

As adopted by Council 24 June 2015

*Living
Lachlan
Style
2025*

Community Strategic Plan

Lachlan 2015



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Message from the Mayor

I am proud to introduce Lachlan's Community Strategic Plan, Living Lachlan Style, 2025. Lachlan is well known for its natural beauty, friendly and welcoming locals and relaxed bush lifestyle. A lifestyle which we have worked hard to establish and maintain. This Plan for the future of Lachlan is not only about maintaining our lifestyle, it's about preparing for our future.

This Plan has been developed with the communities of Lachlan through various community engagement activities. We have listened and incorporated your ideas into this Plan to ensure Lachlan will grow from strength to strength in the years ahead.

To ensure vibrant, prosperous and progressive Lachlan communities that locals and visitors can enjoy and be proud of, we will focus on seven key directions. We will celebrate and promote our bush beginnings, we will grow a resilient economy and increase opportunities for education and skill development. We will build and maintain community infrastructure and systems and build civic leadership and pride. We

will also focus on looking after our natural resources for future generations while continuing to support ourselves and most importantly, looking out for those around us. This revised version of our Plan has been shaped following consultation across our communities with a wide range of residents of all ages.

Lachlan communities are pro-active and proud with inspiring community spirit which has cemented our claim as the Heart of NSW. I commend all communities for their "can do" attitude particularly demonstrated in our challenge to Keep Lachlan Local and I encourage the communities of Lachlan to continue to collaborate with Council over the coming years. There are a number of strategic outcomes identified in this Plan to be delivered as we move towards 2025 and I am confident that with the strong direction provided in this Plan and with the commitment from the communities of Lachlan, we will see growth and prosperity in Lachlan for generations to come.

*Cr Des Manwaring
Mayor*



Introduction

This Community Strategic Plan is the guiding document that directs Council's strategic business and features the aspirations and priorities identified by its communities.

Our Community Strategic Plan meets the requirements of the Local Government Act and addresses social, economic, environmental and civic leadership matters in an integrated manner. It is embedded with social justice principals of equality, access, participation and rights.

"Living Lachlan Style" is the name of the Lachlan Community Strategic Plan and was first developed in 2012 with over 700 Lachlan locals participating in the Community Engagement for the Plan. This accounted for 10% of the Shire's population demonstrating high levels of involvement and ownership by the community in what is important for today and our future.

This current version is the result of Council refreshing the Plan in 2014 involving a range of engagement activities conducted throughout the community titled "Lachlan's Garden of Opportunity".

Through this process, Council engaged with over 850 community members with the opportunity to reach a broad range of participants from right across the

Shire. Council's Community Engagement Network set up stations at events such as the Condobolin 750, which attracts primarily males under the age of 45 who are traditionally difficult to target. Events such as the Garden Festival, Commencement of the Skatepark build and Movie Nights, enabled young people across the Shire to become involved in having their say. Of particular note is the success achieved in the involvement of the under 8's age group. This traditionally untapped age group for engagement participated in the "Garden of Opportunity". Garden Bed activities involving the planting of their hand made flowers in a section of garden that made them the happiest. Their options being Learning, Events, Eating Yummy Food and Playing.

The relationship between "Living Lachlan Style 2025": Community Strategic Plan (CSP), Council's Delivery Program and annual Operational Plan is shown in the following diagram. Each of these documents is available on Council's web site.

The Delivery Program deals with the work Council can do to achieve the CSP. Those strategic outcomes in the CSP where Council has a role flow through into the Delivery Program and the annual Operational Plan.



Who are we? Where do we live?

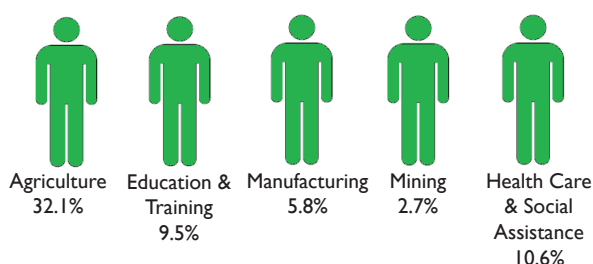
Lachlan Shire Council is geographically, the Heart of NSW. Located in the State's central west, the largest town in the Shire, Condobolin is located 500km west of Sydney. The Shire covers an area of 15,000 square kilometres with the main towns and villages being: Condobolin, Lake Cargelligo, Tottenham, Tullibigeal, Burcher, Derriwong, Albert and Fifield. Council operates two administrative centres and three depots from its three main towns all in excess of 100kms apart.



Lachlan is home to more than 6,775 residents, (ABS March 2015). This represents a small increase of 0.4% from March 2014. It is positioned in Wiradjuri Country with over 16% of the Shire's total population identifying as Indigenous in the 2011 Census. The Shire's Gross Regional Product base on the latest figures is in excess of \$275 million. This is derived from five key sectors:

- Agriculture: \$82.5m
- Education and training: \$20.9m
- Health care: \$19.3m
- Manufacturing: \$18.7m
- Mining: \$18.0m

Employees by Industry



The Shire is the home to many traditional farming cultures and is one of the largest grain producing areas of NSW. It is a rich agricultural area and in addition to grain is significant producer of sheep, wool, beef and cotton. The agricultural sector accounts for nearly a third of economic activity.

Whilst Lachlan Shire represents less than 0.01% of the total population of NSW which now exceeds 7 million, and 3.8% of the Central West, from a productivity perspective in the area of agriculture, Lachlan is a great contributor. A selection of productivity figures are as follows:

Lachlan Shire produces approximately 17% of the State's wheat crop which covered more than 237,000 hectares. In 2011/2012 the oat crop generated 16.38% of the total agricultural income to NSW. Farmers from Lachlan Shire were responsible for producing 36.48% of these oats. Lachlan is responsible for producing 14% of the State's total broad acre crops such as oilseeds and safflower, by dollar value (ABS 2010/2011 Agricultural Commodities). Lachlan certainly is punching above its weight.

A small but very successful light-manufacturing sector has emerged in both Condobolin and Lake Cargelligo. Council has also established industrial estates in an attempt to promote further growth.

Lachlan Shire Council manages the largest road network of any local council in the State, responsible for maintaining a massive 4,460 kilometres of roads, with over 1,000km of these sealed.

Tourism is an emerging industry with the natural beauty of the Lachlan River, the picturesque Lake Cargelligo and Gum Bend Lake, and centres being recognised as RV friendly – Lachlan's tourism branding of "Your Ultimate Bush Experience" is gaining momentum. The Lachlan River flows through the Shire and it is this area that was the inspiration for the great Australian literary prose: 'Clancy of the Overflow'.

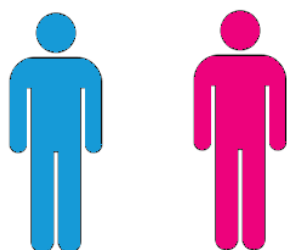
In more recent times the Shire has made its mark in the discourse of popular culture with the runner up of the 2003 Australian Idol Series Shannon Noll being a proud Lachlander originally from Tullibigeal then Condobolin and the runner up of the 2012 The X Factor Jason Owen, who was born and bred in Albert.

The pace of the life and living in Lachlan is relaxed and enjoyable. There is a strong sense of community spirit and people look out for one another.

Who are we? Where do we live?

