



# **ANNEXURES**

**Ordinary Council Meeting  
Under Separate Cover  
Wednesday, 11 August 2021**



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# Central West and Orana Regional Plan Workshop Outcomes Report

6 May 2021

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**We would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Wellington Caves, the venue where we hosted the workshop.**

**We would like to pay our respects to the Elders both past and present of the Wiradjuri Nation.**



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All care has been taken to prepare this report  
for Department of Planning, Industry and Environment.  
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# About the workshop

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## Introduction

The Central West and Orana Regional Plan 2036 (Regional Plan) is the NSW Government's strategy for guiding land use planning decisions for the Central West and Orana region for the next 20 years.

The Regional Plan is subject to a five-yearly review to update and revise the strategies provided through the goals, directions and actions. The purpose of the review is to ensure the Plan continues to respond to your needs and supports the long-term vision for the region. It will revisit regional challenges and opportunities and incorporates the most up-to-date information and ensures alignment with new policy and strategy.

This Workshop Outcomes Report provides an overview of insights captured from largely council stakeholders and held as part of the review process.



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## Purpose of the workshop

The workshop brought councils and the Joint Organisation together to generate discussion around the Regional Plan, its effectiveness in guiding land use planning and development and to obtain local knowledge around challenges and opportunities for the region.

The outputs from the workshop will be used to help inform the actions and strategies in the next iteration of the CWO Regional Plan.

### Workshop objectives -

- Inform participants about the review and present the purpose of the project
- Collect feedback on the Central West and Orana Regional Plan
- Review existing vision statement and goals & identify the desired vision content, language and tone
- Identify and explore the issues facing the region (deep-dive)
- Provide an opportunity for stakeholders to connect from across the region

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## Logistics and agenda

The workshop was attended by 20 council participants (18 in-person and 2 online) and executive officer of the Central NSW Joint Organisation. DPIE staff were available for questions and facilitate each small group discussion (4). A short presentation on the regional water strategies was also provided by DPIE.

<b>Date</b>	Wednesday 21 April 2021
<b>Time</b>	11:00am – 2:00pm
<b>Venue</b>	Conference Room, Wellington Caves Caves Road, Mitchell Highway, Wellington
<b>Agenda</b>	<ul style="list-style-type: none"><li>▪ Welcome and introductions (presentation)</li><li>▪ Unpacking the issues (activity)</li><li>▪ Lunch break</li><li>▪ Hear from DPIE Water (presentation)</li><li>▪ Feedback on the Regional Plan (activity)</li><li>▪ Actions and priorities (activity)</li><li>▪ Next steps (presentation)</li></ul> Post workshop survey: vision and opportunities
<b>COVID safety</b>	Yes. Guidelines were followed and participants were required to check-in at the beginning of the workshop.
<b>Post workshop Survey</b>	A post workshop survey was distributed to participants. 3 responses were received. Further investigation is required to better understand what councils need to help deliver an effective Regional Plan.

The following pages provide an overview of the feedback and ideas shared by participants.

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# Feedback on the Regional Plan

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## Key insights

### Participants told us –

- Overall, the Regional Plan has been a valuable tool for implementing local strategies that align with regional priorities, when drafting the LSPS and when applying for grant funding
- Councils are very supportive of the Regional Plan and the influence it is having across the region
- The ongoing (and extensive) engagement, particularly when preparing the Regional Plan was appreciated and valued, with the narratives (at the back of the document) a source of local pride and a summary of council area strengths
- A condensed and targeted action list could be more effective and help to address key challenges and issues identified through the process. Actions and directions should consider the diversity of the region and the needs of individual councils (or clusters of councils). The action list could also identify who is delivering the project and what funding is available.
- A whole of government and coordinated approach is required to integrate the proposed strategies (i.e. water and transport) into the Regional Plan

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## Vision

### The vision

Our vision is to create the most diverse regional economy in NSW with a vibrant network of centres leveraging the opportunities of being at the heart of NSW. We will deliver our vision through four goals:

- 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.



### Participants told us they liked –

- The flexibility of the vision to be applied across the CWO region
  - "Sets a good vision for the region".
- The vision assists with grant applications and funding opportunities for councils



## What's working

### Participants told us they liked –

Process	Policy
<ul style="list-style-type: none"> <li>▪ The engagement that fed into the Regional Plan at the time ('a lot of listening' to councils and local issues)</li> <li>▪ The document is reflective of the priorities at the time (so this review is a welcome opportunity to update and improve the Regional Plan)</li> <li>▪ The ability for the document to 'pull everyone together', collaborate and work towards a shared vision</li> <li>▪ Using the Regional Plan as an example and framework for the LSPS process ("taking the priorities at the regional level and bringing them down to the local level")</li> <li>▪ Using the Regional Plan for grant applications and funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ That while all the councils are one region, the region is diverse and different considerations need to be given for the Central West councils vs the Orana councils (separating out issues and actions)</li> <li>▪ They could see the implementation of the Regional Plan and delivery of actions</li> <li>▪ The priorities and directions are relevant, clear and applicable</li> <li>▪ The narratives at the back of the document and summary of each council area</li> <li>▪ The identification of locality specific actions and outcomes (like the 'health precinct' around hospitals)</li> </ul>

## What's not working

### Participants told us they would like –

Process	Policy
<ul style="list-style-type: none"> <li>▪ Updates on how the actions are tracking - what has been delivered, why/why note (refer to ACT policies as example)</li> <li>▪ Clarity on the Regional Plan engagement process, who is involvement, when and why (including engagement with elected officials)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarity on how the LSPS aligns with the Regional Plan and can help inform its update</li> <li>▪ Responding to tension and land use conflict at a regional level to assist the delivery of planning at local level</li> <li>▪ Expanding on the role of planning and positioning – what is the region's point of difference and its strengths</li> <li>▪ Planning reforms and standardisation are hard to apply across the different council areas</li> <li>▪ Understanding the resources at a local level to implement actions</li> </ul>

- Clarifying who is the 'owner' or lead of each action, who is responsible for implementation and also what actions are funded/unfunded
- Exploring how the Regional Plan can help manage community concerns around State Significant Development (and Special Activation Precincts)

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## Regional Plan alignment with CSP and LSPS

### Participants told us they would like –

- Adding resilience to natural disasters (e.g. water security, extreme weather events)
- Prescribing economic and growth targets to help guide decision making and tailor council strategies
- Incorporate common priorities from council's LSPS and specific actions for the regional centres
- Providing greater clarity on the identity and directions of agricultural lands in the area
- Clearer timeframes and intentions for major connectivity projects (roads and rail) that can give certainty to private sector and wider community

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## General improvements and suggestions

### Participants told us they would like –

- Updating and strengthening the council narratives (highlighting each council's role in the region and their strengths/contributions) and to explore individual council needs in the broader context
- Rationalise the number of actions to be more effective and focused
- Incorporate common priorities from each council's LSPS
- Integrate the Regional Plan with the new regional strategies being developed for water and transport
- Support Councils and other state agencies with the actions required to deliver regional development and growth

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# Exploring the issues

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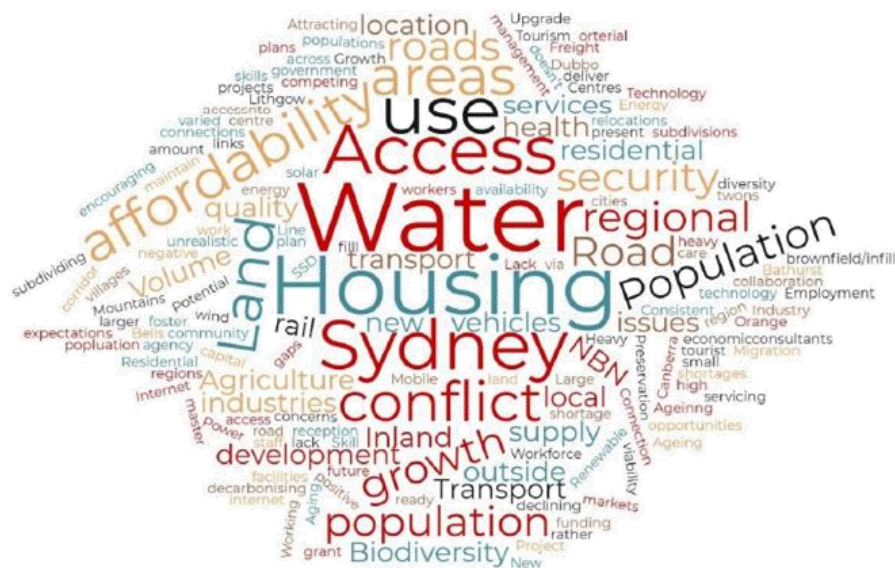
## Key insights

### Participants told us –

- That the issues, while in many ways are consistent with the Regional Plan and well known to planners, have been exacerbated because of the shocks and stresses experienced over the past 4 years (namely the drought, changing economics, ageing population and COVID-19)
  - While many issues were brainstormed, the key priority issues that each table identified and explored in-depth were; water management and security, housing supply and demand, access and connection, talent and skills and economic transition
  - Common challenges associated with these issues included; conflict and competition between land-use, shortage of housing and skilled workers, pressures of migration and consistent guidelines or legislative support to help deliver regional outcomes at the local level
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## Brainstorming issues



Participants were asked to brainstorm issues affecting the region. The following word cloud provides a snapshot of these regional issues brainstormed by participants with the common issues (across more than one table) shown as larger words.



The following pages provide more information about the key issues affecting the region as identified by participants.

## Overview

The following table provides a high-level overview of the key issues discussed by participants at the workshop. This table combines the data from different workshop activities to present a clear set of priorities identified by participants.

