

CROYDON SHIRE COMMUNITY PLAN 2011-2021



Message from the Mayor

The Croydon Community Plan expresses the views of Croydon Shire residents whose input through the community engagement and consultation activities has been enormously valuable in shaping this blueprint for our shire's future. My commitment as Mayor is for Croydon Shire Council to work diligently with the Croydon community and our external partners to address the key challenges ahead and deliver on those priorities identified through the plan making process.

Cornelia B B Pickering
Mayor

1 Introduction and Overview

1.1 Purpose of the Community Plan

The Croydon Shire Community Plan (Community Plan) is the first strategic planning document prepared for Croydon Shire. The Community Plan sets a ten-year vision and strategic direction which will focus Croydon Shire Council's corporate and operational planning and policy direction and is the outcome of extensive consultation with the local community.

The Community Plan is our community's most important planning document. All other Council plans, operations and budgets must be consistent with the vision and strategic directions set in the Community Plan. Equally, the Community Plan is the principal planning document which will inform regional planning processes of the Croydon community's aspirations, priorities and vision for our future.

The relationship between the Community Plan and other Council and external planning processes is described in Diagram 1.



Diagram 1: Relationship between the Croydon Shire Community Plan and Council planning documents
Local Government Act 2009 and Sustainable Planning Act 2009

1.2 Overview of Community Plan

The Community Plan includes the following components:

- ▶ A vision describing Croydon Shire in 10 years
- ▶ Key themes which the Community Plan addresses
- ▶ Broad outcomes for each of the key themes
- ▶ Guiding strategies which direct Council activities
- ▶ Specific actions to implement Council's strategic directions

1.3 Legislative Background

The *Local Government Act 2009* introduced a new range of financial, planning and accountability documents to assist with the achievement of the objectives of the national framework for sustainability. Section 124 of the *Local Government (Finance, Plans and Reporting) Regulation 2010* includes the requirement for Council to prepare a long-term community plan for providing strategic direction for the local government's planning processes for at least 10 financial years. The plan must be adopted by December 2011.

Section 130 of the Regulation sets out the requirement for Council to prepare and adopt a community engagement policy which describes how Council engages with the community in the preparation and review of the long-term community plan and on any other matters. Council endorsed its Community Engagement Policy at the September 2010 Council Meeting. The policy provides a clear statement of Council's commitment to effective and inclusive engagement with the shire community and external stakeholders to deliver quality local government services.

Council is required to demonstrate how it complied with its community engagement policy when preparing the Community Plan and in identifying local and regional issues that affect, or may in the future affect, the local government area. The long-term community plan supported by the long-term financial plan and long-term asset management plans will be the key driver for preparation of Council's new Corporate Plan and will influence all strategic, organisational and operational planning of Council.

The Croydon Shire Long-Term Community Plan Project Plan was endorsed by Council on 20 January 2011.

2 Community Engagement Process

2.1 Summary of community engagement process

The Community Plan project was officially launched on Australia Day 2011 with approximately 50 people in attendance and all ratepayers and residents have received mailed and emailed information about the project on a regular basis. Consultation activities continued throughout the project with both structured and informal opportunities for community and external stakeholder input.

Council was keen to ensure through the process of developing the Community Plan that the Croydon community would be well-informed about issues, strategies and decisions that may affect them and that the engagement methods were flexible, inclusive and appropriate to those being consulted.

Council placed emphasis on building the capacity and confidence of community members, Councillors and Council staff to effectively engage on matters affecting Croydon Shire, building and maintaining a strong, respectful relationship between all stakeholders in the plan making and implementation process.

Council also recognised and committed to improving Council's internal systems and procedures and external communication capability to provide a coordinated and comprehensive approach to community engagement and information sharing.

More than half of all Croydon Shire households directly contributed to the community plan project through participation in various community engagement activities. Most input came through direct face to face engagement while other residents took the opportunity to prepare a written submission.

The goal of the Community Plan Project is to develop a long-term community plan which is compliant with the *Local Government Act 2009* and which clearly and accurately expresses the values, aspirations and priorities of the Croydon Shire community. Drawing on the extensive community input during the engagement phase, Council has developed its 10-year vision for Croydon Shire and the strategies and actions to deliver this vision.