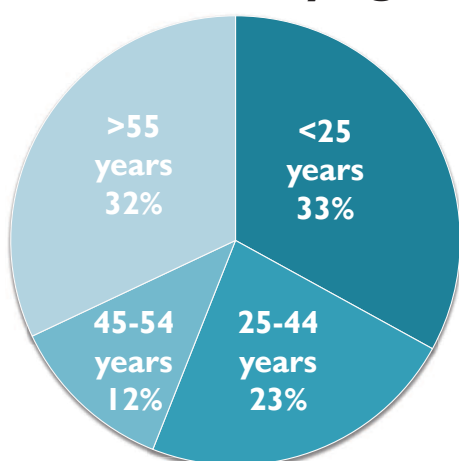
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Lachlan Shire Community



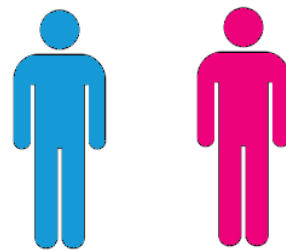
51% Male 49% Female

**Lachlan Shire
Community age**



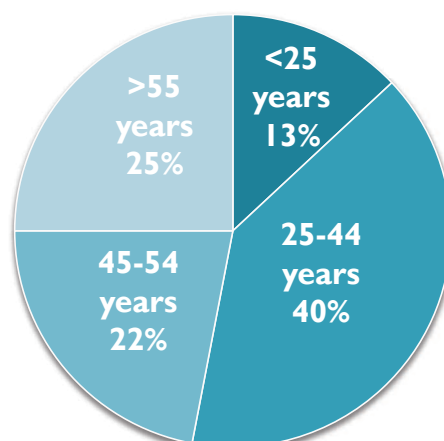
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Lachlan Shire
Full time Equivalent Staff

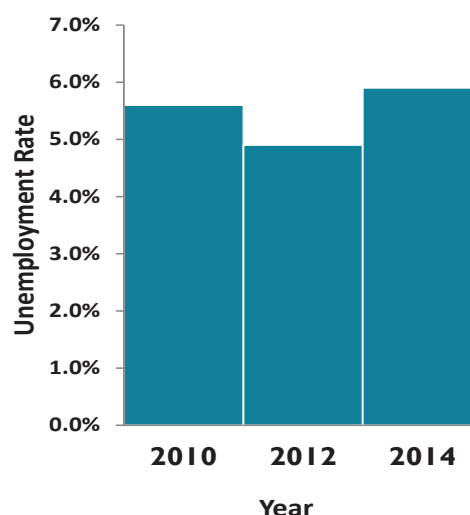


64% Male 36% Female

**Lachlan Shire Council
Staff age**



**Lachlan Shire
Unemployment Rate**



The Wiradjuri Nation shares a common language and bond through the three rivers, the Lachlan, Murrumbidgee and Macquarie that traverse their territory.

Our Future Direction

Our engagement processes undertaken in the development of the inaugural Community Strategic Plan developed this framework. It initially identified six key goals that best described the future directions required to achieve the vision of the community. This has been modified by this current version to include a seventh key goal.

They are:

- Bush Beginnings.
- Grow a resilient economy.
- Increase opportunities and facilities for education and skill development.
- Build and maintain community infrastructure and systems.
- Build civic leadership and pride.
- Living in the natural environment.
- Health, wellbeing and culture.

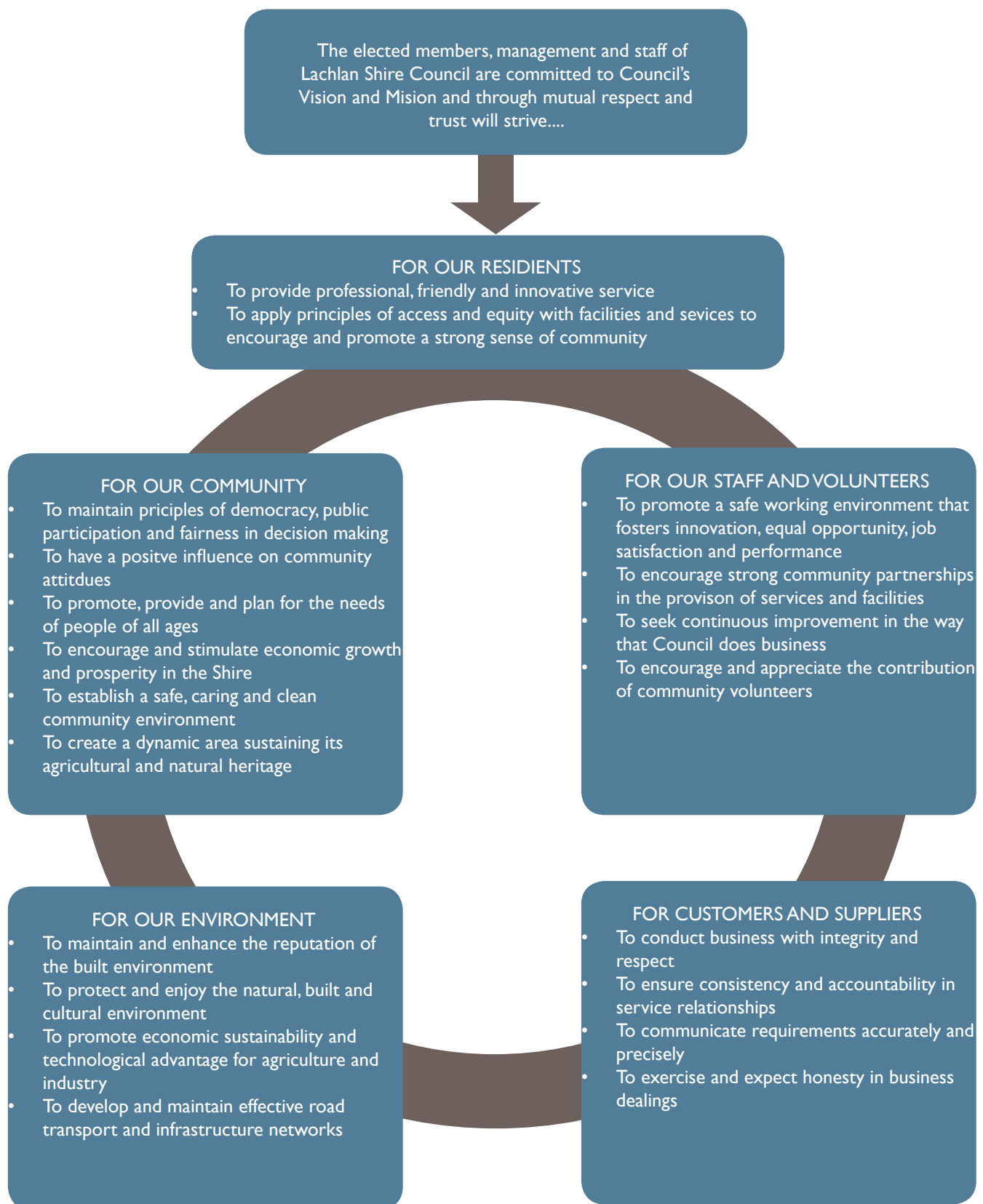
“Living Lachlan Style 2025” has been built around these seven key goals and is the overarching theme

for a range of strategic outcomes. These strategic outcomes list more specific actions and tasks that contribute to achieving the key goal theme.

This review of the Plan has enabled the community to consider if these goals are still a priority for the Local Government Area and to include any new emerging issues that would require consideration for inclusion in the revised Plan.

Community feedback has been incorporated into this Plan with an additional focus being the local Aboriginal Community. The Wiradjuri People as traditional owners of the land account for over 16% of the Shire’s total population and have been given more prominence in the Plan. Out of respect of Aboriginal culture this Plan recognises their culture and the significant contribution it has made to our local region for more than 40,000 years.

Our Council Values



Plan Implementation Criteria

Obligations to undertake the actions or strategies outlined in the Delivery Program and Operational Plan will be subject to the following criteria:

Contestability	The supply of facilities and services will be cost effective and contested in appropriate circumstances
Customer Focus	The supply of facilities and services will recognise the rights of the end user against the rights of the broader community
Responsible Pricing	Pricing will balance the true cost of providing facilities and services with current social and economic objectives
Reform	Results, capabilities and methods will be systematically and continuously improved
Performance	Will be periodically measured and monitored
Teamwork	Culture and organisation will accord with team based principles
Open Government	Policies, programs and results will be able to be discussed in the public forum and decision-making, or enforcement will be fair and equitable

Our Levels of Service

The determination of levels of service for all Council activities is very important in terms of community satisfaction, value for money and available funding. Council will be conducting an independent random survey of residents to determine which existing service levels are important and the level of satisfaction of those services. This will then determine the service levels Council needs to either maintain, improve or reduce. Of course there is only a certain amount of funding to be distributed as shown in the Long Term Financial Plan and any increase in a service level means either a reduction in another service or additional revenue raising measures. The results of the independent community survey will be

made available on Council's website once completed.

