Private/ Community Housing Providers, Private landowners with assistance from Council, NSW Public Works Advisory, Evolution Mining.

**Performance Measure:**

Increase in housing stock available for purchases and renters, diversity of housing stock is increased, wait lists for rental accommodation is decreased.

**Place 3** - All visitors and tourists are welcome within our communities.

**Strategy:**

Implement the actions identified within the Riverina Murray Destination Management Plan to promote the Bland Shire.

**Partner organisations:**

Private landowners with assistance from Council, Evolution Mining, Australian Regional Tourism, Destination NSW, other Destination Networks

**Performance Measure:**

Increased number of visitors to the region, increased number of accommodation nights, increased number of return visitors.

**Place 4** - Community culture is nurtured and enriched through respectful and relevant activities and events.

**Strategy:**

- a) Provide cultural activities and community programs that foster social development and community wellbeing.
- b) Develop and support a strong sense of community, providing advice and support to community groups
- c) Acknowledgement of cultural days of significance across the Shire.

**Partner organisations:**

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*Building a Sustainable Community:*

*Empowering People, Promoting Fairness, and Achieving Progress*

Community groups, Evolution Mining, Community representation, Local Businesses, Section 355 Committees.

**Performance Measure:**

Increased community participation. Maintained or increased community communication channels, regular and repeat events for and within communities.

**Place 5** - Existing and future-assets are planned for, well managed and funded through appropriate programs, plans and budgets to support a growing community.

**Strategy:**

- a) Develop and implement asset management strategies for existing and future infrastructure.
- b) Identify and plan for new infrastructure to meet the needs of the community.

**Partner organisations:**






State Government, Federal Government, Community representation, Council's Insurers, REROC, Industry Professionals

**Performance Measure:**

Existing Council assets maintained or improved, new infrastructure identified and planning progressed



## GROWTH

|          |  |   |
|----------|--|---|
| <b>G</b> | 1. Good Governance is integral to Council's operations and management of community resources.              |   |
| <b>R</b> | 2. Resilience is embedded into the community through robust economic planning and quality social programs. |   |
| <b>O</b> | 3. Opportunities are embraced to build on existing and future industries.                                  |   |
| <b>W</b> | 4. Wholistic approaches are taken to consider community issues.  |   |
| <b>T</b> | 5. Traditional heritage and local places of importance are valued and maintained.                          |   |
| <b>H</b> | 6. Honest and open communication enables an informed and engaged community.                                |  |

**Growth 1** Good Governance is integral to Council's operations and management of community resources.

### Strategy:

- a) Timely implementation of Council resolutions.
- b) The long term financial sustainability of Council is supported through effective and prudent financial and asset management

### Partner organisations:

Training organisations such as Local Government NSW, Office of Local Government and Cyber NSW.

### Performance Measure:

Increased opportunities for Councillors to connect with the community, compliance with the requirements of the Office of Local Government guidelines and legislation, Services and equipment improved across organisation.

**Growth 2** Resilience is embedded into the community through robust economic planning and quality social programs.

**Strategy**

- a) Implement the Resilience Project in accordance with the Temora and Bland Shires Drought Resilience Plan.
- b) Preparation of a Bland Shire Economic Development Strategy.

**Partner organisations:**

The Resilience Project, Bland Shire Public, Central, Catholic and High Schools, Sporting clubs and community organisations, businesses and Business West Wyalong, Mental health service providers, Office of Regional Youth.

**Performance Measure:**

Increased community wellbeing, reduction in school absenteeism, increased participation in community and school activities, increased participation in Youth Space activities, strategy developed to assist growth in economic development within Bland Shire.