3 Croydon Shire Vision

In 2021 Croydon Shire is a prosperous cattle producing region which is physically linked to major centres by a network of well constructed, all-weather roads and by scheduled passenger air service to Cairns. This essential infrastructure supports thriving cattle and tourism industries and a safe and connected shire community.

The town of Croydon is a regional service centre providing essential business, accommodation, recreational and community services for shire residents and visitors alike. Croydon residents have ready access to quality education and health care reflected in rising levels of literacy, numeracy, health and well-being.

Croydon's heritage buildings and Lake Belmore continue to be highly valued and utilised by residents and appreciated by visitors to our shire.

Croydon residents value their cultural identity and lifestyle and come together to celebrate the best of bush living through regular community events. New residents are embraced by a community which is outward looking and community groups provide leadership in all facets of community life.

Through continued strong leadership, governance and management, Croydon Shire Council is financially sustainable and consistently delivering exemplary local government service.

4 Community Themes and Goals

The key themes that arose through the community engagement process can be grouped under the key outcome areas or themes of:

- Economic Development and Infrastructure
- Environmental Sustainability
- Corporate Governance and Leadership; and
- A Healthy, Resilient Community

These community themes align with the requirements under the *Local Government Act 2009*.

5 Economic Development and Infrastructure

5.1 Economic Development and Infrastructure Profile

Agriculture (cattle production), tourism, public administration and construction are the key drivers of Croydon Shire's economy. At the time of the 2006 census, Agriculture was the largest industry of employment accounting for 34% of the shire's employed labour force with a value of \$18.1m. Public administration which includes Council's construction and administrative workforce accounted for 31% of the shire's employed labour force, construction 8.4%, tourism (accommodation and food) 7.6% and transportation/postal/warehousing 7.6%. 35 businesses operate in Croydon Shire (2006) with 11% of businesses having an annual turnover of more than \$1m.

Croydon is the regional service and administration centre for Croydon Shire providing government, retail, commercial, and community services to residents and visitors.

Tourism is a growing economic sector which draws on the shire's rich mining heritage and scenic landscapes. The Gulflander rail service between Normanton and Croydon is a valuable tourism asset offering a distinct competitive advantage to other centres in the region. In combination with Lake Belmore and Croydon's unique 'in situ' heritage buildings and places, Croydon is very well placed to support an expansion of accommodation and related services.

Community feedback particularly from the rural sector emphasised the importance of the shire's road infrastructure to support growth of the cattle industry. Sealing of the Richmond Road, a designated cattle corridor identified as a Key Freight Route in the North West Queensland Regional Plan, was raised as the most important driver for economic growth by almost all respondents. An improved network of all-weather rural roads would also benefit the growing tourist market.

Constraints to expansion of these sectors are due primarily to remoteness and inadequacies in existing infrastructure but are also influenced by external factors at the state, national and global level. Council recognises the importance of working with key stakeholders to identify issues constraining growth and lobby effectively for improved outcomes.

The most recent unemployment figures (March 2011) show Croydon Shire has a high unemployment rate (17.6%) compared with the state average (5.5%). These figures will vary seasonally due to impact of the wet season on the cattle production, construction and accommodation and food (tourism) sectors. The seasonal nature of employment on stations and road construction projects, particularly given Federal

government restrictions on use of day labour for shire road restoration works, reduces overall employment security which in turn affects borrowing capacity for seasonally employed workers.

There are limited job opportunities to attract new residents to Croydon and the unavailability of rental housing and freehold land for sale further limits population growth in Croydon. Specialised workforce training must be conducted in larger centres contributing to higher labour costs and affecting the employment readiness of the workforce.

While mining has historically been a significant economic sector, current mining activity is limited to exploration. The rising price of gold may support new investment on deposits which would previously have been uneconomic.

A key issue is the need to broaden the shire's economic base and strengthen its resilience. A further issue which will continue to impact Croydon Shire residents is the high cost of freight and the potential for this to rise through the imposition of a carbon tax on fuel and energy.

5.2 Economic Development and Infrastructure Outcome

A strong and growing shire economy strengthened through building on existing industries while embracing new opportunities. Infrastructure is efficient and cost-effective supporting economic growth and meeting the future needs of the community. Council continues to take a strategic approach to investing in infrastructure and services supporting industries which have the best prospects of competitive advantage.