The level of servicing of Council's assets are set out in the Asset Management Plan which also details the condition of assets and what funds are required to bring them to a satisfactory condition. Council does not currently have the funds to increase service levels on all assets to a satisfactory condition and will continue with current service levels. Subject to approval of a rate increase by the Independent Pricing and Regulatory Tribunal in 2016/2017, Council will reassess these service levels.

Community Engagement

Community Values

“Our Preferred Future”

Our community identified the following values statement as the overarching principles in how our works and actions should be undertaken.

To guide our choice and behaviours, as a community we will:	
Lead, influence and inspire	Leaders are found everywhere. Each of us has a responsibility to lead, influence and inspire where we can.
Take the initiative and act	Part of responding to opportunities means not waiting for something to happen but using our initiative and acting.
Accept and value each other and work together	We cannot reach our potential if we do not value each other and what each of us offers. Having an attitude that includes not excludes means we will be able to work together on shared directions.
Respect our environment	We will do today with tomorrow in mind so future generations will also be nurtured and supported by our environment.
Embrace new ideas	Opportunities are often identified through new ways and ideas. We will be open to looking at and doing things differently.
Build pride and resilience	Lachlan is our home. We will make sure it is ordered, neat, clean and tidy. We will build the capacity and capabilities of our community to ensure we are ready for both challenges and opportunities.

Garden of Opportunities



The engagement theme for the refreshing of the Community Strategic Plan was:

“Lachlan’s Garden of Opportunities”.

It involved interactive ways of tapping into the visions and aspirations of the community from toddlers through to adults.

Council’s Community Engagement Team “Council Connect @ Lachlan”, attended a range of community events and activities held across the Shire, in conjunction with the engagement on the 2014/2015 Draft Delivery Operational Plan. A table listing events attended is below.

The engagement involved the display of a large tree trunk with bare branches and community members were invited to write their opportunity for the

community on paper leaves they then affixed these to the tree branches. This novel way of engagement showed the tree come to life with hundreds and hundreds of leaves adorning its branches.

The Engagement Tree also featured in pride of place in Council’s Customer Service Foyer in the Condobolin Administration Centre for a couple of months after being on the road across the Shire. Community members visiting Council’s Administration Office also participated in the process by adding their opportunity leaf to the tree during their visit.

The suggestions on the leaves were then grouped into themes and considered against the key goals of the previous consultation undertaken for the inaugural Community Strategic Plan.

Community Engagement Activity	
Lachlan Garden Festival - SRA Grounds	5 & 6 April, 2014
Community Grants Program workshop at dance practice Tottenham	10 April 2014
Condobolin 750 Evening - Renown Park	11 April 2014
Tullibigeal AFL Netball/Football - Tullibigeal Football Grounds	12 April 2014
Movie Night at Renown Park Condobolin	15 April 2014
BBQ in the Park with Councillors after Council Meeting - Lake Cargelligo	16 April 2014
Movie Night on the Lake Foreshore at Lake Cargelligo	16 April 2014
Turning of the Sod for Condobolin Skate Park - Bill Hurley Park	28 April 2014
On site consultation at Fifield Hall with General Manager & Director Infrastructure Services	29 April 2014
Burcher Playgroup - Burcher Hall	6 May 2014
Community Newsletters distributed to whole of Shire.	May 2014
Garden of Opportunity Tree in Council Administration Customer Service Foyer.	May-Sept 2014



The following were the top 5 Themes that came to fruition as part of the “Garden of Opportunities” engagement process.

Top 5 Themes

- Lets introduce recycling
- More youth activities
- Continue to maintain the roads system
- Improved disability services
- Increase facilities at our recreational and sporting venues

Opportunities

Comments from locals and visitors

“Friendly, love the lake and is great having community spirit and support”

“We were very impressed with what we saw when we arrived here. We are staying at Frogs Hollow which is excellent.”

“Recycling that leads to reuse and processing jobs for the town.”

“Celebrate all Aboriginal and Torres Strait Islander events.”

“Better Tourist Information Centre.”

“Everyone be happy.”

Our Road Map for the Future

Themes

Each key goal is linked to a range of strategic outcomes. The table following contain these strategic outcomes also include Council's role in achieving these, how these outcomes contribute to the quadruple bottom line of environment, social, economic and civic leadership and who else could participate in achieving these actions.

The Plan demonstrates its links to the NSW Government's State Plan. It is the intention of Council to work collaboratively with the Department of Premier and Cabinet (DPC) to ensure the strategic outcomes of this Community Strategic Plan help to inform the DPC in the development of the Regional Action Plan.

Bush Beginnings

The traditional owners of the land where Lachlan is situated are the Wiradjuri people. A significant rich culture spanning over 40,000 years. We acknowledge their love of and care for this land over many generations. As new generations of the Wiradjuri community proudly ensure their traditions and culture form an integral element of the social fabric of Lachlan, new opportunities that respectfully combine the cultural heritage of the traditional owners with contemporary visions abound.

As a community we will walk together to ensure these opportunities are embraced and pursued to become a reality. We walk together in pursuit of true reconciliation and recognition of our Aboriginal communities. We thank them for giving us at Lachlan our "Bush Beginnings".

Grow a resilient economy

Recognise our contribution to the broader community. Productivity is the most important benchmark. Diversify our economies and build on those that show promise and support those that need some TLC.

Increase opportunities & facilities for education & skill development

Knowledge is power. Nurture the talent we have, collaborate to optimise learning opportunities. Acknowledge difference and offer skills pathways to diverse destinations.

Build & maintain community infrastructure & systems

A place that makes us proud. Facilities where we can explore our interests, become involved and build our community networks. Utilities that deliver the services we expect with new technologies to support their sustainability.

Build civic leadership & pride

The "can do" attitude that is a hallmark of the communities of the Lachlan Shire, contributes greatly to the enormous sense of belonging and community spirit that is synonymous with its towns and villages. We take pride in what we do and strive for leadership that promotes integrity, compassion and courage.

Living in the natural environment

Looking after our natural resources and ensuring their sustainability for future generations is everyone's responsibility. Taking care of what we have, respecting our environment's vulnerability and enjoying the many pleasures our surrounds bring.

Health, wellbeing & culture

Looking after ourselves, looking out for others and extending an inclusive welcome to all. Appreciate and encourage cultural pursuits, be active, maintain your health and feed your soul.



*"Working in collaboration
is not about ownership, it's
about accepting each other's
responsibilities."*

Neil Ingram

Bush Beginnings

Vision

The traditional owners of the land where Lachlan is situated are the Wiradjuri people. A significant rich culture spanning over 40,000 years. We acknowledge their love of and care for this land over many generations. As new generations of the Wiradjuri community proudly ensure their traditions and culture form an integral element of the social fabric of Lachlan, new opportunities that respectfully combine the cultural heritage of the traditional owners with contemporary visions abound.

As a community we will walk together to ensure these opportunities are embraced and pursued to become a reality. We walk together in pursuit of true reconciliation and recognition of our Aboriginal communities. We thank them for giving us at Lachlan our "Bush Beginnings".

