



DRAFT

Live > Enjoy > Grow

**GILGANDRA REGION
COMMUNITY
STRATEGIC PLAN 2032**



ACKNOWLEDGEMENT OF COUNTRY.

Gilgandra is known as a “meeting place” between three Aboriginal nations - **Wiradjuri, Gamilaroi and Wailwan** - and we proudly continue to be a meeting place for family, friends, locals and visitors alike.

Gilgandra Shire Council acknowledges the traditional custodians of the land on which we live, work and play. We pay our respects to our Elders past, present and emerging, and thank them for the contribution they have made, and continue to make, in the cultural identity of our nation.

**LIVE
ENJOY
GROW**

gilgandra.nsw.gov.au



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Live > Enjoy > Grow



01

INTRODUCTION



A MESSAGE FROM YOUR *Mayor & Councillors*

The Community Strategic Plan forms a cornerstone of the Department of Local Government's Integrated Planning and Reporting framework.

This plan sets out clearly our priorities and aspirations for the Gilgandra Region for the next ten years. It builds on our first Community Strategic Plan which was adopted after detailed community consultation in 2011. The plan represents an opportunity to create and foster community based goals and aspirations – to drive a sustainable community that reconciles itself with current and future challenges.

There are many issues that will impact on the future of Gilgandra Region. These range from international issues such as economic globalisation and climate change to local issues such as connectivity of the region and providing for the community's needs in a changing world. Underpinning this is the construction and subsequent utilisation of the Melbourne to Brisbane Inland Rail, in particular the 307 kilometre long Narramine to Narrabri section. These issues present challenges that need to be met if we are to deliver a sustainable, vibrant future for our region.

During this term of Council we look forward to contributing to the goals contained within the Community Strategic Plan 2032. Importantly the ten year life of the plan and subsequent plans transcends several terms of Council, facilitating consistent implementation over the long term. The work undertaken by Council in the resultant will be regularly measured, communicated and reported to the community. It will also require all community sectors and levels of Government to collaborate to ensure that all the aspirations detailed in this plan are achieved.

With exciting developments in technology, Council needs to be agile and embrace smart solutions to ensure we continue to capitalise on opportunities in the future. Council will continue to invite our community to be part of the conversation to ensure that the Gilgandra Region is a positive place to *Live, Enjoy and Grow*.

OUR VISION AND VALUES

OUR VISION

A vibrant region to

Live > Enjoy > Grow

that is inclusive, resilient
and progressive.

OUR VALUES



INTEGRITY

- accountable
- open
- honest



LEADERSHIP

- proactive
- professional
- inclusive



VISION

- innovative
- strategic
- progressive

Our Themes...

live, enjoy, grow & lead.

Underpinning the decision making principles in this document is consideration of State and Regional Plans, relevant Council plans and strategies, priorities, challenges and opportunities identified by Council and feedback from the community via a series of consultation opportunities.

The strategies in this document have been developed to achieved the desired outcomes identified during consultation and are aimed at creating and fostering community based goals and aspirations for the Gilgandra Region.

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 levels 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 and a section has been included in each theme indicating how you, as a community member, can be involved.