5.3 Strategies and Actions

Strategy	Actions	Timing	Performance Indicator
5.3.1 Promote Croydon to a wider audience as a quality destination	5.3.1.1 Facilitate development of local tourist products which leverage Croydon's rich historical legacy and value add to the weekly Gullflander rail service.	Ongoing	Increased visitation and expanded range and quality of visitor experiences.
	5.3.1.2 Develop a tourism strategy to focus marketing, investment and resource effort.	2012	Reduced operational costs per visitor
	5.3.1.3 Establish a Croydon Community and Visitor Website to promote	2011-12	Croydon Community and Visitor Website

	Croydon Shire. 5.3.1.4 Ensure management of the Croydon Caravan Park is professional, welcoming and cost efficient.	Ongoing	is operational and current. The Croydon Caravan Park increases in value and returns a profit to Council.
5.3.2 Secure an improved network of all-weather rural roads and progressively seal the Richmond Road as a major cattle corridor	5.3.2.1 Pursue all funding avenues to complete sealing of the Richmond Road in partnership with Richmond Shire Council. 5.3.2.2 Progressively improve the length of time shire roads remain open through prioritising works on sections which restrict movement during the wet season.	Ongoing Annual	Length of Richmond Road unsealed is progressively reduced Length of time shire roads are closed during wet season is progressively reduced for similar rainfall events
5.3.3 Ensure investment in infrastructure achieves operational efficiency and value for money	5.3.3.1 Continue to implement business improvements to ensure infrastructure design and construction is fit for purpose and minimises whole of life costs.	Ongoing	Community satisfaction, long-term financial sustainability and maintaining sound financial rating.
5.3.4 Grow the shire economy, population and rate base through release of additional land for sale	5.3.4.1 Dispose of surplus Council owned allotments through public tender or auction 5.3.4.2 Continue to press for land transfer under Indigenous Land Use Agreement to Croydon Shire Council to be finalised 5.3.4.3 Secure additional unallocated state land allotments for residential and industrial purposes for public sale	2011-12 2011-12 2011-14	Surplus lots sold Land transferred and surplus lots sold Additional allotments released for sale
5.3.5 Secure passenger transport links with major centres.	5.3.5.1 Lobby to secure a regular air passenger service between Cairns and Croydon.	2016	Scheduled air passenger service introduced
5.3.6 A skilled workforce is available to support local	5.3.6.1 Relevant employment training opportunities are available to up-skill	Ongoing	Adequately trained workforce to meet local

industries.	the local workforce. 5.3.6.2 Training delivery and costs are shared across groups and with adjoining local governments.		employment needs.
5.3.7 A safe, reliable and affordable water supply is maintained to the town of Croydon.	5.3.7.1 A reduction in the town water supply consumption per capita is achieved through demand management initiatives including metering. 5.3.7.2 A program of mains replacement and rationalisation of water supply network infrastructure for improved efficiency is undertaken.	2011-21	Regional water consumption targets met. Water utility cost increases are maintained within annual local government cost rise indices.
5.3.8 A stormwater drainage system adequately protects properties from the impacts of storm events.	5.3.8.1 A stormwater drainage plan is prepared for the town of Croydon and a program of improvements to the stormwater drainage network is implemented to address localised impacts from storm events.	2011-14	Reduction in complaints from effects of stormwater inundation.
5.3.9 Promote waste management initiatives which support waste minimisation.	5.3.9.1 Reduce proportion of waste going to landfill through policies which recognise waste as a resource and encourage re-use, recycling and reduction.	2011-21	Landfill operations are cost effective and environmentally sustainable
5.3.10 Telecommunication services are fast and reliable and there is equitable access to information and communications technology.	5.3.10.1 Telecommunications infrastructure and coverage is continually upgraded to provide reliable emergency, business and social communications. 5.3.10.2 Programs to enhance access to internet services are delivered.	2011-21	Increased coverage and reliability of telecommunications during wet season and for emergency events. Percentage of households with access to internet increases.
5.3.11 Secure access to competitively priced energy and reduce Council's exposure to the impacts of climate change.	5.3.11.1 Explore options to minimise Council's energy costs through short and long-term strategies including meeting energy demand from other sources.	2011-21	Energy costs maintained within annual local government cost rise indices.

