



Warrumbungle Shire Council

Community Strategic Plan 2022/2037

A peaceful and sustainable way of life built by a strong community.

Draft

FOREWORD FROM THE MAYOR



I am proud to present the Warrumbungle Shire Community Strategic Plan 2022-2037.

This plan is an inspiring blueprint that captures the ideas, themes and priorities of our community. It is the key strategic plan that will guide Council as we work alongside the community to achieve great things for our region over the coming decade.

Our local government area is a unique one, with such a vast array of different landscapes and a large geographic area to cover. Each town and every village has a special history and strong character creating a vivid sense of place for our population to call home.

This new Community Strategic Plan has been developed hand in hand with our community, the people who shape our way forward. There has been extensive community engagement projects, including the Building Our Warrumbungle Region community sessions, surveys and a call for submissions. Through this community engagement process we have arrived at a new vision and values for Warrumbungle Shire that is clear and compelling.

This Strategy focuses on our strong sense of community, and our ties to the incredible and diverse landscapes we are lucky to enjoy within our region. It balances our varied economy while building on collaboration and creativity. It responds to the improvement of mobility and accessibility to vital services.

This is a shared vision and one which Council will strive to deliver on in the coming decade. A shared vision with shared goals makes for strong working partnerships with government agencies, non-government organisations, community groups, businesses and of course our community, which is critical to our success.

I look forward to working directly with all parties to make the vision and values of the Community Strategic Plan 2022-2037 come to life.

The future is bright.

Ambrose Doolan
MAYOR

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INTRODUCTION

What is the Community Strategic Plan?

The Community Strategic Plan (CSP) essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be 10 years from now?
- How will we get there?
- How will we know when we have arrived?

At its heart, the CSP is a plan that captures the needs and aspirations of the community. It is also the highest level of strategic planning undertaken by a council. All other plans developed by the council must reflect and support the implementation of the CSP.

Community strategic planning processes and service delivery in the Warrumbungle Shire are guided by principles applying to social justice and sustainability. These principles are:

Social justice principles:

- **Equity** – there is fairness in the distribution of resources.
- **Rights** – people’s rights are recognised and promoted.
- **Access** – people have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life.
- **Participation** – people have opportunities for genuine participation and consultation about decisions affecting their lives.

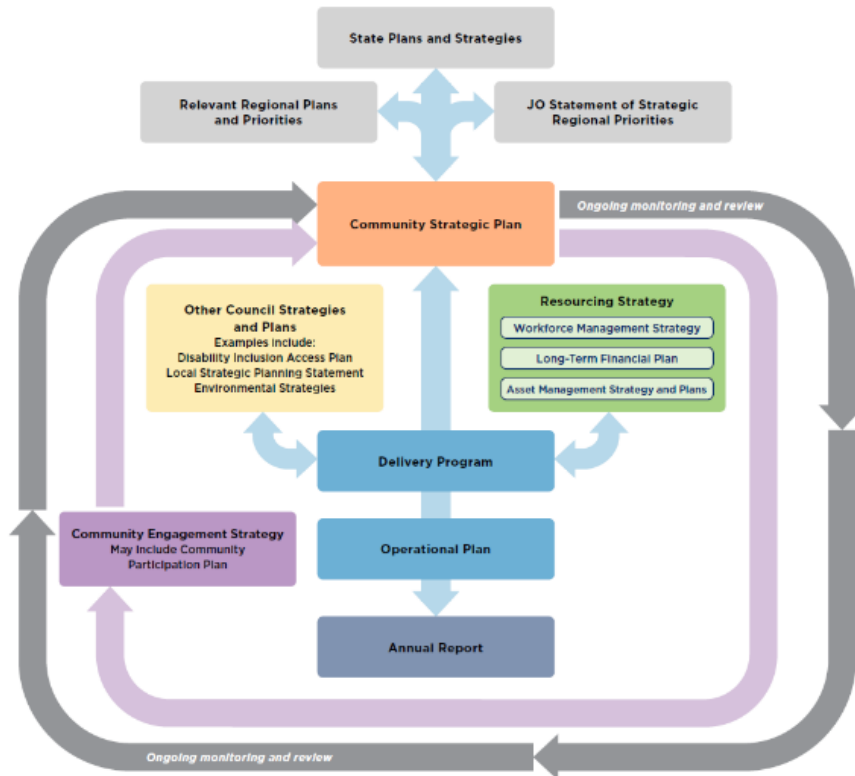
Sustainability principles:

- **Social enhancement** – Council’s decision-making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities.
- **Environmental quality** – resources are used prudently in the delivery of services and facilities, improving overall environmental amenity, while reducing the impact on natural assets.
- **Economic prosperity** – sustainable local development of jobs, business prosperity and market growth are promoted and supported
- **Governance** – the council business and activities are managed and undertaken in a manner that is transparent and accountable and achieve the long-term goals of the organisation.



