



DRAFT

Live > Enjoy > Grow

GILGANDRA REGION COMMUNITY STRATEGIC PLAN 2035



ACKNOWLEDGEMENT OF COUNTRY.

Gilgandra is known as a “meeting place” between three Aboriginal nations - **Wiradjuri, Kamilaroi 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.



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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 and opportunities 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 Narromine to Narrabri section. These issues as well as opportunities 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 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 & 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



CONNECTION

Collaborate
Cultivate
Community - first | Care

Our Themes...

live, enjoy, grow & lead.

Live

- > A community with improved roads and transport network
- > A community with inter-generational infrastructure and facilities
- > A community where services enhance liveability

Enjoy

- > An active and thriving community
- > A community that celebrates its culture and heritage
- > A community that offers a vibrant tourist destination experience

Grow

- > A community with resilient and innovative businesses
- > A community growing towards 5000
- > A community that capitalises on opportunities for economic growth

Lead

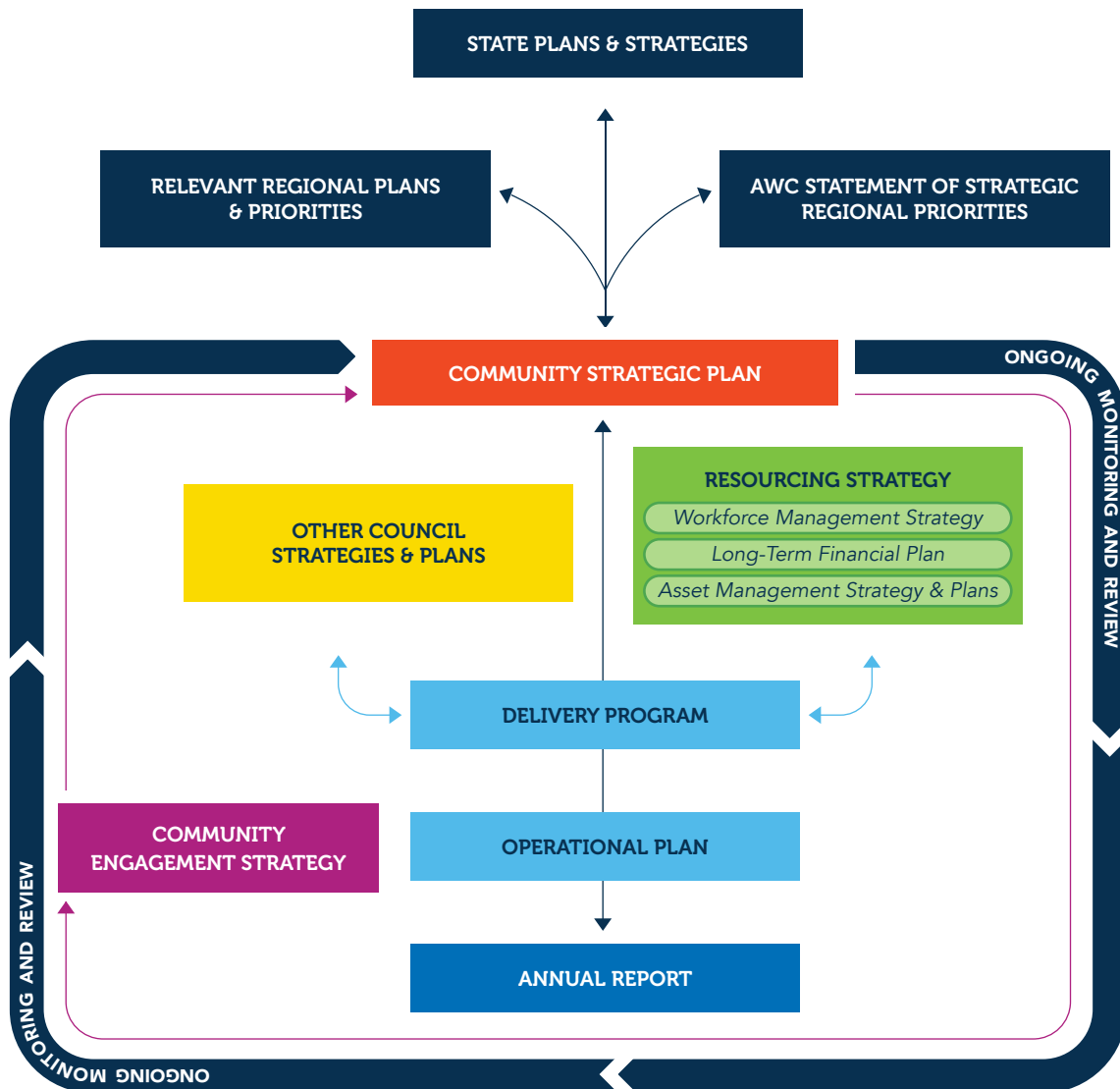
- > An innovative council that is an employer of choice within the community
- > A progressive council engaged with the community
- > A council valued by our community

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 (term of Council)
- Operational Plan (1 year)
- Community Engagement Strategy
- 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 WARRUMBUNGLE SHIRE COUNCILS)**

Federal Plans

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 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.