	5.3.11.2 Undertake carbon audit of all Council operations and develop cost-effective mitigation and adaptation strategies to transition to more sustainable operations.		Carbon tax exposure maintained within annual local government cost rise indices.
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6 Environmental Sustainability

6.1 Environmental Sustainability Profile

Croydon Shire covers an area of 29,579 km², roughly divided into the Einsleigh Uplands bioregion and the Gulf Plains bioregion. The whole of the shire is in the Norman River catchment which provides ground and surface water to support rural production and feed the town water supply. Land tenure is mainly pastoral leasehold while Croydon township comprises freehold and unallocated State land, public purpose reserves and Aboriginal freehold land.

Pasture health is a key aspect of land asset with grazing land in Croydon Shire including black spear grass, bluegrass, brown top, Aristida and Bothriochloa. Threats to pastoral health are from weeds and pest animals, native woodland thickening through reduction in fire frequency and/or intensity, natural disasters of wildfire and floods resulting in pasture loss or decline, and impacts from mining activity. Consultation with the rural sector consistently raised concerns with the current wild dog baiting program and new measures are proposed to address these concerns. The shire is relatively free of invasive weed species with most infestations tending to be localised and capable of being managed through scheduled spraying programs.

Local people have extensive knowledge of their environment and their input is critical to ongoing land management and decision making. Their knowledge and capacity is continually enhanced through on ground management experience and technical support through the Northern Gulf Resource Management Group.

Climate change evidence supports changes to the shire being an increase in total rainfall over a shorter spread, increased mean maximum temperatures and number of hot days, and frequency and severity of storm events. Climate change impacts are likely to exacerbate existing environmental threats such as wildfires and require design and management responses for community safety and comfort.

6.2 Environmental Sustainability Outcome

The shire's natural environment is sustainably-managed to retain its biodiversity and ecological processes while supporting land and natural resource use for regional prosperity.

6.3 Strategies and Actions

Strategy	Action	Timing	Performance Indicator
6.3.1 The impact of weeds and pest animals on the environment and rural production is reduced.	6.3.1.1 Work collaboratively with landholders and external stakeholders to reduce pest numbers and spread in accordance with the shire Pest Management Plan.	Ongoing	Indicators in Pest Management Plan achieved.
6.3.2 The wild dog baiting program meets the needs of the shire's grazing industry.	6.3.2.1 Empower landholders through a local wild dog management committee to make decisions on delivery and funding of wild dog management programs in conjunction with Council and Biosecurity Queensland.	2011-12	Reduction in value of stock loss from wild dog attacks.
6.3.3 New development including mining activity is located and managed to protect the shire's natural, cultural, social and amenity values.	6.3.3.1 Council's planning scheme is reviewed to incorporate policies which deliver sustainable outcomes for the shire. 6.3.3.2 Council will continue to monitor remediation of previous mining activity and new mining developments to ensure the mining operations are environmentally and socially sustainable.	2011-2021	No detrimental impacts on the shire's values through the impact of mining or land use activities.
6.3.4 Effective disaster management arrangements support community safety outcomes.	6.3.4.1 Council continues to provide leadership in preparing for, mitigating and responding to disasters through resourced and effective Local Disaster Management Group arrangements.	Ongoing	Volunteer emergency service groups are operating effectively. Pasture loss through uncontrolled wildfires is minimised.

7 Corporate Governance and Leadership

7.1 Corporate Governance and Leadership Profile

Croydon Shire Council is focussed on consistently delivering quality services through sound local government administration based on the principles of good governance: legal compliance, sound financial management, transparency, integrity and social equity. Councillors and staff are committed to sound and visionary strategic, operational and collaborative planning which builds organisational capacity and the resilience to readily adapt to meet new challenges while delivering an appropriate level and quality of service to meet current and future community needs. Responsible management of resources and continual business improvement is a priority to ensure value for money is achieved across the organisation. The safety of the workforce and public is paramount in all Council's activities.

The elected Council comprises the Mayor and four Councillors while the organisational arm includes the Chief Executive Officer and 31 full-time equivalent employees. Staffing levels are boosted during the dry season with temporary and casual labour engaged on major road construction projects. Council also employs two trainees each year to broaden the local skill base and provide additional employment opportunities. Council currently meets on the third Thursday of each month and is committed to informed, responsible and accountable decision making. While Council's website is the key source of information to shire residents and visitor, Council uses a variety of communication tools to engage the community and disseminate information.

