COONAMBLE
SHIRE COUNCIL



DELIVERY PROGRAM

2025/26 TO 2028/29

COONAMBLE
SHIRE COUNCIL

Delivery Program 2025/26-2028/29

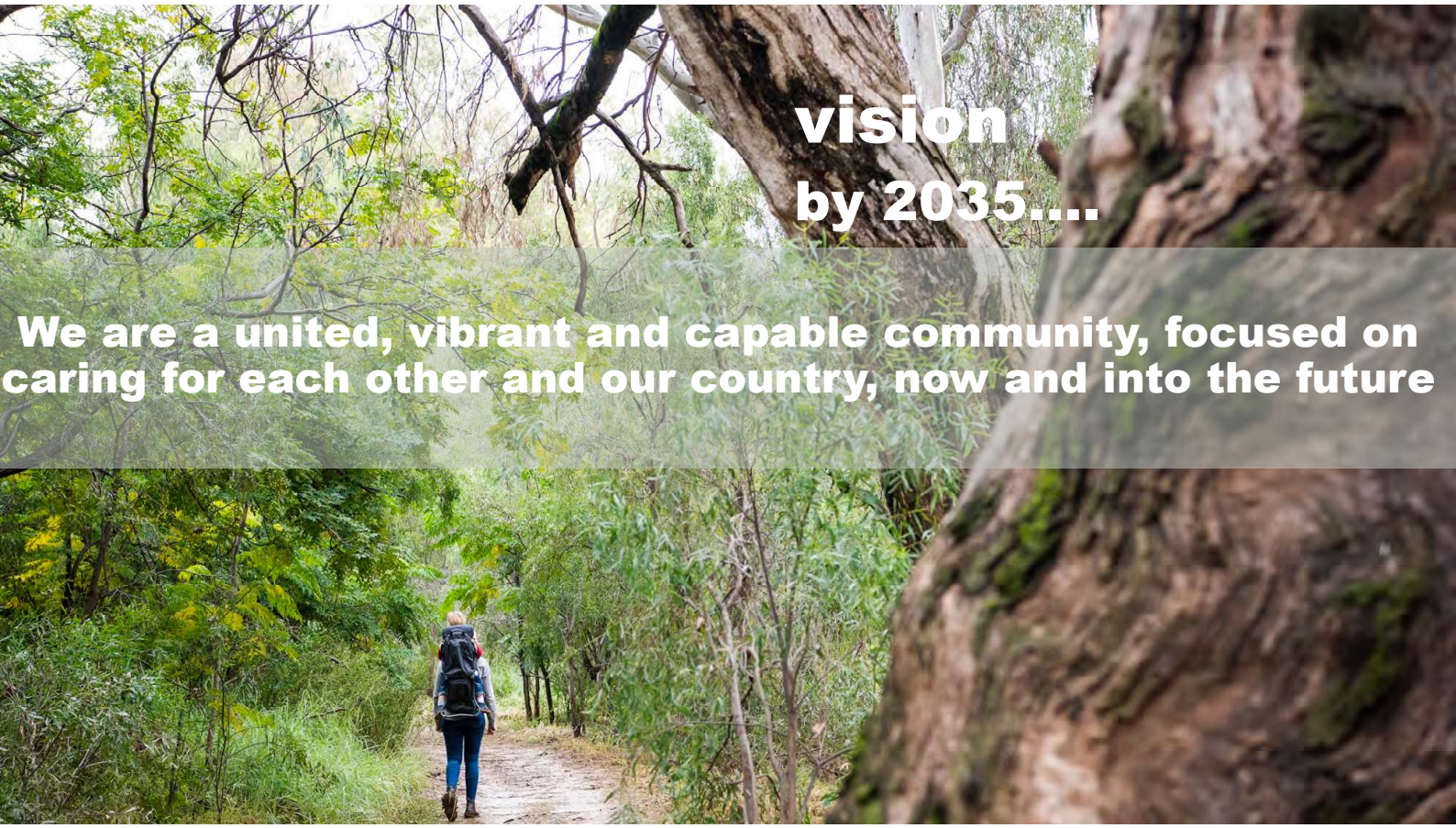
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ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.


vision
by 2035....
We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future

COONAMBLE
SHIRE COUNCIL

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about this program

Our draft Delivery Program (2025/26 - 2028/29) has been developed following the September 2024 council elections.

The DP is a statement of commitment by the newly elected Council translating goals into clear actions.

Our draft DP is Coonamble Shire Council's key, medium-term planning document for the future.

Coonamble Shire Council acknowledges the traditional owners and custodians of the lands in our regions.

