

Warrumbungle Shire Community Strategic Plan (Reviewed) 2012-2032



VISION

What is most important to us is; our homes, our sense of community spirit and our children. Our plan for the future will support the growth, resilience and health of our people, our neighbourhoods, the environment and local economy.

Endorsed by Warrumbungle Shire Council Resolution No 394/1213 (20 June 2013)

Table of Contents

Mayoral Message.....	3
A Snapshot of the Warrumbungle Shire	4
Map of Warrumbungle Shire	5
Integrated Planning and Reporting Framework.....	6
Natural Environment	7
Local Economy.....	10
Community and Culture.....	12
Rural and Urban Development	15
Recreation and Open Space.....	17
Public Infrastructure and Services	19
Local Governance and Finance	22
Community Engagement Strategy.....	25

Mayoral Message

The Warrumbungle Shire 'Plan to be There' Community Strategic Plan (CSP) 2012-2032 was endorsed by Council in May 2012. This plan was first developed after extensive community consultation across the shire from August to October in 2011. The consultations consisted of 38 forums including general forums and focus forums for seniors and young families, schools, local business, the Indigenous community, farming community, government and community services. The process was invaluable; with over 900 community members participating in the community consultations. The CSP was produced after analysing 10,438 comments that were documented from these forums.



Whilst meeting the requirements of the DLG Integrated Planning and Reporting Guidelines there are a number of weaknesses that have been identified. Any Business Paper report presented to Council now provides a reference to a CSP Priority for the Future which is linked to a Key Focus Area. It has become apparent that in some cases it is difficult to assign a specific item of Council Business to a CSP desired Outcome. Similarly whilst reference to the NSW State Plan and Orana Regional Plan has provided some consideration in the CSP, there are more regional plans such as the Central West Catchment Management Authority and Orana Regional NSW Plans that may be integrated. And finally, expected service levels expressed by the community were given due consideration however assessment methods for determining if the objectives have been achieved should be made clearer.



While a council has a custodial role in initiating, preparing and maintaining the CSP 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 be engaged in delivering the long-term objectives of the plan. From this high level document, the objectives, strategies and actions will flow through for the Delivery Program (4 year) and Operational Plan (1 year).

The plan identifies the main priorities and aspirations for the local government area and establishes objectives and strategies to achieve those objectives that address social, environmental, economic and civic leadership issues as identified by the community.



Following the election of the new Council in September 2012, it is now the time for the Warrumbungle Shire community to reflect on the CSP and review the current desired outcomes and priorities. Therefore it is my pleasure to present the reviewed Warrumbungle Shire CSP 2012-2032. Achieving our vision for the future is dependant on working together. The work that will go into achieving the strategies and goals in the plan will be extensive and require the cooperation and commitment of many sectors including government, business and the general community. This plan belongs to the people of the Warrumbungle Shire. We encourage you to help us achieve your vision.

Peter Shinton
Mayor

A Snapshot of the Warrumbungle Shire

The Warrumbungle Shire is situated on the north western slopes and plains of NSW. It covers an area of 12, 380 square kilometres and in 2011 an estimated population of 9,588 (Australian Bureau of Statistics, 2011). 47% of the population do not live in urban areas.

The shire incorporates the townships of Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran as well as several small villages such as Bugaldie, Cobbora, Goolhi, Kenebri, Leadville, Merrygoen, Neilrex, Purlewaugh, Rocky Glen, Uarbry, Ulamambri, Weetaliba and Yearinan. Coonabarabran is the largest centre, providing regional retail, agricultural and business services and is home to Council's main administration office.

The shire boasts a broad range of cultural, sporting and recreational activities with quality education opportunities, schools and health services. Warrumbungle Shire has a rich Aboriginal cultural heritage. The northern part of the shire is home to the Gamilaraay people while the southern part of the shire is home to the Wiradjuri people. The nations of the Weilwan and Kawambarai (Werriri) come into the Shire on the western border. Indigenous history, traditions and culture are an important part of the Shire's history. In 2006 the indigenous population was 7.9 percent of the population.

The Warrumbungle Shire has a predominantly a rural based economy. The main industries include sheep and cattle farming, cropping as well as tourism and some manufacturing. Much of the Southern half of the Shire is underlain by potential coal resources in the Gunnedah Basin.

The landscape ranges from extensive plains to undulating hills, from the high basaltic plateau of the Coolah Tops in the east to the rugged mountainous peaks of extinct volcanoes in the Warrumbungle National Park, west of Coonabarabran. The stunning night skies, formed by a combination of low pollution, very low humidity and limited cloud cover have drawn astronomers and researchers to Coonabarabran in their search for what lies beyond the confines of the visual night sky. Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia". A number of highways and main roads traverse the shire providing links with surrounding regional centres.