Issues raised through consultation include the importance of Council maintaining its sound financial position for future sustainability and continuing to secure external funding to supplement Council's narrow rate base. Approachability and more effective communication of Council information, roles, responsibilities and activities, were specific actions identified through consultation activities. Networking with external organisations to leverage Council's position for overall community benefit was also identified as a key action for Council to focus on.

7.2 Corporate Governance and Leadership Outcome

Croydon Shire Council consistently delivers strong inclusive local leadership based on the principles of good governance.

7.3 Strategies and Actions

Strategy	Action	Timing	Performance Indicator
7.3.1 Community Engagement Council has meaningful engagement with the shire	7.3.1.1 Council effectively communicates with the shire community and	Ongoing	Community is well informed on key issues.

community and external stakeholders to ensure Council's decisions fully consider the range of community views.	external stakeholders in a timely and appropriate manner consistent with Council's Community Engagement Policy.		
7.3.2 Council Decision Making Council is responsible, accountable, measured and consistent in its decision making.	7.3.2.1 Council applies the principles of accountability, transparency, integrity, leadership and social equity to its decision making and ensures appropriate systems are in place to ensure compliance with these principles.	Ongoing	Consistent and transparent decision making.
7.3.3 Organisational Sustainability Council is committed to the efficient management of community infrastructure, assets and resources through effective long-term planning and responsible operational activity.	7.3.3.1 Council's long-term financial plan, asset management plan and planning scheme is regularly reviewed and monitored. 7.3.3.2 Council undertakes enterprise risk management planning to identify potential areas of risk to its business and put in place appropriate mitigation measures. 7.3.3.3 Council's Corporate Plan sets in place the overall direction of Council's annual operational plan consistent with the Community Plan vision and strategies. 7.3.3.4 Council prepares annual budgets which are fiscally responsible and consistent with Council's Community Plan and Corporate Plan.	Ongoing	Long term plans developed and implemented through corporate plan, operational plans and annual budgets
7.3.4 Service Delivery Council is committed to delivering local government services of a consistently high standard meeting community needs and expectations.	7.3.4.1 Council is committed to continual business improvement to ensure its service delivery is targeted to meeting community need, operational efficiency and long term financial sustainability.	Ongoing	Community satisfaction, long-term financial sustainability and maintaining sound financial rating.
7.3.5 External Relationships Council leverages enhanced community outcomes through collaborative arrangements with external organisations.	7.3.5.1 Council forms partnerships with external stakeholders and regional alliances to enhance the performance of the organisation and secure improved community benefits.	Ongoing	Measurable savings achieved.

	<p>7.3.5.2 Council is targeted in its lobbying, focussing on key issues and outcomes identified through the long-term community plan project.</p>		<p>External support for key issues advanced.</p>
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8 A Healthy, Resilient Community

8.1 Community Profile

Croydon Shire has a total area of 29,579 square kilometres representing 1.7% of Queensland. In population terms, the shire is sparsely settled with just 273 persons, approximately two thirds of whom live in the town of Croydon. The remainder live and work on large cattle stations. Depending on distance from Croydon, station residents access town facilities primarily for freight and mail on a weekly basis, and less frequently for personal recreation and community social and sporting events. All residents commented on the excellent range and quality of Croydon's community facilities with Lake Belmore being the most widely valued recreation resource.

Population growth in Croydon Shire has been relatively stable over the last ten years and the median projection to 2031 is for a modest population increase to 295 persons, primarily through natural increase. The median age of residents is more youthful than the state average with a small increase from 29.5 years to 32.3 years projected by 2031. Approximately one third of residents (29.4%) identify as being of Aboriginal or Torres Strait Islander origin, with the Tagalaka people the traditional owners of land within Croydon Shire. In 2006, approximately half of all residents had lived in Croydon Shire for less than 5 years.

Significantly, shire residents are some of the most disadvantaged in Queensland with 67.3% of residents being in the most disadvantaged quintile compared with 20% on average across the state. This measure is based on socio-economic criteria, which measures the social and economic conditions including income, level of education achieved, employment, housing, access to vehicles. Residents aged 15 and over who have completed years 11 or 12 account for less than 30% compared with an average of 50% across Queensland. However, residents holding a post school qualification or undertaking vocational training compared more favourably with the state average. Unemployment is around 17.6% compared with a state average of 5.5%. These figures translate into relatively low levels of literacy, numeracy and community health which are key social issues facing Croydon.