Have your say on our DP. Contact Council on (02) 6287 1900 or at council@coonamble shire.nsw.gov.au







introduction

1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

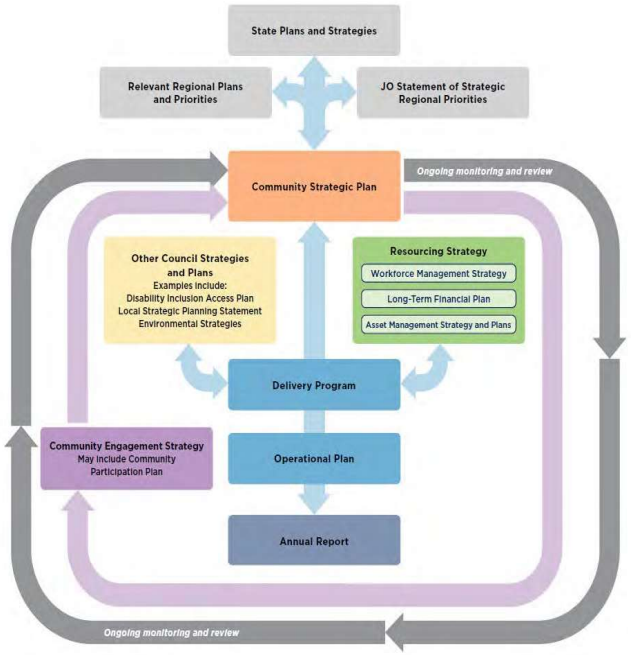
The **Community Strategic Plan (CSP**) is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

The **Delivery Program (DP)** identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The **Operational Plan** provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28 day public exhibition period and before the end of the financial year, Council formally adopts the CSP, DP and Operational Plan after taking into consideration any submissions made.

As we are in a new term, the draft CSP, draft DP and draft Operational Plan are now out for public exhibition.



introduction

2. THE COONAMBLE SHIRE DELIVERY PROGRAM (2025/26 – 2028/29)

The Delivery Program (DP) is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions.

It is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

Importantly, the DP allows Council to demonstrate how its 'business-as-usual' activities help achieve Community Strategic Plan (CSP) objectives (e.g. garbage collection achieves a safe and healthy environment objective).

3. WHAT IS REQUIRED?

A council must have a DP detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy. It must also include how those activities will be prioritised, and how the council will measure and evaluate their implementation.

The council must establish a new DP after each ordinary election of councillors to cover the principal activities of the council for their term commencing on 1 July following the election.

The DP must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.

The DP must allocate high-level responsibilities for each activity or set of activities. Where the council has an oversight role for a Community Strategic Plan strategy but is not the key delivery agent, the DP should include activities which reflect the role the council will play in relation to the strategy, and how it will monitor its delivery.

A draft DP must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the DP is adopted by the council.

The council must review its DP each year when preparing the Operational Plan.



context

RELEVANCE TO OUR COMMUNITY STRATEGIC PLAN

Working from the bottom up, our CSP development team undertook an extensive amount of time reviewing the current CSP, Council's previous delivery program and operational plan reviews. We believe that there are better ways to do business, provide our services, to govern, to communicate and to continuously improve in our processes.

Whilst the new elected Council could have adopted the current CSP for another term, some amendments were made to keep the CSP up to date and community focused.

To accompany the work of the draft CSP, extensive community engagement and consultation has occurred and is documented in a report to the June 2025 Council meeting. We also utilised the 2024 Community Satisfaction Survey, current statistics, undertaking a new CSP focused survey, online forums and attended meetings.

The draft CSP is a result of the extensive engagement that occurred between November 2024 and May 2025. The information provided by those valued people who participated has also influenced the development of the draft DP and draft Operational Plan.

Based upon the goals and aspirations express by community and which now forms the draft CSP, the DP has been developed and focuses on the medium term (4 years). Given the DP is derived from the CSP there is direct and clear linkage between the two plans.



MOVING FORWARD TOGETHER – OUR GOALS

OUR COMMUNITY STRATEGIC PLAN 2025-2035

OUR VISION:
We are a united, vibrant and capable community, focused on caring for each other and our country, now and into the future

OUR COMMUNITY

CARING FOR COMMUNITY

By 2035

GOAL 1: We are a united, vibrant, capable and welcoming community.

GOAL 2: We are a healthy community.

GOAL 3: We are a safe, secure and supportive community.

CELEBRATING CULTURE

By 2035...

GOAL 4: We showcase and celebrate our diversity.

RECREATION AND SPORT

By 2035...

GOAL 5: We are a welcoming community of 'good sports'.

OUR ECONOMY

CULTIVATING OUR WEALTH

By 2035

GOAL 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.

BUILDING OUR SOCIAL CAPITAL

By 2035...

GOAL 7: We enhance our ability to contribute to and care for our community.

OUR ASSETS

OUR ROADS

By 2035

GOAL 8: Our road network enables our community, industries and economy to thrive in broader contexts.

OUR UTILITIES

By 2035...

GOAL 9: Our approach to sanitation serves our current and longer-term needs.

OUR ASSETS

By 2035...