Challenges for the Future

Our strategic planning recognises that the future of the Warrumbungle Shire will be shaped by some significant external factors, largely beyond the control of the Council and the community. These include:

- Population decline
- Ageing population
- Climate change
- Contracting workforce and skill shortages
- Agricultural sector decline
- New production technologies and changing skill requirements
- Mining activities
- Advances in communications and information technology
- Government cost shifting and limited local government financial capacity
- Access to commonwealth and state funds
- Increasing costs of services, facilities and maintenance of assets
- The "tree change" phenomenon
- Natural Disasters



Integrated Planning and Reporting Framework

The strategic, corporate and organisational planning framework adopted by Warrumbungle Shire Council has been developed in accordance with the NSW Division of Local Government's Integrated Planning and Reporting legislation. This legislation was developed in consultation with councils throughout NSW, to achieve the highest standards of community involvement and public accountability in local government throughout NSW. The framework includes a series of long and short term strategies and plans that:

1. Define the Council's priorities and goals in providing infrastructure, services and leadership to the community and other stakeholders in the Warrumbungle local government area.
2. Comprehensively describe the range of ongoing activities, projects and initiatives to be undertaken by the council to achieve the targets and goals described in each strategy and plan.

The framework takes an integrated approach to long and short-term planning, providing clear linkages between Council's strategies and plans at all levels. The following is a table that shows each component within the framework and indicates its purpose and term.

Strategy/Plan	Purpose	Currency / Expiry
Community Strategic Plan (CSP)	Peak plan providing Council, community and other stakeholders with priority issues to address and goals for achievement in the longer term	20 years
Resourcing Strategy:	Strategy comprising three plans (see below) to ensure Council is able to adequately resource its ongoing activities, initiatives and long-term goals	
- Financial Plan	Plan documenting Council's projected income and expenditure and modelling to ensure financial sustainability	10 years
- Asset Management Plan	Plan providing a comprehensive listing of Council's assets and associated service standards and maintenance requirements and schedules	10 years
- Workforce Plan	Plan identifying Council's anticipated human resource requirements to meet the goals and targets of the Delivery Program	4 years
Delivery Program	Plan documenting Council activities, projects and initiatives during each Council term, to achieve long-term goals and targets described in CSP	4 years
Operational Plan	Annual plan programming ongoing activities, projects and initiatives to achieve Delivery Program goals and targets	1 year
Annual Report	Report documenting Council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan	1 year

NATURAL 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.

OUR GOAL FOR OUR NATURAL ENVIRONMENT

The good health of our natural environment and biodiversity is preserved and enhanced.

Long term outcomes for our natural environment

Strategies to achieve these outcomes

<p>NE1</p> <p>The impacts of climate change on our region are well managed and minimised.</p>	<p>NE1.1</p> <p>Involve appropriate agencies in addressing the local impacts of climate change.</p> <p>NE1.2</p> <p>Encourage local communities to embrace practices in sustainable living.</p> <p>NE1.3</p> <p>Provide opportunities for communities in the shire to participate in maintaining and enhancing the health of our natural environment.</p>
<p>NE2</p> <p>The extraction of natural resources from our council area, including coal and coal seam gas, has minimal negative impact on our natural environment.</p>	<p>NE2.1</p> <p>Monitor local mining and extractive activities to ensure that negative environmental impacts are identified and mitigated.</p> <p>NE2.2</p> <p>Collaborate with neighbouring councils and state agencies to ensure effective environmental oversight of local mining and extractive activities.</p>
<p>NE3</p> <p>Local bushlands and forests are host to a healthy diversity of flora and fauna.</p>	<p>NE3.1</p> <p>Work with private and public landholders to build and maintain awareness of their responsibilities and requirements regarding environmental, land and natural resource management.</p> <p>NE3.2</p> <p>Ensure development assessments and all reviews of environmental factors are completed with the aim of minimising damage to the environment.</p>

NE4	Local natural water resources including waterways and aquifers remain unpolluted.	NE4.1	Conduct regular water quality monitoring activities.
		NE4.2	Seek co-operative input from State, regional and neighbouring local government agencies in the management of local water resources.
NE5	There is minimal evidence of local environmental degradation of the natural environment.	NE5.1	Work with appropriate agencies and land holders to ensure that the proliferation of weeds and pest animals is monitored and minimised.
		NE5.2	Conduct regular community education programs and ensure that information is available regarding responsible domestic animal ownership and management.
		NE5.3	Work with appropriate agencies to minimise the effects of damage caused by salinity, riparian activity and ground water pollution.