Croydon Shire residents are more likely to volunteer with 1 in 4 residents aged 15 or over undertaking voluntary work compared with the state average of 18%. State Government funding arrangements means that Croydon Shire must rely on volunteers to undertake essential emergency functions including Rural Fire Brigade, State Emergency Service and Ambulance operations. Other community groups have been established to deliver sporting (including equestrian) activities and community services. Consultation with residents identified clubs and organisations as best placed to deliver community priorities and activities. Utilising community organisation resources can deliver broader community outcomes, which in turn builds a more capable, resilient community. Council can assist groups to secure external funding and provides direct and in-kind support for a range of activities.

In terms of social well being, Croydon residents of all ages value their safe, secure lifestyle and access to a range of quality facilities and activities. Council's library, child care and youth programs, heritage precinct, parks and recreation facilities, and community social and cultural activities are highly regarded. A key concern however, is the lack of secondary education facilities with families having to leave the area or send children to boarding school after completion of year 7. With the move by 2015 for year 7 to become part of high school, there is likely to be a consequential impact on Croydon State School staffing levels (which is based on number of students) and an earlier exodus of families with high school aged children. An issue which has been raised through the community plan consultation is for activities to be scheduled for high school aged children during vacation periods and Council is developing several initiatives which will have broad appeal to this age group.

Access to health services continues to be less than satisfactory with Croydon Shire residents having limited access to primary and allied health professionals and services. The Croydon Hospital is serviced by a registered nurse and provides outpatient services only. Medical practitioners provide a weekly visiting service while specialists attend clinics on an infrequent basis. Hospitalisation of patients requires medical evacuation to Cairns by air with no arrangements for patients to be returned to Croydon following treatment. Over the last few years, Croydon has seen a withdrawal of some community health and well-being extension services. Council continues to lobby the Federal and State governments for more equitable health care delivery.

At the community level, Council supports a range of health and well being initiatives. These include an active after school care program, regular 'come and try' sporting programs, swimming and health and fitness group activities as well as maintaining purpose built facilities for lawn bowls, tennis, golf, boating, swimming, cricket, indoor recreation and rodeo and camp drafting. Council also coordinates a broad community arts and cultural development program, celebrating the breadth of talent in the community and ensuring residents have the opportunity to learn new skills and are exposed to new creative experiences. Shire residents value coming together for these activities and for annual community and sporting events including the Poddy Dodgers Festival, Train Ride to Golden Gate Siding, cricket and football matches and Barra Fishing Competition. These events celebrate bush living and foster community cohesion, bringing station and town residents together for shared, fun experiences.

8.2 Community Goal

Residents have a strong sense of belonging to a community which values its cultural identity, heritage and lifestyle and is open, inclusive and respectful of individuals. Community clubs and organisations are well managed with strong, active memberships delivering sustainable, 'grass roots' community outcomes. We embrace coming together to celebrate our talents, achievements and shared values. Croydon residents experience rising levels of health and well being through a holistic approach which includes improved access to quality education, health care, housing, employment, recreational and cultural activities.

8.3 Strategies and Actions

Strategy	Action	Timing	Performance Indicator
<p>8.3.1 The community has access to quality health services within a holistic approach to community health and well being.</p>	<p>8.3.1.1 Council will continue to make representations for improved access to quality primary and allied health care services for the Croydon community.</p> <p>8.3.1.2 The community takes an active involvement in planning for the delivery of health care services which are responsive to community needs.</p> <p>8.3.1.3 Council will facilitate a holistic, collaborative approach to improved community health and well being through innovative and inclusive healthy lifestyle programs which meet the needs of all sections of the community.</p>	<p>Ongoing</p>	<p>Improved health indicators</p> <p>Number of residents participating in recreational activities.</p>
<p>8.3.2 The community's diverse needs are met through a range of social infrastructure services and facilities that are inclusive and equitable.</p>	<p>8.3.2.1 Council continues to operate community and cultural services which are not being delivered by the private sector to ensure equity of access to quality child care, recreation and cultural activities for Croydon residents.</p> <p>8.3.2.2 Council provides assistance to community clubs and groups to develop capacity and sustainability to deliver services which are not mainstream local government functions.</p>	<p>Ongoing – reviewed through corporate planning cycle and annual budget and operational planning.</p>	<p>Financial sustainability not adversely impacted.</p> <p>Council transitions from primary provider to support role for increasing number of non-core local government functions.</p>
<p>8.3.3 Encourage and support a community culture of education, up skilling and life long learning.</p>	<p>8.3.3.1 Council will support measures to improve educational outcomes for the Croydon community.</p> <p>8.3.3.2 Council will continue to invest in up skilling its workforce and offering traineeships which build job-readiness.</p>	<p>Ongoing</p>	<p>Improved education indicators</p>