Our planning framework

All NSW councils develop and report on a set of plans that set out a vision, goals, and strategies to achieve them. This is known as the Integrated Planning and Reporting (IP&R) Framework.



Council's IP&R Framework comprises:

Community Engagement Strategy a 4-year strategy for community engagement, setting out a whole-of-council commitment to engaging with the community.

Community Strategic Plan a 10-year plan outlining the community's goals and aspirations, captured through extensive community engagement.

Delivery Program a 4-year program for the term of the elected Council, to achieve the goals of the Community Strategic Plan.

Operational Plan an annual plan of actions that support the Delivery Program strategies.

Resourcing Strategy a set of plans and strategies including the Asset Management Strategy, Workforce Management Plan, and Long-Term Financial Plan that ensure Council has the necessary resources and assets.

CONTEXT

Community Snapshot

The Warrumbungle Shire local government area (LGA) is situated on the north western slopes and plains of NSW. It covers an area of 12,380 square kilometres with a population of 9,534 (Australian Bureau of Statistics, 2016). 47% of the population do not live in urban areas.

The LGA incorporates the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran as well as several villages such as Bugaldie, Cobbora, Goolhi, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Rocky Glen, Uarbry, Ulamambri, Weetaliba and Yearinan. Coonabarabran is the largest centre, providing regional retail, agricultural and business services.

The LGA boasts a broad range of cultural, sporting and recreational activities with quality educational opportunities, schools and health services. The economy is primarily rural, with the agriculture industry being the largest employer. There is also a thriving tourism industry that benefits from our outstanding natural surrounds, night sky opportunities and location mid-way between Melbourne and Brisbane.

We are challenged by sparse resources, a large geographically isolated area, and an ageing population. This requires co-ordinated planning between all levels of government, businesses and the community to ensure the continued social and physical infrastructure (schools, hospitals, roads, water, sewer, and community facilities) needed to support community expectations, and in particular to ensure the availability of support services that enable older people to remain living in their homes and stay active and connected in their communities.



Partnerships and collaborations

Some of the actions in this plan fall under the responsibility of other government agencies and community organisations. Council is only one part of the community and recognises the significant outcomes that can be achieved when Council works collaboratively and develops partnerships.

Working together with colleagues from other tiers of government, the business community, representatives from peak organisations, local community groups and organisations, and residents brings to life the goals of the community.

The CSP identifies specific actions that requires the consideration and commitment of these other stakeholders to see them come to fruition (see Attachment 2 for connections with other plans).

As some of the actions contained in the CSP are the responsibility of other agencies, Council's role in implementing the CSP is varied. Council's role falls under the following four categories:

- **Leader** Council shows strong, transparent and visionary leadership, promoting unity to make our community even better tomorrow than it is today. *Example – promoting water efficiency.*
- **Provider** Council delivers a range of services to the community. *Example – construction of roads.*
- **Advocate** Council gives voice to the community by lobbying and advocating to achieve benefits and best possible outcomes. *Example – health and policing services.*
- **Collaborator** Council works together with a range of stakeholders to bring outcomes for the community to fruition. *Example – events like Wings & Things.*

COMMUNITY STAKEHOLDERS	AUSTRALIAN GOVERNMENT	STATE GOVERNMENT	WARRUMBUNGLE SHIRE COUNCIL
<ul style="list-style-type: none"> • Peak organisations • Indigenous community • Business community • Residents associations • Sporting associations • Development groups • Residents • Visitors • Community groups • Council 	Key responsibilities: <ul style="list-style-type: none"> • Security • Defence • Immigration • Environment 	Key responsibilities: <ul style="list-style-type: none"> • State roads • Health • Housing • Emergency services 	Key responsibilities: <ul style="list-style-type: none"> • Town planning • Local roads • Water and sewage • Animal management • Waste management • Parks and gardens

COMMUNITY ENGAGEMENT

Council has adopted a Community Engagement Strategy that was used throughout this process. Specialised communication and engagement tools include:

- Building our Warrumbungle Communities engagement sessions
- Externally run Customer Satisfaction Survey capturing a snapshot of our community
- Community consultation meetings
- Public exhibition periods inviting community submissions

What the community said: *what you like, and what you want to see*

“There’s everything in the town that I need, we are well looked after”

“Zero emissions and a carbon neutral footprint by 2030”

“I value having a good, welcoming community”

“More land and building opportunities”

“Brighten up the main street”

“A nice town to live and not too crowded”

“Attract and retain medical services”

“The quiet neighbourhood – it’s free of disruptions”

“Investing more in arts and culture”

“Versatile environment with mountains and clean air”