Indicators of progress towards our goal

- Our communities have access to education, information and activities that promote sustainable living.
- The carbon footprint of our shire is significantly reduced through the high utilisation of renewable energies by local communities, businesses and agencies.
- Local biodiversity levels are maintained or increased.
- There is no incidence of protracted air or water pollution in the vicinity of extractive sites.
- The closure of any local extractive sites is immediately followed by appropriate environmental assessment and restoration works.
- National Parks, forests and reserves in and around our shire are well managed and protected.
- Our air, waterways and aquifers are clean, healthy and pollution-free.
- There is a reduced presence and encroachment of weeds and pest animals within our shire.
- There is a reduction in the number of recorded complaints and investigations concerning domestic animals

Things that we can all do

- Plant trees
- Participate in Land Management and Conservation training
- Control erosion
- Conserve water, recycle and minimise energy use
- Install water saving devices
- Walk or cycle not drive
- Plant a garden and grow our own food

- Reduce chemical use
- Use solar power
- Sustainable building

Links to NSW and ORANA Regional Plans

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.

LOCAL ECONOMY

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 diverse agricultural industry is highly valued, made possible by good climate and rainfall, productive soils, clean water supplies and ready access to markets.

We benefit from good transport links within the shire and to external markets and customers and from an abundance of natural resources which provide our shire with opportunities for local economic growth. We have diverse local employment and business opportunities and we have access to a wide range of trades, services and businesses that are locally owned and operated, providing personalised customer service.

OUR GOAL FOR OUR LOCAL ECONOMY

Our economy is strong and sustainable, providing our communities with localised employment opportunities and ease of access to markets, goods and services.

Long term outcomes for our local economy

Strategies to achieve these outcomes

LE1	Agricultural activities continue to be recognised and supported as a foundation of our local economy.	LE1.1	Local agencies, peak bodies and agricultural enterprises work together to ensure the long-term viability of our farming sector.
		LE1.2	Council's road priority strategy supports the ability of productive land owners to get produce to markets.
LE2	Our communities have access to diverse local employment opportunities and our workforce is inclusive of people of all ages and skill levels.	LE2.1	Encourage and support local business and industry in creating local employment and training opportunities.
LE3	Tourism opportunities and initiatives across the shire are identified, developed and well-coordinated.	LE3.1	Appropriate public and private sector agencies collaborate to develop a local Tourism and Economic Development Strategy for Warrumbungle Shire.
LE4	There are diverse products and services locally available and minimal economic leakage to larger regional centres.	LE4.1	Work with local business and industry to foster local economic development, innovation and expansion.
		LE4.2	Encourage a 'buy local' and 'sell local' approach to business activity.
		LE4.3	Enhance the attractiveness and amenity of our main streets.

LE5	Local mining and extractive industries and energy production enterprises provide economic returns and benefits to the communities of the shire.	LE5.1	Identify and develop opportunities to realise the shire's potential as a location for the production of renewable energies.
		LE5.2	Work with public and private sector agencies to ensure that mining and extractive industries and renewable energy production operating within the shire results in economic returns for our communities.

Indicators of progress towards our goal

- A strong and sustainable agricultural sector contributes significantly to the local economy.
- There are low levels of unemployment and plentiful training and work opportunities
- There is a high level of indigenous participation in our local workforce.
- The shire has a strong local and regional identity and benefits from a healthy tourism industry and high visitor numbers.
- Our main streets are attractive and busy, offering cafe and dining opportunities and a range of retail choices.
- Towns within our shire are host to a range of sustainable retail, business and light industrial enterprises.

Things that we can all do

- Shop locally and use local and regional service providers
- Think local when looking for work opportunities
- Promote the Warrumbungle Region as a great place to visit and explore
- Participate in tourism events and holiday locally
- Encourage friends and family to relocate to the Warrumbungle Region
- Employ locally and seek out local training opportunities
- Partner with local businesses to grow

Links to NSW and ORANA Regional Plans

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

COMMUNITY AND CULTURE

Our communities are strong, resilient and inclusive and provide support and assistance to those in need. Local volunteers contribute greatly to our community wellbeing and we enjoy the freedoms that are afforded through our safe, friendly and caring community. Our shire 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. Relationships between our indigenous and non-indigenous communities are harmonious and respectful and our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

OUR GOAL FOR OUR COMMUNITY AND CULTURE

The communities of our shire are safe, harmonious and supportive and are bound by vibrant social and cultural interaction and a strong local identity.