	<p>8.3.3.3 The Croydon Library is a centre for learning and personal development through innovative programs and community engagement activities for all ages.</p>		
<p>8.3.4 Access to arts development, cultural enrichment and cultural experiences improves community well being.</p>	<p>8.3.4.1 Council provides support for community initiatives which encourage participation in creative activities, learning of new skills and opportunities to appreciate local history and Indigenous culture.</p> <p>8.3.4.2 Council encourages creative arts activities to make use of existing community facilities, enhancing community access to public spaces and buildings and fostering community ownership and civic pride.</p> <p>8.3.4.4 Council delivers a cultural development program that promotes participation and access, engages with all members of the Croydon Shire community, advocates the value of history and heritage, recognises the contribution of contemporary arts and cultural workers, and enhances economic development.</p>	Ongoing	<p>Community clubs and organisations take responsibility for organising creative and cultural activities.</p> <p>Council's buildings and facilities are fully utilised for a range of community activities and events.</p> <p>Number of residents participating in creative activities.</p>
<p>8.3.5 Croydon's valuable legacy of heritage buildings and places is protected, managed and presented to allow residents and visitors to appreciate the shire's past while ensuring current and future community needs are met through appropriate adaptation and use.</p>	<p>8.3.5.1 Council will develop a heritage strategy to ensure identification, protection, management and presentation of local collections and heritage buildings and places is undertaken in a coordinated and comprehensive manner and Council's legislative requirements are fully met.</p> <p>8.3.5.2 Council will actively pursue alternative sources of revenue to assist with funding Council's heritage program.</p>	<p>2011-14</p> <p>Ongoing</p>	<p>Heritage strategy completed. Local heritage plan completed.</p> <p>Increased revenue from external funding sources.</p>
<p>8.3.6 Adequate housing is available to meet current and</p>	<p>8.3.6.1 Council continues to maintain a housing stock to support</p>	Ongoing	Council's workforce is housed

<p>future needs for Croydon residents.</p>	<p>recruitment and retention of qualified staff to key positions.</p> <p>8.3.6.2 Council actively pursues release of additional freehold land to encourage new housing to be delivered by the private sector.</p>		<p>and financial sustainability not adversely impacted.</p> <p>New private dwellings constructed and increased level of home ownership.</p>
<p>8.3.7 Croydon residents come together to celebrate and share their culture, lifestyle and achievements through a range of community festivals, events and programs.</p>	<p>8.3.7.1 Council coordinates a community events calendar to encourage broad participation across the full range of community events.</p> <p>8.3.7.2 Council provides support to community groups which run festivals, events and activities.</p>	<p>Ongoing</p>	<p>Number of participants.</p> <p>Number of festivals, events and activities run by community clubs and organisations.</p>
<p>8.3.8 Croydon is a well planned, safe, liveable community which is appreciated by residents and visitors alike.</p>	<p>8.3.8.1 Council will review its planning scheme to ensure the policy framework continues to meet community aspirations accommodating continued economic growth with natural, cultural and amenity values.</p> <p>8.3.8.2 Public facilities, parks and infrastructure are managed and presented to ensure residents and visitors enjoy a quality experience including the incorporation of shade planting along streets and in public parks and places.</p> <p>8.3.8.3 Multi-combination vehicles (MCV) are restricted to defined routes away from incompatible land uses such as school, day care centre, recreation grounds and youth hall.</p>	<p>2013</p> <p>2011-21</p> <p>2011-12</p>	<p>New planning scheme completed.</p> <p>User satisfaction maintained and increased percentage of public places shaded.</p> <p>Defined MCV routes gazetted.</p>