Key issue facing the region	How participants described the issue	What they identified as key challenges
 <p><b>Water management and security</b></p>	<p>Water is essential to life. It is a community service obligation that is currently poorly managed.</p> <p>Future droughts may exacerbate the issue so planning today is important for providing certainty to industry and communities, ensuring our future prosperity.</p> <p>The issue requires clearer and more robust guidelines and delegated authority to help manage population growth and water intensive food and manufacturing industries.</p>	<ul style="list-style-type: none"> <li>Communication – improvements are needed between strategic and statutory decision makers</li> <li>Process – a lack of support for councils, inconsistent policy response across Government agencies</li> <li>Regulation – no mechanism to deliver priorities of the Water Management Act and a need for better guidelines for how to assess water through the development assessment process</li> <li>Conflict – competition between different types of development and growing/expanding land uses</li> <li>Constraints – for business growth and residential development</li> </ul>
 <p><b>Housing supply and demand</b></p>	<p>Housing impacts the liveability of our region. It is a major issue with flow-on affects to other parts of the economy, environment and community.</p> <p>We're seeing more housing demand because of changing demographics, population growth, increased tourism and migration.</p> <p>Interestingly, the housing issue affects different parts of the region in different ways. A nuanced approach is required to understand the most appropriate planning response.</p>	<ul style="list-style-type: none"> <li>Housing stress - Homelessness and rental stress, temporary accommodation, availability for workers and students</li> <li>Tourism – availability and use of housing for tourist accommodation, use for short term accommodation</li> <li>Shortage – migration affecting rent and property prices along with supply</li> <li>Availability – of the type of lot and building, preference for larger lots impacting on environment</li> <li>Preference for new builds - Current housing stock does not meet the needs of buyers, more options to build new (affordable with Government incentives)</li> <li>Clause options – identifying the most appropriate planning response (i.e. contributions, supply of builders, appropriate zoning of land, land banking, staging of development, availability of land)</li> <li>Available data – need to better understand forecasts, modelling, patterns and consumer</li> </ul>

		<p>choices to assist with managing growth across the region (tailored recommendations for each LGA)</p> <ul style="list-style-type: none"> <li>▪ Uncertainty – changing social cohesion and concerns that new arrivals will not stay in community (but move-on, transient)</li> <li>▪ Downsizers – ageing population</li> </ul>
 <p><b>Access and connection</b></p>	<p>The past experiences with COVID-19 have highlighted that the region is not self-sufficient.</p> <p>Dependency on major centres like Sydney, Canberra and Newcastle continues to influence movement patterns to and from the region. This places additional pressure on existing infrastructure that at times, buckles under the weight. The region needs commitment and infrastructure projects that will set it up for success.</p> <p>Greater connectivity between centres and an inward-looking glance at how the region operate together could help overcome these issues.</p>	<ul style="list-style-type: none"> <li>▪ Congestion – on major roads into and out of Sydney</li> <li>▪ Constraints – for business growth and residential development and access to markets</li> <li>▪ Centralisation - of services and markets in major cities outside of the region attracting residents and workers</li> <li>▪ Connection – vulnerable and poor transport links to into and out of the region (road, rail, and air)</li> <li>▪ Health and education – declining infrastructure and services for regional communities</li> <li>▪ Population size - CWO competing with other regions + cities and other states due to lack of population</li> <li>▪ Quality of life – consequences of travel times, road incidence, access to services impacting on the financial, social and psychological wellbeing of residents</li> <li>▪ Certainty – lack of commitment from ‘planned’ transport projects impacting on private sector confidence</li> </ul>
 <p><b>Talent and skills</b></p>	<p>The region faces a skills shortage with businesses reporting a lack of local talent or inability to retain/attract talent.</p> <p>People are moving to the region but the jobs we have available are not being promoted or targeted in the most effective ways. This is leaving gaps in economy and impacting on the private sector.</p> <p>The ageing workforce will also impact on the prosperity of the region as the demographic begins to retire. New jobs will be created but we can't fill the vacancies we have at the moment let alone the new ones.</p>	<ul style="list-style-type: none"> <li>▪ Skills – not applied in the region, new jobs are being created but not filled due to skill requirements, limited professional development, expensive to train staff or acquire skills</li> <li>▪ Education – lack of investment to STEM learning programs to future-proof the population, , lack of mentors and trainers</li> <li>▪ Technology – new ways of working from home, ‘hidden’ economy of workers connected online</li> <li>▪ Salary expectations - public vs private and the capabilities to pay regular wages</li> <li>▪ Quality of life – impacted by less opportunities and job prospects, but on the other hand an attractor for migration, increasing competition of job market</li> <li>▪ Retention – good staff and qualified professionals (i.e. doctors, teachers etc)</li> </ul>



### Economic transition

The region's economy is evolving. It's transitioning away from fossil fuels and towards a more sustainable and resilient economy. Conflicts and tensions arise within communities as people agree and disagree on the right plan of action for when and how the transition should take place. Or the right use of land and for what purpose. Ultimately, it should not exclude particular industries, but instead seek to coordinate all stakeholders and build on a shared vision.

- Support – from the Government to deliver on LGA specific strategies and self-generated change, or State and Federal collaboration to support councils
- Tension – and conflict between new and older industries
- Land use – implications for development assessment process and approvals, uses in the correct zones and consideration given to optimised, economic, future use of land
- Strategy – clarity on population growth and expectations of different centres, the roles the centre will play and competition with other centres
- Coordination – lack of whole-of-community approach to the transition, need to bring everyone along the journey

#### Other issues expanded upon by participants included -

- Freight and heavy transport – access and safety issues along with rising costs and lack of employment opportunities, career progression
- Rural planning – protecting agricultural land and food security while planning for future development and economic opportunities including renewables, minerals, residential
- Purpose and status of the Regional Plan – to help inform all decisions across Government and bring together different stakeholders and strategies currently being prepared. A focus on regional development rather than just land-use
- Aging population – planning and embracing for the opportunities including growth in the over 55 year old age bracket placing increased importance on services
- Place identity and marketing - positioning of individual councils and centres to help strengthen the offering of the region but to compliment instead of compete

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# Working together

Participants were asked to brainstorm ideas for how everyone can work better together. The majority of comments related to improving efficiencies and managing time.

Participants identified the following opportunities for state government, councils, joint organisation, and other stakeholders to work together to achieve the vision and actions of the Regional Plan:



**Collaborative process**  
that explores the issues and opportunities (deep dive)



**Group-work and problem solving sessions** that are interactive and face to face



**Working smarter not harder** particularly in providing feedback during exhibition



**Sharing of information**  
including meeting minutes



**Catchups and topic-based presentations**  
with council teams and DPIE



**Quick, targeted surveys**  
that take less than 10 minutes

The following page outlines the next steps for the project.

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# Next steps

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## Timeline

- JOC Consulting to write-up the workshop data (this Report)
- A workshop report will be provided to participants
- Participants will be invited to join the collaboration group to inform the content and drafting of the Regional Plan review
- DPIE will continue meeting with councils and agencies for input into draft Regional Plan
- Drafting of the Regional Plan
- DPIE will meet again face to face with participants (possible in smaller groups to help with travel) to test the draft content (July 2021)
- Social pinpoint online to engage with community
- Public Exhibition end of October 2021
- Final CWO Regional Plan 2041 released mid-2022

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## Links to project website

<https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/Central-West-and-Orana/Plan>



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# Appendix

- Notes from the workshop (raw data)

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## Activity 1 - What are the issues affecting the region (brainstorm activity)

In small groups, participants were asked to brainstorm issues affecting the region on post-it notes:

- Biodiversity issues
- DA ready projects expectations
- Volume of SSD
- Working in unrealistic market
- Water
- Volume of work
- Large amount of grant funding, lack of local skills / consultants to deliver
- Attracting staff across all industries
- Power supply for larger industries
- Energy decarbonising
- Industry vs residential
- Access to services
- Ageing population and access to health care and services
- Freight connections and high quality roads
- Agriculture - maintain viability
- Inland rail corridor
- Inland rail Project - transport
- Upgrade to roads
- Transport links - Bells Line Road
- Skill shortages in the regions outside Bathurst, Orange, Dubbo
- Water security
- Employment opportunities - varied
- Technology - Access to internet
- Land development - master plans for growth areas
- Housing - supply, servicing, affordability
- Housing diversity and encouraging brownfield/infill development rather than new subdividing
- Migration of population from Sydney into regional areas
- Housing affordability
- Internet
- New subdivisions
- Population
- Ageing population and location of health facilities
- Transport through towns and arterial roads
- Renewable energy location, land use conflict and community concerns
- Water security
- Land use conflict with new solar and wind in future residential growth areas
- Connection to capital cities - Canberra - Sydney (Heavy vehicles too)
- Water - Preservation, use, management
- Housing affordability
- Housing availability
- Housing affordability
- Potential / Land use conflict
- Population growth
- Lack of workers to fill gaps
- NBN Access
- Workforce shortage
- Mobile reception
- Consistent NBN technology
- Each regional centre competing for agency relocations
- Access to Sydney (tourist, economic, road)
- Road access (Sydney to Lithgow)
- Land use conflict - Residential vs Agriculture vs Tourism
- Aging population outside of Centres (small villages) - declining populations
- Access to Sydney via Mountains
- Water security
- Water
- Water
- Housing
- Population Growth (positive and negative)
- Road quality transport (heavy vehicles)
- Biodiversity issues
- At present the regional plan doesn't foster collaboration between local government areas in the region.

## Activity 2 - Deep-dive on the issues

Participants were asked to select the most important issue affecting the region (from their brainstorm) activity to workshop further as a group.

The table below collates the raw data from the worksheet. The different colours represent the different table groups.

<b>Type of issue</b>	<b>Current How is the issue affecting the region today?</b>	<b>Future How will the issue affect the region in the future?</b>	<b>Rate of change (no longer an issue, bigger issue, no change)</b>
Water / Infrastructure Water management and security	<ul style="list-style-type: none"> <li>- Mining access</li> <li>- Potable Water</li> <li>- Cost of services</li> <li>- Constraining development</li> <li>- Conflict in our communities (allocation of water)</li> </ul>	<ul style="list-style-type: none"> <li>- Agricultural versus Potable</li> <li>- Population cap</li> <li>- Access to supplies</li> <li>- Ditto</li> <li>- Needed for increased certainty</li> <li>- Future droughts may exacerbate the issue</li> <li>- Unclear guidance from Government</li> <li>- Competing land uses - intensive agricultural management and supporting industrial development</li> <li>- Future expansions of townships</li> </ul>	<p>A drought based issue but prep for future demand and quality</p> <ul style="list-style-type: none"> <li>- Regional approach is required</li> </ul> <p>Important for development coming out of the Lachlan</p> <p>Impact of Warragamba Dam Wall raising on future development</p>
Skill shortage and attraction  Access to Education and Training for a future economy	<ul style="list-style-type: none"> <li>- Volume of change - keeping up</li> <li>- Consistency and continuity of staff</li> <li>- Skilled employee shortage (doctors, teachers, etc.)</li> </ul> <p>A transitioning economy requires a new approach to education and training, that is future focussed.</p> <p>Region needs to give greater investment to STEM learning programs to future-proof the population</p> <p>This is closely tied to</p>	<ul style="list-style-type: none"> <li>- Challenge attraction of businesses and industry</li> <li>- Remote workforce</li> </ul>	<p>Ageing workforce</p> <p>Building surveys</p> <p>Finance / Attraction</p>