GOAL 10: We maintain and improve our natural and built assets to help our families, community, economy and environment to thrive.

HOUSING OPTIONS

By 2035...

GOAL 11: We have access to safe, affordable and diverse housing options.

OUR COUNTRY

SUSTAINABLE CARE FOR COUNTRY

By 2035

GOAL 12: We show informed, fair and inclusive care for our country and community.

GOAL 13: We actively and sustainably 'care for country'.

GOAL 14: We operate a circular economy.

OUR LEADERSHIP

STEPPING UP TO HELP

By 2035

GOAL 15: We actively serve our community to the best of our ability.

OUR INTEGRITY

By 2035...

GOAL 16: We make and implement informed decisions with trustworthiness, integrity and probity.

OUR ONGOING IMPROVEMENT

By 2035...

GOAL 17: We adopt processes of ongoing improvement and learning in our endeavours.



overview of our shire

The Coonamble Local Government Area (LGA) has an area of 9,955 square kilometres and is located on the traditional Indigenous lands of the Weilwan and Kamilaroi people.

Our shire includes the township of Coonamble and villages of Gulargambone and Quambone.

Coonamble LGA is part of the Orana Region of Central Northern NSW and is bounded by the LGAs of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Less than two hours' drive by road from Dubbo and six hours from Sydney.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one-third of the LGA population.

The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The Coonamble LGA has a population of 3,732 persons (ABS, 2021).

The area experiences extreme weather conditions including drought, flooding and extreme heat and cold. This has significant impact on the local agricultural industry and subsequently the economic prosperity of the area.

overview of our shire

COONAMBLE SHIRE COUNCIL

Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.

Gulargambone

Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.

Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble. Quambone is the gateway to the Macquarie Marshes.







strategic direction

Through the CSP's community engagement process a number of important priorities were produced. These are categorised into the five themes for our local government area.

Our Community

Connection to Country – Connection to Place – Family Friendly – Opportunities to Connect – Arts and Cultural Hub

Our Economy

Prosperity in Our Economy – Enabled by Technology and Communications – Active Hubs – Tourism – Small and Local Businesses

Our Assets

Our Roads Make it Happen – Infrastructure is an Enabler – We Operate and Maintain – We Plan for Our Future

Our Country

Sustainability – Future Generations – Housing Options – Protecting and Enhancing our Natural Environment

Our Leadership

Cohesive and Connected – Continuously Improve – Business and Local continuity – Lead by Example