Long term outcomes for our community and culture	Strategies to achieve these outcomes
CC1 Opportunities and support mechanisms are developed to ensure that communities across the shire attract and retain young people and families.	CC1.1 Encourage apprenticeship programs amongst employers throughout the shire and ensure higher education facilities remain.
	CC1.2 Provide appropriate services to ensure that young people and families have access to appropriate support services such as childcare.
	CC1.3 Ensure that Council is an employer of choice in the region, helping to retain residents within the shire.
CC2 Issues arising from social isolation in communities across the shire are identified and the causes effectively addressed.	CC2.1 Identify and resolve constraints in service provision and create partnerships that address those gaps across all demographic and special needs groups in the shire.
CC3 Our shire is home to vibrant arts and cultural life of the shire is promoted and supported as an essential aspect of community well-being.	CC3.1 Work with local communities to develop and expand local arts and cultural activities, programs and events.
CC4 There is a high degree of public involvement in community activities including volunteerism.	CC4.1 Create support mechanisms to build community resilience and self-reliance.

CC5	Smaller communities across the shire remain sustainable.	CC5.1	Work regionally and across all levels of government to identify and address the long term needs of smaller rural communities.
CC6	The causes and effects of economic and social disadvantage in communities across the shire are identified and addressed.	CC6.1	Social needs assessments are periodically conducted to map and measure areas of disadvantage within our communities.
		CC6.2	Develop partnerships with government and non-government agencies to effectively address local social and economic disadvantage.
CC7	Communities and organisations across the shire collaborate to raise awareness of and respect for local indigenous heritage and culture.	CC7.1	Work with local indigenous communities to acknowledge the traditional owners of the land and raise community awareness of and involvement in local indigenous culture.

Indicators of progress towards our goal

- Communities across the shire are well populated by young people and families.
- Our shire is home to a diverse demographic and social mix, providing a protective and supportive environment for our children, older people and others with special needs.
- The shire hosts a range of high profile and well-patronised community, cultural and arts events.
- New residents are welcomed and involved in local community life.
- Local volunteer networks across the shire are strong, providing people with diverse opportunities to contribute to the life and well-being of their communities.
- Local community services and programs provided by government and non-government agencies have high utilisation rates.
- Communities across the shire do not experience a decline in population or further loss of services and facilities provided by public and private agencies.
- Appropriate community and support services are well funded widely available throughout the shire to meet local needs.
- Our shire is a vibrant and inclusive place where people feel a strong sense of safety and belonging.
- There is minimal evidence of social and economic disadvantage throughout our communities.

Things that we can all do

- Get involved in community activities and events
- Participate in community meetings and forums and encourage others to join you
- Join a progress association, development group or a 'not-for-profit' organisation
- Volunteer your time and lend a hand
- Use the existing community facilities and services
- Respect, value and recognise our communities diversity
- Introduce yourself to your neighbours and reach out to the socially disadvantaged

Links to NSW and ORANA Regional Plans

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 the 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

RURAL AND URBAN DEVELOPMENT

Our shire is centrally located in NSW, within close proximity to regional centres and cities and we offer a range of affordable housing options. We enjoy a relaxed pace of life with low traffic volumes, no overcrowding and our urban centres are enhanced by the surrounding rural landscape and atmosphere. Our local history and heritage is visible in our towns and villages which are clean, tidy and well-presented.

OUR GOAL FOR RURAL AND URBAN DEVELOPMENT

Our shire is characterised by its peaceful rural landscape, its thriving towns and villages and diverse agricultural activities.

Long term outcomes for our rural and urban development

Strategies to achieve these outcomes

RU1	Land use planning across the shire acknowledges the rural character of the area whilst encouraging ecologically sustainable development.	RU1.1	Council conducts periodic reviews of its planning instruments to ensure that land use planning supports the long term sustainability of our local communities and our economy.
		RU1.2	Development activity is monitored and controlled to prevent fragmentation of rural lands.
RU2	The availability of a range of housing options across the shire, including aged and affordable housing, needs to be expanded.	RU2.1	Identify opportunities to expand the availability of a range of housing options based on lifestyle choices and affordability.
RU3	Land needs to be allocated to ensure that there are opportunities for the establishment of light industries within the shire.	RU3.1	Ensure that council maintains an approach to land use planning that will support the growth of light industrial activity in appropriate locations within the shire.
RU4	Our towns and villages are characterised by their attractiveness, appearance, safety and amenity.	RU4.1	Work with local communities to develop and implement improvement plans for our streetscapes, main streets and town entrances.
		RU4.2	Take enforcement action against owners of properties with unsafe, dangerous or unhealthy conditions.
		RU4.3	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.