COMMUNITY ENGAGEMENT STRATEGY

Outlines various strategies to engage with the Gilgandra Shire Community.



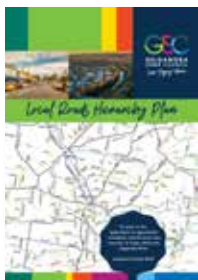
Other Council Strategies and Plans

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

TOWARDS 5000

- > Health
- > Youth
- > Childcare
- > Village
- > Green Space
- > Aged Care & Disabilities





02

OUR DECISION
MAKING

THE SOCIAL JUSTICE PRINCIPLES

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



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.



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



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

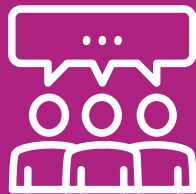


Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

THE QUADRUPLE BOTTOM LINE

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

01



Social

02



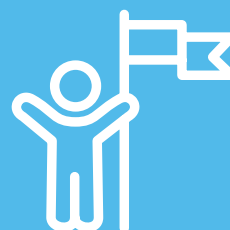
Environmental

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 14.4% (2021 Census). This is significantly more than the state average of 3.4%.

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 4,309. In addition to the township of Gilgandra, the Shire has two villages; Tooraweenah located at the southern entrance to the Warrumbungle National Park (estimated 253 persons), and Armatree in the north of the Shire (estimated 164 persons).

You'll find Gilgandra where the Newell, Oxley, and Castlereagh Highways meet, the southern gateway to the Warrumbungle National Park, and the heart of Real Country. Mid-way between Melbourne and Brisbane and just 40 minutes (65km) North of Dubbo, one of the largest inland cities in NSW. Through Dubbo our residents 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.



2021 Census Data



23.5% of our residents travel to work by car*



The median personal income is **\$1,000-\$1,249** per week*



7.2% of residents in Gilgandra Shire hold a bachelor degree or equivalent*



84.4% of people in Gilgandra Shire were born in Australia*



4.7% of our residents are unemployed*



31.6% of our residents work full-time*



31.4% of people own their own home outright with **18.4%** paying a mortgage*



Gilgandra Shire covers **4,836km²**



89.7% of people in Gilgandra Shire live in a house*



The population of Gilgandra Shire is **4,319***



14.3% of our population identify as Aboriginal and/or Torres Strait Islander*



31.67% of our population is aged over 60*



The median age of our residents is **46***



Field of Study:
5.7% Engineering, **4.6%** Health,
4.5% Management & Commerce*

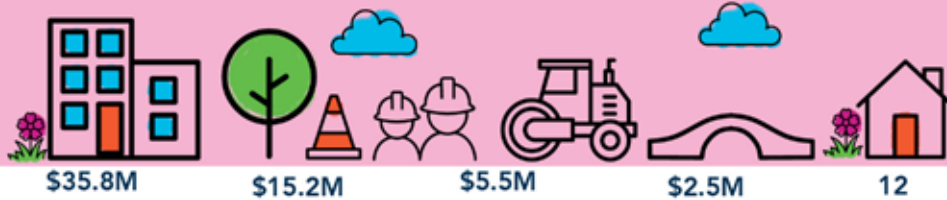


There is an average of **2** people per household at **28%***

* Information collected from 2021 Census.

COUNCIL *highlights* IN REVIEW

COUNCIL TERM 2021-2024



Total capital works projects completed during term

Toward roads maintenance

Gravel re-sheeting, road resealing and renewals

Infrastructure bridges culverts

Heritage building restoration works funded through Local Heritage Fund

Gilgandra Cultural Precinct

Coo-ee Heritage Centre

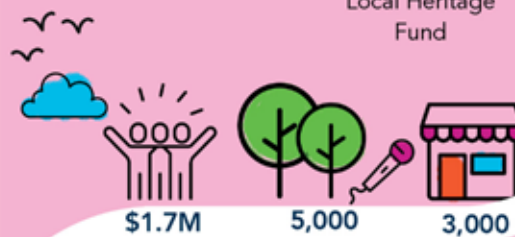
- September 2022 Grand Opening
- 11 Art Gallery Exhibitions
- 52,146 Visitors to CHC