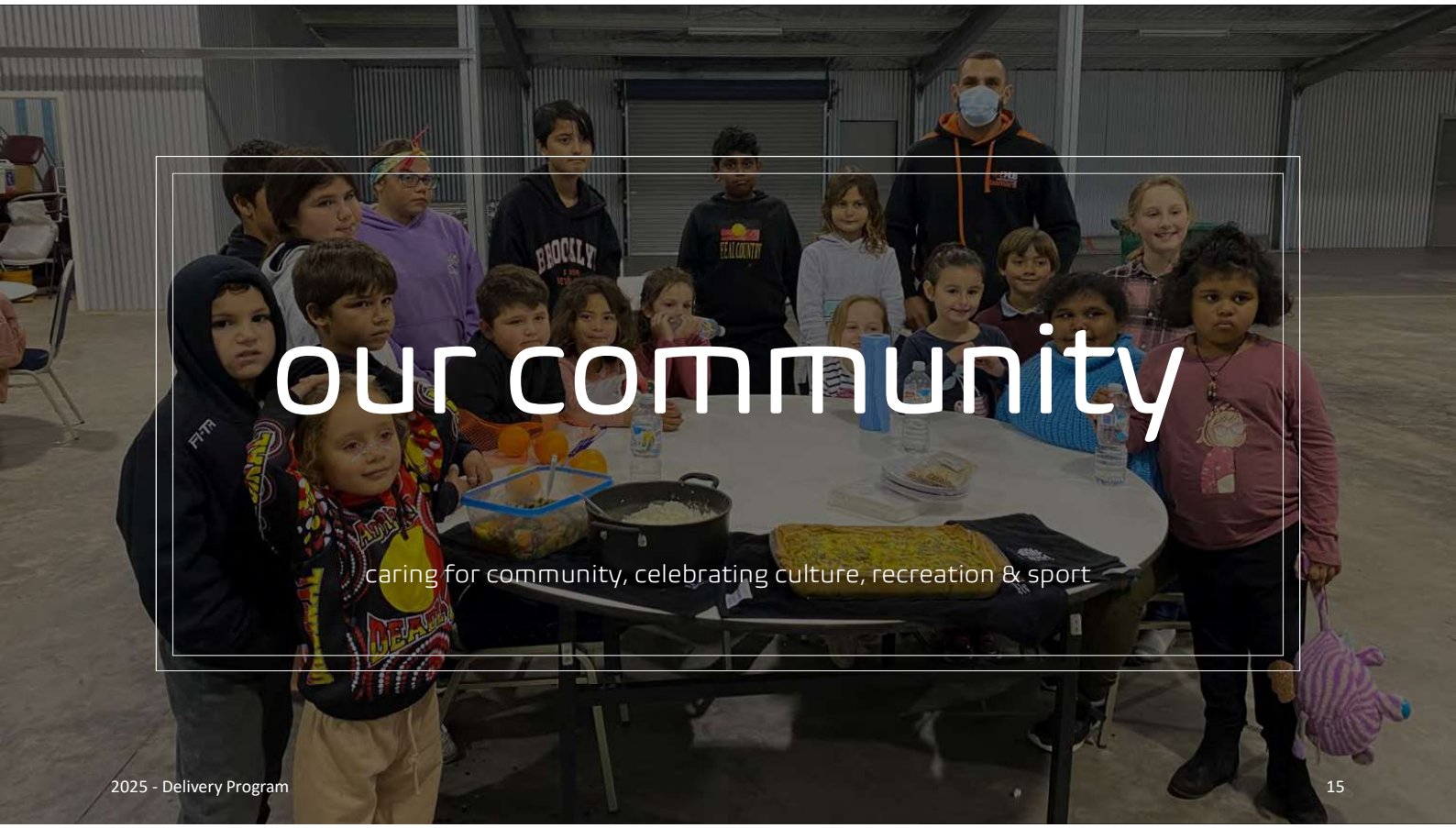
how to read the Delivery Program

The DP lays out information about how Council will operationally implement and achieve the action items identified to ensure the CSP's goals are achieved in the long term. Each DP action item includes crucial operational implementation information including:

- The corresponding CSP goal (e.g. CSP Goal 1)
- The CSP strategy (e.g C1.1, E1.1).
- The Delivery Program (e.g. DPP 1.1).
- Which function area(s) of Council are responsible for its implementation.
- What partners Council will work with to achieve the DP item.
- What measures will be used to review and monitor progress and success of each DP item.

Function areas:

- **GM** – General Manager's Office
- **CPDE** – Community, Planning, Development and Environment
- **CS** – Corporate Services
- **I** – Infrastructure
- **CG** – Corporate Governance



our community

caring for community, celebrating culture, recreation & sport

C1: Caring for community

CSP Goal 1: We are a united, vibrant, capable and welcoming community

CSP C1.1- Initiate and/or participate in community programs that improve access, connection, wellbeing, unity, vibrancy, learning and skills.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 1.1	Improve community and youth services through enhanced programs, procedures and processes.	CPDE	Youth Interagency service partners and youth.	Development and implementation of Youth Strategy.
DPP 1.2	Enhance safer regulatory and compliance strategies and operations.	CPDE	Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police	Number of policies and procedures created and implemented. Demolition of derelict properties. Upkeep of vacant blocks by owners through engagement then enforcement by Council.

CSP Goal 2: We are a healthy community

CSP C1.2 - Improve support for physical, mental and spiritual health and wellbeing.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 2.1	Connect with key health service stakeholders and collaboratively advocate for enhanced local health services.	CPDE	All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers.	Reduction in identified health services gaps.

GM – General Manager's Office; CPDE – Community, Planning, Development & Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

C1: Caring for community

CSP Goal 3: We are a safe, secure and supportive community

CSP C1.3 – Help build and maintain safe, supportive homes and spaces.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 3.1	Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient.	CPDE	Interagency partners, NSW Police, developers, community groups (eg, Neighbourhood Watch)	No. of programs, projects and initiatives.
DPP 3.2	Ensure we contribute to and plan for disaster preparedness, response and resilience.	CPDE, I, CS	NSW Gov including SES and NSW Police, developers	Implement and review actions from Flood Risk Management Plan.
DPP 3.3	Authorise domestic animal control initiatives which are successful in reducing issues for our community.	CPDE	RSPCA, OLG, community, North West Vets.	Asset Management Plan completed Coonamble Pound. Initiatives and regulatory programs completed.
DPP 3.4	Enhance safer regulatory and compliance strategies and operations	CPDE	Regional Development Australia, DPIE	No. of policies and procedures.

C2: Celebrating culture

CSP Goal 4: We showcase and celebrate our diversity

CSP C2.1 – Celebrate diverse cultural projects and programs within a united, vibrant and capable community.
CSP C2.2 – Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 4.1	Facilitate creative and artistic initiatives that strengthen our connection to our identities, culture and our land.	CPDE	Outback Arts, Interagency partners, Youth, arts community groups.	Improve community satisfaction with public art, creative and artistic opportunities.

C2: Celebrating culture

CSP Goal 4: We showcase and celebrate our diversity

CSP C2.1 – Celebrate diverse cultural projects and programs within a united, vibrant and capable community.
CSP C2.2 – Celebrate, engage and connect through the delivery of an exciting and diverse community events scene.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 4.2	Deliver dynamic and diverse cultural services.	CPDE	North Western Library Service, Central West Zone Library, Interagency partners, LALC	Sustain or improve community satisfaction with library service.