	needing to provide greater employment opportunities to attract people in the working ages groups.		
Housing	<ul style="list-style-type: none"> <li>- Influx population from Sydney</li> <li>- Shortage + Affordability</li> <li>- Servicing (infrastructure delivery) Availability</li> <li>- Diversity matching demand</li> <li>- Growth areas - rezoning of land (no ad hoc development, and needs masterplan)</li> <li>- Pressure for large lot residential</li> <li>- Land availability</li> <li>- Land values</li> <li>- Owning home (Australian dream)</li> </ul>	<ul style="list-style-type: none"> <li>- Servicing future population</li> <li>- Infrastructure demand</li> <li>- Financial implications for council</li> <li>- Aging population - retirees coming</li> <li>- Retention of young people</li> <li>- Livability to have nice environments for people to stay in the area</li> <li>- Young couples staying locally and raising families (Childcare, schools, parks)</li> <li>- Change in built form e.g. more big houses</li> <li>- Change zoning to meet demand for different types</li> <li>- Unable to support new jobs - investment in the region</li> </ul>	<p>Bigger issue: The plan focused on Agriculture, economic freight and did not focus on Housing/Residential</p> <ul style="list-style-type: none"> <li>- Impacts on community: liveability, affordability, diversity, etc.</li> </ul>
Access to and from Sydney Interregional connection (Canberra/Sydney)	<ul style="list-style-type: none"> <li>- Workforce limitations</li> <li>- Holding back tourism</li> <li>- Not resilient (road chosen)</li> <li>- Emergency</li> <li>- Access to rail allocations to get freight to port.</li> <li>- Constraining development - links to ports and visitor economy</li> <li>- Community services</li> <li>- More energy use</li> </ul> <p>Current "planned" transport projects are not generating certainty within the private sector, and not resulting in private investment in the region</p>	<ul style="list-style-type: none"> <li>- More congestion</li> <li>- Increasing problems (linked to resilience)</li> <li>- Potential increase in other cities - Parkes SAP, Canberra, Newcastle</li> <li>- Limit industrial uses ability to grow - ie. connection to Airports and ports</li> <li>- Prevent tourism industry growth</li> </ul>	<p>Bigger issues</p> <ul style="list-style-type: none"> <li>- Infrastructure</li> <li>- No long term commitment</li> <li>- Not going and getting worse because of new business investments in Central West</li> </ul>
Freight Heavy Transport	<ul style="list-style-type: none"> <li>- Access to rail allocations to get</li> </ul>	<ul style="list-style-type: none"> <li>- Get busier</li> <li>- Loss of industry and</li> </ul>	<p>Bigger issue</p> <ul style="list-style-type: none"> <li>- Social issues</li> </ul>

	<p>freight to port.</p> <ul style="list-style-type: none"> <li>- Loss of business (no new business)</li> <li>- Traffic congestion</li> <li>- Poor quality roads</li> <li>- Vehicles getting bigger</li> <li>- Restricted road access</li> <li>- Cost of production increasing-</li> <li>- No B-Double access over Mountains (22 spaces vs 39)</li> <li>- Road access to ports</li> <li>- Poor rail connectivity for region</li> </ul>	<p>specialists</p> <ul style="list-style-type: none"> <li>- Poor access to SAP</li> <li>- Loss of mining and support</li> </ul>	<ul style="list-style-type: none"> <li>- Freight costs shared amongst all users</li> <li>- Limit employment opportunities</li> </ul>
<p>Land use conflict in Agricultural land</p> <ul style="list-style-type: none"> <li>- Renewables, Minerals, Residential, and Agricultural</li> </ul>	<ul style="list-style-type: none"> <li>- Competing land uses causing direct land use conflict</li> </ul>	<p>Cumulative Impacts</p> <ul style="list-style-type: none"> <li>- Landscape</li> <li>- Sterilising future residential land</li> <li>- Conflict is intensive agricultural uses</li> </ul> <p>Cost of providing infrastructure</p>	<p>Priority</p>
<p>Consideration of Regional Development</p> <ul style="list-style-type: none"> <li>- More than land use planning</li> </ul>	<ul style="list-style-type: none"> <li>- All strategic plans across Government agencies should link to the Regional Plan</li> <li>- Integration + Alignment of Agencies</li> <li>- LSPS - they should also link to these as well</li> </ul>	<p>If we don't get it right, it will continue to be fragmented and we will have more conflicts.</p> <ul style="list-style-type: none"> <li>- All plans need to link</li> </ul>	<p>Bigger issue as all GOVT agencies are moving into Strategic work.</p>
<p>Economic Transition</p>	<p>Acknowledging the finite opportunity of fossil fuels, and the need to transition into a more sustainable and resilient economy. Currently coal based economy</p> <p>Embracing evolving markets and sectors</p> <p>"Transition" is a sensitive word - "transition" has been coming for 10+ years, but no action has been taken. There is a fear that "transition" means excluding those industries and those workers from</p>	<p>Lithgow region recognise that this is a self-generated change that needs support from the government to succeed</p> <p>Land Use implications</p> <p>This transition results in a degree of uncertainty in land use planning.</p> <p>Reshaping the local economy requires a realigning of economic priorities within the region - where does Lithgow's unique</p>	<p>Muswellbrook (a local economy overly dependent upon coal) is leading the way on making this transition to a more diverse and resilient economy - utilising a "future fund" model that is attached to a rating mechanism to guide investment</p> <p>This transition needs to take a more co-ordinated and holistic approach to change, as it requires</p>

	<p>the local economy - Driving sectors and industries to generate significant employment Acknowledging the economic of the decreasing demand for fossil fuels Strengthening connections to the central west, and playing an important role in connecting CW to Western Sydney</p>	<p>economy sit in a hierarchy and a collaborative economic approach.  Land Use Planning; Regional Centres v Economic Centres  A need for clearer mandates on population growth and DPIE's vision for the Lithgow region, and the role it plays within the larger regional plan, that will enable them to capitalise on key economic opportunities.</p>	<p>a whole of community approach to foster and develop real change La Trobe Valley society are also facing a similar issue and attempting to make a similar transition A state/federal coalition for collaboration on this transition</p>
Defining the Lithgow Region	Lithgow's connection to both Metro Sydney and to the CW Ag and Industry places it in a unique position within the region - resulting it in often being undervalued within the economic plans and strategic land use of both areas.		
Aging Population	Planning and embracing opportunities that arise from an ageing population. Projected migration is for 55+ age group, which will place increased importance on providing services for this sector		
Aligning state government policy and service provision with land use planning mandates	<p>State government need to better align policies, funding, investment and service provision with mandated land use planning within regions - it is often placing a burden upon local governments to create the demand that meets the state mandated land use provisions.</p> <p>STATE assistance in providing security and reassurance for private investment public sector investment to be better aligned with desired outcomes for private economic sector</p>		
Positioning	LGA's within the region aren't taking a regional approach to delivering services and industries - need for clearer roles to be assigned to each area within the region to create a more collaborative (and less competitive) approach to building a stronger region -		

## Activity 3 - Understanding the why

### Green table - The 5 "Whys"

#### Chosen issue - Water Security

##### Why is this important to the region?

- Constraining all types of development and growth
- Water security isn't being managed
- No mechanism to deliver priorities of Water Management Act
- Fragmentation in GOVT agencies and no clear guidelines for Councils
- Churn and change and poor leadership. No strategic plan and link to regional plan
- Need better guidelines on how to manage water through development assessment process
- All types of land use need water to support development
- Water is essential - manufactural and industrial uses, but also residential
- Competing priorities between users

##### Why is the issue important to the CWO region?

Community service obligation that is poorly managed

Our communities can't grow, survive, and live without good water supply and conservation practices.

### Problem Statement

#### 1. Looking at the different elements that make up the problem.

<u>Issue/ Problem</u>	<b>Water Security</b>
<b>Why is it important that we solve the problem?</b>	Our community can't grow and manage without good water supply and management processes
<b>Who does the problem affect?</b>	Everyone
<b>What impact does the problem have on people?</b>	Impacts vary based on the community members It constrains growth, development, community services etc
<b>When does the problem occur?</b>	Generally during drought, but problem always needs to be anticipated
<b>Where does the problem occur?</b>	Everywhere impacts vary based on rainfall in the community
<b>What do we need to know?</b>	Delegations (communication between agencies is lacking, which doesn't make people accountable)

### Issue statement

The region faces **water security and competition** because **it is very important for community growth.**

It affects **all** people and takes place **whole region**

What we know is that the problem occurs because **guidelines/delegations aren't managed properly** but what we don't know is **how guidelines/delegations can be created to deal with various legislation.**

This is the gap or pain point in our understanding, and the question we need to ask is **how can the regional plan address competing priorities**

-----

**Pink table - The 5 "Whys"**

**Chosen issue - Skill shortage and attraction**

**Why is this important to the region?**

- Growing demand for skills and service
- New jobs are created and the positions need to be filled
- Population growth
- Technology - Migration, affordability, a focus on region, funding and lifestyle
- Working from home
- Skill shortage - competition, quality of life is reduced
  - Skills are not applied in the region
  - Lack of mentors/trainers
  - Public vs Private (Capabilities to pay wage)
  - Major Project approved however skills shortage driving cost up

**Why is the issue important to the CWO region?**

Making the region less attractive

Stifling opportunities / Possibility of reduced quality of life in the region

Without skills, the cost is higher to acquire the skill

- Drives the cost of everyone

**Problem Statement**

**1. Looking at the different elements that make up the problem.**

<b>Issue/ Problem</b>	<b>Skill Shortage/Attraction</b>
<b>Why is it important that we solve the problem?</b>	Reduces quality of lifestyle across region
<b>Who does the problem affect?</b>	Employers and community expectations
<b>What impact does the problem have on people?</b>	Service levels
<b>When does the problem occur?</b>	Ongoing and prevents growth
<b>Where does the problem occur?</b>	Growth industries across region Agriculture sector
<b>What do we need to know?</b>	Data Analysis

**Issue statement**

The region faces a **skills shortage** because **there are not enough skilled applicants**.

What we know is that the problem occurs because **applicants are not being targeted** but what we don't know is **why people are moving or aren't moving**.

This is the gap or pain point in our understanding, and the question we need to ask is **why aren't skilled people moving to the region**.

-----



**Yellow table - The 5 "Whys"**

**Chosen issue - Housing demand and supply**

**Why is this important to the region?**

- Population growth, people migrating and stay in the region
- Internet access, remote working; housing price in Sydney; Sydney makes regional areas look attractive
- Lifestyle (ease of lifestyle) - parking, quiet life, open space, fresh air, no traffic, change of scenery
- Proximity to Sydney allows movement - Choose location based on internet access, or job opportunities - Infrastructure projects attract jobs, Close to Sydney, Regional centres create hotspots with support networks (Family, friends in the area)
- Live in the type of house they want. More options to build their type they want. Eg new big house on estate, redevelop old houses

**Why is the issue important to the CWO region?**

- Updated housing strategies - understanding population, to assist in managing major projects, making land use choices (e.g. rezoning). To manage growth appropriately we must understand proximity to Sydney and how it affects each LGA with neighbouring LGAs to understand how they relate/interact on these issues.

