



COMMUNITY STRATEGIC PLAN

2017/18 – 2026/27

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Your Councillors

Councillors play an important community leadership role. Councillors provide vision, strategic direction and make policy decisions on behalf of, and for the benefit of, the local community. The Local Government Act describes the role of councillor as falling into two broad categories: as a member of the governing body of Council and as an elected person.

As a member of the governing body of Council, Councillors direct and control the affairs of the Council; allocate resources for the benefit of the Council area; play a key role in creation and review of policies and objectives; and review the performance of Council and its delivery of services. As an elected person, a councillor represents the interests of the residents and ratepayers; provides leadership and guidance to the community; and facilitates communication between the community and Council.



Back Row: Cr Noel Mudford, Mayor Doug Batten, Deputy Mayor Ashley Walker, Crs Greg Peart and Brian Mockler. Front Row: Crs Susan Baker, Gina Johnson, Deidrie Naden and Noel Wrigley.

A Message from your Mayor and Councillors

Council needs to engage effectively with our community to ensure the needs of our population demographics, changing economy and the expectations of high levels of service are addressed. Challenges such as the increasing rate of technological change, provision of new services and programs, key workforce shortages all need to be closely monitored and addressed.

Council also needs to take the opportunity to develop clear strategic objectives for the future. As such we can work with the local community to achieve these outcomes, support an organisation-wide understanding of the requirements of our community and facilitate the development of collaborative relationships and common goals with other organisations in the public and private sectors as well as the regional, state and federal levels.

With this in mind Gilgandra Shire Council presents its Community Strategic Plan for the period from 2017/18 to 2026/27. This document sets a course for achievements by the community, government and council over this ten year period.

This plan builds on those prepared and executed over the two four year terms of previous councils. This Community Strategic Plan is based on a number of outcomes or themes. In establishing these outcomes council has placed our service delivery role within a broad strategic leadership framework. The roles include concepts such as social cohesion, community well-being, local identity, participative decision making, strategic leadership, long-term planning, economic development and collaborative partnerships alongside the more traditional roles of service delivery, asset management and policy development.

Your current council has made a commitment to establishing respectful, strong and lasting partnerships to achieve the future of our community in a financially sustainable way. Underpinning our ambitions for the future are three plans, the Ten Year financial Plan, the Strategic Asset Management Plan and a Workforce plan. The programmed outcome of these three plans are reflected in the “Four Year Delivery Program” and the “Annual Operational Plan”.

Council is fully cognisant of the challenges ahead including the higher productivity requirements of the agricultural sector. However Council, through its overarching strategic document, the Community Strategic plan, is committed to achieving the best possible outcomes and looks forward to the opportunity to progress the strategies listed.

Introduction

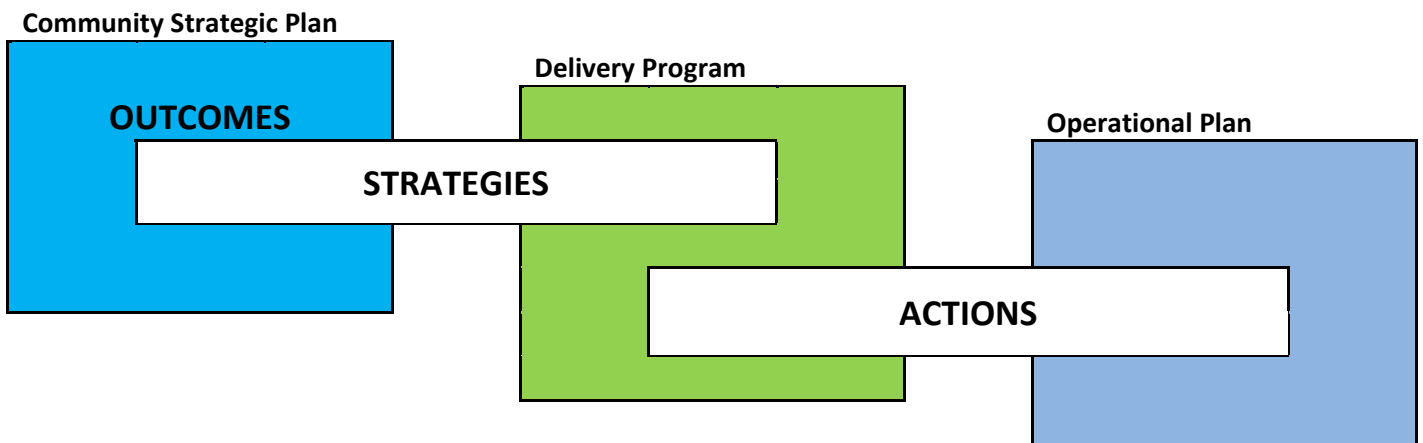
What is a Community Strategic Plan?

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan that Council will take over its four year term, that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council’s actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year associated with these actions.