**Growth 3** Opportunities are embraced to build on existing and future industries.

**Strategy**

- a) Actively attract businesses and industry to relocate within the Shire
- b) Maintain engagement and communication with the Shire's existing industry including support for diversification and alternate industry or business
- c) Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses

**Partner organisations:**

State Government, Federal Government, Evolution Mining, Local Business, Regional Development Australia, Industry Professionals, Regional Tourism Organisations, Mining Industry Professionals, Business West Wyalong

**Performance Measure:**

Increased number of businesses within Bland Shire, increased number of business operators providing employment opportunities, reduced level of unemployment, increased opportunities for employment, increase in non-traditional businesses.

**Growth 4** Wholistic approaches are taken to consider community issues.

**Strategy:**

- a) Encourage village residents to participate in community forums
- b) Provide innovative and accessible communication mechanisms to Shire residents to encourage active participation in Council's future

**Partner organisations:**

Local media, REROC, State Government, Federal Government, Evolution Mining, Community representation, Local Business, Section 355 Committees, Industry Professionals

**Performance Measure:**

Improved access to Council's information, increased community participation, Maintain or increase community communication avenues, maintained stakeholder register, increased participation in Council engagement activities, improved outcomes from community satisfaction surveys.

**Growth 5** Traditional heritage and local places of importance are valued and maintained.

**Strategy**

- a) Support and strengthen our indigenous culture and history.
- b) Use planning and heritage policies and controls to protect and improve the unique built environment.
- c) Develop a Shire-wide Museum Strategy.
- d) Develop and implement a Reconciliation Action Plan for Bland Shire.

**Partner organisations**

State Government, Federal Government Community organisations, Eastern Riverina Arts, Section 355 Committee's, Local Aboriginal Land Council, Bland Shire Heritage and Museum Advisors.

**Performance Measure:**

Heritage buildings preserved, improved or maintained, Inspections undertaken and standards maintained or improved, grants processed, policies reviewed, community satisfaction levels maintained or improved, strategies developed, adopted and funding sourced for implementation.

**Growth 6** Honest and open communication enables an informed and engaged community.

### **Strategy**

- a) Maintain existing communication channels for consistent messaging and information sharing.
- b) Encourage residents to participate at community forums.
- c) Develop and implement a Communications Strategy for Bland Shire Council.
- d) Develop and maintain a stakeholder register for direct engagement with community.

### **Partner organisations:**

Local media, Evolution Mining, Community, Local Business, Section 355 Committees, Business West Wyalong, Service organisations.

### **Performance Measure:**

Community satisfaction levels maintained or improved, consistent messaging is readily available through online and traditional mediums, increased participation by community in local events and activities, information about Bland Shire Council is readily available via online mediums.

## FAMILY

|          |  |  |
|----------|--|--|
| <b>F</b> | 1. Facilitated services meet our community's requirements.                             |  |
| <b>A</b> | 2. Advocacy and action for local communities is undertaken to address their needs.     |  |
| <b>M</b> | 3. Maintained and developed new pathways assist businesses to thrive.                  |  |
| <b>I</b> | 4. Inclusive activities are available across the shire.                                |  |
| <b>L</b> | 5. Local and regional stakeholders contribute to Council's planning for the community. |  |
| <b>Y</b> | 6. Young and old are valued members of our community.                                  |  |

**Family 1.** Facilitated services meet our community's requirements.

### Strategy

- a) Provide services to the frail, aged, disabled and their carers
- b) Provide quality, accredited and affordable education and care services within Bland Shire and surrounds

### Partner organisations:

Local Area Health Service, Murrumbidgee Primary Health Network, Health and Allied health service providers, Non-Government Organisations (NGO's), Community health, Education providers, State Government, Federal Government, other education and care providers within Bland Shire.

### Performance Measure:

Increase in community members who are accessing or satisfied with our education and care services, all statutory requirements met across all services

**Family 2** Advocacy and action for local communities is undertaken to address their needs.

**Strategy**

- a) Maintain active communication with health and allied health providers.
- b) Advocate for and on behalf of the community for improved access to emergency health services.
- c) Participate in and represent the community at regional bodies and organisations.