**Problem Statement**

**1. Looking at the different elements that make up the problem.**

<b>Issue/ Problem</b>	<b>Housing supply and demand.</b>
<b>Why is it important that we solve the problem?</b>	Ensure housing meets needs of current + future community
<b>Who does the problem affect?</b>	Developers, councils, infrastructure + service providers, members of current + future community
<b>What impact does the problem have on people?</b>	Homelessness and rental stress, temporary accommodation, availability for workers and students, tourist accommodation, use for short term accommodation
<b>When does the problem occur?</b>	Ongoing, increasing, people coming into town. New arrivals / renters; children leaving home, extended family (secondary dwellings)
<b>Where does the problem occur?</b>	Across the region, scale may vary in each LGA
<b>What do we need to know?</b>	Population forecasts, demographics, migration patterns, investment in major projects, infrastructure, planning which generates employment, including policy changes. Development statistic monitoring, including planning proposals

**Issue statement**

The region faces a **housing supply and demand problem** because of **changing demographics, growth, and migration to the region**

It affects **all** people and takes place **across the region**. (Bespoke for each region, to make it specific for each LGA)

What we know is that the problem occurs because **existing housing stock may not meet the needs of existing communities, increase in DA's and development activities, and COVID grant money = development**, but what we don't know is **are the people here to stay, how much growth, unknown external factors increasing choices**

This is the gap or pain point in our understanding, and the question we need to ask is **how to ensure our planning can meet needs of community, and how it can be delivered (contributions, supply of builders, appropriate zoning of land, land banking, staging of development, availability of land).**

**Blue table - The 5 "Whys"**

**Chosen issue - Access to, from, and within the region**

**Why is this important to the region?**

- Centralisation of services and markets in cities
- Lack of connectivity to get to Sydney road, Rail, and Air
- Lack of appropriate infrastructure
  - Air
  - Rail
  - Road
  - Health
  - Education
- CWO competing with other regions + cities and other states due to lack of population
- Lack of decent rail stations

**Why is the issue important to the CWO region?**

- Region is not self-sufficient

**Problem Statement**

**1. Looking at the different elements that make up the problem.**

<b>Issue/ Problem</b>	<b>Access to, from, and within the region</b>
<b>Why is it important that we solve the problem?</b>	So that CWO is on even footing with all other areas
<b>Who does the problem affect?</b>	Everyone
<b>What impact does the problem have on people?</b>	Financial, social, psychological - Quality of life
<b>When does the problem occur?</b>	All the time - constant
<b>Where does the problem occur?</b>	Throughout the region
<b>What do we need to know?</b>	(no comment)

**Issue statement**

The region faces **access to, from, and within the region problem** because **not all services are provided within the region**

It affects **all** people and takes place in the **whole** location, **but it impacts different locations in different ways.**

What we know is that the problem occurs because **the lack of decentralisation of services outside of cities** but what we don't know is **how to provide access or provide and support the service within the region**

This is the gap or pain point in our understanding, and the question we need to ask is **how can we provide a regional approach to provide a solution.**

## Activity 4 - Feedback on the Regional Plan

### **What is working?**

#### *General comments:*

- Separation of CW + O
- Implementation
- Reflective of priorities at the time
- Summaries at back
- Privacy of document - pulling everyone together
- Regional development
- Engagement "a lot of listening"
- "Health precinct" - good outcome (locality specific)
- Good framework for LSPS (Priorities at region and bringing down to local level
- LEPs
- Quote it all the time - grant!
- "Sets a good vision for the region".

<b>Feedback</b>
Use of plan to consolidate Dubbo + Wellington LEPs
Some of the precinct planning e.g. Health Precinct <ul style="list-style-type: none"> <li>- Some of the transport planning - lobbying thereof.</li> </ul>
Clear priorities and actions Convention of regional approaches to issues Direction to under pin LSPS and planning documents i.e. LEP and strategies.
Detailed directions <ul style="list-style-type: none"> <li>- Consultants are quick to state direction is not applicable</li> </ul> Assisted in the development of the LSPS
The review mechanism that the department are undertaking the review
Relevant for council to support <ul style="list-style-type: none"> <li>- Grant applications</li> <li>- Planning proposals</li> </ul>
Local Government Narrative is accurate for Oberon. May need population updated? The priorities listed are still relevant for Oberon.
Assists to coordinate issues across LGA Boundaries LSPS Supports advocacy efforts (but fairly minimal) LGA summaries
Comprehensive in issues that are covered <ul style="list-style-type: none"> <li>- Opportunity for actions to be specified at a more local area in a separate plan - LSPS.</li> </ul>
Relatable directions - applicable to all LGA summary

The map linkage to Canberra ACT for grant applications The entire process works for us.
Use of graphics to explain concepts Includes a broad range of actions to cover issues important to the community
Narratives for each Council Actions are generally good Sets good vision for the region
Use of plan for grant applications Directions are broad so can interpret appropriately
Separation of CW + Orana Implementation DCMC Reflective of priorities Primary of document Inclusion of regional destination LGA Specific commentary We love the Waratah
Framework for LSPS and priorities: reference document to understand regional priorities and what that means locally

### **What is not working?**

#### *General comments:*

- LSPS pick up gaps and slot into regional plan
- Clarity on how LSPS fits in
- DPIE asking consultation on reforms but don't link to document (Agri-tourism as an example)
- How are the actions tracking (ACT policies example)
- Tension between agriculture and development - need to resolve and translate to local levels
- Identity - leverage P.O.D.
- Planning reforms (how does it) - standardisation and centralised agenda (ACT)
- Engagement process needs clarity - elected reps (during drafting process before public exhibition) - consult after elections
- If planners need to implement they need support by elected reps
- Resources at local level
- Negotiating RP actions in elected officials ("pet projects")
- Grow vs operate and maintain
- Clarifying who is the lead
- Funded and unfunded actions - state it upfront
- Communication perspective - SSD +SAPs - regional plan to influence?
- "Can we have greater guidance in this relationship?"
- "Lots of actions allocated to Council with little resources' to the point where it feels unachievable, and as a result minimal work gets done.

<b>Feedback</b>
Plan is broad in its approach
Translation to local land use planning Resolving tension between new development of conservation of prime agricultural land
Lack of required level of infrastructure and services to implement and encourage actions/priorities to be completed
Commitments are made on behalf of council
The connectivity/flow of the document from goal to direction and action as well as with other documents To undertake this review, we should have been provided with a status of actions (what was completed etc.). The Minister should be able to present to the region how the plan has tracked for the last period.
Independent review timeline not linked to the council CSP/CSPS review process. Not enough linkages to the major Regional centres Gaps with 'topical issues' Lots of actions allocated to Council with little resources
Tourist + visitor accommodation pressures on the land. There is ecotourism mentioned however facing pressures across LGA (not just Jenolan Caves). Need to manage implications of visitors (amenities, impacts on housing supply etc.
Actions range from tangible but undelivered i.e. guidelines for this or that, through to aspirational goals that have no clear way to measure performance Not specifically relevant to individual sites or planning proposals - applicants are able to make generic references and be deemed to be compatible because of the lack of specific criteria
It is not relied upon as a "day-to-day" reference document Mapping too generic Annual reporting underutilised as a tool for planners.
Tangible actions needed (rather than strategies) Timing with LSPS, LEP, CSP Relating the actions <ul style="list-style-type: none"> <li>- Finance and people</li> </ul>
It needs an update
The actions are broad and do not commit to anything specific Too many actions that results in minimal commitments Some actions are not the responsibility of State Government
Use of Implementation Plan in Council work. Can we have greater guidance in this relationship? How does the regional plan become part of our daily work so it's a living and breathing document?
Lots of strategy initiatives allocated to councils, but council is not resourced to deliver these. Needs money to fund these. Links: (Timing) <ul style="list-style-type: none"> <li>- R.E.D.S.</li> <li>- Community Plans</li> <li>- LSPS</li> <li>- Regional Plans</li> </ul>

<p>First round engagement failure to deliver</p> <p>Poor state grey engagement</p> <p>Better governance for implementation</p> <p>Feedback loops LSPS and the work done internally in the TPIE link-up and plan</p>
<p>Actions for other agencies are difficult to enforce</p> <p>Some actions may be over ambitious and not achievable</p>
<p>Regional Plan has limited consideration for local planning instruments and existing Council strategies</p> <p>The Broad goals and directions of the plan do not provide direction or guidance to enable LGA's to take action in achieving these goals</p> <p>Limited direction on how LGA's can align with the key directions in the plan - it fails to identify the assets within each area that respond to the key directions "e.g what are significant ag. lands that need to be protected?"</p>

### Where are the gaps?

#### Key takeaways:

- Seeing a large gap between the LSPS and the Regional plan and requires
- Looking for sub-regional specific actions and more support of the relationships between them
- The plan needs to be more adaptive in the context of climate change and natural disasters

Feedback	Council
<p>Leaves the plan open to interpretation</p> <p>Additional level of strategic direction needed.</p> <ul style="list-style-type: none"> <li>- LGA specific guidance to bridge the gap between LSPS and Regional Plan</li> </ul>	Dubbo Regional
<p>Cleanly defining - and subsequently resourcing - the individual identities of locations in the Region, those that do not detract from Regional forms.</p>	Bathurst
<p>Greater support and resources to ensure Council can fulfil actions/ priorities</p> <p>Detailed information and ongoing feedback about progress locally and regionally</p> <p>More consultation</p>	Lachlan Shire
<p>Actions more responsive to specific council or subregion</p>	Mid western Regional
<p>Actions should be funded or unfunded i.e. clearly stated so that it meets expectations.</p> <ul style="list-style-type: none"> <li>- Also helps to know what to target in grants/funding</li> </ul> <p>There needs to be subregional actions e.g. Inland rail and other councils who may not be in the direct alignment</p> <p>A plan that adapts with climate change and drought (also flood)</p> <p>There's actions missing regarding just maintaining and operating business as usual</p> <p>Actions are all about do more with less</p>	Coonamble Shire Council
<p>Common priorities with the Council's LSPS</p> <p>Hot current topics:</p> <ul style="list-style-type: none"> <li>- Renewable energy</li> <li>- Water security</li> <li>- Climate change</li> <li>- Natural disaster resilience</li> </ul>	Bathurst

Special infrastructure contributions To open up dialogue between councils and other government agencies How the actions are tracking	
Guidance on rezoning from rural land to residential land.	Oberon
Time frames, funding sources, guidelines and templates Data, to the extent it is produced, is not readily accessible or not glandular enough to allow further analysis. I.e. data is often presented in connection with a particular document but can not then be disaggregated.	Orange
Follow up as to "when" "are" the actions implemented agencies/councils kept up to date. Identification of actions that are LGA specific. Opportunities for implementation support - funding, staff support	Narromine Shire
Linkage to funding opportunities to implement actions LSPS links	n/a
LSPS needs to be incorporated	Cowra
No correlation between LSPS and RP as ongoing matter Some local priorities are no longer relevant	Dubbo
Support relationships between "sub-regions" Understanding of how to incorporate RP into our daily work How can developers use the RP? Links to other departments CSP should review and feed into LSPS's - Reflect visions written by communities in LSPS	FSC
Region working together i.e. More councils to work together	Mid-western
Opportunity for alignment in water, transport etc. Important to pass tasks over to other agencies Need to have as template for stretch targets Known comms/ER engagement	Jenny Bennett
The LSPS underpins a lot of CWORP actions - LSPS has only been in force for 12 months - more time is required. Before some priorities/ actions may be realised. If large changes are made, what effect will it have on LSPS	Parkes
Consideration for the key assets and unique objectives of Lithgow	n/a

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## Activity 5 - How can we better work together to better achieve the Regional Plan vision?