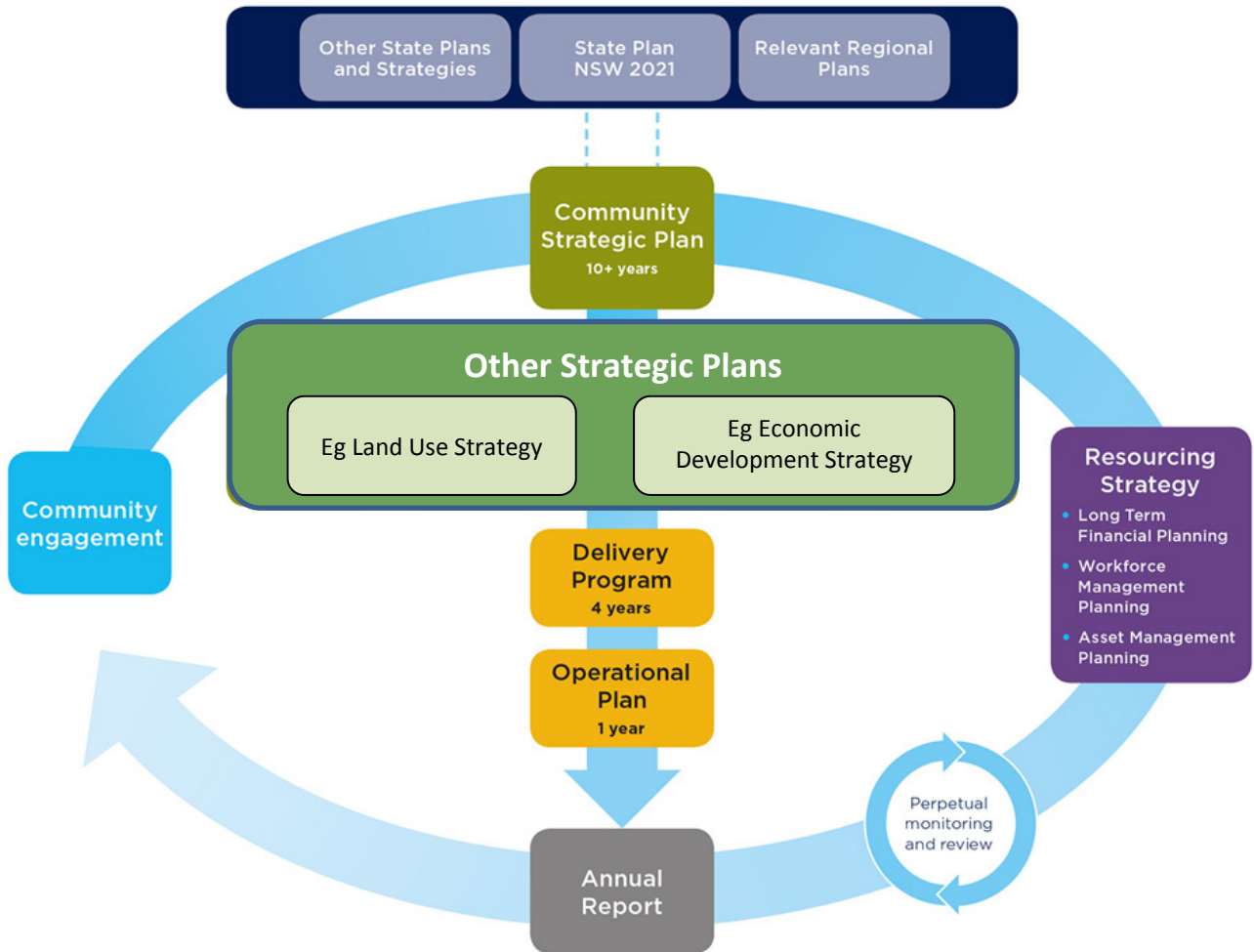


- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:
 - **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan
 - **Asset Management Strategy Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan
 - **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that ‘tests’ the community’s aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool

- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis.

Integrated Planning and Reporting Framework



Gilgandra Shire Community Overview

Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years health, disability services, aged care and other community services have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities is faced with significant challenges in the agricultural sector. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

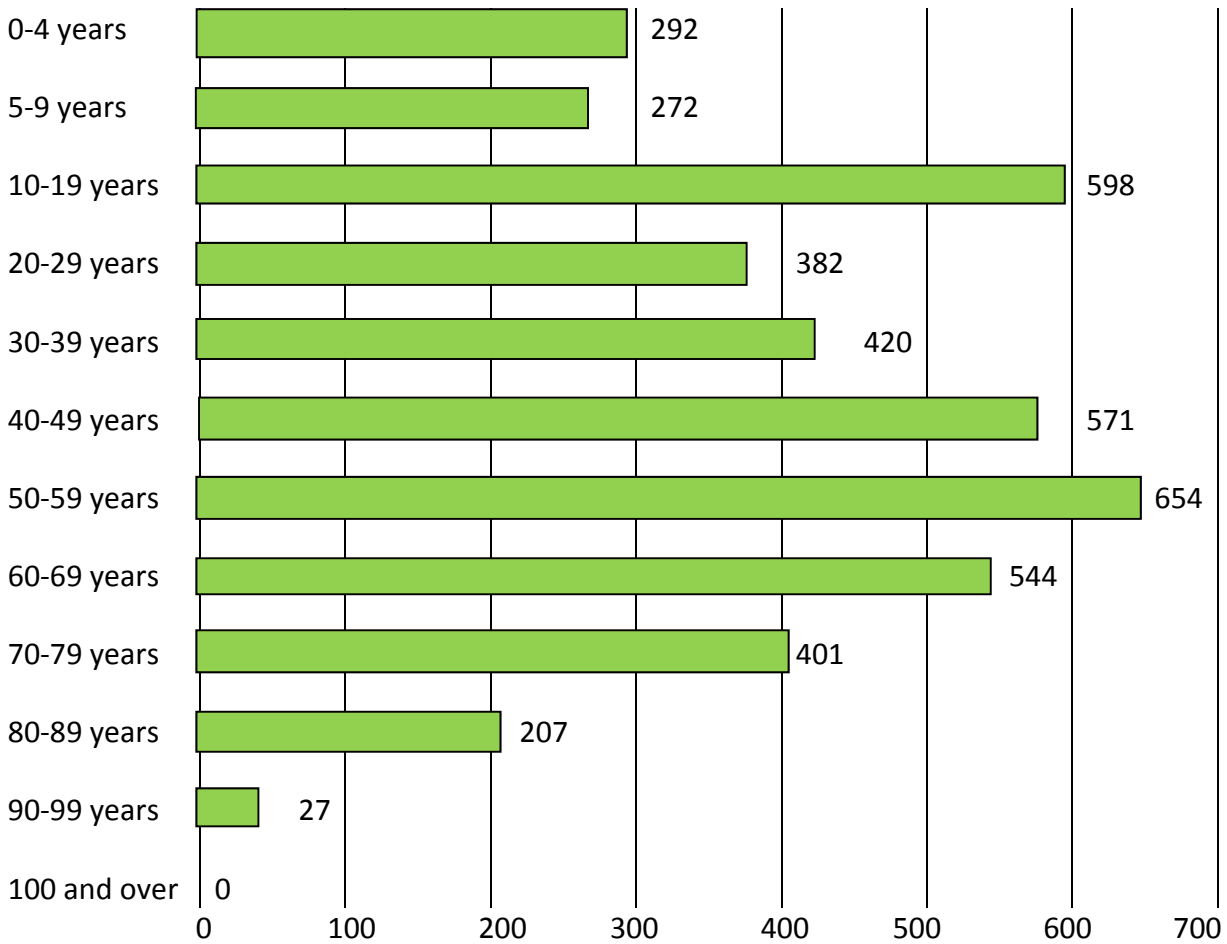
Gilgandra LGA Demographics

- Total Population - 4368
- Median age - 46 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage

Gilgandra

Population – Age

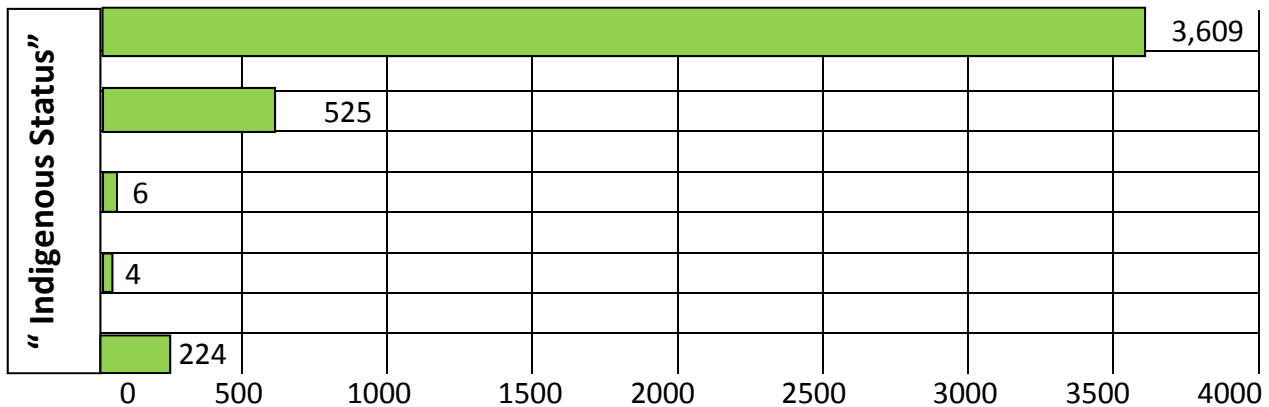
The estimated residential population for Gilgandra in 2015 was 4,368 people. This represents a 0% decrease from the 4,368 people that were usually resident in Gilgandra on Census Night 2011.



Gilgandra

Population – Indigenous Status

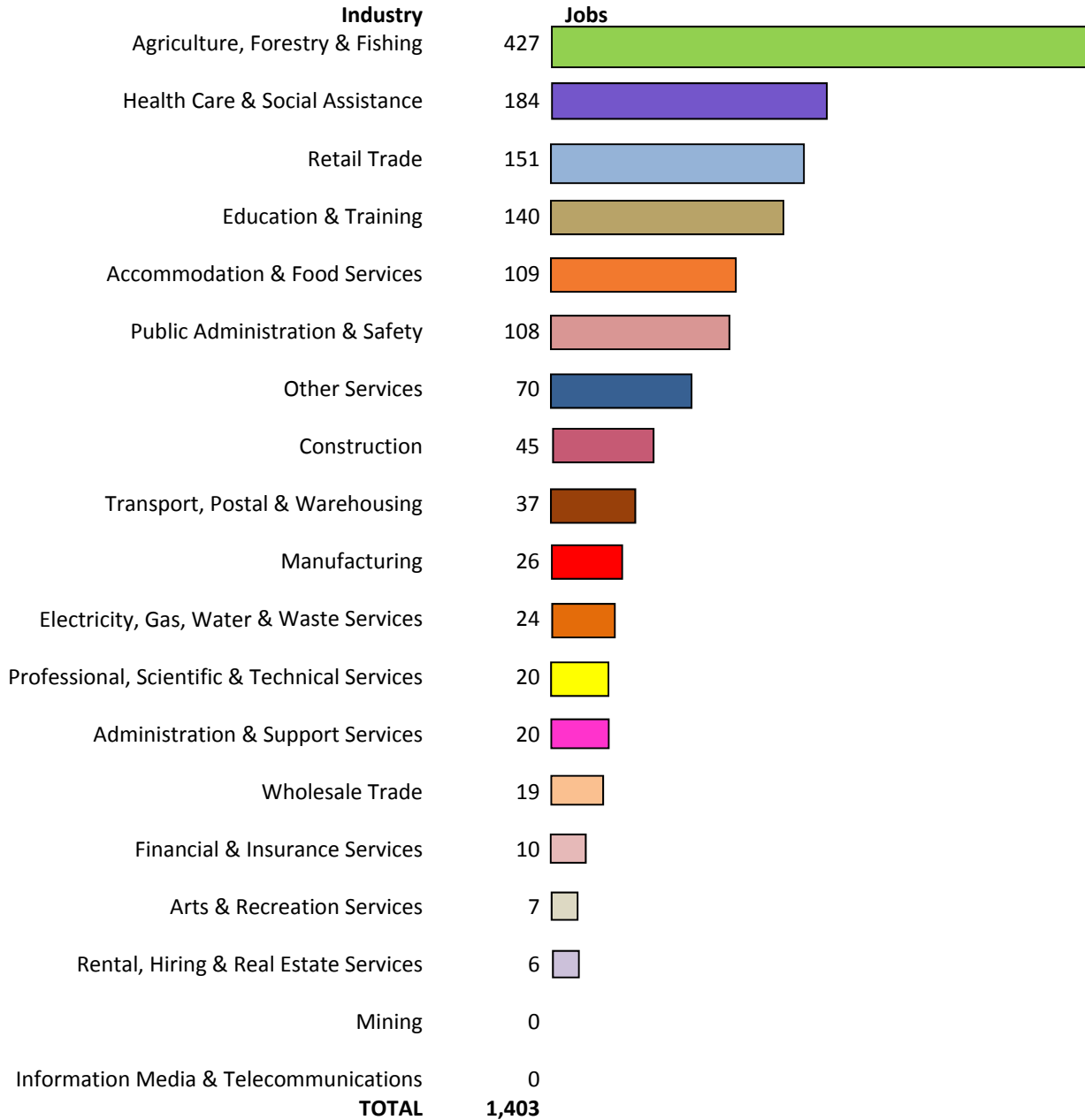
The total number of people usually resident in Gilgandra on Census Night was 4,368.