C3: Recreation and sport

CSP Goal 5: We are a welcoming community of 'good sports'

CSP C3.1 – Continuously improve sporting and recreational opportunities for our community and visitors.
CSP C3.2 – Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 5.1	Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community.	CPDE, I	Local sporting organisations, community.	Improve community satisfaction with sporting and recreational opportunities.
DPP 5.2	Deliver Asset Management Plans for our sporting and recreational facilities.	CS	Local sporting organisations, community.	No. of Asset Management Plans completed against outstanding. Asset maintenance and renewal resourced.
DPP 5.3	Progress the Masterplan for MacDonald Park Precinct.	I	Local sporting organisations, community.	Completion of detailed design and funding sought and allocated.
DPP 5.4	Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders.	I, CDPE	Coonamble Sportsground users, community.	No. of funding applications submitted.



our economy

cultivating our wealth, building our social capital

E1: Cultivating our wealth

COONAMBLE SHIRE COUNCIL

CSP Goal 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business

CSP E1.1 – Grow our reputation as an LGA of choice to live, work and invest.
CSP E1.2 – Develop a visitor economy through the provision of related infrastructure, services and experiences.
CSP E1.3 – Increase entrepreneurial activity in agriculture, business and tourism.
CSP E1.4 – Attract investment and funding to improve our infrastructure, community, economy, events and environmental care.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 6.1	Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges.	CPDE	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov dept.	Progression of the Economic Development Strategy.
DPP 6.2	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.	CPDE	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority projects and funding secured.
DPP 6.3	Progress the Artesian Bore Bath facility.	CDPE	Country and Outback Tourism Authority.	Project completion.

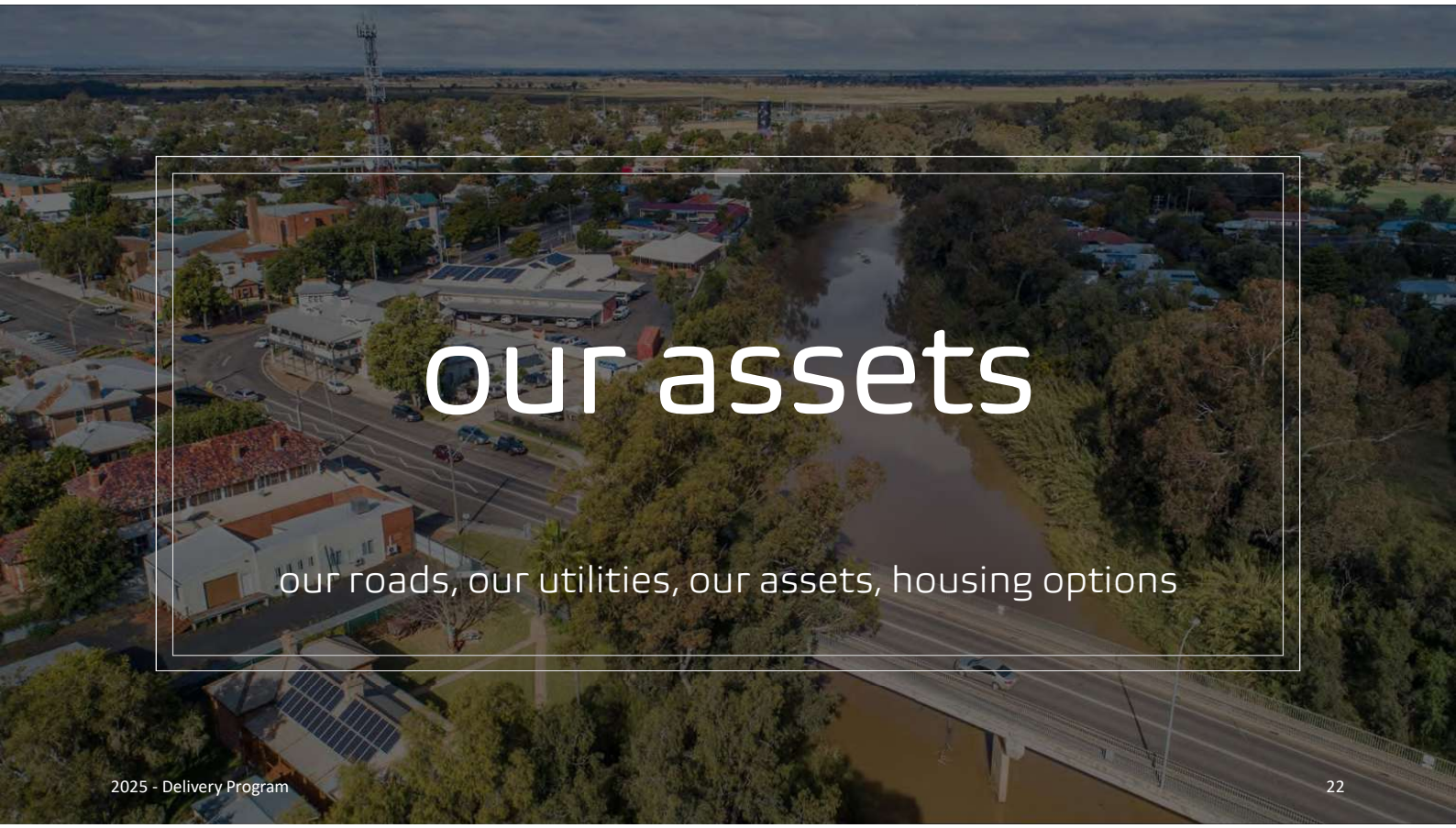
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E2: Building our social capital