The Meeting Place

- September 2023 Joy Trudgett Gallery Opened
- 20+ people attending regular Stakeholder meetings
- 27+ groups involved in the cultural film

Landscaping and Murals

- 100+ responses from the community towards the Sound Shell Mural Survey
- 6 new murals painted
- Community Gardens established
- 7 Windmills decorated with artworks from Orana Living clients including installation of new plaques



Contributions to community events / activities

Total attendees Under the Gums in 2022-23

People attended A Christmas Wonderland over 2 years



Library Loans of books, audiobooks, e-books, magazines, toys & DVDs.

Visitors to the Library

Approximate youth attending Breakfast Club each morning before school

Total DA applications approved



Community Service trips, with the help of over 40 volunteers

Meals delivered through Meals on Wheels

Rooms renovated and kitchens upgraded at Jack Towney Hostel

Cooee Lodge Villa upgrades

Total cash and investments as at 30/6/2024

Approximate value of successful grant applications



Impounded dogs returned or rescued

Tonnes of recycling materials sorted by 19 Calginda Enterprises employees

Kilometers of water mains replaced

Kilometers of sewer mains relined

Accumulated surplus financial results

Lots released in Stage 1 of the Aero Park subdivision

Employees at 30 June 2024

Kilometers of fibre optics installed



03

COMMUNITY
ENGAGEMENT

What you said...



212 total respondents.

58% have lived in Gilgandra for more than 20 years, **12%** have been here for 11-20 years and **17%** less than 5 years.

75% of respondents were female, **25%** were male.

The majority of respondents were aged between **36 – 45** years (23%), followed by **18-35** age group (19%)

78% are from in the Gilgandra Area, while Armatree, Balladoran, Biddon, Collie, Curban, Kickabil, Mendooran, Tonderbrine, Tooraweenah areas were represented



87% would be likely or very likely to recommend Gilgandra Shire as a place to **live**

88% would be likely or very likely to recommend Gilgandra Shire as a place to **visit**



76% would be likely or very likely to recommend Gilgandra Shire as a place to **start/grow a business.**

49% of respondents had contacted Council in the last 12 months (other than to make a payment).

45% contacted Council by phone and **31%** visited Council Facilities in person. Which were the top two preferred ways of dealing with Council (**76%**).

Rural Roads were the main reason for contacting Council. **27%** of respondents felt like Council dealt with their interaction **fairly well**. **26%** of respondents felt like Council dealt with their interaction **well**.

At **30 %** the majority of respondents prefer to communicate with Council by **email and phone**. **In person** followed just behind with **29%**

56% of respondents preferred to hear about Council news through **Council's Social Media**. **The Gilgandra Weekly** was the second highest communication channel (**45%**). Council's website, email newsletters and letter box drop were all also well rated (**above 33%**).

Local Medical Centre/Dentists, Waste Collection & Recycling, Public Toilets, Parks and Gardens, Sewerage services, Aged Care Services, Miller Street CBD, Town streets, footpaths and walkways, Rural roads and bridges, and the Swimming Pool were considered the **most important** facilities.

82% scored Council's **overall performance** 5 and above.

Live > Enjoy > Grow

COMMUNITY CONSULTATION SESSIONS MARCH 2025

The Community Strategic Plan 2035 guides the future direction of our community over the next 10 years and shares the vision and aspirations for the future of the Gilgandra Region.

To assist in drafting this plan a significant consultation process was carried out to seek community input. Community Insights Survey was open throughout November 2024 to February 2025. Residents were invited to join the conversation on facilities and services provided to our community and to assist in planning the future over the next ten years of the 2035 Community Strategic Plan.

COUNCILLOR PRIORITIES



- > Communication, collaboration and community engagement
- > Customer service
- > Corporate and governance process
- > People, culture and transformational change
- > Beautification and town presentation
- > Economic development and activation
- > Roads and infrastructure delivery
- > Workforce strategy
- > Aged, disability and community services
- > Towards 5000 population pillars – Child Care, Education, Health, Housing, Youth
- > Financial health, sustainability and responsible accounting
- > Hunter Park Sports and Recreation Precinct including pool, youth, gym and Hunter Park