Gilgandra

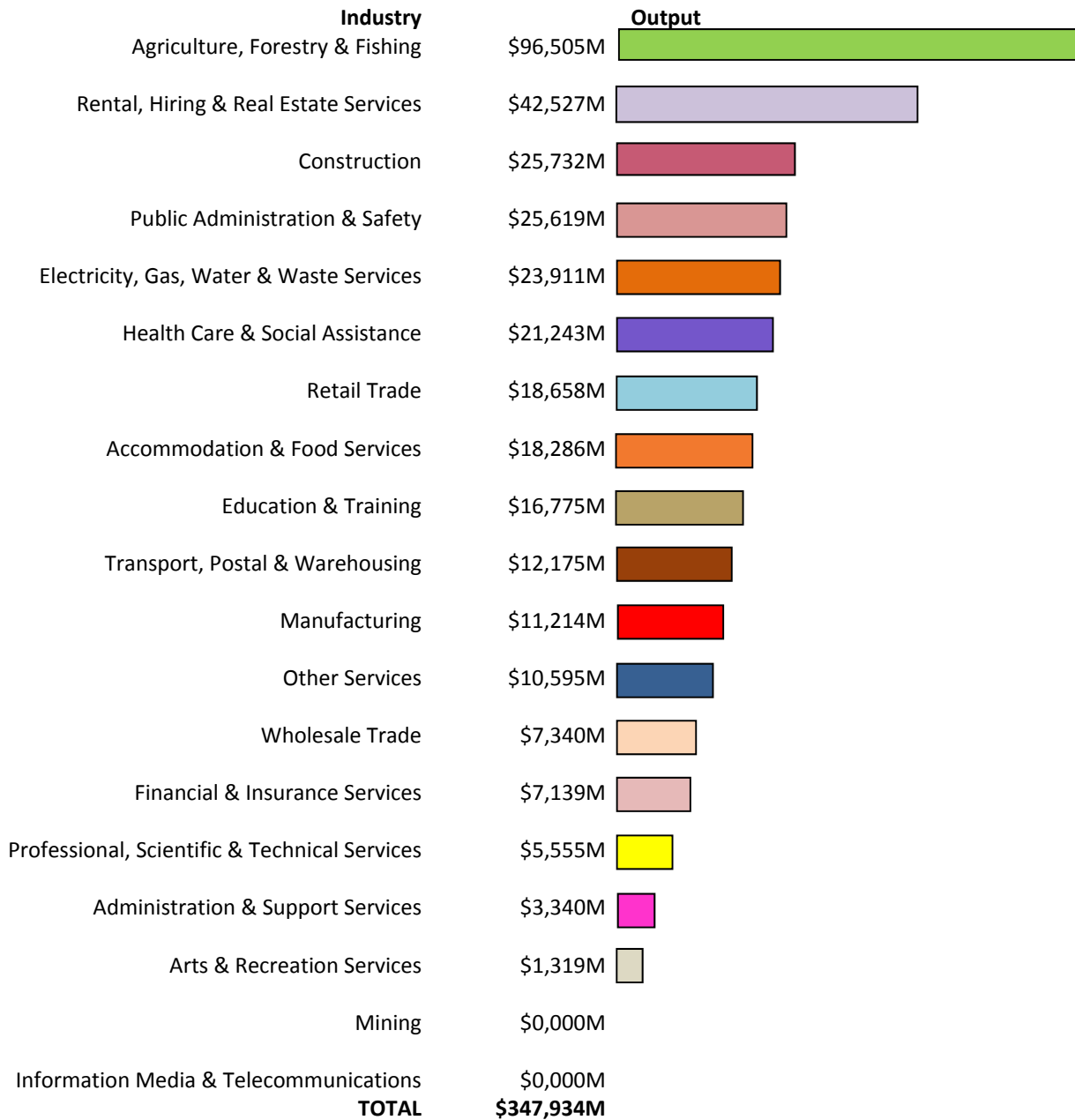
Employment by Industry

All Industries – All Zones



Output by Industry

All Industries – All Zones



Community & Council Vision and Values

Vision

Gilgandra Shire is a strong and sustainable rural centre with a caring community that is building a future together

Values

Integrity, leadership, inclusivity, selflessness, objectivity, accountability, openness, honesty, respect, professionalism, innovative, proactive, performance, consultative, strategic

Vision 2026/27



Challenges

The Gilgandra Community faces a number of challenges that have the potential to impact on the desired outcomes identified in this Community Strategic Plan. These challenges include:

- Climate change
- Succession planning
- Waste management
- Understanding between all cultures
- Maintaining quality , well-funded education
- Sustaining community infrastructure
- Maintaining and improving roads and bridges infrastructure
- Skilled labour availability
- Staff and senior management recruitment
- Agriculture sustainability
- Technological change
- Sustainable land use and planning
- Business sustainability
- Volunteer resourcing
- Population decline
- Youth participation
- Quality health services
- Community transport
- Increased childcare demands
- Financial sustainability
- Maintaining our heritage
- Access to grant funding
- Political Opportunity

It is intended that the Community Strategic Plan and Councils associated Delivery Program and Operational Plan work towards addressing these challenges over the life of these plans.