CSP Goal 7: We enhance our ability to contribute to and care for our community

CSP E2.1 – Increase knowledge, qualities and skills to support prosperity for ourselves, our children and youth, families, neighbours and community.
CSP E2.2 – Enhance our leadership, consultation and other skills to create a united, vibrant and service-oriented community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 7.1	Develop and implement community-building programs (eg small business seminars, doing business with Council workshops, youth activities).	CDPE	Regional Development, Biz HQ, education and training providers, community groups, community members.	Number of programs available in the local community.
DPP 7.2	Collaborate with local businesses, non-profits and educational institutions to promote opportunities for skill-development and employment.	CDPE	Education and training providers, Chamber of Commerce, community groups, community members.	Increase in local employment opportunities.
DPP 7.3	Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met.	CDPE	Education providers, community, AECG.	Number of polices/strategies introduced to address adequate and quality education choices.



our assets

our roads, our utilities, our assets, housing options

A1: Our roads

CSP Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts

CSP A1.1 – Ensure our roads and related infrastructure maintain high connectivity standards.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 8.1	Review and implement Council's ten-year roads Capital Works Program.	I	TfNSW	Ten-year Capital Works Program updated annually and adopted by 30 June. Works program completed within +/- 5%
DPP 8.2	Continue to maintain roadside slashing when grass impedes visibility.	I	TfNSW, community.	Undertake slashing program annually. Apply for hazard reduction funding through RFS prior to 31 March annually.
DPP 8.3	Liaise with State and Federal Members and the Roads Minister on rural road funding issues.	I	Federal and State Governments	Meet every six months with State and Federal Members, and annually with NSW Minister for Roads.
DPP 8.4	Complete the Tooraweenah Road upgrade project.	I	Project delivery stakeholders, community, State and Federal Governments	Monthly reporting and meetings undertaken with State and Federal Governments. Meet agreed milestones on time.
DPP 8.5	Advocate to ensure that transport issues of the community are adequately addressed.	I	Community, Local Traffic Committee	Local Traffic Committee meetings held quarterly wherein issues are raised.

A2: Our utilities

CSP Goal 9: Our approach to sanitation serves our current and longer term needs

CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.
CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.
CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 9.1	Carry out Water Strategic Planning.	I	DCCEEW	Complete and obtain Department of Climate Change, Energy, the Environment and Water (DCCEEW) concurrence with Integrated Water Cycle Management Strategy (IWCMS).
				Complete 30-year Total Asset Management Plan and 30-year Long Term Financial Plan.
				Complete 5-year Drought Contingency and Emergency Response Plan.
DPP 9.2	Ensure all development approvals consider existing utilities infrastructure in their determination.	CDPE	Community, developers	100% of approvals have had adequacy of existing utilities determined.
DPP 9.3	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	I	DCCEEW	Report submitted annually.
DPP 9.4	Implement water efficiency programs.	I	Community	Publicise two (2) programs/activities per year.

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

A2: Our utilities

CSP Goal 9: Our approach to sanitation serves our current and longer term needs

CSP A2.1 – Deliver a reliable supply of potable water to homes and public spaces.
CSP A2.2 – Maintain high standards of sanitation in our homes and public spaces.
CSP A2.3 – Ensure that drainage is sufficient to protect infrastructure and health.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 9.5	Carry out Sewerage Strategic Planning	I, CS	DCCEEW	Trade Waste Policy implemented, monitored and reviewed.
				Obtain and expend funding in provision of concept and detailed designs for Coonamble Sewer Treatment Plant.
				Complete 30-year Total Asset Management Plan and 30-year Long Term Financial Plan.
DPP 9.6	Carry out Drainage Strategic Planning	I	DCCEEW	Complete 30-year Total Asset Management Plan and 30-year Long Term Financial Plan.

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A3: Our assets

CSP Goal 10: We maintain and improve our natural and built assets to help our families, community, economy and environment thrive.