“Install walking track/s in a convenient location close to town”

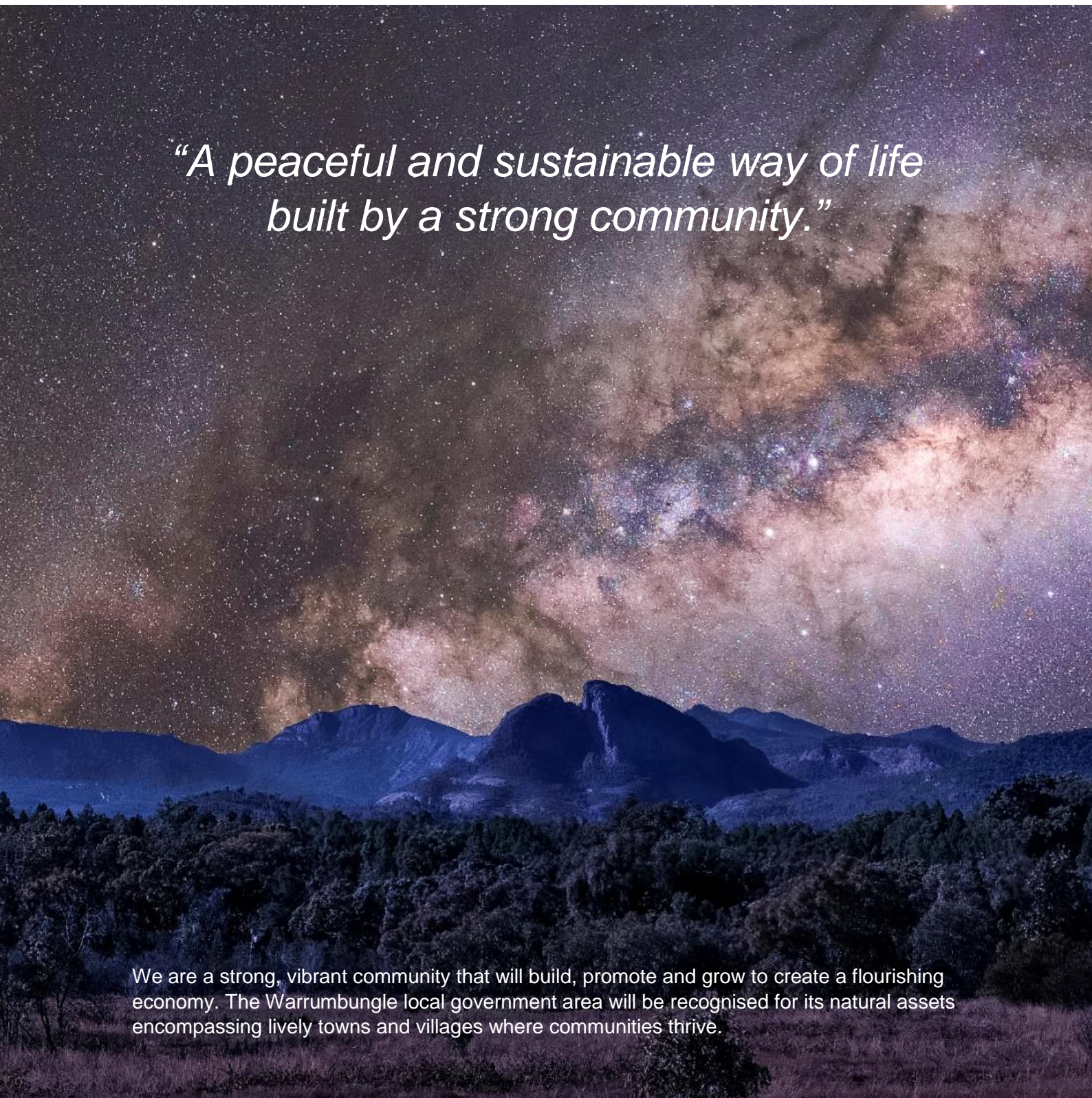
“Creating an environment where our young people feel involved, supported and empowered”

“Insist all new developments are accessible, invest in making all streetscapes accessible”



STRATEGIC DIRECTION

Community Vision



*“A peaceful and sustainable way of life
built by a strong community.”*

We are a strong, vibrant community that will build, promote and grow to create a flourishing economy. The Warrumbungle local government area will be recognised for its natural assets encompassing lively towns and villages where communities thrive.

Values

We value OUR LANDSCAPE

A unique natural environment that is protected and enhanced. Where our towns and villages are the focus of our growth, taking pride in their appearances and diverse characteristics.



We value OUR COMMUNITY AND DIVERSITY

A support system that provides a sense of belonging. With a strong understanding of culture and history, communities work together and provide support to one another.