Consultation and Engagement

Council has reviewed and updated its Community Engagement Strategy to reflect its commitment to keeping community members informed and engaged in Councils decision making process. A round of community consultation sessions has been held to provide input into this Community Strategic Plan and associated strategic planning documents.

State and Regional Plans

The development of this Community Strategic Plan was informed by the NSW State Plan - NSW Making It Happen, the Regional Plan developed by Regional Development Australia – Orana (RDA Orana) and the NSW 2021 ORANA Regional Action Plan.

The issues outlined in these plans are very much in line with the Community Strategic Plan, and cover issues such as the economy, health, transport, infrastructure, safety, education, environment and improvement to government services.

The Social Justice Principles

The *Local Government Act* also stipulates that the Community Strategic Plan should reflect the principles of Social Justice and that these social considerations are adequately addressed in the planning and development process. The principles for social justice are:

Equity - There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access - All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation - Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights - Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Keeping the Strategic Plan Current

Council needs to engage the community in reviewing the Community Strategic Plan to ensure the direction and priorities in the CSP remain current and allow for the modification and/or inclusion of new outcomes and strategies to respond to changing needs of the community. Regularly reviewing the CSP also ensures that the document stays current and appropriate for the needs of the community as priorities change in the future and new needs emerge.

Reporting Progress

Council will prepare an annual report at the end of each financial year that will outline achievements in implementing the Community Strategic Plan. Every four years Council will provide an End of Term report outlining the achievements in implementing the Community Strategic Plan over the previous four years. The report will also include a State of Environment Report on the environmental objectives in the Community Strategic Plan. These reports will align with Council elections and terms.

Community Strategic Plan

The Community Strategic Plan is based on eight key themes. Community objectives have been identified for each theme along with strategies that Council, partner organisations and the community can undertake to work towards achieving these objectives. We have identified the entity with primary responsibility for implementing each strategy along with those who have a support role. It is also important to outline how we will measure our progress towards achieving our desired outcomes. A series of measures of success have been identified to assist in assessing our progress. Links to State and Regional Plans have been identified and are referenced in the following tables.

1. Sense of Place

Facilitate and work with the community to develop a sense of place through branding, promoting and enhancing local identity and promoting social cohesion and health and well-being.

2. Community Engagement

Engage with our community, sharing information about community, council and government business and where appropriate, provide opportunities for residents to influence and/or participate in council decision making.

3. Land Use Planning and Sustainable Environment

Operate as strategic land use planners who work with the community to create an environment that guides the use of land to balance economic, environmental and community/social values and to support the health and well-being of the community.

4. Strategic Leadership

Provide strategic leadership through understanding current and future operating environments, identifying opportunities and risks and making decisions which align with long term operational and financial plans.

5. Economic Development

Facilitate the economic development of the community by working with the business community to attract and retain investment and support sustainable economic growth.

6. Asset Management and Service Delivery

Be responsible financial managers who deliver cost effective, equitable and efficient services and assets which reflect local needs and expectations and are guided by council's long term corporate planning objectives

7. Legislation and By-Laws

Apply relevant state and national legislation and create by-laws and policies as required to support the efficient and effective functioning of Council to support the community.

8. Representation and Collaboration

Engage with other Councils and other spheres of government to represent and advocate the needs of the community, and where appropriate, co-operate and work in partnership to generate greatest benefit for our community.

1. SENSE OF PLACE

OUTCOME						
1.1	An active community with a focus on physical and mental wellbeing					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.1.1	Establish and maintain programs and facilities that promote and encourage a healthy lifestyle	Council	State Government Community Groups	Ongoing	<ul style="list-style-type: none"> ⊕ Utilisation rate of sporting facilities ⊕ Community satisfaction rate 	<p>Premiers Priorities</p> <ul style="list-style-type: none"> - Tackling childhood obesity. A 5% reduction in overweight and obesity rates of children over 10 years. This will result in at least 62000 fewer children being overweight or obese. - Improving service levels in hospitals. 81% of patients through emergency department within 4 hours. <p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Increasing on time admissions for planned surgery, in accordance with medical advice.

OUTCOME						
1.2	An inclusive community that has great pride and instills this pride from a young age					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.2.1	Encourage and support community groups, festivals celebrations and event	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number and Diversity of Events ⊕ Participation rate in groups & at events 	
1.2.2	Involve the youth of our community in decision making processes	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of youth engagement plan 	

OUTCOME						
1.3	A community with access to quality aged care, disability, health, welfare, education, early childhood, sporting, recreational, cultural and technological services and facilities					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.3.1	Support and encourage the improvement of a variety of high quality preschool, primary and secondary education and vocational training facilities	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of service providers ⊕ Number of students enrolled ⊕ Diversity of education courses offered ⊕ Community satisfaction rate 	Premiers Priorities <ul style="list-style-type: none"> - Improving education results. Increasing the proportion of NSW students in the top two NAPLAN bands by 8% NSW Making It Happen <ul style="list-style-type: none"> - Increasing the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30%
1.3.2	Offer supported accommodation services , activities and employment and training programs to people with a disability	Council	State and Federal Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of clients and supported employees ⊕ Client and supported employee satisfaction rates ⊕ Disability accreditation audit results 	NSW Making It Happen <ul style="list-style-type: none"> - Successfully implementing the National Disability Insurance Scheme (NDIS) by 2018
1.3.3	Offer aged care and accommodation services and activities	Council	Federal and State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of residents & clients ⊕ Resident and client satisfaction rates ⊕ Aged Care accreditation audit results ⊕ Funding body audit results ⊕ Community satisfaction rate 	
1.3.4	Offer community care services that address the needs of our community	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of clients ⊕ Client satisfaction rates ⊕ Community care accreditation results ⊕ Funding body audit results ⊕ Community satisfaction rate 	NSW Making It Happen <ul style="list-style-type: none"> - Maintaining or improving reliability of public transport services over the next four years