**Partner organisations**

REROC, Local Health Area Committee, Murrumbidgee Primary Health Network, Riverina Regional Library, State Government, Federal Government.

**Performance Measure:**

Increase in the knowledge disseminated relating to health and allied health services, increase in the number of Bland Shire residents able to access services, increase in community members who are accessing or satisfied with our education and care services, accreditation of services is achieved and maintained.

**Family 3.** Maintained and developed new pathways assist businesses to thrive.

**Strategy:**

- a) Funding sourced for the implementation of a Bland Shire Economic Development Strategy.
- b) The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost economic growth.
- c) Promote agricultural practices which are leading edge and efficient.
- d) Liaise with utility providers to guarantee a quality sustainable service to the community.
- e) Advocate with skills training providers to deliver local learning opportunities.

**Partner organisations:**

Regional Development Australia, NSW Government agencies, TAFE, Business West Wyalong, REROC, Industry professionals, NSW Farmers, Utilities providers.

**Performance Measure:**

Maintain or improve access to reliable and efficient utilities, maintain or improve availability of industrial land, increased number of skills training options available locally, increased number of skilled workers.

**Family 4** Inclusive activities are available across the shire.

**Strategy**

- a) Develop and support a strong sense of community, providing advice and support to community groups.
- b) Provide cultural activities and community programs that foster social development and community wellbeing.
- c) Support community organisations wishing to apply for funding for events and activities within the Shire.

**Partner organisations:**

Community members, Non-Government Organisations (NGO's), State Government, Federal Government, Volunteering Australia, Eastern Riverina Arts, Regional Arts NSW, Riverina Regional Library.

**Performance Measure:**

Number of residents satisfied with range and quality of cultural events, number of events held on a regular basis, increase in the number of workshops and events held and grant applications pursued

**Family 5.** Local and regional stakeholders contribute to Council's planning for the community.

**Strategy**

- a) Implement the Temora and Bland Shires Drought Resilience Plan.
- b) Implement the Disaster Risk Reduction guidance from the REROC.
- c) Prepare plans and frameworks for climate change mitigation and adaptation.
- d) Improve community awareness and preparedness for natural hazard events including flood, bushfire, drought and storms.
- e) Maintain representation and membership of peak regional bodies, advocacy groups and emergency management networks and committees.

### **Partner organisations**

REROC, Temora Shire Council, State Government, Federal Government, Emergency Service organisations, community organisations.

### **Performance Measure:**

Increased capacity for existing and new businesses to attract skilled workers, thriving businesses who are well supported with have improved capacity to adapt to economic change, improved preparedness for and reduced impact of natural disasters impacting the Bland Shire.

**Family 6.** Young and old are valued members of our community.

### **Strategy**

- a) Actively engage with youth to build social capital and a sense of belonging.
- b) Development and implementation of a Youth Engagement Strategy.
- c) Develop and implement an Active Aging Strategy.
- d) Establishment of a Youth Advisory Council.
- e) Embed the Child Safe Organisation principles across Bland Shire Council.

### **Partner organisations –**







Local Schools, State Government youth agencies and services, Non-Government Organisations, education providers, Eastern Riverina Arts.

### **Performance Measure:**

Increased youth participation in programs and initiatives, youth input considered in Council decision making.



## PEOPLE

|          |  |  |
|----------|--|--|
| <b>P</b> | 1. Participation and volunteering opportunities are welcome and promoted.  |  |
| <b>E</b> | 2. Education prospects are provided to improve local learning outcomes.    |  |
| <b>O</b> | 3. Our residents are at the forefront of decision-making processes.        |  |
| <b>P</b> | 4. Progressive outlook is used to identify and address emerging issues.    |  |
| <b>L</b> | 5. Leadership of the community is respectful, transparent and accountable. |  |
| <b>E</b> | 6. Employment prospects exist across diverse industries.                   |  |

**People 1.** Participation and volunteering opportunities are welcome and promoted.

### Strategy:

- Regular acknowledgement of activities undertaken by local volunteers.
- Provision of information and support to Council's volunteer committees.
- Develop and implement a Volunteer Recognition program in line with the NSW Volunteering Strategy.