We value OUR DIVERSE ECONOMY

With such a broad range of markets the economy is resilient and adaptable to change, thriving from our location and lifestyles.



We value OUR MOBILITY AND ACCESSIBILITY

Effective transport systems that provide convenient connections to move people, goods and services.



We value OUR COLLABORATION AND CREATIVITY

Working together to expand the community's way of thinking. Using new technologies to enhance the creative process and outcomes.



KEY COMMUNITY THEMES



Our Community Strategic Plan delivers a series of objectives and actions that is designed to guide the decision making over the next ten years. The Community Strategic Plan provides four key themes to guide the growth and development of the LGA over the coming decades.

These themes draw together the ideas, issues, comments and feedback provided during the engagement process and will be the basis of all planning by Council into the future.

The four key themes in the Community Strategic Plan are:

- **Caring for the Environment** Protecting and valuing our natural assets
- **Civic Leadership** Community-based leadership
- **Strengthening the Local Economy** A sustainable local economy characterised by thriving towns and villages and diverse agriculture
- **Supporting Community Life** Maintaining and growing vibrant and connected communities



Caring for the Environment

We value our pristine, healthy, natural environment with clean water resources and diverse flora and fauna. We enjoy the close proximity to National Parks and large areas of forest and bushland. We love that we are surrounded by wide open spaces and spectacular mountain landscapes. We enjoy the peace and quiet, our temperate climate with four distinct seasons, the fresh, unpolluted air and clear night skies.

GOAL: the good health of our natural environment and biodiversity is preserved and enhanced.

Objectives	Strategies	Council role
CE1 The impacts of climate change on our region are well managed and minimised.	CE1.1 Prepare for climate change through adaptation and mitigation strategies.	Provider Advocate Collaborator
	CE1.2 Encourage residents to embrace sustainable living practices.	Advocate Leader
CE2 The extraction of natural resources from our local government area, including coal and coal seam gas, has minimal negative impact on our natural environment.	CE2.1 Monitor local mining and extractive activities to ensure that negative environmental impacts are identified and mitigated.	Advocate
	CE2.2 Partner with other government agencies to ensure effective environmental oversight of local mining and extractive activities.	Collaborator Advocate
CE3 Local bushlands and forests are host to a healthy diversity of flora and fauna.	CE3.1 Partner with private and public landholders to build and maintain awareness of their responsibilities and requirements regarding environmental, land and natural resource management.	Advocate Collaborator
	CE3.2 Ensure development assessments and all reviews of environmental factors are completed with the aim of minimising damage to the environment.	Provider Leader
	CE3.3 Partner with appropriate agencies and land holders to ensure that the proliferation of weeds and pest animals is monitored and minimised.	Collaborator Advocate

Objectives	Strategies	Council role
	CE3.4 Conduct regular community education programs and ensure that information is available regarding responsible domestic animal ownership and management.	Provider Leader Collaborator
CE4 Local natural water resources including waterways and aquifers remain unpolluted.	CE4.1 Conduct regular water quality monitoring activities.	Provider Collaborator
	CE4.2 Seek co-operative input from State, regional and neighbouring local government agencies in the management of local water resources.	Advocate Collaborator Leader
	CE4.3 Partner with agencies to minimise the effects of damage caused by salinity, riparian activity and ground water pollution.	Collaborator
CE5 Effective and efficient waste and recycling services are provided.	CE5.1 Identify options for the improvement of local waste and recycling services.	Provider Leader
	CE5.2 Promote the range of recycling services.	Provider
CE6 Sustainable growth and respectful planning acknowledges the rural character of the area, values the natural environment and encourages ecologically sustainable development.	CE6.1 Engage with the community to develop plans for growth and development that value the local environment.	Leader Provider Collaborator Advocate
	CE6.2 Ensure best practice use of renewable energy options for Council and community projects.	Leader
	CE6.3 Development activity is monitored and controlled to prevent fragmentation of rural lands.	Provider Advocate Collaborator

Council actions

- Initiate and implement environmental programs and projects
- Ensure developers respect the natural environment in their planning
- Encourage builders to offer energy efficient homes and renewable energy options in their designs
- Ensure that development is respectful of the rural and built heritage within the Warrumbungle local government area
- Support village communities to preserve their way of life
- Deliver infrastructure that supports sustainable growth
- Renew central business districts

Community participation

- Keep the streets, parks and public spaces free of litter
- Reduce, reuse, recycle
- Compost kitchen and garden waste
- Say no to plastic
- Install energy and water-saving options in your home
- Join a local heritage or environment group
- Appreciate the heritage and character of the local area
- Retain and plant native vegetation and trees on your property

Partners

- State and Federal Governments
- Energy providers
- National Trust
- NSW Environment, Energy and Science
- Central West Local Lands Service
- Environmental Protection Authority
- Local environmental organisations
- Local producers
- Department of Planning, Industry and Environment

Targets for measuring our performance

- Reduction in waste to landfill
- Increase in use of alternative energy sources
- Planned and completed infrastructure delivery



Civic Leadership

To look after the Warrumbungle community, a great deal of work happens behind the scenes to ensure there are planned, resourced, efficient and transparent systems in place to enable our community to function and prosper.