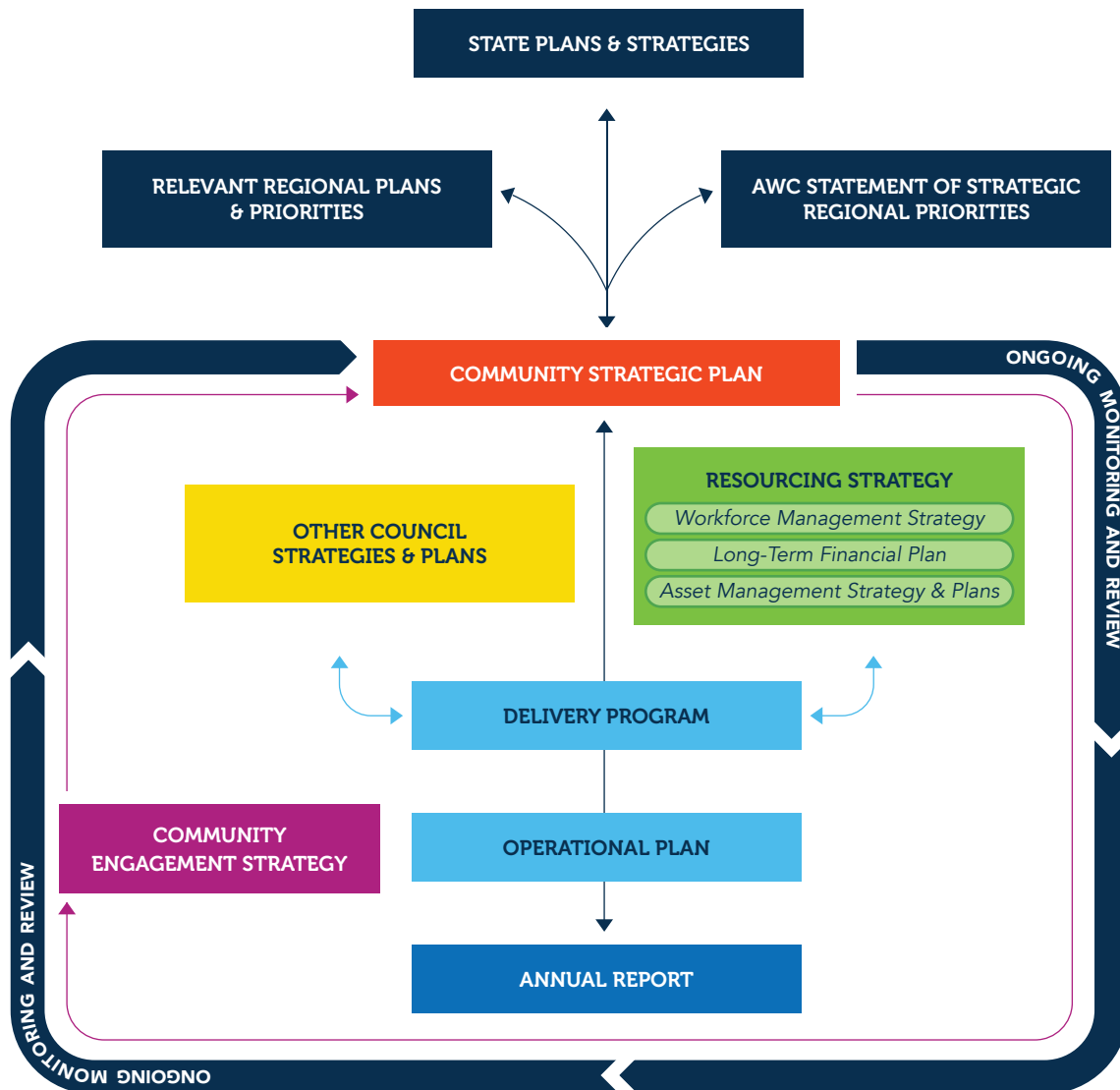
@gilgandra_region

INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Community Strategic plan forms the basis for all Council's programs, projects and plans for the next ten years.

Planning documents include:

- Delivery Program (4 years)
- Operational Plan (1 year)
- Community Engagement Strategy (4 years)
- Resourcing Strategy





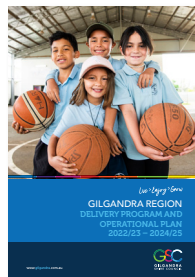
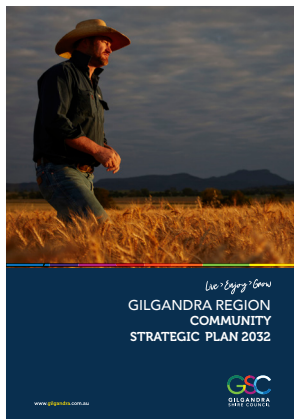
State and Regional Plans

When developing this plan, consideration was given to The NSW Government Premier's Priorities for the State of NSW and the Central West and The Central West and Orana Regional Plan 2036.

- **PREMIER'S PRIORITIES**
 - A strong economy
 - Highest quality education
 - Well connected communities with quality local environments
 - Putting customers at the centre of everything we do
 - Breaking the cycle of disadvantage
- **CENTRAL WEST AND ORANA REGIONAL PLAN**
 - The most diverse regional economy in NSW
 - A stronger, healthier environment and diverse heritage
 - Quality freight, transport and infrastructure networks
 - Dynamic, vibrant and healthy communities
- **CENTRAL WEST AND ORANA REGIONAL PLAN 2036 – IMPLEMENTATION PLAN**
- **REGIONAL DEVELOPMENT FRAMEWORK**
- **DESTINATION COUNTRY AND OUTBACK NSW DESTINATION MANAGEMENT PLAN**
- **CASTLEREAGH REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2018-2022 (INCORPORATING GILGANDRA AND WARRUMBUNGE SHIRE COUNCILS)**

SUPPORTING PLANS AND STRATEGIES

A suite of integrated plans and strategies underpin the Community Strategic Plan



Delivery Program Sets out the actions that Council will take over its four year term to work towards achieving the outcomes and strategies identified in the Community Strategic Plan.