CSP A3.1 – Systematically enhance and maintain our homes, businesses, community, infrastructure, parks, gardens, farms and other natural and built assets for functionality and aesthetics.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 10.1	Successfully represent the interests of our community with regards to rail freight.	CPDE	ARTC, Inland Rail, community, NSW Farmers	Ongoing successful engagement with all stakeholders.
DPP 10.2	Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market.	CPDE	Saleyards users and agents	Implement and resource Coonamble Livestock Regional Market Asset Management Plan.
				MOU and operating protocols deliver operational effectiveness and governance.
DPP 10.3	Ensure priority measures implemented from the PAMP.	I, CS	Community	Annual inspections of footpaths and cycleways prior to finalising works program.
DPP 10.4	Maintain compliance with *Work Health Safety (Mines and Petroleum Sites) Regulation 2022.*	I	NSW Resources Regulator	Participate in annual inspections as requested by the NSW Resources Regulator.
				Review Safety Management System annually.
				Review Principal Mining Hazard Management Plans (PMHMP) annually.

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A3: Our assets

CSP Goal 10: We maintain and improve our natural and built assets to help our families, community, economy and environment thrive.

CSP A3.1 – Systematically enhance and maintain our homes, businesses, community infrastructure, parks, gardens, farms and other natural and built assets for functionality and aesthetics.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 10.5	Maintain compliance with *Protection of the Environment Operations Act 1997.*	I	EPA	Submission of Annual Licence Return.
				Test Pollution Incident Response Management Plan annually.
DPP 10.6	Deliver plant and fleet management efficiencies.	I		Installation of GPS in all plant and fleet.
				Installation of digital radio in all plant and fleet.
				Review of plant hire rates undertaken annually.
DPP 10.7	Deliver a Long Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem solving tool.	CS	OLG	Projections within the LTFP reflect the financial projections contained in the Asset Management Plans.

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A4: Housing options

CSP Goal 11: We have access to safe, affordable and diverse housing options.

CSP A4.1 – Land is suitably zoned, sized and located to allow for a variety of housing types.
CSP A4.2 – Development opportunities are communicated to the community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 11.1	Develop a housing strategy to address affordability and availability of residential land and housing.	CPDE	DPIE, developers, community	Development of successful strategies and frameworks including Conditions of Consent framework.
DPP 11.2	Amend and improve our planning instruments and development control plans.	CPDE	DPIE, developers, community	Endorsed Coonamble LEP Amendment and adopted DCPs.
DPP 11.3	Develop a procedure that includes a communications strategy to ensure that all development opportunities are advertised in the Coonamble LGA.	CPDE	Media channels, developers	100% of development opportunities are advertised in the Coonamble LGA.

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance



our country

sustainable care for country

OC1: Sustainable care for country

CSP Goal 12: We show informed, fair and inclusive care for our country and community.

CSP OC1.1 – We balance land use interests and minimise risks by following planning framework and regulations.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 12.1	Achieve flood risk management strategies and projects.	CPDE	DPIE, developers, community	Delivery of DCP.
		I	Community	Stage 4A Coonamble Levee construction complete.
		I	Community	Stage 5 Coonamble Levee complete.
DPP 12.2	Implement Planning and Development Approvals Process which enhances operational efficiencies.	CPDE	DPIE, developers, community	Delivery of Development Control Plans.

CSP Goal 13: We actively and sustainably 'care for country'.

CSP OC1.2 – Learn about, apply practices and comply with legislation that sustains our environment for ourselves and future generations.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 13.1	Support stakeholders such as the Castlereagh Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community.	CPDE	Castlereagh Macquarie County Council, Local Land Services and Landcare, community.	Sustained relationship with partners.
DPP 13.2	As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community.	CPDE	Community.	Response level to emerging community expectation in relation to the environment.

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COONAMBLE SHIRE COUNCIL

CSP Goal 14: We operate a circular economy

CSP OC1.3 – Implement programs and plans that balance our waste disposal expectations with the resources and capacity available to us.
CSP OC1.4 – Reduce landfill waste by actively recycling and using reusable products and materials.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 14.1	Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels.	CPDE	NSW State Dept, community.	Delivery of Waste Management Strategy.
DPP 14.2	Develop and adopt recycling practices including recycling collection and the identification and sale of reusable materials.	CPDE	NSW State Dept, community	Reduction in volume of materials going to landfill.

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our leadership

stepping up to help, our integrity, our ongoing improvement

L1: Stepping up to help

CSP Goal 15: We actively serve our community to the best of our ability

CSP L1.1 – Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 15.1	Support and contribute to initiatives that foster and recognise leadership within our community.	GM, CG	Community, community groups.	Number of initiatives supported.

CSP Goal 16: We make and implement informed decisions with trustworthiness, integrity and probity.