The community expects responsible and transparent decision-making with a focus on public conversations and ownership.

GOAL: Leadership will foster collaborative approaches to the governance of our area across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost-effective way. The community will be at the heart of decision-making and service delivery.

Objective	Strategies	Council role
CL1 That Council is financially sustainable over the long term.	CL1.1 Ensure that Council is generating sufficient funds to provide the levels of service and infrastructure agreed with the community.	Leader Collaborator
	CL1.2 Grant funding is sourced to value-add Council funded activities.	Provider Collaborator Advocate
	CL1.3 Asset Management Plans for all of Councils assets include levels of service with forecasts identified for operations, maintenance renewals/upgrades and depreciation.	Provider
	CL1.4 Delivery Programs for all Council activities include levels of service provision, with specified periods of review for service levels.	Provider
CL2 Council meets its legislative and compliance requirements and implements opportunities for organisational improvement	CL2.1 Provide Council's leadership with a strong governance and management framework that promotes transparent and informed decision-making.	Leader
	CL2.2 Obtain structured independent assessment of Council's organisational compliance, practices and performance.	Collaborator Leader
CL3 Council fosters a safe, productive and professional workplace, enabling Council staff to source, manage and maintain services to the community.	CL3.1 Provide a professional, skilled and customer-focussed workforce.	Provider Leader

Objectives	Strategies	Council role
	CL3.2 Plan and prepare for future contemporary local government workforce structures.	Provider Leader
	CL3.3 Provide professional learning and career development opportunities for all staff.	Provider Leader
	CL3.4 Prioritise staff health and wellbeing.	Leader Provider
CL4 To have a well-informed community that has confidence in Council's decision-making processes.	CL4.1 Deliver communication that is open, accessible, meaningful and regular across a range of media	Provider Leader Collaborator
	CL4.2 Promote organisational culture that delivers excellent customer service and continuous improvement.	Leader Provider Advocate
	CL4.3 Provide opportunities for widespread and quality engagement and, where appropriate, shared decision-making.	Provider Leader Collaborator Advocate
CL5 To create leaders and foster leadership opportunities in our community.	CL5.1 Encourage and support residents to pursue leadership roles at Council.	Advocate Leader
	CL5.2 Ensure that councillors are well supported in fulfilling their role and in being accessible and actively involved in representing the local government area.	Leader Collaborator
	CL5.3 Support community organisations and groups to deliver services and programs.	Collaborator Advocate
	CL5.4 Engage and train young people to develop our future leaders.	Collaborator Advocate Leader
	CL5.5 Develop and encourage staff to pursue leadership within Council.	Leader Collaborator
CL6 To build strong relationships	CL6.1 Work in partnership with other councils, regional organisations and State and Federal Governments.	Collaborator Advocate
	CL6.2 Advocate for the community to attract external funding to deliver services, facilities and programs.	Advocate Collaborator

Council actions

- Maintain relationships with other organisations and levels of Government
- Support the Mayor and councillors
- Provision of quality customer service and information dissemination
- Provide a range of opportunities for the community to engage in decision-making
- Regular communication with the community of policies, planning and activities
- Develop a strategy for young people to participate in decision-making
- Liaise with community groups to support services and programs
- Prepare and maintain Asset Management Plans, ensuring that assets are managed and accounted for in an efficient and sustainable way and setting out the required level of service for the community in accordance with the CSP and in the most cost-effective manner
- Regularly review service levels required to meet community needs in an efficient and sustainable way

Community participation

- Join a community organisation or Council Committee
- Participate in engagement opportunities
- Provide feedback on plans and policies displayed by Council
- Read the newsletters, browse the website, visit Have Your Say or follow Council pages on social media
- Consider volunteering
- Encourage interested members of the community to seek election to Council

Partners

- State and Federal Governments
- Regional organisations
- Industry peak bodies
- Business chambers
- Community groups

Targets for measuring our performance

- Maintain compliance with local government legislation and guidelines.
- Increase in participation in community engagement.
- High levels of customer satisfaction with services and information provided by Council, including with elected representatives.
- Maintain staff turnover in line with industry benchmarks.
- Improve staff satisfaction levels.



Strengthening the Local Economy

Our community has access to positive choices for investment, employment and study. This includes supporting our predominantly agricultural economy while also strengthening and diversifying the economy by targeting new and innovative industries.