Indicators of progress towards our goal

- The shire experiences population and housing growth.
- Our shire continues to be defined by its rural landscapes and the predominance of agricultural activity.
- Our communities have access to a range of affordable housing options.
- Our shire accommodates a defined growth centre with land appropriately zoned for urban and light industrial expansion.
- Local town entrances are attractive and well-defined.
- Our main streets and urban areas are clean, well-presented, and have abundant street trees.
- The heritage of our town and outlying areas is visible and forms a strong part of our local identity.
-

Things that we can all do

- Keep our own place tidy and maintained
- Protect and maintain our community buildings
- Protect our heritage buildings
- Have your say about planning proposals
- Have your say about projects in our Region
- Provide feedback to Council

Links to NSW and ORANA Regional Plans

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

RECREATION AND OPEN SPACE

People within the shire 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 through close proximity to National Parks and other open spaces. Organised sporting and recreational activities within the shire are coordinated by an array of active clubs and volunteer organisations and Council provides communities across the shire with well-maintained sporting facilities, parks and gardens.

OUR GOAL FOR RECREATION AND OPEN SPACE

The communities of our shire have abundant opportunities to participate in sporting and recreational interests of their choice.

Long term outcomes for our recreation and open space	Strategies to achieve these outcomes
RO1 The planning and provision of local sports and recreation facilities and parklands reflect community needs and anticipated demographic changes.	RO1.1 Identify opportunities for innovative adaptation and/or sharing of open space and infrastructure for recreational purposes. RO1.2 Carry out regular maintenance and upkeep of parks, reserves, swimming pools and other recreational assets to ensure availability of such assets to residents of the shire.
RO2 National parks and reserves in and around the shire need to be well-maintained and accessible in the long term for recreational activities.	RO2.1 Agencies work together to ensure National Parks and Reserves, waterways and public spaces are appropriately equipped and accessible for recreation activities.
RO3 The benefits of sporting and recreational activities in contributing to community health and wellbeing are well promoted throughout the shire.	RO3.1 Programs are developed to encourage broad community involvement in local sports and recreation activities. RO3.2 Encourage the development of local sports and recreation programs and activities that are inclusive of diverse ages, abilities and interests.

Indicators of progress towards our goal

- People have opportunities to participate in a wide range of organised local sporting activities and events.
- The shire has good facilities to cater for year-round indoor and outdoor sporting activities.
- National Parks in and near the shire are well-maintained and patronised and have comprehensive recreation facilities including bushwalking tracks and campsites.
- Parks and open spaces in our urban areas are attractive and well-maintained.

Things that we can all do

- Participate in the local sporting activities and events
- Use the local cycle and walk ways
- Visit and use our parks and open spaces
- Stay in or visit our National Parks and Reserves
- Become involved in planning for facilities for younger people
- Encourage your friends and families to use our local facilities
- Join a sporting club or recreation club

Links to NSW and ORANA Regional Plans

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

PUBLIC INFRASTRUCTURE AND SERVICES

We have a range of essential local services and facilities supporting the health, medical and aged care needs of our communities and we benefit from the local presence of State and Federal agencies and non-government organisations that provide a range of essential services. Local children and young people benefit from provision of high quality educational services and facilities. We have an array of public infrastructure, such as parks, libraries, community halls, swimming pools, sporting facilities and tourism amenities that are important for the prosperity and well-being of our communities.

Our towns benefit from the secure supply of potable water and our villages and rural areas have access to water from rainfall, rivers and artesian systems. Our shire accommodates major road transport links that are of national importance for the movement of people and freight and Council maintains three aerodromes and an extensive network of roads and bridges that provide connections within the shire and to other regional centres. We are also supported by volunteer emergency services that are critical in providing immediate accident and disaster response.

OUR GOAL FOR OUR PUBLIC INFRASTRUCTURE AND SERVICES

Our communities are provided with safe, functional, and well-maintained infrastructure and a comprehensive range of services.