- Workshops are a preference for ongoing engagement
- Fit for purpose process
- Consolidating opportunities - Working collaboratively together  
Agriculture - Bee Keeping - Solar
- Come together as a group
- Share meeting minutes
- Road trip / get out of Sydney
- Surprising, can't keep up
- Risk-based approach is needed (how to do well, outcomes we need, and collaborating)

---

## Activity 6 - What direction can the Regional Plan provide for the first review of LSPS?

- Prescribing economic and growth targets
- Providing identity and directions of agricultural lands in the area
- Clearer timeframes and intentions for major connectivity projects (roads and rail)
- Defining the role of the local government area within the region, to enable them to take action on key challenges and strengths, knowing it will be backed by DPIE and state investment
- The regional plan, as a next step, needs to acknowledge the unique needs of each area, define the identity of those areas and define what each LGA can provide to building a more prosperous region as a whole.
  1. What is the regional hierarchy
  2. what are each areas keys assets
  3. how does each area support the other to leverage one another's assets and provide a regional service delivery approach and economic direction.
- Establish roles for each LGA on a regional and state level - set regional population and growth targets that address who/where this growth will take place and how we establish a shared service delivery that caters to these projected growth areas-
- 

- end of raw data/workshop notes -





It was terrific to be part of the broader discussion with other council areas and nice to get in the room with other planners/staff.



~ workshop participant, post workshop survey

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## DELIVERY PROGRAM AND OPERATIONAL PLAN 2020-2021 REVIEW

A Year in Review



### WHAT IS THE DELIVERY PROGRAM?

A council must have a program (its delivery program) detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the

### DELIVERY PROGRAM - A YEAR IN REVIEW INCLUDING JANUARY 2021 TO JUNE 2021 UPDATES

By Coonamble Shire Council

# INTRODUCTION

## DELIVERY PROGRAM AND OPERATIONAL PLAN REVIEW



### STRUCTURE

- 1 - Overview
- 2 - Highlights
- 3 - Snapshot
- 4 - Review

## DELIVERY PROGRAM OVERVIEW

By Coonamble Shire Council

A council must have a program (its delivery program) detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.

Coonamble Shire Council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

The General Manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.



**COONAMBLE**

# INTRODUCTION: HIGHLIGHTS

DELIVERY PROGRAM AND OPERATIONAL PLAN  
REVIEW



## HIGHLIGHTS: 1 JANUARY 2021 TO 30 JUNE 2021

By Coonamble Shire Council

Council is currently pursuing the finalisation and execution of 26 different projects totalling in the order of \$5 million. Priorities that have been successfully pursued include the following projects:

1. Completion of a Coonamble Shire Masterplan, including a new Visitor Information Center, CBD public toilets, and pursuing detailed design plans for the Main Street upgrade.
2. Pursuing the development of unique designs and fabrication of town and village entrance signs with local artists and fabricators that will visually depict a scenario with visitors when entering our towns and village that they have arrived at a distinctive (and somewhat quirky) destination in its own right.
3. Implementing the strategies and action steps of Councils adopted Economic Development Strategy, including the development of an appropriate tourism strategy and plan for the Coonamble LGA.
4. Upgrade of the Coonamble Sporting Oval with lighting that allows for night games to be played, and other upgrades to the cricket pitch and playing surface.

**COONAMBLE**

# INTRODUCTION: HIGHLIGHTS

DELIVERY PROGRAM AND OPERATIONAL PLAN  
REVIEW



By Coonamble Shire Council

5. The ongoing upgrade of the Coonamble Riverside Caravan Park, in close collaboration with the new lessees Belgravia Leisure Pty Ltd.
6. Ongoing upgrades at the Warrena Weir to make for an attractive local recreational facility.
7. Pursuing the detail business case investigation in relation to the establishment of a potential Artesian Bathing Experience facility and applying for relevant grant funding opportunities in this regard.
8. The establishment of a skate bowl at Macdonald Park, and further investigating the appropriate maintenance and upgrade of the Coonamble Swimming Complex and providing for adequate parking to facilitate regional and area wide swimming carnivals.
9. Pursuing the detailed designs soil condition testing, environmental impact studies, alignment and completion of the Roads Project Proposal Report (RPPR) to enable this project to go out to tender for the \$22.9 million received from the Federal Government (which monies are being administered by the NSW Government) to be expended - opening up direct access for the Coonamble LGA to the well-established Warrumbungle National Park visitor economy, and improved freight and visitor connectivity to the Newel Highway through Tooraweenah.
10. The implementation of a Roads Committee with community and road user membership that facilitates improved communication and understanding around the limitations and restrictions that Council has, but also providing for an avenue to pursue the gradual upgrade and improvement of Council's rural local road network to ensure appropriate connectivity for local producers to get their products to market.

**COONAMBLE**

# INTRODUCTION: SNAPSHOT

DELIVERY PROGRAM AND OPERATIONAL PLAN  
REVIEW



## SNAPSHOT

By Coonamble Shire Council

Coonamble Shire Council adopted its first suite of documents within the Integrated Planning Framework in 2012. Overarching this suite of interrelated plans is the Community Strategic Plan 2032 which identifies the aspirations of the community.

Council's Delivery Program outlines activities that Council will undertake in order to deliver its part of the Coonamble Shire Strategic Plan. At the beginning of each year, Council prepares an Operational Plan which outlines the actions Council will undertake to work towards achieving the outcomes in the four-year Delivery Program.

Under s. 404 of the Local Government Act 1993, the General Manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every six months.

## COONAMBLE

# INTRODUCTION: SNAPSHOT

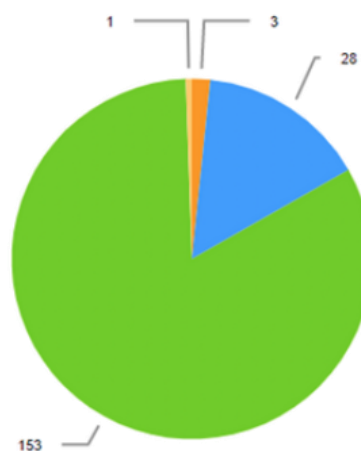
DELIVERY PROGRAM AND OPERATIONAL PLAN  
REVIEW

## ACTION STATUS SNAPSHOT AS OF 30 JUNE 2021

By Coonamble Shire Council

Total Actions: 185

- 153 - Completed
- 28 - Progressing
- 1 - Not Due to Start
- 3 - Not Progressing



This report outlines the Delivery Program Progress and includes the operational plan actions that link to the Delivery Program. The Annual comment considers the progress of the financial year and the works carried out between 1 January 2021 to 30 June 2021.

Coonamble Shire Council provided a progress update of the 1 July 2020 to 31 December 2020 period and this document is available on Council's Website.



**COONAMBLE**




# Coonamble Shire Council Delivery Program and Operational Plan Review 2020-2021

As of 30 June 2021



## Theme 1: Our People

*Our community is connected across geographic, interest, cultural and social groups*


Leverage online technologies to improve virtual connections


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Website includes appropriate images and language.	Ensure that all images of seniors, people with a disability and youth are positive and language is appropriate.	Bruce Quarmby	100%	As of 30 June 2021 - Website continues to be monitored weekly to ensure content appropriateness.	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Options for effective live streaming are identified.	Investigate technologies for live streaming Council meetings.	Bruce Quarmby	100%	As of 30 June 2021 - Council meetings continue to be live streamed	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Website includes appropriate images and language.	Maintain a Positive Ageing presence on the Council website that includes information on local initiatives,	Noreen Vu	100%	As of 30 June 2021, a Positive Ageing page has been created on Council's website. Maintenance is ongoing. <a href="http://www.coonambleshire.nsw.gov.au/Community/positive-ageing">http://www.coonambleshire.nsw.gov.au/Community/positive-ageing</a>	






DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
		and links to key aged care websites.				
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Continued high use of IT resources.	Promote library as a community internet access point. Promote Town WiFi hot spot.	Bruce Quarmbly	100%	As of 30 June 2021 - Promotion and support of these Council services are ongoing.	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Webpage developed, kept current and relevant.	Review of website design and layout. Review links to community group sites to ensure information is current.	Bruce Quarmbly	60%	As of 30 June 2021 - Council is currently in the process of developing a new website design and layout with a new website to be implemented in the 2021/22 financial year.	


#### Increase the representation of Aboriginal people in community roles including local Council

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P1.2.1. Utilise Local Government Week to raise awareness of the role and function of Council	Information disseminated during Local Government Week (August)	Conduct community awareness campaign during Local Government Week August 2018.	Pip Goldsmith	100%	Council communication channels were utilised to provide information about Local Government Week.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P1.2.2. Provide appropriate opportunities for Aboriginal people to participate in Council's community planning	Aboriginal people are involved in community planning	Regularly attend CWP's, provide information and gain feedback. Utilise NAIDOC and other specific events for consultation activities.	Noreen Vu	100%	As of 30 June 2021 - No Community Working Group meetings occurred during this reporting period. NAIDOC week was acknowledged on Council's social media platforms and Community Connect newsletter. The Community Day was postponed due to COVID-19 restrictions. Council engaged Blackfit Fitness to undertake a Bush Tucker program to celebrate NAIDOC week during the June/July school holidays.	