### Partner organisations:

Local media, local community organisations, Section 355 Committees, State Government, sporting organisations, community members.

### Performance Measure:

Number of committee members involved in Section 355 Committees, number of volunteers involved in community organisations, number of participants in volunteer recognition programs.

**People 2** Education prospects are provided to improve local learning outcomes.

**Strategy:**

- a) Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire.
- b) Explore opportunities for expansion of further education provision within the Bland Shire.
- c) Provide a range of education opportunities – formal and informal – to expand the knowledge of residents.

**Partner organisations –**

Education Providers, Training Providers, Business Groups, State Government, Federal Government, Country University Centre

**Performance Measure:**

Maintain or increase number of community members attending education opportunities, increase in number and diversity of learning opportunities.

**People 3.** Our residents are at the forefront of decision-making processes.

**Strategy:**

- a) Implement the Community Engagement Strategy.
- b) Explore options for increased Community Forums across the shire.

**Partner organisations:**

Community groups, Section 355 committees, local media organisations.

**Performance Measure:**

Increased number of Community Forums held per annum, increased number of participants attending forums,

**People 4.** Progressive outlook is used to identify and address emerging issues.

**Strategy:**

- a) Partner with other local government authorities, State and Federal government agencies to design and deliver services for the community.
- b) Adopt an asset-based approach to community development, building on existing strengths while growing emerging capacity.

**Partner organisations:**

Other councils, State Government, Federal Government, Non-Government Organisations.

**Performance Measure:**

Improved access to needed services.

**People 5.** Leadership of the community is respectful, transparent and accountable.

**Strategy:**

- a) Councillors are provided with appropriate support and resources to carry out their civic duty.
- b) Councillor training is provided on a planned and appropriate basis.
- c) Policies and procedures to facilitate effective meeting practice are adopted and implemented.

**Partner organisations:**

Councillors, Office of Local Government, Local Government NSW, other Councils.

**Performance Measure:**

Number of learning opportunities provided for Councillors, number of attendees at learning activities, number and type of policies adopted and adhered to by Council.

**People 6.** Employment prospects exist across diverse industries.

**Strategy:**

- a) Implement the Human Resource elements of the Temora and Bland Shires Drought Resilience Plan.
- b) Promote employment opportunities beyond Bland Shire to attract potential employees.

**Partner organisations:**

Local business operators, Service NSW Business Bureau, training services, TAFE NSW, Workforce Australia, Regional Development Australia, REROC, Business West Wyalong, local schools.

**Performance Measure:**

Number of businesses engaged, reduction in unemployment figures, increase in employment opportunities.

## HOME

|          |   |  |
|----------|---|--|
| <b>H</b> | 1. Helping each other is the cornerstone of our community.                                      |  |
| <b>O</b> | 2. Organisations work in partnership to strengthen community health and safety.                 |  |
| <b>M</b> | 3. Maintaining and improving the environment in which we live, work and play is a key priority. |  |
| <b>E</b> | 4. Empowering our communities to create a sense of wellbeing for all.                           |  |

**Home 1.** Helping each other is the cornerstone of our community.

**Strategy:**

- a) Promote community activities via Council platforms.
- b) Provide capacity building programs to enable community groups to become self-sustaining.
- c) Map existing community groups and areas of involvement.

**Partner organisations:**

Local community groups, Non-Government organisations, local residents.

**Performance Measure:**

Number of community groups identified and included in register, number of training activities provided, number of attendees, reduction in reliance on Council for funding support, increased ability to submit successful grant applications to external organisations.

**Home 2.** Organisations work in partnership to strengthen community health and safety.

**Strategy:**

- a) Council's leadership, governance and management facilitate strong partnerships by engaging with State and Federal governments, regional organisations, business and industries.
- b) Regular consultation with key industry, business and stakeholders is undertaken.