Our solid local tourism industry is based on local attractions including three National Parks, Siding Spring Observatory and a range of tailored facilities and amenities. The contribution of our varied agricultural industry is highly valued, made possible by good climate and rainfall, productive soils, clean water supplies and ready access to markets.

GOAL: A strong and sustainable economy provides our community with localised employment opportunities and ease of access to markets, goods and services.

Objectives	Strategies	Council role
LE1 Support agricultural activities as a foundation of our local economy while recognising that access to diverse local opportunities that are inclusive of people of all ages and skill levels is crucial to our success.	LE1.1 Local agencies, peak bodies and agricultural enterprises work together to ensure the long-term viability of our farming sector.	Advocate Collaborator
	LE1.2 Council's road priority strategy supports the ability of productive land owners to get produce to markets.	Provider Leader
	LE1.3 Encourage and support local business and industry in creating local employment and training opportunities.	Advocate Leader
LE2 Identify, develop and coordinate tourism and economic development opportunities.	LE2.1 Capitalise on the character and lifestyle of the Warrumbungle local government area to remain a destination of choice for travellers.	Advocate Leader Collaborator
	LE2.2 Work with local business and industry to foster local economic development, innovation and expansion.	Collaborator Leader
	LE2.3 Encourage a 'buy local' and 'sell local' approach to business activity.	Advocate Leader
	LE2.4 Develop and attract events, festivals, and activities for locals and visitors, ensuring accessibility for all.	Collaborator Advocate

Objectives	Strategies	Council role
LE3 The community benefits from the economic returns of local renewable energy production, and mining and extractive industries.	LE3.1 Identify and develop opportunities to realise the local government area's potential as a location for the production of renewable energies.	Advocate Collaborator
	LE3.2 Work with public and private sector agencies to ensure that renewable energy production and mining and extractive industries operating within the LGA results in economic returns for our community.	Collaborator Advocate
LE5 Opportunities exist for the establishment of light industries and a range of housing options.	LE5.1 Ensure that Council maintains an approach to land use planning that will support the growth of light industrial activity in appropriate locations within the LGA.	Provider Advocate
	LE5.2 Identify opportunities to expand the availability of a range of housing options based on lifestyle choices and affordability.	Advocate

Council actions

- Promote and support business and employment growth
- Develop and promote tourism investment
- Encourage business networks to take advantage of local supply chains
- Efficient operation of commercial facilities
- Provide dynamic and responsive visitor information services
- Actively seek new events and activities
- Support education providers to ensure appropriate skills development for the region
- Advocate for a broader range of courses offered by the TAFE institutes.

Community participation

- Buy locally
- Promote the Warrumbungle local government area as a place to live, visit and invest
- Use local and regional service providers
- Employ local people
- Attend and support local events
- Participate in education workshops or enrol with a local education provider
- Work together to invest in growth of the local area and industry

Partners

- State and Federal Governments
- Peak business and industry bodies
- TAFE, local schools and other education providers
- Warrumbungle Region tourism
- Regional Development Australia Orana
- Tourism operators
- Local trades
- Developers

Targets for measuring our performance

- An increase in the number of community members who work and study locally
- A high level of indigenous participation in the local workforce
- Increase in visitors to the area who stay and play locally
- An increase in attendance at local events and activities, ensuring inclusiveness



Supporting Community Life

Our communities are strong, resilient and inclusive, and provide support and assistance to those in need. We enjoy the freedoms that are afforded through our safe, friendly and caring community. Our local government area is a great place to raise a family and we value the contributions and participation of our younger people who are provided opportunities to support their development. Our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

People within the local government area have opportunities to participate in a diverse range of locally based sports catering for people of all ages, activity levels and interests. Our rural setting provides children with opportunities to play in and explore their natural environment and our communities have easy access to a wide range of active and passive recreational pursuits.

GOAL: To maintain a community where people are welcomed, healthy and connected, with opportunities to prosper in their individual pursuits. Active community participation is supported by cultural and recreational facilities and inclusive services that cater to all residents.