#### Leverage the skills and knowledge in our community to promote social interaction and facilitate knowledge sharing




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P1.3.1. Support activities/projects that increase community participation and connection	Disability Access Award presented at local business awards ceremony.	Ensure Disability Access specific award to be included in local business awards.	Pip Goldsmith	50%	Council actively supported the Coonamble Chamber of Commerce to host the 2021 local business awards. An award specific to Disability Access was not included among the categories. Future inclusion of such an award is to be determined in partnership with the Coonamble Chamber of Commerce.	
P1.3.1. Support activities/projects that increase community participation and connection	Number and quality of activities/projects supported	Collaborate with Government, non-Government organisations and community in facilitation of activities that build social capital.	Noreen Vu	100%	As of 30 June 2021 - Community events and activities facilitated in partnership with local community service organisations were participated and promoted by Council. Council continued to actively participate in the Interagency meetings and Together Partnership Group. Council was part of the NAIDOC Week Community Day working group - despite the cancellation worked together with other agencies to develop a program that will be utilised in the new financial year.	
P1.3.2. Maintain local business database. Distribute relevant information to local businesses.	Local Business Directory is updated, distributed. Website	Maintain website business database.	Hein Basson	100%	A categorised database of local businesses is regularly maintained and published on Council's website.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
	business listing updated.					
P1.3.3. Provide Community Development Workers to facilitate community building.	Community Development staff engaged. Packs are compiled and distributed in partnership with stakeholders	Co ordinate appropriate Community Development Worker recruitment, as required.	Amanda Nixon	100%	As of 30 June 2021 - Community Services staff recruited for during the year, including casual Youth Workers and Community Services Coordinator.	




***Develop and grow the community's sense of shared responsibility***





***Encourage an inclusive, active community where people look out for each other***


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P2.1.1. Utilise Safer by Design principles in public space planning	Safer by Design principles incorporated into public space development	Incorporate Safer by Design principles into any public space development including parks, walkways, car parks.	Bruce Quarmby	100%	As of 30 June 2021 - Skillman's Lane Public Toilets are nearing completion and will be fully commissioned in the next financial year. The Visitor Information Centre is nearing completion and will be operational in the next financial year.	
P2.1.2. Work with Police and communities to target crime hot spots	Crime projects reflect community & Police knowledge/experience	Participate in Community Policing meetings.	Noreen Vu	100%	As of 30 June 2021 - Policing actively participated and engaged with Council and at the interagency level. Direct communication between Council and Police providing active engagement and consultation between the two services continues. The NSW Police Aboriginal Community Liaison Officer has been filled and engaging with the community.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P2.1.3. Support activities that promote community involvement in neighbourhood safety.	Crime and Justice Action Group supported.	Support Coonamble Alcohol and Drug Initiative Crime and Justice Action Group activities.	Noreen Vu	100%	As of 30 June 2021- Support and participation provided as requested.	
P2.1.4. Provide Crime Prevention information.	Timely and relevant information published on Council website.	Maintain information on Council website.	Noreen Vu	100%	As of 30 June 2021 - Crime prevention information maintained on Council's website.	
P2.1.4. Provide Crime Prevention information.	Home safety campaign conducted during Seniors Week.	Conduct home safety campaign during Seniors Week.	Noreen Vu	100%	As of 30 June 2021 - This year's Senior's Week was centred around "In our Nature".	

#### Develop and grow the community's sense of shared responsibility


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P2.2.1. Work with partners to develop programs that assist women and children to escape from family violence and men to address family violence	White Ribbon Campaign supported.	Collaborate with Coonamble Domestic Violence Committee to raise awareness of Family Violence	Noreen Vu	100%	As of 30 June 2021 - Council is an active member of the DV Collective Committee and attending meetings and participating in awareness campaigns.	
P2.2.2. Work with community groups to develop local solutions to drug and alcohol related issues.	CADI Action Groups supported.	Support Coonamble Alcohol and Drug Initiative.	Noreen Vu	100%	As of 30 June 2021 - Local Drug and Alcohol workers continue to accept referrals and are supported in their roles.	
P2.2.3. Work with partners to develop strategies to	Interests of seniors considered in	Ensure seniors interests are considered when	Bruce Quamby	100%	As of 30 June 2021 - Alcohol free zones have been extended. Through the utilisation of a grant funding opportunity, Council is in the process of	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
minimise crime and anti-social behaviour in the community.	Council reviews.	reviewing the effectiveness of safety camera and alcohol free zones.			installing CCTV cameras at the Warrena Weir Reserve, with the works planned to be completed in the first half of the 2021/22 financial year.	
P2.2.3. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community.	Street lighting effective.	Ensure street lighting (particularly within the vicinity of aged accommodation facilities) meets the needs of seniors.	Bruce Quamby	100%	As of 30 June 2021 - Essential Energy has completed the planned roll out of the LED upgrades to the street lighting within the Coonamble Shire. Since the completion of the rollout, Council has continued to liaise with representatives from Essential Energy and the NSW Police force to identify any problematic areas.	
P2.2.3. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community.	CADI Action Groups supported	Contribute to stakeholder initiatives where appropriate, support Coonamble Alcohol and Drug Initiatives (CADI).	Noreen Vu	100%	As of 30 June 2021 - Council community service staff continues to support services through interagency meetings, providing information and engaging with service providers for continuous improvement.	
P2.2.4. Control straying animals.	Increased enforcement. Less complaints. Less impounded animals. Number of rehoused animals.	Continue community education campaign. Continue de-sexing program. Utilise rescue programs to rehouse animals where appropriate.	Environmental Services	100%	As of 30 June 2021 - De-sexing program, education of registration and micro-chipping continued during the reporting period. Council participate in the animal rehoming program. Council issued 582 letters in the last financial year in relation to companion animals to encourage people to microchip and register their dogs as well as other requirements under the Companion Animals Act 1998.	
P2.2.5. Liaise with local Police and State Government to increase Police presence.	All lobbying opportunities pursued.	Work with the new Local Area Command to ensure Policing activity is adequate.	Hein Basson	100%	The Mayor and General Manager meet on a regular basis with the Regional Inspector, currently Inspector Russell McArthur, who confirmed that the increased numbers and police presence at the Coonamble Police Station have a positive effect on crime within the area. A	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
					dedicated liaison position for youth had been vacant for a period of time, but a new person has been appointed and should contribute to paying positive dividends into the future.	
P2.2.6. Provide Crime Prevention information	Timely and relevant information published on Council website.	Maintain information on Council website.	Noreen Vu	100%	As of 30 June 2021 - Crime prevention information maintained on Council's website.	



### *A range of services supports our community to lead healthy Lifestyles*



#### **P3.6 Improve access to rehabilitation support for people with drug and alcohol addictions**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.6.1 Work with relevant organisations to improve community member access to appropriate drug and alcohol rehabilitation.	Access to relevant drug and alcohol rehabilitation.	Continue to support the Coonamble Drug and Alcohol Initiative in developing innovative approaches to accessing drug and alcohol rehabilitation.	Noreen Vu	100%	As of 30 June 2021 - Service providers operated in a COVID-19 environment with interagency moving to an online platform to support initiatives and meeting face to face where possible.	


#### **Support and promote healthy lifestyles**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.1.1. Advocate, support and raise awareness of programs that		Advocate, support and raise awareness of programs that	Noreen Vu	100%	As of 30 June 2021 - Council continues to support the Coonamble Together Partnership, Coonamble and Gulargambone Interagencies, Youth Interagency, Coonamble Women's Shed and other	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
promote the physical and mental health and well-being of community members.		promote the physical and mental health and well-being of community members.			service providers in their activities and programs. After school programs operated by Council in Gulargambone and Quambone re-commenced following COVID-19 cancellations in Term 2 of 2021. School Holiday Programs in a COVID-19 safe environment saw youths attend programs in Coonamble, Gulargambone and Quambone in the January 2021, April 2021 and June/July 2021 school holidays. The January and April Holiday Programs saw 836 participants. - Support of White Ribbon and other domestic violence campaigns and mental health programs promoted through community development activities. Events hosted/supported: Christmas Street Party and International Day of People with Disability.	
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.		Maintain and promote a healthy ageing and lifestyle resource library for seniors.	Noreen Vu	100%	As of 30 June 2021 - Healthy ageing and lifestyle resource have been established at the Coonamble Library. The Library hosts a seniors craft group now meet again after COVID-19 restrictions were lifted in November 2020 to have a yarn around a table. The Library started to offer on the first Tuesdays of the month a Seniors movie with free morning tea.	
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Beyond Blue & Black Dog programs promoted. Number and quality of programs supported.	Promote Beyond Blue program through Youth Week. Promote Black Dog Institute through Coonamble & Gulargambone Libraries. Partner with local agencies in	Noreen Vu	100%	As of 30 June 2021 - Black Dog: Agreement no longer in place with NSW Libraries. The Library now offers Books on Prescription - that assist people in managing their well-being. Council continues to engage with interagency and service providers in developing community activities within Council's resources.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
		community development activities within Council's resources.				
P3.1.2. Inspection of Food premises.	Compliance with Food Standards & Food Authority	Carry out annual food premises inspections and food handling education program.	Environmental Services	100%	As of 30 June 2021 - Food premises inspections have been completed for this reporting period.	
P3.1.3. Maintain and enhance age appropriate play areas that meet the needs of ages 0-5 and 6-12 years.	Improved play spaces for children.	Maintain playground equipment for ages 0-5 years and 6-12 years.	Bruce Quarmby	100%	As of 30 June 2021 - Inspection of playground equipment is ongoing and maintenance to equipment is carried as required.	




#### Improve access to medical and specialist services


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.2.1. Continue to advocate for appropriate medical services.	Medical & Dental service accommodation available.	Assist in the provision of accommodation for medical and dental practitioners.	Bruce Quarmby	100%	As of 30 June 2021 - Ongoing subsidised accommodation has been provided.	

#### Improve access to services for disengaged community members.


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.3.1. Support appropriate community development activities	Grants information available on Website. Number and	Provide community assistance through Community	Noreen Vu	100%	As of 30 June 2021 - Council continues to provide support to agencies/organisations to build community capacity, including Coonamble Together Partnership Group, Coonamble Interagency and Coonamble Women's Shed.	




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
undertaken by a range of organisations and provide assistance with project development, governance, grant writing, community building and group facilitation.	quality of initiatives developed.	Services Unit. Assist local community service agencies with Community Development capacity building.				
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Seating provision reviewed by Council and reported to community.	Review seating provision in Coonamble main street.	Bruce Quarmby	75%	As of 30 June 2021 - Council has engaged the services of consultants to provide Council with a detailed design of the Coonamble CBD with a view to revitalising the precinct. At the June 2021 Council meeting, a report was tabled providing Council with a number of concept options developed by the consultants. Utilising the feedback provided by Council, staff will continue to work with the consultants to further develop the detailed design plans.	
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Appropriate support provided	Source funding for additional accessible public toilets.	Bruce Quarmby	100%	As of 30 June 2021 - The installation of the new public toilet block in the Coonamble CBD is nearing completion, with works planned to be completed within the first half the 2021/22 financial year. Council, through the assistance of funding from the Local Roads and Community Infrastructure program, has placed an order for the purchase of a new toilet block that will be installed at the Quambone Park.	
	Appropriate support provided.					
	Increased number of accessible toilets throughout the Shire					
P3.3.2. Build community capacity around inclusion of people from all		Supporting ageing and disability services in the	Noreen Vu	100%	As of 30 June 2021 - Housebound book program operating, ongoing support of services through interagency meetings in both Coonamble and	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
cultural, social and ability groups.		changing climate of the National disability Insurance Scheme			Gulgambone and the Coonamble Together Partnership. Regular update provided by NDIS.	
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Access issues identified and addressed.	Activities and events managed by Council are accessible by all groups.	Noreen Vu	100%	As of 30 June 2021 - With the easing of COVID-19 restrictions, Council successfully supported the delivery of the Street Christmas Party. Council also organised Cuisine on Castlereagh and continues to plan activities for 2021.	