Long term outcomes for our public infrastructure and services

Strategies to achieve these outcomes

PI1	Public transport alternatives including bus and rail services connect local towns and villages and provide links with other regional centres.	PI1.1	Work with appropriate government agencies and transport providers to establish a range of local and regional public transport options.
PI2	The long-term wellbeing of our communities is supported by ongoing provision of high quality health and aged care, education, policing and public safety, child, youth and family support, environmental protection and land management.	PI2.1	Ensure the long-term provision and retention of high quality services for our communities.
		PI2.2	Ensure that local emergency services are equipped, trained and prepared to manage natural disasters and critical incidents.
PI3	Roads throughout the shire are safe, well-maintained and appropriately funded.	PI3.1	All levels of government work together to ensure our roads are safe and functional.
PI4	Local communities, businesses and public organisations need access to comprehensive telecommunications infrastructure including mobile telephone and high-speed internet services.	PI5.1	Maximise the coverage and availability of telecommunications infrastructure across the shire.

PI5	Council manages its assets and infrastructure to meet the agreed service levels.	PI5.1	Asset Management Plans for all of Councils assets include levels of service with forecasts identified for operations, maintenance renewals/upgrades and depreciation.
PI6	Alternate routes and truck-stops are established to minimise the movement of heavy vehicles through local urban areas.	PI6.1	Lobby governments to design and construct a serviced alternate route for heavy and wide load vehicles in Coonabarabran and to keep access to existing freight lines.
PI7	Communities across the shire are supported by the secure, long term supply of energy and clean water.	PI7.1	The future requirements for water and power are identified and adequately planned for by service providers.
PI8	Local communities have access to effective and efficient waste and recycling services.	PI8.1	Options are explored and identified for the improvement of local waste and recycling services.

Indicators of progress towards our goal

- Communities within the shire are connected locally and regionally with regular bus and train services.
- Appropriate, high quality health services and hospital facilities are provided within the shire with access to medical and primary health care services.
- The long term needs and well-being of our communities are addressed through planning and interagency cooperation for the provision of appropriate services and facilities.
- All areas of the shire have access to high standard telecommunications including mobile telephone, internet and media services
- Produce and other goods are moved to and from the shire predominantly by rail to reduce the number of heavy vehicle movements through our towns.
- Heavy vehicles traversing the shire have access to alternate routes away from town centres, and truck stops with 24 hour food and parking facilities.
- Communities across the shire are provided with comprehensive waste collection services that represent value for money, maximise opportunities for the reuse and recycling of materials and minimise negative environmental impacts.

Things that we can all do

- Use clean energy sources
- Reduce waste and recycle
- Provide feedback to Council regarding telephone and internet services
- Use existing public transport services
- Use local and regional transport providers
- Report unsafe conditions on roads
- Report unsafe infrastructure
- Keep footpaths clear of parked cars and over-hanging vegetation
- Participate in community engagement forums, meetings and events to provide input and feedback regarding community services and facilities

Links to NSW and ORANA Regional Plans

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

LOCAL GOVERNANCE AND FINANCE

Our councillors represent the communities of the shire well and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases its activities and decision-making on principles of openness, transparency and accountability. Council maintains a visible presence across the shire through decentralised offices, services and depot facilities.

Council is the major employer within the shire, providing a wide range of local training and employment opportunities and Council's staff members are friendly and approachable and are an integral part of the communities of the shire. Council is proactive in providing financial, staff and other resources to develop programs and services that support the well-being of its communities.

OUR GOAL FOR LOCAL GOVERNANCE AND FINANCE

Warrumbungle Shire Council is recognised for its strong community leadership, sound financial and asset management, and ethical, accountable and responsive local government.

Long term outcomes for our local governance and finance

Strategies to achieve these outcomes

GF1

There are minimal burdens on council arising from cost shifting and withdrawal of services from state and federal government.

GF1.1

Develop strategic relationships across all levels of government to ensure that the shire receives an equitable allocation of resources.

GF1.2

Consider potential cost shifting as part of evaluating future service partnerships with governments.

GF2

The demographic makeup of the community is well-represented in local activities, service delivery and decision-making.

GF2.1

Ensure that all communities within the shire have opportunities to be informed about and involved in Council's activities and decision making.

GF2.2

Engage with Aboriginal Elders, Local Aboriginal Lands Councils and Indigenous groups to foster support, gather feedback and consult with about Council services and activities.