Objective	Strategies	Council role
SC1 Develop opportunities and support mechanisms to ensure the local government area attracts and retains young people and families.	SC1.1 Encourage apprenticeship programs amongst employers throughout the local government area and ensure higher education facilities remain.	Advocate Collaborator Leader
	SC1.2 Provide appropriate services to ensure that young people and families have access to appropriate support services such as childcare.	Provider Advocate Leader
SC2 Our local government area is home to vibrant arts, and cultural life is promoted and supported as an essential aspect of community well-being.	SC2.1 Work with local communities to develop and expand local arts and cultural activities, programs and events.	Collaborator Leader
	SC2.2 Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally diverse community.	Collaborator Provider
	SC2.3 Celebrate and conserve the diverse cultural heritage of the urban, village and rural communities.	Collaborator Provider Leader Advocate
SC3 A healthy and active community is supported by sport and recreational infrastructure	SC3.1 Identify and deliver sport and recreation facilities to service the community into the future.	Provider Collaborator

Objectives	Strategies	Council role
	SC3.2 Encourage the development of local sports and recreation programs and activities that are inclusive of diverse ages, abilities and interests.	Advocate
	SC3.3 Agencies work together to ensure National Parks and Reserves; waterways and public spaces are appropriately equipped and accessible for recreation activities.	Collaborator Provider Leader Advocate
	SC3.4 Identify opportunities for innovative adaptation and/or sharing of open space and infrastructure for recreational purposes as well as regular maintenance and upkeep of parks, reserves, swimming pools and other recreational assets to ensure availability of such assets to residents of the shire.	Provider Collaborator
SC4 The long-term wellbeing of our community is supported by ongoing provision of high quality services, health and aged care, education, policing and public safety, child, youth and family support, environmental protection and land management.	SC4.1 Partner with key stakeholders to ensure the long-term provision and retention of high-quality services.	Advocate Collaborator Leader Provider
	SC4.2 Ensure that local emergency services are equipped, trained and prepared to manage natural disasters and critical incidents.	Advocate
	SC4.3 All levels of government work together to ensure our roads are safe and functional.	Provider Leader Collaborator Advocate
	SC4.4 The future requirements for water and power are identified and adequately planned for by service providers.	Leader Provider Advocate Collaborator

Objectives	Strategies	Council role
	SC4.5 Partner with appropriate government agencies and transport providers to establish a range of local and regional public transport options.	Advocate Collaborator
SC5 Resource allocation and service provision reflects the needs of our ageing population.	SC5.1 Lobby appropriate agencies across all levels of government to increase the provision of services and resources for an ageing population.	Advocate
	SC5.2 Develop access plans for towns to ensure mobility of ageing residents.	Provider Leader Advocate
SC6 Our towns and villages are characterised by their attractiveness, appearance, safety and amenity.	SC6.1 Take enforcement action against owners of properties with unsafe, dangerous or unhealthy conditions.	Provider
	SC6.2 Ensure that town streets and landscapes are kept clean and tidy through regular street and amenities cleaning, as well as maintenance and upgrades to current facilities.	Provider
	SC6.3 Work with local communities to develop and implement improvement plans for our streetscapes, main streets and town entrances.	Collaborator Leader Advocate

Council actions

- Advocate for better health services for the community
- Promote healthy lifestyle choices
- Facilitate crime prevention programs
- Support local sporting groups and clubs
- Provide community services to support a diverse population
- Deliver community programs
- Coordinate and promote arts and cultural programs
- Deliver and maintain infrastructure projects
- Advocate for the provision of high-quality telecommunications
- Ensure water security is planned for in the long-term

Community participation

- Embrace a healthy lifestyle
- Join a local sporting club or association
- Enjoy your local park, sports ground or recreational facilities
- Become a volunteer or join one of the many community groups or organisations
- Report criminal activity and anti-social behaviour
- Attend an event, exhibition or festival

Partners

- State and Federal Governments
- Western NSW Local Health District
- Health, disabilities, aged care, and child care providers
- Department of Communities and Justice
- Orana Arts
- Peak industry bodies and local sporting groups
- NSW Police

Targets for measuring our performance

- Increased use of sporting and recreation facilities
- Increased satisfaction with Council's cultural and recreational facilities
- Decrease in the number of crimes committed
- Reduced number of pedestrian and vehicle accidents per capita



REFERENCES

Caring for our environment

NSW State Plan 2021 Goals

- 22. Protect our natural environment
- 22. Involve the community in decision making on government policy, services and projects
- 23. Increase opportunities for people to look after their own neighbourhoods and environments
- 21. Secure potable water supplies
- 23. Increase opportunities for people to look after their own neighbourhoods and environments
- 30. Restore trust in State and Local Government as a service provider

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

New Resource Developments

Alternative Energy Developments

Central West Catchment Action Plan Goals 2011 – 2021

CGW1: Improve the condition of water dependent ecosystems (rivers/ wetlands/ GDEs) to good condition stable state.

CGW2: Contribute to achieving balanced use, efficiency, movement and connectivity of water within the Catchment landscape and improve water quality.

CGL1: There is an increase in soils managed within capability to achieve 70% groundcover and critical thresholds for soil carbon.

CGB1: Improve extent, connectivity and condition of vegetation communities to good condition stable state, and improve habitat for native fauna.