#### Increase the community's involvement in sporting activities

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.4.1. Ensure parks and gardens and sportsgrounds are maintained to an acceptable standard.	High standard of facility presentation.	Improve irrigation system at Coonamble Sportsground and Smith Park to ensure ground coverage.	Bruce Quarmbly	100%	The original scope of works were completed during the 2019/20 financial year. During the year the need for additional improvements were identified, these works will be carried out as part of the Coonamble Sportsground playing field upgrades due to be carried out in the first half of the 2021/22 financial year.	




#### Increase capacity for organisations to attract and retain volunteers



DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.5.1. Provide volunteer related information to local organisations.	Comprehensive volunteer process developed. Annual campaign conducted.	Acknowledge local volunteers.	Amanda Nixon	100%	As of 30 June 2021 - Volunteer policy and comprehensive volunteer process developed and approved. Volunteer campaign and promotion activities undertaken resulting in an increase in volunteers and volunteering opportunities.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P3.5.1. Provide volunteer related information to local organisations.	Information posted on Council's website.	Provide links, grants information and supporting information to community and sporting organisations.	Pip Goldsmith	100%	Relevant information about grants and funding opportunities is available on Council's website, delivered via regular e-newsletters to subscribers and included in Council's monthly newsletter delivered to all residential addresses.	



***Our community respects and encourages the diversity of culture, ability and ages of our population***





**Increase opportunities for our community to celebrate together**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.1.1. Support activities that promote cultural awareness and diversity in ability and age.	Number and quality of programs supported.	Support intergenerational programs that promote the benefits of age and maturity.	Noreen Vu	100%	As of 30 June 2021 - Council continued to operate a fortnightly housebound book delivery service during reporting period. Due to COVID-19 restrictions programs were not able to be delivered in a face-to-face format.	
P4.1.1. Support activities that promote cultural awareness and diversity in ability and age.	Facilitation or collaboration of activities/events. Evaluation in accordance with activity outcomes.	Participation in Youth Week, Children's Week, Harmony Day, Senior's Week, International Day of People with a Disability & NAIDOC.	Noreen Vu	100%	As of 30 June 2021 - Council celebrated Youth Week, Senior's Week and NAIDOC Week through face to face functions and activities. Youth Week consisted of a skateboarding workshop and open air cinema which was well attended with almost 200 people. NAIDOC Week include a Bush Tucker school holiday activity with Blackfit Fitness. The Seniors Week Luncheon was provided with a Mexican fiesta theme and was attended by close to 100 people.	
P4.1.2. Continue to facilitate Australia Day activities.	Australia Day celebration facilitated in accordance with Event Plan.	Host Annual Australia Day event.	Pip Goldsmith	100%	Australia Day celebrations and community activities in Coonamble and Gulargambone were undertaken successfully.	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
	Participant satisfaction.					
P4.1.3 Facilitate and support appropriate child and youth activities	Activities facilitated effectively and efficiently.	Provide after school activities at Quambone.	Noreen Vu	100%	As of 30 June 2021 - The Quambone After School activities recommenced in Term 2 of 2021 with a free service being provided two days a week including afternoon tea.	
P4.1.3 Facilitate and support appropriate child and youth activities	Programs facilitated effectively and efficiently.	Provide after school and holiday activities at Coonamble and Gulargambone.	Noreen Vu	100%	As of 30 June 2021 - After school activities recommenced in Gulargambone in Term 2 of 2021, and school holiday programs were delivered once restrictions eased. The January and April School Holidays 2021 saw 836 participants.	

#### Improve interaction across social cultural and age groups



DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.2.1. Provide strategic early intervention community development programs for children, young people and vulnerable community members.	Facilitation of Youth Council in accordance with Terms of Reference. Number and quality of activities supported.	Facilitate Youth Council. Seek funding opportunities that align with Council's Child & Youth Development policy.	Noreen Vu	100%	As of 30 June 2021 - Council was successful in a grant funding from the Stronger Country Communities Fund for a Youth Council.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy	Additional parking spaces provided.	Review Accessible Parking spaces at key Council recreational facilities.	Bruce Quarumby	100%	As of 30 June 2021 - The review of accessible parking spaces occurs when any upgrades and improvements occur for key recreational facilities and will be addressed on an as needs basis. Currently parking at Council's recreational areas are compliant with the guidelines.	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy	Council's communication mechanisms comply with accessibility standards.	Review Council's current communications mechanisms to ensure compliance with accessibility standards.	Bruce Quarmby	100%	As of 30 June 2021 - The review of Council mechanisms has been completed, with new procedures implemented. The Coonamble Shire Community Connect continues to act as an important mechanism for the distribution of information to the wider community.	
P4.2.4. Implementation principles of multiculturalism across Council business.	MSPP review conducted with recommendations made and implemented.	Conduct annual review of Multicultural Services Program Plan.	Amanda Nixon	100%	As of 30 June 2021 - Annual review completed for 20/21 with recommendations made on activities for current year. Multicultural Services Policy and Plan updated and adopted for next four year period.	
P4.2.5. Ensure Council consultation provides opportunities for participation for people from diverse backgrounds.	Consultation includes people from diverse backgrounds.	Monitor implementation and review Community Consultation Guidelines.	Noreen Vu	100%	As of 30 June 2021 - Guidelines were reviewed and placed on public exhibition.	
P4.2.6. Provide appropriate support to organisations that provide services to people with a disability and cultural and linguistically diverse (CALD) community members.	Support provided to appropriate organisations.	Provide community development support to local organisation providing CALD services, where requested.	Noreen Vu	100%	As of 30 June 2021 - Support provided as required and requested.	

**Promote role models who demonstrate community respect**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.3.1. Provide Aboriginal Cultural Awareness training to all staff and Councillors.	Aboriginal cultural awareness training provided to new staff and Councillors as required.	Provide Aboriginal Cultural Awareness training to all staff and Councillors as required.	Amanda Nixon	100%	As of 30 June 2021 - Training undertaken by new and existing staff that had not previously completed Aboriginal Cultural Awareness.	

**Promote more cultural events in the shire**





DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.4.1. Assist Coonamble Shire events with marketing and promotion.	Timely and relevant information provided on Website and Facebook page. E-newsletter produced quarterly. Tourism guidance and advice provided to local organisation.	Provide promotion through e-newsletter, website and Facebook page. Provide advice and guidance through tourism staff.	Pip Goldsmith	100%	Advice and information has been provided to local event organisers as requested. Promotional material for events has been delivered to key sites with high visitor numbers, and communicated regularly through Council's owned communication channels.	
P4.4.2. Provide opportunities for access to arts related activities.	Annual Waste to Art competition facilitated.	Facilitate Waste to Art education and competition.	Noreen Vu	100%	As of 30 June 2021 - Coonamble hosted the local Waste2Art exhibition. Council works in collaboration with the Outback Arts Centre and Net Waste to host the event, with preparations for the Regional Waste2Art exhibition for the next financial year to be hosted in Coonamble.	






DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
P4.4.2. Provide opportunities for access to arts related activities.	Local artworks exhibited at the annual Fisher's Ghost Festival.	Participate in Sister City, Campbelltown Council's Fisher's Ghost event.	Noreen Vu	0%	As of 30 June 2021 - Council did not participate in the 2021 Campbelltown Council's Fisher's Ghost. The event was significantly scaled back due to COVID-19 restrictions over its 10 day festival.	

## Theme 2: Our Infrastructure

*Strong community connections: Our community connections support and facilitate our access to each other and our local services*


### Maintain local road maintenance and construction

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I1.1.1. Continue to implement rolling plant replacement program	Plant operated efficiently and/or replaced in accordance with Plan	Replace plant in accordance with Rolling Replacement Program.	Kookie Atkins	100%	As of 30 June 2021 - plant replacement up to date	
I1.1.2. Depot maintained and upgraded	Depot maintained to meet legislative requirements and efficiency of operations.	Maintain Depot to meet legislative requirements.	Kookie Atkins	90%	As of 30 June 2021 - Areas of improvement identified through audit, and improvements ongoing.	
I1.1.3. Plant operated efficiently and economically	Plant achieving operating goals	Monitor Plant usage and costs.	Kookie Atkins	100%	As of 30 June 2021 - plant efficiencies and work practices monitored.	
I1.1.4. RMS RMCC Contract continued on Castlereagh Highway (HW 18)	Obligations under funding arrangements met.	RMCC Maintenance Contract completed as directed by the RMS.	Kookie Atkins	100%	As of 30 June 2021 - no outstanding works orders.	




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I1.1.5. Routine maintenance, heavy patching and reseals continued under Regional Roads Block Grant contract	Obligations under funding arrangements met.	Regular inspection and programming of heavy patching and resealing.	Kookie Atkins	100%	As of 30 June 2021 - Inspections undertaken and works program progressing.	
I1.1.6. Reconstruction of sealed regional roads under Regional Roads Repair Program continued.	Obligations under funding arrangements met.	Submit applications for REPAIR funding and complete successful grant projects.	Kookie Atkins	100%	As of 30 June 2021 - Inspections undertaken and works program progressing.	
I1.1.7. Continue local roads reconstruction under Roads to Recovery Program	Obligations under funding arrangements met.	Rehabilitation and reseal of Council identified priority roads.	Kookie Atkins	90%	As of 30 June 2021 - Program has experienced delays due to weather and harvest.	
I1.1.8. Continue local sealed roads routine maintenance, heavy patching & resealing.	Obligations under funding arrangements met.	Regular inspection and allocation of resources in accordance with budget and schedule.	Kookie Atkins	100%	As of 30 June 2021 - Inspections carried out on a regular basis and resources allocated within budget	
I1.1.9. Continue local unsealed roads routine maintenance, grading, reforming, re-laying, causeway re-sheeting.	Program completed within timeframe and budget. Relevant standards and community needs met. EPA & Statutory obligations achieved .	Complete maintenance and improvement works as detailed in Roads Management Plan.	Kookie Atkins	100%	As of 30 June 2021 - Maintenance and improvements carried out with budget constraints	