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
I.1	Connecting with our Aboriginal Communities	Advocate Facilitator	Social Civic Leadership	LSAAC WSC LALC
I.2	Supporting education and learning pathways	Provider Advocate Facilitator	Social Economic Civic Leadership	TAFE Schools WSC ICC Job Networks
I.3	Growing Indigenous business opportunities	Advocate Facilitator	Social Economic Civic Leadership	WSC ICC Business Connect Aboriginal Affairs NSW
I.4	Celebrating Aboriginal heritage and achievements	Provider Facilitator	Social Civic Leadership	WSC LSAAC LALC Community
I.5	Progressing reconciliation and recognition	Advocate Facilitator	Social Civic Leadership	Community LSAAC WSC LALC AANSW

Links to OCHRE

OCHRE - NSW Government Plan for Aboriginal affairs, education, employment and accountability
Connected Communities
Economic Participation
Language & Culture
Local Decision Making

Grow a Resilient Economy

Vision

Recognise our contribution to the broader community. Productivity is the most important benchmark. Diversify our economies and build on those that show promise and support those that need some TLC.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
2.1	A vibrant tourism industry including Indigenous tourism	Provider Facilitator	Economic	Tourism Operators Business Connect @ Lachlan Event Organisers Inland Tourism Destination NSW
2.2	A diversified manufacturing sector	Provider Facilitator Advocate	Economic	Existing Businesses Regional Development Organisations DPI
2.3	An innovative, progressive and growing agricultural sector	Advocate	Economic Environment	Central West Farming Systems CANFA Local Farmers GRDC Government Agencies
2.4	Access to reliable current technologies	Provider Facilitator Advocate	Social Economic	CENTROC Libraries NBN Governments Businesses
2.5	A recognised and valued Lachlan brand	Provider Facilitator Advocate	Economic	Business Connect @ Lachlan Inland Tourism Destination NSW Neighbouring Councils
2.6	A diverse range of employment opportunities	Provider Advocate	Social Economic	Business Government Agencies Training Providers Job Networks WCC

Links to NSW State Plan

Rebuild the Economy
Improve economic performance by growing business investment, State productivity and employment
Drive economic growth by increasing local share of jobs and population
Increased competitiveness by increased innovation and confidence
Downward pressure on the cost of living by improved housing affordability and availability
Strengthen the NSW skills base by encouraging more people to participate in higher education and post school training

Increase Opportunities & Facilities for Education & Skill Development

Vision

Knowledge is power. Nurture the talent we have, collaborate to optimise learning opportunities. Acknowledge difference and offer skills pathways to diverse destinations.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
3.1	More education opportunities in Lachlan Shire	Advocate Facilitator	Social Economic	TAFE NSW Charles Sturt & Other Universities Government Agencies ICC, NGO
3.2	Improved school facilities	Advocate	Social Economic	WSC St Josephs School Representative Council Community & other Shire schools
3.3	Successful transition from school to training to employment	Facilitate Advocate	Social Economic	ISIC WSC TAFE Mining Industry & Job Networks Schools Government Agencies Business Connect @ Lachlan
3.4	Technology is used to facilitate education and training opportunities	Provider Advocate	Social Economic	Shire Libraries WSC WPRD and LLCS DOCS, Government Agencies
3.5	Marginalised groups have targeted education and training opportunities	Advocate	Social Economic	WSC Disability Services Job Networks in Agriculture WPRD and LLCS Youth Services Multicultural Groups
3.6	Improved numeracy and literacy levels and access to Early Years Education Care	Advocate Facilitate	Social Economic	Government Agencies Early Intervention Providers Community DOCS, ICC, NGOs Schools, TAFE, Universities Mining/Industry/Businesses

Links to NSW State Plan

Education & Skill Development
Rebuild the economy/Return Quality Services
Improve economic performance by growing employment
Drive economic growth by increasing local share of jobs and population
Strengthen the NSW skills base by increasing the numbers of young people in post school education and training
Increase opportunities for people with a disability
Improve education and learning outcomes by improving access and quality of education

Build & Maintain Community Infrastructure & Systems

Vision

A place that makes us proud. Facilities where we can explore our interests, become involved and build our community networks. Utilities that deliver the services we expect with new technologies to support their sustainability.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
4.1	Efficient transport networks that meet community and business needs	Provider Advocate Facilitator	Social Economic Environment	CRIA REX RMS GrainCorp Community Groups
4.2	Water, sewer and energy utilities meet best practice standards with up to date technology	Provider Advocate	Social Economic Environment	NBN Office of Water Department of Health Public Works Essential Energy CENTROC
4.3	Visually appealing built environment, landscapes and streetscapes	Facilitator Provider Advocate	Environment Social	Residents Business Connect @ Lachlan Community Groups Tourism Organisations
4.4	Well maintained recreational facilities and community buildings meet statutory and user requirements	Provider Facilitator	Social Economic Civic Leadership	Sporting Groups Department of Lands Community Groups
4.5	Grant income supports infrastructure programs	Provider Advocate Facilitator	Social Economic	Community Groups Government Agencies CENTROC

Links to NSW State Plan

Community Infrastructure & Systems
Renovate Critical Infrastructure
Increase expenditure on critical infrastructure
Build livable centres
Secure potable water supplies

Build Civic Leadership & Pride

Vision

The “can do” attitude that is a hallmark of the communities of the Lachlan Shire, contributes greatly to the enormous sense of belonging and community spirit that is synonymous with its towns and villages. We take pride in what we do and strive for leadership that promotes integrity, compassion and courage.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
5.1	Involved and active community groups	Provider Advocate Facilitator	Social Civic Leadership	Community Groups Volunteers Businesses Government Agencies
5.2	Successful grant funding	Provider Facilitator Advocate	Social Civic Leadership Economic	Governments Community Businesses Philanthropic Organisations CENTROC
5.3	Orderly neat and attractive towns	Facilitator Provider	Social Environment	Community Groups Landowners Business Community Tourism Groups
5.4	Broad representation and sufficient number of community leaders	Advocate	Civic Leadership	Community Schools
5.5	Individual champions with pride in their community	Advocate Facilitator	Social Civic Leadership	Community Residents Police Business Community Tourism Groups
5.6	Strong and active business community	Advocate Facilitator	Economic Civic Leadership	Businesses Progress Associations
5.7	Strong effective Council	Provider Facilitator	Civic Leadership	Community PCC Centroc OLG
5.8	Responsive Council	Provider	Civic Leadership	Community OLG
5.9	Community service delivery for vulnerable people	Advocate Provider Facilitator	Economic Social Civic Leadership	Government Government Agencies Communities Businesses
5.10	Keep Lachlan Local campaign	Advocate Provider Facilitator	Economic Social Civic Leadership	Communities Residents Businesses

Build Civic Leadership & Pride
Restore accountability to Government
Restore trust in local government as a service provider by promoting integrity and accountability
Increased customer satisfaction with Government services
Improve government transparency through increased participation by the community in decision making
Prevent and reduce the level of crime

Living in the Natural Environment

Vision

Looking after our natural resources and ensuring their sustainability for future generations is everyone's responsibility. Taking care of what we have, respecting our environments vulnerability and enjoying the many pleasures our surrounds bring.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
6.1	Reliable high quality water supply	Provider Advocate Facilitator	Social Civic Leadership	Consumers Office of Water State Water Corporation CENTROC
6.2	Increased recreational use of the lakes and rivers	Provider Facilitator Advocate	Social Civic Leadership	Communities Government Agencies Businesses
6.3	Secure water licences for agricultural use	Advocate	Social Environment	Irrigators Lachlan Valley Water Office of Water State Water Corporation
6.4	A healthy natural environment	Facilitator Advocate	Civic Leadership	Land Owners Land Care Environmental Groups DECC
6.5	Modern waste management system	Provider Advocate Facilitator	Social Civic Leadership	DECC Contractors Regional Waste Management Groups Netwaste Waste Contributors

Links to NSW State Plan

Living in the Natural Environment
Strengthen our local environment and communities
Protect our natural environment including land vegetation and water habitats
Protect local environment from pollution by improved waste management
Increase opportunities for people to get involved in environmental protection
Create opportunities and partnerships with Aboriginal people
Enhance cultural, creative, sporting and recreation activities

Health, Wellbeing & Culture

Vision

Looking after ourselves, looking out for others and extending an inclusive welcome to all. Appreciate and encourage cultural pursuits, be active, maintain your health and feed your soul.