GF3	The local resource allocation and service provision reflects the needs of our increasingly ageing population.	GF3.1	Lobby appropriate agencies across all levels of government to increase the provision of services and resources for aging population.
		GF3.2	Develop access plans for towns to ensure mobility of aging residents.
GF4	Council's governance practices and organisational structure reflects the vision, directions and priorities outlined in the Community Strategic Plan.	GF4.1	Ensure that Council's governance practices, policies and procedures are continuously assessed and revised in reference to the long-term goals of the CSP.
GF5	Council has guaranteed access to diverse sources of funding to address its responsibilities in service planning and delivery.	GF5.1	Council builds strategic relationships with other levels of government to ensure that the shire receives an equitable allocation of resources.
		GF5.2	Council recognises the importance of its role in the care and protection of the natural, built, economic and social environments.
GF6	That Council is financially sustainable over the long term.	GF6.1	Ensure that Council is generating sufficient funds to provide the levels of service and infrastructure agreed with the community.
		GF6.2	Grant funding is sourced to value add Council funded activities.
GF7	Council provides strong civic and regional leadership, and undertakes its governance and service delivery tasks with integrity.	GF7.1	Ensure that communities of the shire have opportunities to be informed about and involved in Council's activities and decision making.
		GF7.2	Councillors are well supported in fulfilling their role in civic leadership and in being accessible and actively involved in representing the shire.
GF8	Council undertakes its organisational, workforce and risk management responsibilities with efficiency and effectiveness.	GF8.1	Council undertakes periodic performance and service reviews to ensure the effective and efficient management of its assets, finances and workforce and modifies its actions to deliver better outcomes for the community.

Indicators of progress towards our goal

- Council has sufficient resources to enable it to meet community demands for facilities and services.
- Council has a strong working relationship with, and support from, other levels of government.
- Communities across the shire are well-informed about local events and have a range of opportunities for meaningful participation in council's activities and decision making.
- Council undertakes regular review and renewal of its plans, strategies, policies and procedures with close reference to the requirements of Integrated Planning and Reporting.
- Our communities recognise Council for its effective local leadership and advocacy.
- There is diverse representation on the elected council.
- There is strong community satisfaction with Council's service levels, decision making, communication and public engagement

Things that we can all do

- Participate in community meetings and forums
- Review Council's plans
- Support Councillors that best reflect the diverse community
- Attend a community development meeting
- Stand for Council
- Work for Council

Links to NSW and ORANA Regional Plans

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

Community Engagement Strategy

Introduction

The Community Engagement Strategy identified localities, population groups and organisations within the Warrumbungle Shire local government area that have been targeted to be involved in the development of the Council's CSP. The strategy also describes the methodologies used for engagement and identified the principles that guided the processes.

Guiding Principles

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

Social justice principles:

- **Equity** - there is fairness in the distribution of resources
- **Rights** – peoples 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 decisions-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 effect on natural assets
- **Economic prosperity** – sustainable local development of jobs, business prosperity and market growth is 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

Council's Mission Statement

We will provide;

- Quality, cost effective services that will enhance our community's lifestyle, environment, opportunity and prosperity.
- Infrastructure and services which meet the social and economic needs and aspirations of the community now and in the future.
- Effective leadership and good governance, by encouraging teamwork, through a dedicated responsible well trained workforce.

Stakeholders

To enable completion of the CSP for Warrumbungle Shire, the Council's Integrated Planning team identified the following towns, villages, localities and sectors of the community within the LGA for targeting during the community engagement process:

- Towns including Coonabarabran, Baradine, Binnaway, Mendooran, Coolah and Dunedoo
- Localities and villages including Uarbry, Goolhi, Elong Elong, Cobbora, Leadville, Bugaldie, Purlewaugh and surrounding areas
- The local rural population
- The local indigenous population

- Business owners
- Government agencies that service the area
- Neighbouring councils
- Non-government and community organisations
- Secondary and primary schools
- Young families and elderly people

Appreciative Inquiry

Warrumbungle Shire's community engagement process adopted an 'Appreciative Inquiry' approach as an effective tool for community visioning. This approach used a series of questions, applied consistently across the forums and surveys, to determine participant's ideas and opinions according to the following themes:

- Where are we now? (what we value about the local community and area at present)
- Where are we going? (significant local issues that need to be addressed)
- Where do we want to be? (long term goals that we would like to achieve for the local area)
- How do we get there (strategies to achieve our goals)
- How will we know when we've arrived (indicators of achievement of goals)

A total of 10,438 comments were collated into the CSP database.