Operational Plan Details actions that Council will take in the next financial year towards achieving the outcomes identified in the Community Strategic Plan. These actions are a subset of the actions outlined in the Delivery Program and include detailed budget requirements



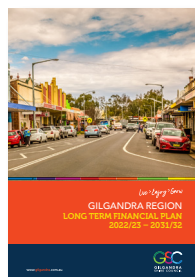
Resourcing Strategy

WORKFORCE MANAGEMENT PLAN

Outlines how we will ensure Council has staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan

ASSET MANAGEMENT PLAN

Details information on all assets under Council and delivery of services from assets is provided in a financially sustainable manner.



LONG TERM FINANCIAL PLAN

Provides 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.



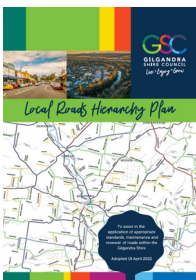
Other Council Strategies and Plans

GILGANDRA ACTIVATION BLUEPRINT

Provides a framework and process to chart an aspirational future for the Gilgandra Region by striving to unlock the greatest opportunities, and confront our most difficult challenges. It has been informed through an analysis of Council's strategic planning documents.



LOCAL ENVIRONMENTAL PLAN Maps out the details of land use planning across the Shire. It is the principal document for controlling development at a Council level.



LOCAL ROADS HIERARCHY PLAN

GILGANDRA LOCAL STRATEGIC PLANNING STATEMENT (LSPS)

GILGANDRA ACTIVE TRANSPORT STRATEGY

COMMUNITY PARTICIPATION PLAN

DISABILITY INCLUSION ACTION PLAN



GILGANDRA CULTURAL PRECINCT STRATEGIC PLAN

GILGANDRA DEVELOPMENT CONTROL PLAN

GILGANDRA COMMUNITY BASED HERITAGE STUDY





02

OUR DECISION
MAKING

THE SOCIAL JUSTICE PRINCIPLES

COUNCIL'S DECISION MAKING REFLECTS THE PRINCIPLES OF SOCIAL JUSTICE:



Equity

Fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone has a fair opportunity to participate in the future of the community. The planning process takes particular care to involve and protect the interests of people in vulnerable circumstances.



Access

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



Participation

Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.



Rights

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

THE QUADRUPLE BOTTOM LINE

THIS PLAN IS GUIDED BY THE
PRINCIPLES OF THE QUADRUPLE
BOTTOM LINE AND CONSIDERS:

01



Social

02



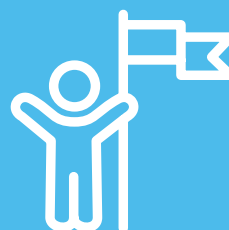
Environmental

03



Economic

04



Civic Leadership



OUR COMMUNITY

The word Gilgandra is taken from an Indigenous language meaning *“long water hole”*.

Today, the Indigenous population of Gilgandra is 14% (2016 Census). This is significantly more than the state average of 2.9%.

Gilgandra was officially declared a town in 1888, with the Shire established in 1906. Gilgandra Shire has a land area of 4,836 kms², with an estimated population of 4,236. In addition to the township of Gilgandra, the Shire has two villages; Tooraweenah located at the southern entrance to the Warrumbungle National Park (estimated 233 persons), and Armatree in the north of the Shire (estimated 152 persons).

Gilgandra is located 65kms north of Dubbo, one of the largest inland cities in NSW. Through Dubbo our residents to have access to a base hospital, specialist medical services, employment opportunities and a regional airport.

The geography of the Shire is flat and highly suited to broad acre farming. Farming is a major contributor to the Gilgandra economy. In recent years health, disability services, and aged care have emerged as large employers in the community and form an important part of a diversified economy.



2016 Census Data

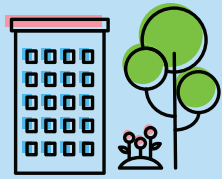


* Information collected from 2016 Census.

COUNCIL *highlights* IN REVIEW

COUNCIL TERM 2016 - 2021

COVID-19 challenges saw closures of many service areas of Council in 2020 and 2021, staff working from home and aged and disability services care changes.



\$41.022M

Total capital works projects completed during term.



\$12.8M

Towards roads maintenance.



\$3.3M

Gravel resheeting, road resealing and renewals.



6

New bridges.
• 4 timber bridges \$5M
• 2 major culverts \$912,720



\$293,734

Total contributions and donations to community events/activities for the five years.



1,500

People attended Winter Wonderland Event in 2019/2020.



1,000

People attended Under the Gums Event in 2020/2021.



