

### CM13.9. Draft Revised Community Strategic Plan - Towards Albury 2050

DATE	28 November 2024	FIL REFERENCE	FIL24/01161
CONFIDENTIAL	No		
FURTHER ENQUIRIES	Justin Finlayson Strategy and Performance	PHONE	6023 8153
AUTHOR	Pip Riches/Sally Squire		

---

#### Purpose of Report

To present the draft revised Community Strategic Plan - *Towards Albury 2050* for endorsement for public exhibition.

#### Background

The Community Strategic Plan (the Plan) is the highest-level plan that a council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by councils with and on behalf of the community.

Section 402 of the *Local Government Act 1993* requires that each local government area must have a plan that has been developed and endorsed by the council. The plan must identify the community's main priorities and aspirations for the future covering a period of at least 10 years from when the plan is endorsed.

The plan must also include a statement that clearly articulates the community's vision. The current *Towards Albury 2050* community vision being; ***"A nationally significant regional city that is vibrant, diverse, innovative and connected, inspired by its culture, environment and location on the Murray River."***

While a council has a custodial role in initiating, preparing and maintaining the plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also support in delivering the long term objectives of the plan.

Following an ordinary election of Councillors, the new Council must review and adopt the Community Strategic Plan before 30 June of the following year. The Council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new plan, as appropriate, to ensure that the Local Government Area has a plan covering at least the next 10 years.

Council must ensure that the plan:

- Is based on social justice principles of equity, access, participation and rights

- Is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- Gives due consideration to the State Plan and other relevant state and regional plans; and
- Articulates the community's vision and aspirations and addresses four key questions:
  1. Where are we now?
  2. Where do we want to be in 10 years? (Outcomes)
  3. How will we get there? (Strategic Actions)
  4. How will we know we have arrived? (Measuring Success)

*Towards Albury 2050* is Albury's Community Strategic Plan and was endorsed on 14 June 2022 with implementation of the plan commencing 1 July 2022. *Towards Albury 2050* represents a significant overhaul from the previous Community Strategic Plan – *Albury 2030*, which was first developed in 2006 and further refined in 2009 as a requirement under the new Integrated Planning and Reporting Framework (IP&R). The Community Strategic Plan has been refreshed every four years in accordance with the IP&R guidelines.

### **Issues**

The Community Strategic Plan is the community's plan and therefore engaging the community in the review of the plan is important to ensure that the vision and future aspirations of *Towards Albury 2050* still resonates with our community.

AlburyCity's current plan – *Towards Albury 2050*, was adopted in June 2022 after an extensive community consultation process. To ensure that the current plan aligns with our community's vision and future aspirations, a review involving broad community consultation was undertaken during the period July 2024 to September 2024. Given the extensive and comprehensive review undertaken in 2021, the purpose of this review was to check in with the community to ensure that the plan still reflected their main aspirations and priorities and to ensure any new or emerging ideas were captured.

*Towards Albury 2050* identifies our community's most important priorities and provides a long-term approach and plan for the future of the community with a focus on four key themes – A Growing Sustainable Economy, An Enhanced Natural Environment, A Caring Community and A Leading Community.

A Stakeholder Engagement Plan (Attachment 1) to guide the review was developed in consultation with Senior Leaders and was endorsed by Council in June 2024.

The community feedback received across all engagement activities is categorised in the high-level themes below:



Further detail on the engagement process is outlined under the 'Engagement' section of this report.

The review of the plan also included an examination of the outcomes, strategic actions and indicators across the four themes to ensure that they align with our community's vision and main priorities. This component of the review involved AlburyCity key stakeholders, subject matter experts and Senior Leaders.

The review of the outcomes and strategic actions did not result in the context of the initial *Towards Albury 2050* changing, however resulted in the following enhancements:

- Easier to read outcomes and strategic actions
- Strategic actions phrased as an action
- Split multiple layered outcomes to individual outcomes
- Updated to reflect new or emerging issues identified through consultation including:
  - Planning for affordable housing
  - Preparedness for natural disasters
  - Social inclusion and connectedness
  - Promote healthy and positive ageing
  - Improved access for mental health services
  - Importance on valuing heritage

Details of the existing outcomes and strategic actions and the proposed revised outcomes and strategic actions are provided in Attachment 2.

A significant improvement to the revised Plan (Attachment 3) is the implementation of indicators and targets that will objectively track progress against the Community Strategic Plan. The revised measures and targets have been selected to ensure that data is readily accessible and collected and reported at a Local Government Area level.

The Draft Revised Community Strategic Plan will be presented to Council on 9 December 2024 seeking endorsement for public exhibition in early 2025. It is proposed the final document will be presented to Council for endorsement in April 2025.