CSP L2.1 – Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.
CSP L2.2 – Proactively communicate our decisions, and the processes to reach them, to relevant stakeholders.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 16.1	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making.	CPDE, CG	Community	Implementation of evolved community engagement tools and methods.
DPP 16.2	Maintain compliance with best practice governance standards.	CG	Councillors, Council officers.	Governance practices comply with industry best practice (eg Eight Elements of Good Governance)
DPP 16.3	Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	CPDE	Community	Number of publications in circulation each month in the LGA.

GM – General Manager's Office; CPDE – Community, Planning, Development and Environment; CS – Corporate Services; I – Infrastructure; CG – Corporate Governance

L2: Our ongoing improvement

CSP Goal 17: We adopt processes of ongoing improvement and learning in our endeavours

CSP L2.1 – Regularly identify and remove operational bottlenecks.
CSP L2.2 – Implement a continuous learning process: plan, act, reflect, learn, and re-plan.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
DPP 17.1	Achieve organisational decision making which is strategic and not ad hoc.	CG	Councillors, Council officers	100% compliance with Integrated Planning and Reporting requirements.
DPP 17.2	Achieve redundancy within our organisational structure and provide effective pathways for our people by successfully becoming a learning organisation.	CG	People & Culture business unit, Council officers	Resourced annual training plan. Workforce plan completed.
DPP 17.3	Develop and adopt strategies including Customer Service Charter that positively influence the way we think and do business.	CS	Community	Develop customer focused procedures including Customer Service Charter, Complaint Handling framework, Customer Response System. Deliver long-term records management solution.
DPP 17.4	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC's) Strategic Four Year Plan.	CG	ARIC, OLG	ARIC Strategic Plan complete.
DPP 17.5	Complete a Service Delivery Review program for the organisation.	CG	OLG	Four-year Service Delivery Review Program endorsed. Service reviews completed as per program.

challenges for our future

OUR COMMUNITY

Caring for community, Celebrating culture, Recreation and sport

- How do you connect our community when there is disconnect and divisiveness.
- How do people balance work, family and other commitments with gaps in our services?
- How do we keep up with the demands on our community as a result of the “baby boom”.
- How do we ensure our connection to local culture?
- What are we doing about our high crime statistics and how do we address the causes?
- What are we doing about animal control?
- How do we manage and communicate our local disaster preparedness?
- How do we manage the gaps in our medical and health services?
- How do we continue to development of our recreation and sporting spaces?

OUR ECONOMY

Cultivating our wealth, Building our social capital

- How do you manage the lack of support to local businesses, including workforce challenges, drought and lack of housing?
- How do we address a skilled labour shortage and workforce challenges?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure our early childhood services keep pace with demand?
- How do revitalise our main street?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

OUR COUNTRY

Sustainable care for country

- How can we be sustainable when we don’t recycle?
- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- What can we do to be leaders in the Central West for environmental sustainability?

OUR ASSETES

Our roads, Our utilities, Our assets, Housing options

- How do we manage one of the largest unsealed road networks in NSW?
- What can be done with dealing with customer dissatisfaction on our unsealed roads?
- What can be done to manage the quarry better?
- How do we address the telecommunication disconnect in our shire?
- How does Council operate and manage its assets with its limited budget and competing priorities?
- What can be done to manage our ageing water and sewer assets, including private infrastructure?
- How can we deal with the perceptions of water quality?

OUR LEADERSHIP

Stepping up to help, Our integrity, Our ongoing improvement

- How can Council improve its customer service delivery to our community?
- How can Council improve the perception that it does listen to our community?

what will we do?

1. A PLAN FOR ALL

The Draft Community Strategic Plan brings together the aspirations and priorities of the community. The draft CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

- **C –** Our Community
- **E** – Our Economy
- **OC** – Our Country
- **A** – Our Assets
- **L** – Our Leadership

The diagram displayed on the following page includes a summary of all the objectives for each theme. No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit.

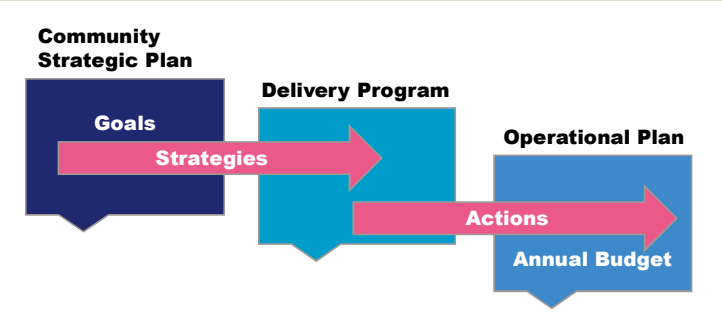
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report.

Our Draft CSP displays the five themes which are supported with 9 function areas. It provides ideas of how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the final CSP.

The draft CSP reinforces the role we all must play in creating and fostering the community we want.

2. DELIVERY PROGRAM AND OPERATIONAL PLANS

The draft CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the **Delivery Program** is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.





Draft Delivery Program

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COONAMBLE
SHIRE COUNCIL