1.3.5	Offer a range of youth services that engage youth and encourage participation	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Participation rates ⊕ Variety and number of activities ⊕ Community satisfaction rate 	Premiers Priorities <ul style="list-style-type: none"> - Protecting our kids. Decreasing % of children/young people re-reported at risk of significant harm by 15 % - Reducing youth homelessness. Increasing the proportion of young people who successfully move from Specialist Homelessness Services to long term accommodation by 10 %
1.3.6	Assist in the provision of community housing options	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Diversity in housing choices available ⊕ Community housing maintenance and upgrades conducted 	NSW Making It Happen <ul style="list-style-type: none"> - Increase the number of households successfully transitioning out of social housing by 5% over 3 years Regional Plans <ul style="list-style-type: none"> ➤ Support for affordable, sustainable housing throughout the region in all towns and local communities
1.3.7	Support the retention and expansion of health medical and hospital services and facilities	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of GPs & Dentists ⊕ Number and diversity of specialist health services ⊕ Number and diversity of lifestyle health services and programs ⊕ Community satisfaction rate 	Regional Plans <ul style="list-style-type: none"> ➤ Build a coordinated , effective regional health service delivery system
1.3.8	Deliver a library service that provides relevant resources and programs	Council	North West Regional Library, State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of members ⊕ Borrower rate ⊕ Community satisfaction rate ⊕ number and range of programs and activities 	

1.3.9	Support the delivery of cultural services	Orana Arts Council	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Utilisation rates of facilities ⊕ Number and variety of exhibitions at CHC ⊕ Community satisfaction rate 	<p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Increase attendance at cultural venues and events in NSW by 15% by 2019 <p>Regional Plans</p> <ul style="list-style-type: none"> ➤ Arts and cultural plan implemented
1.3.10	Facilitate access to leading edge communications for all residents living in Gilgandra Shire	Federal Government	Communications Providers	Ongoing	<ul style="list-style-type: none"> ⊕ Access to telecommunication ⊕ Number of service providers ⊕ Number of complaints 	<ul style="list-style-type: none"> ➤ Promote the potential of the digital economy as the basis for economic and regional development
1.3.11	Promote availability of after school and vacation care services	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of participants ⊕ Number of complaints 	
1.3.12	Business Plans are developed implemented and monitored on an ongoing basis that support and direct each of the following corporate businesses and ensure both their quality and economic viability: <ul style="list-style-type: none"> * Cooee Lodge Aged Care Village * Jack Towney Hostel * Orana Lifestyle Directions Supported Accommodation Service <ul style="list-style-type: none"> * Carlginda Enterprises Supported Employment Service	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Business plans implemented ⊕ Business Unit Annual Financial results 	

OUTCOME						
1.4	A collaborative community where services are integrated , match our community needs and are sustainable					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.4.1	Partner with government agencies and non-government organisations to determine community needs and coordinate optimum service delivery both cost effectively and avoiding service duplication	State & Federal Agencies	Community Groups Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of government and non government groups participating ⊕ Number of identified service gaps ⊕ Range of services provided ⊕ Community satisfaction rate 	

OUTCOME						
1.5	A community that encourages Aboriginal leadership and pride and values our Aboriginal cultural heritage					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.5.1	Support Aboriginal leaders and groups in their roles and provide opportunities for Aboriginal involvement	State and Federal Government	Council Aboriginal Organisations	Ongoing	<ul style="list-style-type: none"> ⊕ Number and diversity of engagement opportunities ⊕ Aboriginal employment rate ⊕ Community services aboriginal participation rate ⊕ Projects and programs implemented by local aboriginal groups 	<p>Premiers Priorities</p> <ul style="list-style-type: none"> - Driving public sector diversity. Doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles and increasing the proportion of women in senior leadership roles to 50 % in the government sector in the next 10 years <p>Regional Plans</p> <ul style="list-style-type: none"> ➤ More effective delivery of Aboriginal health education and employment services

OUTCOME						
1.6	A community where volunteerism thrives and service organisations are strongly supported					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.6.1	Encourage and support volunteerism in our community that continues with the next generation	Community Groups	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of active volunteer groups ⊕ Number of volunteers / gift of time hours 	

OUTCOME						
1.7	A safe community with minimal crime and anti social behaviour					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
1.7.1	Encourage and support crime prevention and anti - social behaviour programs and initiatives	State Government	Community Groups Council	Ongoing	<ul style="list-style-type: none"> ⊕ Number of police officers ⊕ Number of complaints ⊕ Regional crime statistics ⊕ Community satisfaction rate 	<p>Premiers Priorities</p> <ul style="list-style-type: none"> - Reducing domestic violence. Setting the target of a 5% reduction in the proportion of domestic violence perpetrators who re-offend within 12 months <p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Reducing adult re-offending by 5 % by 2019 - Local government areas (LGAs) to have stable or falling reported violent crime rates by 2019

2. Community Engagement

OUTCOME						
2.1	A transparent Council that keeps its Community informed and encourages and facilitates community input into its decision making processes.					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
2.1.1	Implement Councils community engagement strategy and encourage resident participation in community forums	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ Number and diversity of engagement activities ⊕ Participation rate ⊕ Community satisfaction rate 	
2.1.2	Be a community leader in change management	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Number of unresolved Community issues ⊕ Community satisfaction rate 	

OUTCOME						
2.2	A Council that delivers good customer service to its community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
2.2.1	Provide Council customer service that is accessible, efficient and responsive	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Timely response to customer enquiries ⊕ Number of customer enquiries closed/responded to ⊕ Community satisfaction rate 	<p>Premiers Priorities</p> <ul style="list-style-type: none"> - Improving government services. Improving customer satisfaction with key government services every year within the NSW governments second term <p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Conducts 70% of government transactions via digital channels by 2019