Local Heritage Fund

44

Heritage buildings having restoration work completed.

\$208,212

spent on projects, with Council's contributions of \$71,969.



\$29,652,139

Total DA applications approved over 5 years.



25,000

Breakfasts served to students at the Breakfast Club – an average of 25 per day.



76,342

Visitors to the Library (despite COVID closures).



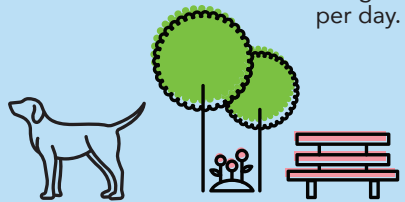
6,452

Average number of meals delivered through Meals on Wheels each year.



8

Rooms renovated and both kitchens upgraded at Cooee Lodge Hostel.

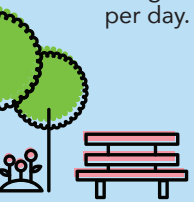


71%

of impounded dogs were released or rescued.

678 dogs were impounded.

35 dog attacks were reported.



1251

Tonnes of recycling materials sorted by 22 Carlinda Enterprises' employees.



\$22,512,277

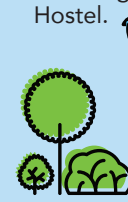
Value of successful grant applications.

16/17 = \$1,404,448
17/18 = \$3,308,865
18/19 = \$8,551,779
19/20 = \$3,666,417
20/21 = \$5,580,768



2,900m

Stormwater drains cleaned 2019 - 2021.



\$26,357M

Accumulated surplus financial result over 5 year term of Council.



246

Total employees as at 30/06/2021 (196 full time equivalent).



\$29.391M

Total Cash and Investments as at 30/06/2021 (increased by \$11.308M from 01/07/2016).



5

New purpose-built disability accommodating units.
• Catering for up to 13 clients.
• \$3M funded by Orana Living.

Grow Gilgandra

\$1.96M

injected into Gilgandra economy through 26,500 Shop Local entries 2019 - 2021.



20 BIG Ideas

Business Improvement Grant applications received by local businesses.

- \$101,887 allocated to projects by Council
- \$170,572 additional business contribution

53

regional artists, makers and businesses offering a centralised shopping experience in the GIL Collective.

*Some figures are rounded. As of 30 June 2021.

ASHLEY WILLIAM WALKER
HOTELIERS LICENCE
ARMATREE HOTEL
LICENCE No. 111193



03

COMMUNITY ENGAGEMENT

What you said...



COMMUNITY CONSULTATION SESSIONS MARCH 2022

Council invited the community to join the conversation on the facilities and services it provides and assist in planning our future over the next 10 years of the 2032 Community Strategic Plan. There were four consultation sessions held across the Region in March 2022 in Tooraweenah, Armatree, Cobboco and Gilgandra.

This provided an opportunity to explore community aspirations and issues, suggestions for improvements to service delivery and community assets, and any general matters to ensure that the CSP accurately reflects our community's priorities.

A summary of Questions and Answers from these sessions has been prepared and is available on Council's website. Council also sought input from the community via website, social media, newspaper and radio and a number of written submissions were received.

COUNCILLOR PRIORITIES



- > Communications and community engagement
- > Corporate and governance process
- > Infrastructure delivery
- > People and culture
- > Beautification and town presentation
- > Economic development/activation
- > Roads and infrastructure
- > Workforce strategy

CHALLENGES AND OPPORTUNITIES IN THE *Gilgandra Region* >>>

- > Inland Rail economic benefits and legacies
- > Attraction and retention of workforce and skilled labour
- > Regional activation and growth
- > Business sustainability and resilience
- > Increased tourism due to regional travel
- > Changing use of road network
- > Investment into roads
- > Grant funding availability
- > Population and ageing
- > Aged care and disability services operations in competitive environments
- > Volunteers
- > Housing
- > Medical services
- > School and education
- > Environmental planning

THEME 1

Live



OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES
1.1 A community with improved roads and transport network	1.1.1 Manage works program for all funding sources in accordance with Council's Asset Management Plan, adopted Roads Hierarchy and Transport for TfNSW agreement
1.2 A community with inter-generational infrastructure and facilities	1.2.1 Provide effective stormwater drainage, water supply and sewer connection services
	1.2.2 Ensure public facilities are maintained, renewed and upgraded in line with Asset Management Plans
1.3 A community where services enhance liveability	1.3.1 Operate Gilgandra Lifestyles as a viable business unit, offering a range of quality aged and care options to meet industry standards and community needs
	1.3.2 Operate Orana Living as a viable business unit, offering quality accommodation and support services for people with disabilities
	1.3.3 Operate Carlginda Enterprises as a viable business unit, providing supported employment and work-related training for people with disabilities
	1.3.4 Ensure availability and delivery of community services for current and future needs
	1.3.5 Retain and expand health and medical services
	1.3.6 Encourage a resilient housing market that promotes choice and opportunity
	1.3.7 Encourage quality and variety of educational and training options for the Gilgandra Region
	1.3.8 Facilitate enhanced communications for the Gilgandra Region

How you can you be involved...