Civic Leadership

NSW State Plan 2021 Goals

- 31. Improve government transparency by increasing access to government information
- 26. Fostering opportunity and partnership with Aboriginal people
- 32. Involve the community in decision making on government policy, services and projects
- 1. Improve the performance of the NSW economy
- 2. Rebuild State finances
- 3. Drive economic growth in NSW

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

Pressure on Local Government to Deliver more Services with Limited Budgets

Orana Regional Organisation of Councils Strategic Plan 2010-2015

Goal 2: To encourage OROC councils to work together, share resources and co-operate on projects of joint interest.

2.1 OROC General Managers to continue to work together collaboratively – GMAC.

2.2 OROC to continue to find attractive procurement opportunities and cost savings.

2.3 OROC to continue to build on relationships already established at an operational level.

2.4 OROC to undertake an audit of Councils' skills and training needs in the region.

2.5 OROC is to source cost effective training as a group and ensure training is delivered across the local government sector.

ORANA NSW Regional Action Plan 2021

Priority 3: Support Aboriginal people and communities to develop and implement effective governance structures

Strengthen our Local Economy

NSW State Plan 2021 Goals

- 3. Drive economic growth in regional NSW
- 6. Strengthen the NSW skills base
- 19. Improve the performance of the NSW economy
- 4. Increase the competitiveness of doing business in NSW
- 5. Place downward pressure on the cost of living

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

Enterprise and Workforce Development
Structural Change in the Agricultural Industries

Central West Catchment Action Plan Goals 2011 – 2021

CGC1: Natural resource management decisions contribute to improving or maintaining social and economic wellbeing, including increasing adaptive capacity.

ORANA NSW Regional Action Plan 2021

Priority 1: Support economic growth within the region
Priority 2: Improve education and training opportunities for young people

NSW State Plan 2021 Goals

- 20. Build liveable centres
- 5. Place downward pressure on the cost of living
- 4. Increase the competitiveness of doing business in NSW
- 19. Invest in critical infrastructure
- 29. Restore confidence and integrity in the planning system

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

Water security for Existing and Future Urban and Industry Development
Ageing Population

Supporting Community Life

NSW State Plan 2021 Goals

- 24. Make it easier for people to be involved in their communities
- 13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
- 14. Increase opportunities for people with a disability by providing supports to meet their needs and realise their potential
- 25. Increase opportunities for seniors in NSW to fully participate in community life
- 27. Enhance cultural, creative, sporting and recreation opportunities
- 24. Make it easier for people to be involved in their communities
- 5. Place downward pressure on the cost of living
- 13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
- 26. Fostering opportunity and partnership with Aboriginal people

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

Economic Security of Aboriginal People
The Viability of Small Regional Centres
Human Potential not being fully Utilised

Central West Catchment Action Plan Goals 2011 – 2021

CGC2: There is an increase in capacity of NRM managers leading to the sustained adoption of practice change that improves natural and cultural resources.

ORANA NSW Regional Action Plan 2021

Priority 5: Provide integrated and coordinated health and human services and improve community safety

NSW State Plan 2021 Goals

- 29. Restore confidence and integrity in the planning system
- 32. Involve the community in decision making on government policy, services and projects
- 11. Keep people healthy and out of hospital

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

New Tourism Developments

NSW State Plan 2021 Goals

- 8. Grow patronage on public transport by making it a more attractive choice
- 9. Improve customer experience with transport services
- 12. Provide world class clinical services with timely access and effective infrastructure
- 15. Improve education and learning outcomes for students
- 16. Prevent and reduce the level of crime
- 17. Prevent and reduce the level of reoffending
- 18. Improve community confidence in the justice system
- 10. Improve road safety
- 20. Build liveable centres
- 4. Increase the competitiveness of doing business in NSW
- 7. Reduce travel times
- 10. Improve road safety
- 19. Invest in critical infrastructure
- 21. Secure potable water supplies
- 22. Protect our natural environment

ORANA Regional Development Australia Plan Key Priorities and Strategies 2010-2020

Health Services and Infrastructure

Education Services and Infrastructure

Transport Infrastructure

Communication

Orana Regional Organisation of Councils Strategic Plan 2010-2015

Goal 1: To advocate and lobby on behalf of the OROC region.

- 1.1 OROC to position and prepare itself to respond to its members needs.
- 1.2 OROC support and add its weight as a regional voice for local issues.
- 1.3 To develop a regional prospectus as a resource to support all member councils.
- 1.4 OROC to develop relationships with Federal and State Ministers and government agencies.
- 1.5 OROC to develop a uniformed and positive approach for submissions to government as required, in which regional problems are addressed.
- 1.6 OROC is to further develop relationships and communicate with allies and key regional organisations to develop a consistent common response from the region on various issues.

ORANA NSW Regional Action Plan 2021

Priority 4: Improve regional infrastructure



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