CSP No	Strategic Outcome	Council Role	Bottom Line impacts	Who else should collaborate
7.1	Social Planning	Facilitator Provider	Social	Community Government Agencies Carers The Whiddon Group
7.2	Childcare services that meet the needs of young families	Provider Facilitator Advocate	Social	Community Government Agencies Careers Business
7.3	Community transport available when needed	Advocate	Social	Government Agencies Community Local Committees Interagency
7.4	Thriving and vibrant arts and cultural activities	Advocate	Social Economic	Arts Out West LALC Historical Societies Arts and Crafts Groups WSC WAG Mitchell Conservatorium WPRD
7.5	Available affordable accommodation	Provider Advocate Facilitator	Social Economic	Government Agencies Community Business Tourism Groups Real Estate Businesses
7.6	Full time medical services available when needed	Provider Advocate Facilitator	Social Economic	AMA WNSWLHD RDN
7.7	Facilities and services that meet the needs of the ageing in our communities	Facilitator Advocate	Social Economic	Community Government Agencies The Whiddon Group
7.8	Promotion of Indigenous and European cultural heritage	Advocate Facilitator	Social Economic	Community Government Agencies
7.9	Improved Social Outcomes for those with disability, disease and addiction	Facilitator Advocate	Social Economic Civil Leadership	Government Agencies NGOs Community

Links to NSW State Plan

Health, Wellbeing & Culture
Strengthen our local environment and communities
Keep people healthy and out of hospital
Better protect the most vulnerable members of our community and break the cycle of disadvantage
Increase opportunities for people with a disability
Create opportunities and partnerships with Aboriginal people
Enhance cultural, creative, sporting and recreation activities
Make it easier for people to get involved with their communities

SWOT Analysis

Strengths

- Water Security (Lake Cargelligo, Tottenham and Tullibigeal)
- Road Network supports local/regular freight
- HML Standards
- Agriculture productivity
- Gravel/Quarry Management
- Effective Fleet Management
- Access to rail network
- Stable workforce
- Delivery of Children's Services to most communities
- Successful hosting of tourism events
- High volunteer participation
- Garden of opportunity Community Engagement
- Community Grants
- Recreational and sporting facilities

Weaknesses

- Financial viability
- Water Treatment Plant – Condobolin
- Long distance to regional centres (base hospitals and tertiary education providers)
- Asset management plan Integrity
- Mobile/NBN network coverage
- Recycling services/waste management
- Ratepayer funds for attracting and retaining medical support
- Enterprise Agreement
- Electricity network capacity
- High cost of operating regional sports

Opportunities

- Road building/making capability
- Cotton gin
- Mining development (uranium/scandium)
- Establish recycling service/waste management
- Solar power generation
- Improve water security – Condobolin
- Increase tourism/RV visitation
- Indigenous tourism
- Fluctuating commodity prices
- Resource sharing through Joint Organisation membership
- Borrowing to reduce backlog
- Low rate base
- Property values
- Youth services

Threats

- Flood prone
- Water availability (drought)
- Ageing infrastructure (water and sewer)
- Projected population decline
- Recruitment/Retention
- Loss of skilled workers/corporate knowledge due to ageing workforce
- Fluctuating commodity prices

Community Engagement Strategy

The Community Strategic Plan has been developed from the aspirations and views of the community. Over 850 people across the community provided direct input into the plan through workshops, surveys and creative activities.

The summary of engagement activities is in the table below.

Engagement Activity	Held When	Numbers
Community surveying	February to October	124
Lower Lachlan Community Services	August	17
Community photographic competition	September to November	80
Pre-school colouring competition	November	52
CWAG meeting	November	11
Meetings with inter-agency groups - Lake Cargelligo and Condobolin	November to December	70
Community workshops - Tottenham, Lake Cargelligo, Condobolin	November	83
Staff workshops - 3	November	90
Young people forums - Tottenham Central, Lake Central, Tulligbigal Central	November to December	151
Shaping workshop involving Councillors, Council managers and community members.	December	

The process of engaging the community in the development of the Community Strategic Plan began with surveying each of the communities of Lachlan Shire to gain an understanding of the present situation and future priorities of each of these communities. Survey forms were letter box dropped to all residents, community groups were written to and a number of meetings were attended by Council staff.

Surveys were also handed out at key community events. All Government agencies that provide services in the Shire and region were invited to make submissions and two workshops were held with interagency staff. Youth forums were held at all schools in the Shire and reports from those forums considered in the visioning workshops.

An open photographic competition and coloring-in competition for the youngest members of our community were held and attracted a large number of entrants.

Community visioning and priority setting workshops were held at Tottenham, Lake Cargelligo and Condobolin. Participants at each of the workshops were representative of the many groups, organisations and networks that have an interest in what happens in the Shire in the future.

The groups identified were:

Groups	Held
Shire residents and property owners	Those who live in or own property in the Shire,
Businesses	Includes owners, operators and employees of small, medium and large businesses as well as industry groups,
Community organisations and groups	Includes not-for-profit civic, cultural and religious community organisations, groups and networks for example: <ul style="list-style-type: none"> • Voluntary groups such as Service Clubs, CWA's Progress Associations, Men's Sheds, Youth Clubs • Aboriginal Land Councils • Multicultural groups • Networks or inter-agencies • Disability Services, Health Transport Services, Health Councils • NSW Farmers and other agricultural groups • Religious groups • Sporting and recreation clubs and associations • Management committees • Frank Whiddon Homes and the Friends of the Village
Councillors and Council staff	Elected members and all members of Council's workforce
Local schools, education and training institutions	Education and training organisations including: TAFE, Charles Sturt University, vocational and training providers, schools throughout the Shire both public and private,
Neighbouring Councils and regional bodies	Mid-Lachlan Alliance, CENTROC, Parkes, Forbes, Narromine, Bogan, Cobar, Bland and Carrathool Shire Councils,
Interest groups	Special interest groups including: <ul style="list-style-type: none"> • Historical societies • Tourism groups • Event organisations • Environmental groups • Car clubs
Council committees and affiliated volunteer groups	Council Advisory Committees



Representatives from each of these groups were invited to participate in a one of the three day-long planning workshops to reflect on the area's past, explore the present situation – internal strengths and weaknesses, external opportunities and threats - and design the preferred future.

Combined, these visioning workshops attracted over 80 passionate people from throughout the Shire, representative of the key communities of interest, demographic profile, cultural backgrounds and geographic locations. Using this representational approach, all views and perspectives were presented and heard.

Almost a month later, a smaller representative group of community members, Councillors and Council management came together for a day to 'shape' the Community Strategic Plan from the unedited outputs of the engagement and planning activities, survey results, other relevant local, regional, state and national plans and a deep understanding of the Shire's present situation.

The draft CSP was then distributed for comment to all those who had participated in the engagement processes including Councillors and Council management. Modifications were made based upon comments received. The Plan was placed on public exhibition during May/June 2012.

Modifications were made based on comments received during the exhibition period. Living Lachlan Style 2022: Community Strategic Plan was formally adopted by Council on behalf of the entire Lachlan Shire Community at its meeting on 27 June 2012

This version has been developed again following extensive community engagement. It reflects current priorities and future aspirations. It will help Lachlan Shire better position itself towards achieving its 2025 goals.