- > Walk/ride to work
- > Input Customer Service Requests online
- > Consider environmental impacts
- > Have your say when community input is sought
- > Invest in new housing
- > Waste and recycle properly
- > Support local aged services
- > Utilise public technologies

THEME 2

Enjoy



OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES
2.1 An active and thriving community	2.1.1 Promote and encourage a healthy lifestyle
	2.1.2 Encourage volunteerism that continues with the next generation
	2.1.3 Encourage youth participation and engagement in activities
	2.1.4 Encourage and support thriving community groups into the future
	2.1.5 Activate The GIL Library Hub as a vibrant community living room that generates social engagement and supports development in our business sector
2.2 A community that celebrates its culture and heritage	2.2.1 Offer unique visitor and learning experiences in the Gilgandra Cultural Precinct
	2.2.2 Recognise, acknowledge and celebrate Gilgandra Region as a meeting place and champion inclusion so that all cultures are supported, valued and respected
	2.2.3 Recognise and acknowledge the traditional custodians of the land and celebrate the cultural identity of Gilgandra Region
	2.2.4 Activate the Coo-ee Heritage Centre to offer cultural experiences, showcase regional artists and enhance the visitor economy
	2.2.5 Actively preserve Gilgandra Region's cultural, heritage and natural assets
2.3 A region that offers a vibrant tourist destination experience	2.3.1 Inspire events and festivals that celebrate the Gilgandra Region
	2.3.2 Capitalise on regional tourism opportunities and collaborative initiatives
	2.3.3 Provide an enhanced visitor driven experience to increase the visitor economy

How you can you be involved...

- > Get involved in a local event
- > Wander along the Windmill Walk
- > Play a sport
- > Join the gym
- > Become a library member Volunteer
- > Consider Heritage values in building upgrades
- > Have your say when community input is sought
- > Explore our own backyard
- > Visit the Coo-ee Heritage Centre
- > Participate in Aboriginal culture
- > Spend time in Miller Street
- > Learn about our history
- > Enjoy the murals throughout Gilgandra
- > Invite your family and friends to visit
- > Attend community events
- > Apply for your own community event

THEME 3

Grow



OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES
3.1 A Region with resilient and innovative businesses	3.1.1 Support existing and new businesses and encourage growth
3.2 A Region growing Towards 5000	3.2.1 Attract and retain key skilled workers to Gilgandra Region
	3.2.2 Develop appropriate land use strategies for sustainable development
3.3 A Region that capitalises on opportunities for economic growth	3.3.1 Chart an aspirational future for the Gilgandra Region
	3.3.2 Leverage Inland Rail construction and operations and new regional opportunities to create legacies for Gilgandra Region

How you can you be involved...

- > Support local businesses
- > Participate in Shop Local programs
- > Start your own venture
- > Seek opportunities to grow your business
- > Offer traineeships/ apprenticeships in your business
- > Connect with Inland Rail opportunities
- > Have your say when community input is sought

THEME 4

Lead



OUTCOMES AND STRATEGIES

CSP OUTCOME	CSP STRATEGIES
4.1 An innovative Council that is an employer of choice within the community	4.1.1 Enable an engaged workforce with suitable skills, available in the right place at the right time
	4.1.2 Improve culture, resourcing, process and governance practices
4.2 A progressive Council engaged with the community	4.2.1 Inform and empower community input into decision making
	4.2.2 Provide consistent and responsive quality customer service
4.3 A Council valued by its community	4.3.1 Implement and promote best practice governance
	4.3.2 Monitor and evaluate Council's strategic planning documents
	4.3.3 Ensure a financially sound Council that is responsible and sustainable
	4.3.4 Maximise external funding opportunities to complement strategic plans
	4.3.5 Provide an advocacy role on behalf of the community
	4.3.6 Be environmentally responsible in decision making
	4.3.7 Provide better access to Council information, services and facilities

How you can you be involved...

- > Work with us
- > Attend and participate in consultation sessions
- > Have your say when community input is sought
- > Attend a Council meeting



GILGANDRA
SHIRE COUNCIL

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GILGANDRA
REGION

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