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

- > Major regional projects 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 ways of travel, demographics and expectations
- > Changing use of road network, including busier highways and larger vehicles, highway proximity
- > Investment into roads
- > Grant funding availability
- > Population and ageing
- > Aged care and disability services operations in competitive environments
- > Volunteers
- > Environmental planning
- > Water pressure
- > Social impacts and housing
- > Towards 5000 population pillars, including Health, Child Care, Housing, Youth, Infrastructure, Education
- > Land Use Planning, including residential and industrial subdivisions, zoning
- > Hunter Park Sports and Recreational Precinct, including pool, youth, gym and Hunter Park
- > Training opportunities
- > Gilgandra Region History
- > Social impacts
- > Culturally diverse community and Aboriginal heritage
- > Youth - engaged, connected, involved

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 NSW 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 accessible, maintained, renewed and upgraded in line with Asset Management Plans
	1.2.3 Facilitate Village Management Plans for Tooraweenah and Armatree serving as a roadmap for community-led change
1.3 A community where services enhance liveability	1.3.1 Operate Gilgandra Lifestyles to create a strong and caring community which maintains industry compliance, has a strong commitment to clinical quality and safety delivers a range of care options, values personal wellbeing and which operates a sustainable business
	1.3.2 Operate Carlginda Enterprises to create a strong and caring community which supports disability employment options and links to Aged & Disabilities Strategy, maintains industry compliance, delivers a range of quality supported employment options, values personal wellbeing and which operates a sustainable business
	1.3.3 Ensure availability and delivery of community services for current and future needs
	1.3.4 Retain and expand health and medical services
	1.3.5 Manage the Gilgandra Region Housing Strategy to encourage a resilient housing market that promotes choice and opportunity
	1.3.6 Encourage quality and variety of educational and training options for the Gilgandra Region
	1.3.7 Facilitate Advocate consistent and enhanced communications for the Gilgandra Region

How you can 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 Manage the Gilgandra Region Green Space Strategy to provide natural habitats, healthy residents, strong communities and offering places for people to relax, exercise, and enjoy nature.
	2.1.3 Facilitate the Active Transport Strategy <i>{insert vision}</i>
	2.1.4 Encourage volunteerism that continues with the next generation
	2.1.5 Youth strategy Gilgandra will be the place that children and young people want to call home – a place where they live and thrive today and tomorrow, where they feel valued and connected and where they actively contribute to a shared, sustainable future.
	2.1.6 Encourage and support thriving community groups into the future
	2.1.7 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 Facilitate the Gilgandra Cultural Precinct Strategic Plan to 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
	2.2.6 Activate the Gilgandra Youth Club, Gym and Pool to promote youth and recreational involvement and outcomes in the community
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 be involved...

- > Play a sport or join the gym
- > Become a library member Volunteer
- > Consider Heritage values in building upgrades
- > Have your say when community input is sought
- > Participate in Aboriginal culture and learn about our history
- > Spend time in Miller Street and explore our own backyard
- > Attend community events or get involved
- > Apply for your own community event

THEME 3

Grow



OUTCOMES AND STRATEGIES

CSP OUTCOME		CSP STRATEGIES	
3.1	A community with resilient and innovative businesses	3.1.1	Support existing and new businesses and encourage growth
		3.1.2	Facilitate the Castlereagh Country Drought Plan to set a common direction and aspirational view of our region's future from a drought resilience perspective
3.2	A community growing Towards 5000 population	3.2.1	Attract and retain key skilled workers to Gilgandra Region
		3.2.2	Facilitate Land Use planning for sustainable development, complementing growth
3.3	A community that capitalises on opportunities for economic growth	3.3.1	Chart an aspirational future for the Gilgandra Region
		3.3.2	Leverage major project delivery construction and operations and new regional opportunities to create legacies for Gilgandra Region
		3.3.3	Facilitate the Health Vision 'Growing Healthier Together' in uniting Gilgandra Region through a community-wide commitment to nurturing health and ensuring accessible health solutions that reflect our values of integrity and leadership
		3.3.4	Facilitate the Gilgandra Region Child Care Strategy (0-12) to welcome families by having vibrant childcare sector which meets their needs and which enables our children, community and businesses to grow and thrive

How you can 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 Promote range of occupations within the community
	4.1.2 Facilitate the Workforce Management Strategy to enable an engaged workforce with suitable skills, available in the right place at the right time.
	4.1.3 Facilitate the Business Service Review Roadmap to improve culture, resourcing, process and governance practices.
4.2 A progressive Council engaged with the community	4.2.1 Facilitate the Customer Service Strategy to inform and empower community input into decision making
	4.2.2 Provide consistent and responsive quality Customer Service Strategy to put the customer first and deliver transparent service with integrity
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, reflecting results to the community
	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 be involved...

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



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