Process Overview

Step	Activity	Output / Outcome
1. Planning for the Engagement	<ul style="list-style-type: none"> • Design survey questions • Design and promote photographic competition and coloring-in competition • Design and plan community workshops • Design and plan staff workshops 	<ul style="list-style-type: none"> • Community survey • Identification of Lachlan Shire's representative groups • Identification of relevant groups and individuals within each whole system group • Development of key message to engage the community in the process....'Living Lachlan Style 2025' • Communication plan
2. Communication	<ul style="list-style-type: none"> • Community Priorities Survey • Direct mail – letter of invite and registration form to planning workshops • Advertising – local newspapers • Publicity – media releases, radio segments, community newspapers and newsletters • Council website • Presentations to raise awareness at village and community group meetings • Contact with schools 	<ul style="list-style-type: none"> • Participants in planning process • Comments on what is important to the community
3. Consultation	<p>Communication and recruitment activities:</p> <ul style="list-style-type: none"> • Community Priorities Survey • Direct mail – letter of invite and registration form to planning workshops • Advertising – local newspapers • Publicity – media releases, radio segments, community newspapers and newsletters. • Council website • Presentations to raise awareness at village and community group meetings. • Contact with schools 	<ul style="list-style-type: none"> • Lachlan Shire's present situation • Preferred future • Guiding values • Future directions • Differentiation
4. Shaping the Community Strategic Plan	<ul style="list-style-type: none"> • Planning workshop with community members, Councillors and Council management working with the survey results, unedited outputs of the planning workshops, present situation information, other relevant plans e.g. Social Plan, LEP, NSW State Plan, other Regional, state and national plans and policies 	<ul style="list-style-type: none"> • Draft Community Strategic Plan • Vision • Values • Future Directions • Strategic Outcomes • Council's role in achieving each of the strategic outcomes • Others who could collaborate to achieve the strategic outcomes • Performance measures

Step	Activity	Output / Outcome
5. Public exhibition and comment period	<ul style="list-style-type: none"> Draft plan circulated to all who engaged in the process Circulated to Councillors and Council management Placed on website Made available to town and village associations and community groups Advertised 	<ul style="list-style-type: none"> Comments on the draft plan Modifications to the draft plan
6. Adoption of the Community Strategic Plan	<ul style="list-style-type: none"> Council Meeting 	<ul style="list-style-type: none"> Living Lachlan Style 2025: Community Strategic Plan.

Our Ongoing Community Engagement

Community Engagement

Is a term that covers all the ways Council and its community come together to improve decision-making, build relationships and partnerships, raise awareness and complement representative government. Its is a way of working side by side and building support for the shared goal of making the community a better place to live. Community engagement is an outcome.

Consultation

Is the process of developing understanding of the issues and boundaries around a particular topic or issues before decisions are made. We consult with one another when the boundaries around a decision are not understood.

Communication

The exchange of information. We communicate with each other when the boundaries around an issue or decision are understood.

Communities of Interest

All those who have an interest in a particular proposed project, program, issue or action.

Capacity Building

The development of knowledge, skills and attitudes to achieve a purpose.

Levels of Engagement

There are five levels of engagement and each level comes with the promise Council makes to its community.

	Inform	Consult	Involve	Collaborate	Empower
Community Engagement goal	Provision of balanced and objective information to assist with understanding problems, solutions and opportunities.	Comments on the draft plan. Modifications to the draft plan.	To work with the community throughout the process ensuring that aspirations and concerns are consistently understood.	To partner with the community in each aspect of the decision and the identification of the preferred solution.	Placing final decision making in the hands of the community.
Our promise	We will provide you with the information you need and keep you informed.	We will listen and acknowledge aspirations and concerns and provide feedback on how the decision was influenced.	We will work with you to ensure that community aspirations and concerns are directly reflected in the alternatives.	We will look to you for direct advice and innovation in formulating solutions.	We will implement what you decide.



Community Engagement Methods

There are a variety of engagement methods that can be used for each of the levels. Often, to ensure a representative response, a number of different methods should be used. Below is an overview of the levels and consultation methods.

Inform	Consult	Involve	Collaborate	Empower
<ul style="list-style-type: none"> • Fact sheets • Community newsletters • Websites • Flyers • Emails • Volunteers • Staff networks • Community exhibitions and displays • Community notice boards • Press releases • Council notices • Presentations • Word of mouth 	<ul style="list-style-type: none"> • Public comment and submissions • Focus groups • Surveys including online surveying • Workshops and meetings • Feedback forms • Interviews • Comments and suggestion boxes • Partnering with service providers to consult with hard to reach groups 	<ul style="list-style-type: none"> • Open meetings and workshops • Forums • Competitions • Youth and other targeted reference groups • Internet discussions and feedback (if possible) 	<ul style="list-style-type: none"> • Consensus building • Participatory decision making • Interagency networks and working groups • Reference groups 	<ul style="list-style-type: none"> • Delegated decisions through Council Committees and Council affiliated volunteer groups

Methods for Keeping Participants Engaged

Effectively planning a consultation includes the development of methods for keeping participants engaged throughout the process. Often communities report being over-consulted or can have negative experiences as a result of not seeing the outcomes of their participation.

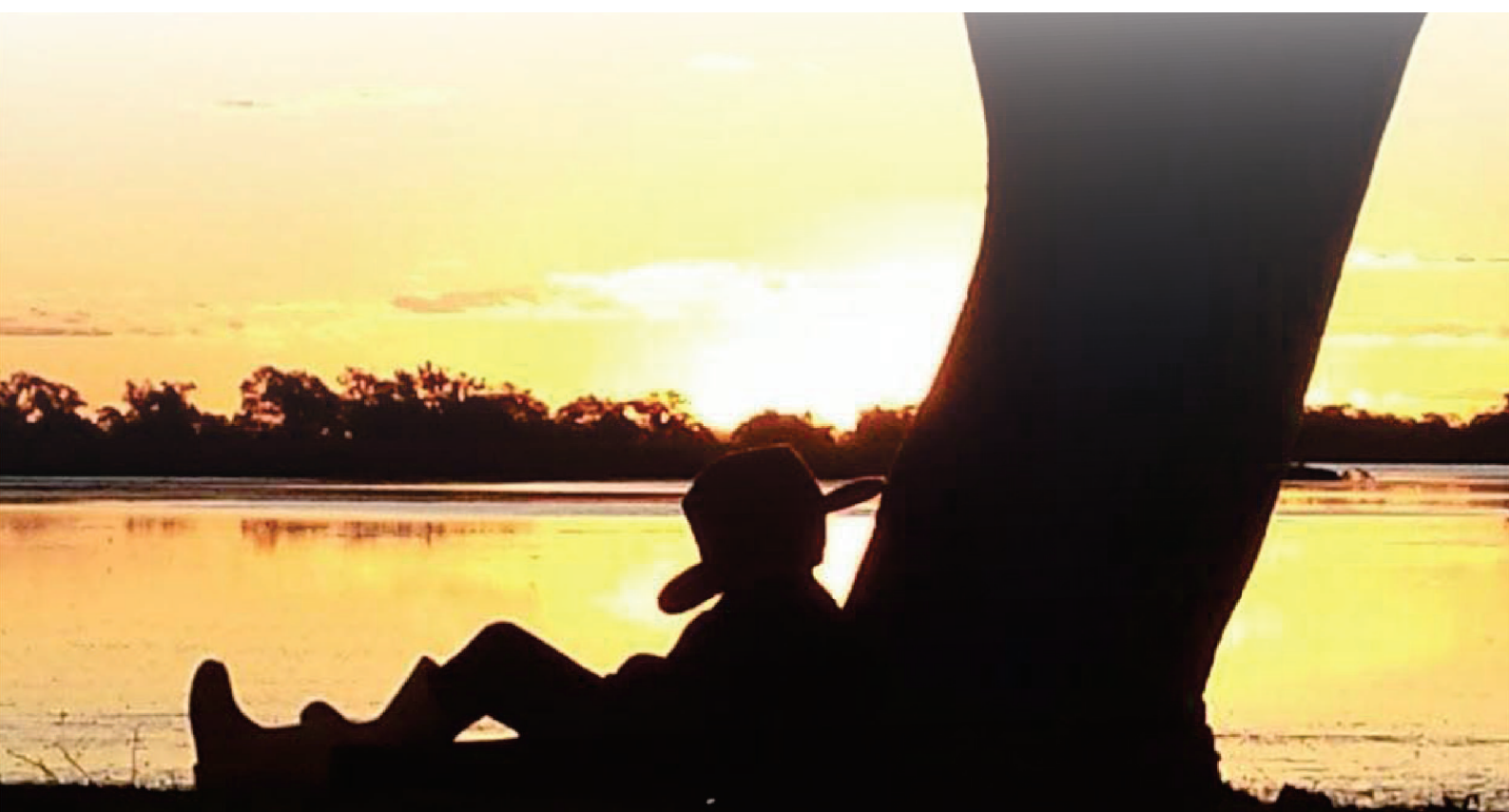
Strategies for keeping participants informed include:

- Acknowledge participants for their contribution.
- Showing participants the outcomes of the consultation by providing them with a copy of the documentation outlining how their input was used and how it influenced the end design or decision.
- Keeping people engaged in the long-term consultation process by providing regular updates.
- Providing feedback mechanisms and ongoing opportunities for them to be involved.