3. LAND USE PLANNING & SUSTAINABLE ENVIRONMENT

OUTCOME						
3.1	A Council that works with the community to create an environment that guides the use of land to balance economic, environmental and community/social values					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.1.1	Ensure transparency, consistency and professionalism in the application of Council's planning instruments.	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Community satisfaction rate ⊕ Number of cases in NSW Land and Environment Court 	
3.1.2	Develop and maintain appropriate land use planning strategies for sustainable development	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Community satisfaction rate ⊕ Number of people using heritage advice ⊕ Number of heritage grants released ⊕ State of Environment report 	
3.1.3	Review and rationalise the current usage of vacant Council, Crown and Private residential lands.	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of vacant residential blocks ⊕ Net return on Council/ Crown leases 	

OUTCOME						
3.2	A community that proactively minimises the environmental impacts of waste and maximises waste resource recovery rates					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.2.1	Develop and monitor a waste management and reduction strategy	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ % green waste 	Premiers Priorities <ul style="list-style-type: none"> - Keeping our environment clean. Committing to a 40% reduction in the current volume of litter by the year 2020
3.2.2	Be acknowledged as a regional leader in waste resource recovery	Council	Community	Ongoing	<ul style="list-style-type: none"> ⊕ % waste recycled ⊕ Community satisfaction rate 	

OUTCOME						
3.3	A community aware of climate change that strives to reduce its ecological footprint					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
3.3.1	Work with stakeholders to increase community awareness of environmental and climate change issues	Council	Community State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Water consumption rate ⊕ Energy consumption rate ⊕ % green energy of total energy consumption ⊕ Uptake rate in green energy solutions 	Regional Plans <ul style="list-style-type: none"> ➤ Facilitate and support development of alternative energy generation capacity ➤ Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative
3.3.2	Improve the health of the Castlereagh River system and reduce invasive weeds	State Government	Council Community	Ongoing	<ul style="list-style-type: none"> ⊕ Health of stream side zone and physical habitat ⊕ Water quality ⊕ Aquatic Life 	

4. STRATEGIC LEADERSHIP

OUTCOME						
4.1	A Council that provides quality leadership Governance and management to its community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.1.1	Ensure Councillors and Committee members are provided with appropriate training support and resources to facilitate good governance	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Councillor/Committee member satisfaction rate ⊕ Number of vacancies on s355 committees ⊕ Attendance rates at Committee meetings 	
4.1.2	Implement and promote best practice governance policies and procedures	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of good governance plan ⊕ Number of non-compliances with legislation 	
4.1.3	Nurture an organisational culture of community pride and ownership for Councillors, Managers and staff of Council	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Staff satisfaction rate ⊕ Number of engagement activities ⊕ Activity participation rate 	
4.1.4	Be an industry leader in Work Health and Safety and risk management requirements	Council	WorkCover	Ongoing	<ul style="list-style-type: none"> ⊕ Number of incidents (both public and within Council) ⊕ Preventative measures implemented 	

OUTCOME						
4.2	A Council that focuses on Strategic Planning and Financial Sustainability					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.2.1	Establish maintain and monitor strategic plans that reflect and address the needs of the community and meet legislative requirements	Council	State Government Community	Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of integrated planning and reporting ⊕ Availability of Council policy and publications ⊕ Community satisfaction rate 	Regional Plans <ul style="list-style-type: none"> ➤ Improved Regional Planning

4.2.2	Deliver sound management of Councils resources and finances	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Long term financial sustainability ⊕ Annual financial report (audit results) ⊕ Internal audit reports 	NSW Making It Happen <ul style="list-style-type: none"> - Maintaining the State's AAA credit rating - Maintaining expenditure growth as less than revenue growth
4.2.3	Proactively pursue Government and corporate support and financial assistance to meet Council and community objectives	Council	State Government Federal Government Community	Ongoing	<ul style="list-style-type: none"> ⊕ Grant application success rates ⊕ Number of effective community – Government partnerships / projects 	
4.2.4	Develop and maintain a skilled and well equipped work force at a sustainable level to support service delivery requirements	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Alignment of resources to achieve the Community Strategic Plan ⊕ Implementation of the Work Force Plan ⊕ Trainee/Apprenticeship employment rate 	

OUTCOME

4.	Council's business activities are an important sector of the local economy and provide financial returns to the community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
4.3.1	Deliver a profitable contracting business, competitive with private industry and doesn't impact on delivery of core Council services	Council	State Government	Ongoing	⊕ Annual operating results	

5. ECONOMIC DEVELOPMENT

OUTCOME						
5.1	A community with a strong and diverse economic base that supports and improves the lifestyle of its residents					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
5.1.1	Take a proactive and flexible approach to the pursuit of new businesses with a particular focus on increasing the diversity of local industry and promoting our highway location.	Council	RDA Orana Local Business Private Developers State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of new businesses established ⊕ Number of businesses in agricultural supply chain ⊕ Agricultural industry contribution to local economy ⊕ Industrial land availability ⊕ Vacant industrial land 	NSW Making It Happen <ul style="list-style-type: none"> - Making NSW the easiest state to start a business - Becoming the leading Australian state in business confidence
5.1.2	Encourage, nurture and support new and existing businesses	Council	Regional Development Australia Orana Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Shop vacancy rate ⊕ Skills gap ⊕ Business confidence 	Regional Plans <ul style="list-style-type: none"> ➤ Capitalise on the Regions strengths in agriculture ➤ Expand Tourism and related business
5.1.3	Work Collaboratively with industry and stakeholders to develop an economic development plan	State Government	Council Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Economic Development Plan implemented 	
5.1.4	Encourage and support employment initiatives and programs	State Government	Council Local Business	Ongoing	<ul style="list-style-type: none"> ⊕ Community employment rate ⊕ Participation rate in initiatives and programs 	Premiers Priorities <ul style="list-style-type: none"> - Creating Jobs. A commitment to the creation of 150,000 new jobs by 2019 - Driving public sector diversity. Doubling the number of Aboriginal and Torres Strait Islander people in senior leadership and increasing the proportion of women in senior leadership roles to 50% in the