**Partner organisations:**

REROC, NSW State agencies, Federal Government agencies, Murrumbidgee Local Health District, Murrumbidgee Primary Health Network, local health practitioners and allied health service providers.

**Performance Measure:**

Increased communication with key business and stakeholders, Increased opportunities for Councillors to connect with the community

**Home 3.** Maintaining and improving the environment in which we live, work and play is a key priority.

**Strategy**

- a) Support a sustainable environment for current and future generations through effective management and planning for the long-term future by ensuring appropriate land is zoned and available to support business and industry growth
- b) Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities
- c) Develop strategies designed to address improvements to Council facilities.
- d) Source funding to implement the actions identified by those strategies.

**Partner organisations:**

State Government, Federal Government,

**Performance Measure:**

Increase in accessible infrastructure within the Shire, improved road conditions across the Shire.

**Home 4.** Empowering our communities to create a sense of wellbeing for all.

**Strategy:**

- a) Develop and support community partnerships to increase a sense of safety and wellbeing within the community.
- b) Provide opportunities for organisations to share information on activities to benefit the residents of Bland Shire.

**Partner organisations:**

State Government, Federal Government, REROC, Murrumbidgee Local Health District, Murrumbidgee Primary Health Network, Health and Allied health service providers, Non-Government Organisations (NGO's), local community organisations

**Performance Measure:**

Increased number of opportunities to provide information to the community, number of community-based activities to facilitate information dissemination, number of agencies involved

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## Appendices

This list is not exhaustive and other existing documents from Bland Shire Council, other tiers of Government and agencies will be referenced through the development of long-term community strategies.

### **Bland Shire Council Strategies**

Adverse Event Plan  
Asset Management Plans  
Bland Housing Strategy  
Bland Shire Heritage Strategy  
Bland Waste Management Strategy  
Child Safe Policy  
Community Engagement Strategy  
Community Strategic Plan  
Four Shires Road Safety Action Plan 2021-2025  
Disability Inclusion Action Plan  
Disaster Risk Reduction Integrated Planning & Reporting Guidance  
Onsite Wastewater Management Strategy  
Playground Strategy  
Regional Energy Efficiency and Net Zero Project  
Resourcing Strategy  
Stormwater Management Plan  
Temora and Bland Shire Councils Drought Resilience Plan

### **New South Wales Strategies**

Aboriginal Outcomes Strategy 2022-2025  
Active Transport Strategy  
Future Transport Strategy  
Making it Happen in the Regions  
NSW Ageing Strategy  
NSW Asbestos Waste Strategy  
NSW Blue Carbon Strategy 2022-2027  
NSW Climate Change Adaptation Strategy  
NSW Cyber Security Strategy  
NSW Electric Vehicle Strategy  
NSW Energy Efficiency Action Plan  
NSW Government Cyber Security Strategy  
NSW Government Data Strategy  
NSW Healthy Eating and Active Living Strategy  
NSW Renewable Energy Action Plan  
NSW Skin Cancer Prevention Strategy  
NSW State Health Plan  
NSW Volunteering Strategy 2020 - 2030  
NSW Waste and Sustainable Materials Strategy 2041

NSW Water Strategy and Implementation plan  
Premier's Priorities  
Regional NSW Investment Attraction Strategy 2022 - 2027  
TNSW Road Safety Action Plan 2026  
Smart Place Strategy and Roadmap- 2022 to 2027  
State Infrastructure Strategy 2022-2042  
Stronger Primary Industries Strategy

**Other related documents**

Mining & Energy Related Councils NSW Strategic Plan 2023-2026  
Regional Riverina Murray REMPLAN  
Riverina Murray Destination Management Plan 2022-2030  
Regional Economic Development Strategies

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***Building a Sustainable Community:***

*Empowering People, Promoting Fairness,  
and Achieving Progress*