## Risk

- **Business Risk** – The Community Strategic Plan is a legislative requirement under the IP&R framework. With AlburyCity's focus on financial sustainability and current financial position, focused and informed service planning is required to ensure funds are used efficiently and effectively to minimise the risk of not achieving the Community's strategic vision and the outcomes of the Plan.
- **Corporate Risk** – The Community Strategic Plan is developed with the community and for the community. Without effective community engagement in the review of the Plan, there is an increased risk that the needs and aspirations of the Albury community will not be reflected, and the Plan will not be 'owned' by the community.
- **WHS and Public Risk** – No risks identified.
- **Environmental Risk** – It is legislated that environmental issues are to be considered as part of the development of the Community Strategic Plan.
- **Delivery Program Risk** – The annual review of Albury City's Four Year Delivery Program must align with the Plan to support the achievement of delivering the community's aspirations and priorities.

## Engagement

Our engagement with the community aligned with the principles of *Engaging Albury*, with a diverse range of engagement activities offered to reach a broad cross section of the community. These activities were outlined in the Stakeholder Engagement Plan.

As a result of community engagement feedback during the development of *Towards Albury 2050* in 2022, the word diverse was added into the community vision – ***"A nationally significant regional city that is vibrant, diverse, innovative and connected, inspired by its culture, environment and location on the Murray River."***

A review of the vision was not included in the scope of this review, however, our community was provided the opportunity through the Have Your Say platform to make comment on the current vision. The feedback largely supported that the current vision is reflective of our community's vision for Albury. Below are some quotes from our community:

- *I like that we're aiming to preserve our history and culture surrounding the Murray River.*
- *Suggestion - A vibrant, innovative regional city located on the Murray River.*
- *I like that environmental sustainability is being viewed as equally important as economic and social sustainability.*
- *Comprehensive, clearly focused on sustainable goals and community values/heritage values/environmental values.*
- *Fully encompasses the main aspects of a liveable city.*
- *Gives a good snapshot of Albury's vibe.*
- *What does "nationally significant" refer to?*

At the conclusion of the engagement period, the community feedback was collated and reviewed, with a presentation of the feedback to the Councillor group in late October 2024 by the Service Leader Strategy and Performance. Through other presentations to the new Councillor group, the topic of our ageing community was raised. The revised draft includes a specific strategic action under the Caring Community theme and 'We are active, healthy and safe' outcome.

Community feedback included referring to the Albury community as a whole, and not to highlight specific groups of the community throughout the Plan. A draft strategic action has been included in the draft plan under a Caring Community, to reference our ageing community - *'Advocate and provide services and facilities to promote healthy and positive ageing'*.

The key engagement activities and results are summarised below:

Informing our Community		
Engagement Activity	Date	Participants/Contributions
Social Media	July 2024 – September 2024	9,000 reaches 9 posts
All About Albury Newsletter	14 August 2024	4,674 recipients
Community Leaders/Key Stakeholders – Targeted email	22 August 2024	250 Recipients
Children's Services Newsletter	20 September 2024	114 recipients
Consulting our Community		
Engagement Activity	Date	Participants/Contributions
Have Your Say (HYS)	July 2024 – September 2024	25 Contributions, 398 views, email campaign 504 recipients
Community Satisfaction Survey	July 2024	401 participants
Shopping Centre Pop-ups	<ul style="list-style-type: none"> <li>Lavington Square – 15 August 2024</li> <li>West End Plaza – 22 August 2024</li> <li>Myer Centre – 12 September 2024</li> </ul>	100 plus conversations 1,390 contributions
Community and Stakeholder Focus Groups	<ul style="list-style-type: none"> <li>Youth Council – 30 July 2024</li> <li>Albury Access Committee – 14 August 2024</li> <li>Multicultural Interagency Network – 21 August 2024</li> <li>Aboriginal Advisory Committee – 4 September 2024</li> </ul>	78 participants 797 contributions
Feedback from other recent community engagement	Early years and Young People's Plan	1,180 participants

Feedback from other recent community engagement	Thurgoona Wirlinga Precinct Structure Plan – in progress	Over 1,500 interactions and 2,800 visits to HYS
---	--	---

The age of participants on Have Your Say was distributed across all age brackets from under 14 to over 65. More males, (53%) than females, (37%) participated, with 11% preferring not to say. It was positive to note that there were 53 downloads of the Community Strategic Plan and 19 downloads of the March 2022 Engagement Report.