Resources and Information

In preparing for community engagement on the Strategic Plan, the following resources were made available to Council, agencies, community groups and members of the public.

Information	Source and Location
Planning a Sustainable Future Guidelines on Planning and reporting for Local Government	Office of Local Government – www.dlg.nsw.gov.au
NSW State Plan	NSW Government - http://www.nsw.gov.au/stateplan
Western NSW Action Plan	NSW Government - http://www.nsw.gov.au/stateplan
Regional Business growth plans	www.business.nsw.gov.au/region/reg_bus_growth_plans.htm
Lachlan Catchment Management Authority Action Plan	www.lachlan.cma.nsw.gov.au/catchmentactionplan.aspx
Lachlan Shire Management Plans and Budget	Lachlan Shire Council – www.lachlan.nsw.gov.au
Lachlan Shire Local Environment Plan	Lachlan Shire Council – www.lachlan.nsw.gov.au
Lachlan Shire Annual Reports	Lachlan Shire Council – www.lachlan.nsw.gov.au
Lachlan Shire Social Plan	Lachlan Shire Council – www.lachlan.nsw.gov.au
Lachlan Shire State of the Environment Reports	Lachlan Shire Council – www.lachlan.nsw.gov.au
Economic Monitor	Lachlan Shire Council – www.lachlan.nsw.gov.au
Fact Sheets	Topics covered include Demographics, Infrastructure, Environment and Social Issues in Lachlan Shire Council – www.lachlan.nsw.gov.au



Key Considerations For Engaging Our Community

Location and Logistics

Lachlan Shire residents are geographically spread out and special consideration needs to be given to the logistics of people engaging.

This is a very important consideration for those services that are accessed from within the region as Lake Cargelligo, Condobolin and Tottenham are serviced by different major centres by some agencies.

Engagement considerations include:

- Use of additional mobile or outreach consultation programs or activities to reach isolated members of the community
- Undertake engagement activities in a range of venues and at each of the major centres
- Use non-Council venues where community groups already meet, including culturally appropriate venues
- Venues used for engagement activities should be easily located and be suitable for those with mobility issues
- Use of electronic and web based consultation methods to overcome transport difficulties wherever possible,

Culture

Culture in the Lachlan Shire is rich and multifaceted. It is represented by a fusion of ancient Indigenous traditions and customs, traditional agricultural interests, in some cases, dating back many generations and the most up-to-date and contemporary thinking in the world.

Engagement considerations include:

- Seek information on the cultural practices of the participants to ensure they are accommodated in any engagement activities. Ensure that cultural protocols are followed, for example, talking with community Indigenous Elders prior to consultation with the broader Aboriginal community
- Directly communicate with each of the four Aboriginal Land Councils.
- Directly communicate with multicultural groups

with members in the Shire.

- Use non-Council venues where possible to meet with Indigenous groups
- Avoid using insensitive language, assumptions or generalisations about people
- To overcome participation concerns, explain the consultation process, their role and how the information will be used as well as their rights to privacy, anonymity and confidentiality.

Religious Diversity

The area is home to a diverse range of religions and religious cultural groups. Found amongst the traditional Christian religions is a growing Plymouth Brethren Church which have established places of worship in both Condobolin and Lake Cargelligo and a school in Condobolin.

Engagement considerations include:

- Engagement activities should be undertaken to ensure that all religious groups are contacted and able to make a contribution to any community engagement activity
- Catering arrangements must take into account special requirements of different religious and cultural groups.
- Providing equal opportunities for men and women to participate is also important.

Community Connections and Social Capital

The community benefits from cooperative networks and the many social ties that exist. The Shire has a strong network of non-profit cultural, civic and community organisations - including sporting groups, service clubs, youth centres, inter-agencies and groups such as the CWA, Men's Sheds, Rural Fire Service, management committees and historical societies. Most of these groups have a strong volunteer component.

Council recognises that a personal approach is the most effective way to ensure the widest contact and involvement of all sectors of the community. The high level of voluntary/grass roots cultural activity is a rich asset that is well engaged by Council in order to improve effectiveness and to reach a wider audience.

Engagement considerations include:

- Use of informal, word of mouth communication from trusted members of local groups
- Use of informal community networks and community leaders
- Use of interagency networks, working groups, Council committees, community organisations and volunteers
- Undertake community engagement activities at community events
- Use of libraries as a point of engagement
- Use of public spaces such as main streets, neighbourhood parks and recreation facilities to undertake engagement activities, for example, street surveys.

Community facilities operators and users

The quality of life for all Shire residents is affected to a very large degree by the availability and standard of community facilities owned and maintained by the Council. Contractors and or community groups, on Councils behalf, operate many of these facilities.

Engagement considerations include:

- Engagement activities should be undertaken to ensure that operators and the community groups involved in managing Council facilities such as halls, cemeteries and swimming pools are accommodated
- The users of those facilities should also be engaged to provide feedback to Council on suitability, condition and any improvements considered appropriate.

Business Community

There are over 1000 actively trading business entities operating in the Shire (ABS June, 2007). The largest industry in terms of business numbers was agriculture followed by retail trade.

Engagement considerations include:

- Lachlan Shire does not have a Chamber of Commerce or strong networks between local businesses
- Where they exist, make use of existing business/ industry networks
- To encourage participation of the business community consider their hours of operations. For instance breakfast or evening events might encourage participation

- Onsite visits to individual businesses to ensure a high level of direct engagement
- Use of the business database to inform local businesses about engagement activities.

Young People

Young people (12-24 year olds) represent 13% of the total population of the Shire. Engagement and maintaining effective relationships with young people is a major challenge for Council. Engagement needs to remain relevant and respond appropriately to the needs of young people. Community cultural events, sport and recreational activities have been effective in engaging young people.

Engagement considerations include:

- Form partnerships with youth service providers and schools to provide innovative and relevant engagement activities for young people
- Utilise existing youth programs such as recreational, sporting and social activities
- Avoid using jargon and acronyms and provide information to young people in ways they can understand and that are relevant to their life experiences or contexts
- Treat participants and respond with respect.
- Plan activities targeted to individuals and groups as well as age appropriate groupings, for example, early youth (12-15), later youth (15-18) and young adults (18-24)
- Undertake engagement activities in youth friendly spaces.

Children

The Shire has a high proportion of children – 19%. Council recognises that it is important to consult children and ensure that their views and the views of their families are taken into account. Consulting with children in a meaningful way is often a difficult task and children must be engaged using appropriate methods that empower them to express their views.

Engagement considerations include:

- Prepare consultation activities with an awareness of the ages and attention rates of children, including appropriate language and framed within a relevant context. All activities should be appropriately resourced and timed
- Work with existing groups and schools, for example after school and early childhood services to provide creative and relevant engagement activities such as drawing and painting competitions for children
- Children's responses should be treated with equal respect
- Obtain parental/guardian consent prior to undertaking consultation with children and arrange appropriate supervision for children at consultations
- If family members cannot be present during consultations with children someone with specialist early childhood knowledge acting as an advocate for the child should always be present
- The purpose of the consultation should be made clear to the children and their families. Children should have any consultation process they are involved in explained to them at a level, which they can understand
- Alternate activities should be offered alongside any entertainment for children of preschool ages
- Plan activities targeted to age appropriate groupings, for example, early childhood (0-5), early middle childhood (5-8) and late middle childhood (8-12)
- At times when young children are not able to speak for themselves, groups and individuals who represent young children should have the opportunity to speak for them. In order to be a voice for children, advocates must consult with

children and their families

- Children should not be placed in any situation or environment that presents a threat to their health or wellbeing. For example, children must not be intimidated or interrogated in any way and they must be given sufficient time to respond.