Publicity and Community Information

To enable the community strategic planning process to develop a high profile within the Warrumbungle Shire community, it was important to give the process a distinct identity whilst maintaining strong links with Council. This identity was developed through the creation of a specific name and logo and through a range of publicity and community information activities that included:

- Name and Logo competition
- Advertising and press releases in the following local newspaper/publications - Coonabarabran Times (weekly), Coolah Diary (fortnightly), Dunedoo Diary (fortnightly), Mendooran Lion's Pride and Binnaway Bush Telegraph (monthly)
- Interviews with General Manager on Local ABC Radio (Dubbo) and Community Radio Stations WCR FM (Coonabarabran) and Three Rivers Radio (Dunedoo/Coolah)
- Website, emails, direct mail outs, letter box drops, invitations to client lists
- Direct Telephone invitations

Objectives of Community Engagement

In working towards the development and completion of the Integrated Planning and Reporting framework, community engagement processes to be conducted across Warrumbungle Shire were designed and managed to deliver the following community (external) and organisational (internal) outcomes:

Objectives for the Community

- Identify community priorities and expectations for the future of the local area
- Build positive relationships between Council and local communities
- Foster a greater community understanding of the role and responsibilities of Council
- Build community ownership of and connectedness with the Council's Community Strategic Planning process
- Provide opportunities for all community members to participate in the development of a vision and long term goals for the local area
- Foster common understandings and productive relationships with other service delivery agencies within the public and private sectors
- Determine community expectations regarding Council's service levels

Objectives for Council

- Develop clear long term goals for the Warrumbungle Shire and its communities
- Build council capacities in working with local community groups
- Development of a cross-council understanding of and familiarity with local communities
- Create opportunities to examine how staff roles and activities relate to the broader community
- Facilitate greater organisational understanding of and participation in the Integrated Planning and Reporting process
- Provide councillors with opportunities for frontline involvement in community engagement activities
- Build councillor awareness of the importance of their role in community leadership

Community Engagement Process

The General Manager, Directors, Managers and staff facilitated the business and community forums, with the assistance and guidance of the Centre for Local Government (CLG). CLG were engaged to build the capacity of staff to undertake this task as opposed to an external consultant. A total of 18 staff volunteered to be involved in the CSP process, and were trained in a range of planning and strategic skills including community engagement to facilitation skills and working with stakeholders.

Councillors attended numerous workshops and all community forums and the Q&A sessions providing much needed public awareness and leadership in the project.

Visioning Forums

38 forums were held across the council area over a four week period, including thirteen major community forums, two indigenous forums, one interagency forum, two business forums, five smaller forums for smaller rural localities, four staff and eleven schools forums. The primary community forums were designed and conducted to facilitate the involvement of people in the following communities:

- Coonabarabran and surrounding rural districts
- Baradine and surrounding rural districts
- Binnaway and surrounding rural districts
- Mendooran and surrounding rural districts
- Coolah and surrounding rural districts
- Dunedoo and surrounding rural districts

Approximately 450 people participated in the community forums.

Business and Government Forums

Three forums were held for business and government agencies including:

- Coonabarabran - Business forum
- Coonabarabran – Interagency and Government Services forum
- Coolah - Business forum
- Dunedoo – Business forum

Approximately 100 people participated in the business and government forums.

School Forums

Eleven forums were held across the LGA to facilitate the involvement of primary and secondary school students across the LGA.

Approximately 350 students participated in these schools forums.

Survey

A Survey was developed and distributed via rural and town letter box drops to each householder. The survey was promoted in local media and on Council's website with a closing period of four weeks. Surveys were able to be completed and submitted online or in hard copy. Approximately 100 surveys were received.

Q & A Forums

A preliminary draft CSP was presented to Council at the November 2011 Council meeting, and placed onto public exhibition. Forum data and draft CSP was made available on Council's website and copies provided to each of the six (6) shire Library branches and both of Council's administration offices. Councillors and Managers reviewed the draft document at a meeting held in January 2012, prior to a second draft being presented to the community at a second series of community forums. These final Q&A forums were held over a two week period in each of the main centres; Dunedoo, Coolah, Mendooran, Binnaway, Baradine and Coonabarabran. A final draft was accepted at the March 2012 Council meeting and placed on public exhibition for 28 days.

CSP Review 2013

Following the September 2012 election of Councillors, Council must review the CSP before 30 June 2013. Council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a CSP covering at least the next 10 years. Council must place the amended draft CSP on public exhibition for a period of at least 28 days and comments from the community must be accepted and considered prior to the endorsement of the final CSP. Within 28 days after a CSP being endorsed, Council must post a copy of the plan on Council's website and provide a copy to the Director-General of the DLG.

There being no budget allocation for this CSP review process, although the timing has been delayed due to the fire in Coonabarabran natural disaster in January 2013, the task has been completed in house within current resources.

Council resolved to endorse amendments to the existing plan and place on public exhibition for at least 28 days before 30 June 2013, as per legislative requirements.

Given the freshness of the community consultation process and the review undertaken by the DLG; a desktop review and edit with Managers and MANEX input has been completed.

The Community Engagement Strategy will involve localised publication and promotion in community media, website and focussed feedback sought from state and federal government agencies.



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