						<p>government sector in the next 10 years</p> <p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Increasing the proportion of people completing apprenticeships and traineeships to 65 percent by 2019 <p>Regional Plans</p> <ul style="list-style-type: none"> ➤ Develop strategies to meet the skills shortages and achieve full employment across the region
5.1.5	Maximise economic benefit of inland rail construction and ongoing operation	Council	State & Federal Government ARTC	Next 5 to 10 years then ongoing	<ul style="list-style-type: none"> ⊕ Number of jobs created ⊕ Number of associated businesses attracted 	

OUTCOME

5.2	A community with a reputation as a great place to live, stop, stay or just spend time where visitors are welcomed and engaged					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
5.2.1	Capitalise on visitation due to our location on the junction of three major highways	Local Business	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Visitor Numbers ⊕ Demographics of visitors 	<p>Regional Plans</p> <ul style="list-style-type: none"> ➤ Expand Tourism and related business
5.2.2	Work collaboratively with industry and stakeholders to develop a tourism destination plan	Council	Local Tourism operators and Local Business State Government	Government	⊕ Tourism Destination Plan Implemented	<p>Regional Plans</p> <ul style="list-style-type: none"> ➤ Expand Tourism and related business
5.2.3	Sustain the population of Gilgandra Shire and grow the population in age	Council	Regional Development Australia	Ongoing	<ul style="list-style-type: none"> ⊕ Population growth statistics ⊕ Residential land availability ⊕ Vacant residential land 	<p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Increasing housing supply across NSW by delivering more

	brackets where the percentage is below the State average		Orana Local Community			than 50,000 approvals every year
5.2.4	Work with Warrumbungle and Coonamble Shires to maximise the tourism potential of the Warrumbungle National Park	Council	Coonamble Shire Council Warrumbungle Shire Council	Ongoing	⊕ Number of visitors to Warrumbungle National Park	

6. ASSET MANAGEMENT AND SERVICE DELIVERY

OUTCOME						
6.1	A community with well constructed, maintained and managed public infrastructure including water and sewer infrastructure, public buildings and facilities, plant and equipment					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
6.1.1	Develop and implement asset management policies, strategies and plans	Council		2013/14	<ul style="list-style-type: none"> ⊕ Implementation of asset management strategy and plans ⊕ Service levels determined 	
6.1.2	Develop and implement forward works infrastructure programs and plans	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Condition of public infrastructure assets ⊕ Number of complaints ⊕ Community satisfaction rates ⊕ Levels of service ⊕ Secure potable water supplies 	Premiers Priorities <ul style="list-style-type: none"> - Building infrastructure. Deliver key infrastructure projects on time and on budget including WestConnex, NorthConnex, CBD/South East Light Rail, Sydney Metro Northwest and City and Southwest, Pacific Highway upgrades, Northern Beaches Rapid Transit,

						Newcastle Light Rail and the Northern Beaches Hospital.
6.1.3	Encourage and support a well resourced emergency response capability	State Government	Council	Ongoing	<ul style="list-style-type: none"> ⊕ Natural disaster response times ⊕ Community satisfaction rate 	Regional Plans <ul style="list-style-type: none"> - NSW Emergency Management Plan (EMP)

OUTCOME

6.2 A community serviced by a safe, reliable and efficient transport network

	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
6.2.1	Improve existing roads infrastructure to meet community needs	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Condition of road network ⊕ Length of new / renewed pavement ⊕ Trends in traffic accidents ⊕ Number of complaints ⊕ Community satisfaction rates 	NSW Making It Happen <ul style="list-style-type: none"> - Ensuring that 90% of peak travel on key road routes is on time - Reduce road fatalities by at least 30% from 2011 levels by 2021 Regional Plans <ul style="list-style-type: none"> - Improve regional transport
6.2.2	Provide a network of pathways that link wheel chair pedestrians, pedestrians and cyclists to important destinations	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Implementation of Pedestrian Access Mobility Plan (PAMP) ⊕ Number of complaints ⊕ Community satisfaction rates 	Regional Plans <ul style="list-style-type: none"> ➤ Improve regional transport infrastructure and services

OUTCOME

6.3 A community with quality green spaces that encourage people to be active and involved in their built and natural surrounds

	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
6.3.1	Provide a range of parks, gardens, reserves and sporting recreational facilities to an acceptable level and suitable for passive recreational and sporting activities.	Council	Community	2014/15	<ul style="list-style-type: none"> ⊕ Implementation of open space and recreation plan ⊕ Community satisfaction rates 	

7. LEGISLATION AND BY-LAWS

OUTCOME						
7.1	A Council that applies legislation and develops and maintains policies that support the local community					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
7.1.1	Deliver consistent, timely and transparent regulatory functions in line with the legislation under which Council is required to operate	Council	State Government	Ongoing	<ul style="list-style-type: none"> ⊕ Number of complaints ⊕ Community satisfaction rate 	<p>Premiers Priorities</p> <ul style="list-style-type: none"> - Faster housing approvals. Determining 90% of housing and development applications within a 40 day timeline <p>NSW Making It Happen</p> <ul style="list-style-type: none"> - Halving the time taken to assess planning applications for State Significant Developments

8. REPRESENTATION AND COLLABORATION

OUTCOME						
8.1	A Council that engages with other Councils and spheres of government to represent and advocate the needs of its community.					
	Strategies	Responsibility	Support	Timing	Measure of Success	State & Regional Plans
8.1.1	Establish and maintain strong working relationship with surrounding Councils	Council	Orana Regional Councils	Ongoing	<ul style="list-style-type: none"> ⊕ Number of joint initiatives ⊕ Participation rate in initiatives 	
8.1.2	Establish and maintain respected relationship with elected State and Federal Government representatives	Council		Ongoing	<ul style="list-style-type: none"> ⊕ Number of opportunities for interaction ⊕ Number of joint initiatives 	

8.1.3	Maintain relationships with government departments and regional organisations that provide services to our community	Council	Government and Non-Government Agencies	Ongoing	<ul style="list-style-type: none">⊕ Attendance at interagency meetings⊕ Number of joint initiatives	
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