Environment

Council is primarily responsible for contributing to the environmental management of the area and working with state agencies and authorities such as the Catchment Management Authorities and the Office of Water to improve the natural and built environments. Locally the Lake Cargelligo lake system, Gum Bend Lake, the Lachlan River, our streetscapes, gardens, parks, and town centres are significant environmental assets.

Council has recently established a sustainability committee to assist it in assessing its activities against a sustainability index and to ensure that when considering future activities that sustainability is a prime consideration.

Engagement considerations include:

Use of community activities to plan and undertake specific engagement activities focusing on the environment:

- Prepare engagement activities about the environment in consultation with the Sustainability Committee and other relevant environmental projects, working groups and agencies
- Undertake consultation in conjunction with research for the development of the annual State of the Environment Report
- Take a holistic approach to consultation on the environment and include all ages, cultural backgrounds, business community, etc
- Consider undertaking engagement activities outdoors in the built and natural environments being consulted about
- Tap into existing leisure and recreation activities held in outdoor venues and settings

- Provide incentives that promote education on environmental issues, for example, giving away free worm farms or compost bins to participants. Prior to undertaking environmental activities and initiatives consultation should be undertaken with Aboriginal Elders about sacred sites.

Education and lifelong learning

The Shire has a number of education resources including schools, TAFE Campuses and is well served by the Charles Sturt University, which has campuses at Orange, Bathurst, Dubbo and Wagga Wagga. Council supports education and lifelong learning and there is a high level of collaboration between Council and education providers across the Shire. A large number of school age students attend private schools out of the immediate Shire area.

Engagement considerations include:

- Utilise a range of methods of communication and do not rely on written material only
- Tap into existing library activities and networks
- Provide hard copies of promotional material and documents which can be accessed by those without computer or internet access
- Consultation and workshop activities should be designed in view of literacy barriers, for example, the use of visual aids, opportunities for oral participation and inclusion of interactive activities
- Use of schools, TAFE and training providers as sites for the delivery of engagement activities as well as to promote or disseminate information e.g. school newsletters and noticeboards
- Use of age appropriate methods and materials considering levels of education competency of participants.

departure from the school system, health problems and disabilities and unemployment. Participants in engagement activities should represent a wide cross section of the community in terms of age, gender and cultural diversity. Consideration should be given to overcoming barriers that may affect participation.

Engagement considerations include:

- Use of pre-registration process to identify people with particular needs. Measures should be put in place to enable participation of people with a disability
- Provide child minding to promote the participation of parents and carers
- Provide engagement activities during and after business hours and on weekends if that is the most convenient time for potential participants
- Obtain consent from all participants where photos or film footage will be taken and provide options for people who do not want their image recorded to overcome barriers to participation
- Only collect relevant personal information needed for the purpose of the consultation
- Establish systems for obtaining regular feedback and gather input from frontline Council staff who deal with the public and Council Committees
- Surveys/questionnaires should be professionally developed and administered to avoid bias
- Planning engagement activities with consideration of appropriate venues and numbers of Council staff participating to encourage participation among participants
- Use of competent trained facilitators to run engagement activities.

Overcoming barriers to participation

Many Shire residents experience multiple disadvantages including low socio-economic environment, housing stress, interrupted education experiences or early



Measuring Our Progress

The Community Strategic Plan is the guiding document that informs Council's Delivery Program and Operational Plan. A range of assessment methods to determine whether the objectives of the Plan are being achieved are reported on as part of the quarterly reporting process.

Council also adopts an Annual Report at the end of November each year which is submitted to the Minister for Local Government, the Office of Local Government and is made available to the community. The Annual Report showcases Council's achievements over the previous year in accordance with the Delivery Program and Operational Plan.

The progress of the Community Strategic Plan is also required in a report to the final meeting of an outgoing Council. This report will next be presented at the Ordinary Meeting of Council in August 2016.

Staying Connected

Council Connect @ Lachlan provides regular opportunities for Council and the community to engage.

This initiative was first introduced in 2013 and has been designed to improve communications between Council and the community. Enhancing Council's responsiveness to issues raised by the Community and by offering mechanisms to keep you informed and updated as to the progress of the matters raised along the way is all part of the service.

Council Connect @ Lachlan enables the community to bring to Council's notice matters that require attention and is also a platform for Council to receive your ideas, suggestions and opportunities for our Shire.

Council's Community Engagement Network regularly attend a range of community events, activities and celebrations. When you see us at these events come and say G'day. Daily opportunities to touch base with Council include contacting our email address: councilconnect@lachlan.nsw.gov.au, or by phoning us on 6895 1900.

We are a community working together to achieve the visions for Lachlan and we look forward to connecting with you through Council Connect@ Lachlan.



Alphabetical List of Acronyms & Abbreviations

Acronym	Full Designation	Acronym	Full Designation
AMA	Australian Medical Association	LSC	Lachlan Shire Council
AMP	Asset Management Plan	LLCS	Lower Lachlan Community Services inc.
BIRR	Buildings & Infrastructure Renewal Ratio	MBS	Manager of Building Services
CANFA	Conservation Agriculture & No-Till Farming Association	MED	Manager of Economic Development
CDRV	Condobolin District Retirement Village	MEDS	Manager of Environment and Development Services
CENTROC	Central West Regional Organisation of Councils	MHR	Manager of Human Resources
CMA	Catchment Management Authority	MI	Manager of Infrastructure
CRIA	Country Rail Infrastructure Authority NSW	MIT	Manager of Information Technology
CSP	Community Strategic Plan	MLA	Mid Lachlan Alliance
CTC	Community Technology Centre	MO	Manager of Operations
CWA	Country Women's Association	MU	Manager of Utilities
CWFS	Central West Farming Systems	MWBSC	Manager Willow Bend Sports Centre
DCSG	Director of Community Services & Governance	NBN	National Broadband Network
DCR	Discretionary	OLG P&C	Office of Local Government Parents and Citizens
DECC	Department of Environment & Climate Change	P&F	Parents and Friends
DEP	Director of Environment & Planning	PCC	Penrith City Council
DOCS	Department of Community Services (NSW)	RDN	Rural Doctors Network
DPI	Department of Primary Industry	RESAP	Regional Sustainability Action Plan
DSR	Debt Service Ratio	REX	Regional Express Airlines
DIS	Director of Infrastructure Services	RMS	Roads and Maritime Services
FAG	Financial Assistance Grant	STAT	Statutory
FCR	Full Cost Recovery	STP's	Sewerage Treatment Plants
ISIC	Indigenous Social Inclusion Company	VET	Vocational and Educational Training
LTFP	Long Term Financial Plan	SWOT	Strengths Weaknesses Opportunities and Threats
GM	General Manager Lachlan Shire Council	UCR	Unrestricted Current Ratio
GRDC	Grains Research & Development Corporation	WAG	Wiradjuri Alliance Group
HACC	Home and Community Care	WNSWLHD	Western NSW Local Health District
ICC	Indigenous Coordination Centre Wagga Wagga	WCC	Wiradjuri Condobolin Corporation
LALC	Local Aboriginal Land Councils	WPRD	Western Plains Regional Development
LCDCCCA	Lake Cargelligo District Community Children's Centre Assoc.	WSC	Wiradjuri Study Centre



Contacts

If you would like more information or would like to submit feedback on this Plan, please send your comments to the General Manager, Lachlan Shire Council:



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lachlan.nsw.gov.au



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