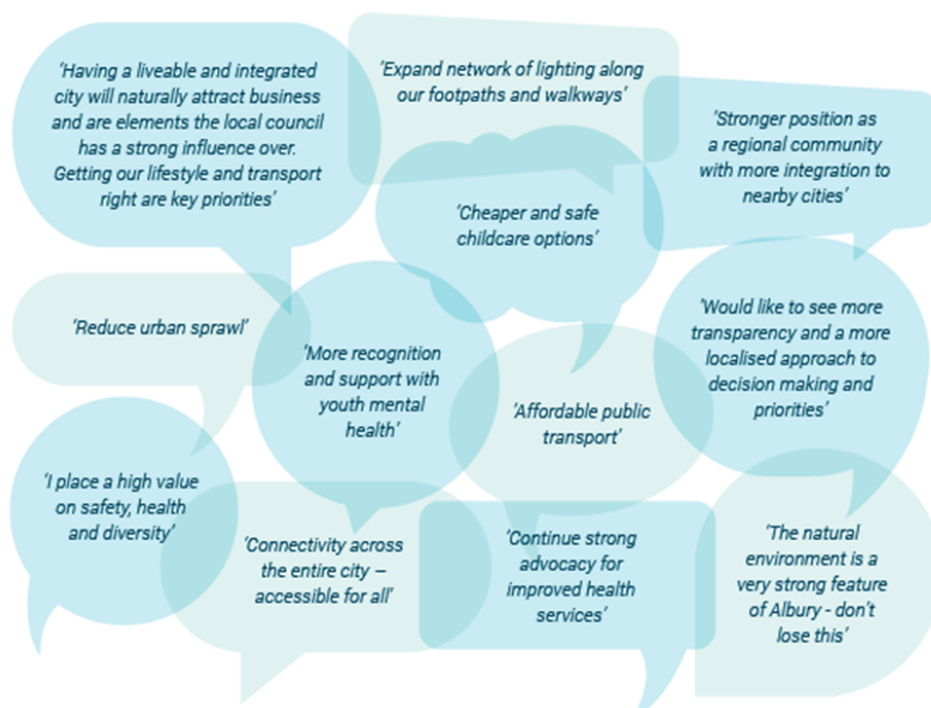
Data collected from the various engagement methods was reviewed and analysed by the internal Working Group to ensure feedback was reflected in the revised Plan.

The results of the 2024 Community Satisfaction Survey were reviewed to ensure that key focusses of the community aligned with the proposed outcomes and strategic actions presented in the draft revised Plan. Common themes presented in the Community Satisfaction Survey results that aligned with the community feedback from *Towards Albury 2050* consultation included:

- Community safety
- Importance on accessibility to parks, playgrounds and nature reserves
- Planning for the growth of the city
- Improved footpaths
- Community input into Council decision making

Throughout the engagement process we heard that housing, safety, access to health services and accessibility and transport are key issues for our community. Below are some extracts from our community feedback.

Figure 1. What You Told Us



The draft revised Plan will be on public exhibition for a minimum of 28 days. This is a further opportunity for the community to provide input into the Plan. Proposed engagement activities over the public exhibition period include:

- Have Your Say web page
- Social media platforms
- Targeted email to Community Leaders/Key Stakeholders
- All About Albury Newsletter
- Hard copies of the draft revised Plan available at key AlburyCity locations

Feedback and submissions received will be presented to Council prior to the final endorsement of the Plan in April 2025.

### Options

1. That Council endorses the draft Community Strategic Plan – *Towards Albury 2050* to be placed on public exhibition for a minimum of 28 days. **Recommended.**
2. That Council endorses the draft Community Strategic Plan – *Towards Albury 2050* (with amendments) to be placed on public exhibition for a minimum of 28 days. **Not Recommended.**

### Conclusion

The review of the Plan is a legislative requirement. Each newly elected Council must complete a review of the Plan by 30 June in the year following an ordinary election.

*Towards Albury 2050* identifies our community's most important priorities and provides a long-term approach and plan for the future of the community with a focus on four key themes – A Growing Sustainable Economy, An Enhanced Natural Environment, A Caring Community and A Leading Community.

Consultation with the Albury community took place over a three-month period via a broad range of engagement methods and from this feedback, revisions to the Outcomes, Strategic Actions and Indicators have been made.

The draft revised Community Strategic Plan will be presented to Council on 9 December 2024 for public exhibition, with the final document to be presented to a meeting of Council in April 2025 for final endorsement.

### Recommendation

That Council endorses the draft revised Community Strategic Plan – *Towards Albury 2050* to be placed on public exhibition for a minimum of 28 days.

**Attachments**

1. Stakeholder Engagement Plan - Towards Albury 2050 Review – 2024 (DOC24/124326)
2. Towards Albury 2050 – Draft Outcomes and Strategic Actions (DOC24/277717)
3. Draft Revised Community Strategic Plan – Towards Albury 2050 (DOC24/283753)