### Minimise the effects of flooding on our infrastructure

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I1.2.1. Continue to invest in Levee management	Levee maintained to acceptable standard	Maintain Levee and provide Council share of grants.	Kookie Atkins	100%	As of 30 June 2021 - levee upgrade progressing, maintenance as needed	





### Public transport that facilitates access to services and communities for remote residents







DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I1.3.1. Support projects that aim to reduce transport disadvantage.	Funding secured.	Seek transport assistance for youth activities.	Noreen Vu	100%	As of 30 June 2021 - Council has utilised the funding opportunities to provide transport services for the school holiday programs including shuttle buses after Council events and also working with REDL.e's events to have youths transported home safely. Bus transportation was also organised from Quambone and Gulargambone for school holiday programs in Coonamble. Buses including shuttle buses were also organised during Youth Week 2021.	
I1.3.2. Maintain Certification of Aerodrome to CASA Regulations	Certification maintained	Maintain Airport and surrounds to acceptable standard.	Kookie Atkins	100%	As of 30 June 2021 - certification maintained, ground maintenance standards not met	
I1.3.3. Inland rail - lobby for rail line to be via Coonamble township.	Government informed of benefits of Coonamble rail route.	Attend information briefings.	Hein Basson	80%	A submission has been lodged with the Senate Enquiry into the Inland Rail Project; arguing that not adequate attention has been paid to the development of the route between Narromine and Narrabri, and that the evaluation of the social and economic benefits need a higher weighting as part of the assessment criteria. Funding has been approved for the creation of a link for Coonamble into the Inland Rail line at Curban, which study is being conducted by EY, with some progress being made. TfNSW has confirmed that the necessary	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
					funding has been made available for the creation of overpass on the Castlereagh Highway at the Curban crossing.	






***Cultural expression and enjoyment : Our community benefits from access to appropriate facilities***

**Increase the exhibition and production of more cultural events in the Shire**





DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I2.1.1. Ensure Showground & Pavilion are well managed and assets maintained.	Minimal user complaints. Showground Management Plan reviewed. Seating installed.	Review Showground Management Plan. Implement replacement program for facility seating. Install two portable grandstands.	Bruce Quamby	55%	As of 30 June 2021 - The Showground Management plan was reviewed as part of the 2021/22 Operational Plan preparation process, with the current service levels maintained. Unfortunately the continuation of the seating replacement program is currently not sourced through Council funds, however staff will monitor for grant funding opportunities to allow the replacement program to continue.	
I2.1.2. Encourage development of multi purpose community facilities to meet the needs of local communities.	Appropriate funding applications made.	Support development of facilities within Council budget and priorities.	Bruce Quamby	100%	As of 30 June 2021 - Council continues to provide ongoing support to various organisations within its local government area.	
I2.1.3. Support development of diverse cultural and recreational opportunities for children and young people.	Improved recreational spaces for children and young people.	Continue to source funding for development of recreational spaces for children and young people.	Bruce Quamby	85%	As of 30 June 2021 - Installation of the lighting system at the Coonamble Sportsground is nearing completion, with works expected to be completed in the first half of the 2021/22 financial year.	
I2.1.4. Continue to support regional arts development.	Agreed funding provided.	Support operations of Outback Arts.	Bruce Quamby	100%	As of 30 June 2021 - Council is a financial member of the 2020/21 Regional Arts Development Program.	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I2.1.5. Maintain/Improve parks to acceptable standards.	Improved presentation of park. Increased usage of facility.	Source funding for "all abilities" play equipment to improve playgrounds throughout the Shire.	Bruce Quamby	100%	As of 30 June 2021 - Funding sources have been monitored , no opportunities have been identified.	
I2.1.5. Maintain/Improve parks to acceptable standards.	Improve presentation of park. Increased usage of facility.	Develop maintenance plan for parks.	Bruce Quamby	90%	As of 30 June 2021 - Presentation of Council facilities are subject to regular inspection by Council staff, works programs are set to ensure the facilities are maintained to expected levels. As part of the 2021/22 operational plan preparation the service levels for these facilities was reviewed.	
I2.1.6. Maintain Showground to ensure reasonable standard of facility is provided.	Irrigation system installed effectively.	Installation of irrigation system to Pavilion grassed area - grant funded.	Bruce Quamby	100%	These works were completed in the 2019/2021 financial year utilising Council funding.	
I2.1.7. Ensure pools are well maintained.	Mats installed.	Replace pool mats.	Bruce Quamby	20%	As of 30 June 2021 - Council staff continue to monitor for grant funding opportunities to fund the installation of Pool mats at the Gulargambone Pool. Unfortunately no opportunities were identified during the 2020/2021 financial year.	
I2.1.7. Ensure pools are well maintained.	Assets Management Plans completed.	Asset Management Plan developed for Coonamble, Gulargambone & Quambone Pools.	Bruce Quamby	30%	As of 30 June 2021 - These facilities are covered by Council Recreational facilities and Building plans. These plans will be reviewed as part of the 2021/22 Operational Plan preparation process. It is noted that the finalisation of the masterplan for the Coonamble Pool has been delayed.	
I2.1.8. Ensure pools are well maintained	Assessments completed and recommendations made.	Upgrade fascia at Gulargambone Pool.	Bruce Quamby	100%	These works completed in the prior financial year.	

### Maintain and improve the role of our community libraries

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I2.2.1. Provide high quality library services that are responsive to community need.	Increase in community group usage.	Facilitate after school activities in response to community need.	Noreen Vu	100%	As of 30 June 2021 - After School Activities commenced in Term 2 of 2021 in Gulargambone and Quambone providing two days in each village. Council works closely with other organisations such as Redi.e to look at options for Coonamble and Gulargambone.	
I2.2.1. Provide high quality library services that are responsive to community need.	Decrease digital divide between older and younger people.	Facilitate Tech Savvy Seniors program.	Noreen Vu	100%	As of 30 June 2021 - Council formally commenced Tech Savvy Seniors Program on the first Tuesday of the month with a local service provider on hand to facilitate the program at the Library. Technical support provided to seniors on an ongoing basis. The library offers access to a magnification computer for people with vision impairment.	
I2.2.1. Provide high quality library services that are responsive to community need.	Appropriate level of resources maintained.	Maintain a level of large and audio books sufficient to meet community demand.	Noreen Vu	100%	As of 30 June 2021 - The library continued to purchase and maintain appropriate resources. Ongoing acquisition with the support of the North West Regional Library Service.	
I2.2.1. Provide high quality library services that are responsive to community need.	Number and quality of programs.	Support early language/literacy skills and life skills programs.	Noreen Vu	100%	As of 30 June 2021 - The facilitation of storytime at the Coonamble Preschool continues following its recommencement at the great pleasure of the children. Early Language information technologies maintained. The sensory wall at the Coonamble Library has reopened.	
I2.2.1. Provide high quality library services that are responsive to community need.	Survey completed and recommendations made.	Develop and facilitate annual patron survey.	Noreen Vu	0%	As of 30 June 2021 Surveys were not implemented due to COVID-19 and will be considered in the next financial year in conjunction with the North Western Libraries.	




Share access to local facilities to fully realise the potential of local infrastructure



DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities	Audit complete with recommendations.	Audit Shire signage at Key venues. Investigate installation of Tactile Guidance Surface Indicators.	Bruce Quamby	75%	As of 30 June 2021 - The signage audit has been completed with identified tactile signage due to be installed prior to the commencement of the 2021/22 swimming season.	
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities	Accessible change rooms completed.	Improve toilet and change room facilities at pools. Grant funded.	Bruce Quamby	100%	As of 30 June 2021 - Upgrades to the Coonamble swimming pool amenities have been completed. Further upgrades to the facilities have been included in Council's adopted 2021/22 Operational Plan and Budget.	
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities	Review of AMP completed. Scheduled works completed.	Review Asset Management Plan - Building Maintenance. Carry out works in accordance with AMP.	Bruce Quamby	80%	As of 30 June 2021 - Planned maintenance works have been carried out in accordance with plans. The Asset management plans were reviewed and transcribed into the agreed IPWEA format as part of the 2021/22 Operational Plan process. Whilst a number of the major projects were carried out during the 2020/21 financial year, unfortunately due to a combination of resource shortages several projects that were planned to be carried out were not commenced.	
I2.3.2. Investigate and maximise opportunities for Council buildings to be used for multipurpose community activity	Review completed, recommendations made.	Monitor and review use of Council buildings.	Bruce Quamby	100%	As of 30 June 2021 - Continued ongoing monitoring and review of the utilisation of Council buildings.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I2.3.3. Manage Council's Local Heritage Fund. Oversee provision of Heritage Advisory Services.	Funds administered according to guidelines. Local needs met.	Assist with grant applications by individuals and organisations.	Environmental Services	100%	As of 30 June 2021 - Promotion of grant opportunities disseminated through Council's Monthly Grant Opportunities e-blast and via Council's website and Facebook page. Council does not employ Heritage Officer due to cost/benefit deficiency. Advice provided to residents and ratepayers to assist in the development grant applications. Council was recently awarded a grant funding to restore the Trooper Stables at the Museum Under the Bridge and is currently undertaking a heritage impact statement which will be reviewed in the next financial year.	





**Good health : Our community has safe and reliable access to our primary utilities**



**Deliver safe drinking water and sewerage services**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I3.1.1. Implement a mains replacement program based on Water Management Plan	Program implemented effectively.	Continue to progress mains replacement program	Kookie Atkins	100%	As of 30 June 2021 - works scheduled as per program	
I3.1.3. Ensure water assets are well maintained	Water assets operating efficiently	Maintenance of mains, services and essential infrastructure undertaken.	Kookie Atkins	100%	As of 30 June 2021 - service reliable, failures have quick response times	
I3.1.4. Implement a mains relining program based on Sewerage Management Plan	Project progressed in accordance with Sewer Management Plan.	Mains relining commenced.	Kookie Atkins	100%	As of 30 June 2021 - relining program on schedule	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I3.1.5. Maintain sewer assets	Water assets operating efficiently.	Monitor and repair pumps and equipment.	Kookie Atkins	100%	As of 30 June 2021 - water assets operational	
I3.1.6. Treatment Plants maintained to Legislative requirements.	Legislative requirements met.	Regular monitoring of effluent quality.	Kookie Atkins	100%	As of 30 June 2021 - legislative requirement met	

#### Improve community access to services

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I3.2.1. Liaise with RFS to provide operational and strategic fire protection in Coonamble	Effective input into RFS estimates process Attend Bush Fire Management Committee meetings	Attend Bush Fire Management Committee meetings, provide input. Provide administration function for RFS cluster Councils.	Bruce Quarmby	100%	As of 30 June 2021 - Bush Fire Management Committee meetings are attended with Council continuing to provide ongoing administration function for the RFS Zone.	
I3.2.2. Continue sponsorship of SES to respond to disasters	SES operational	Meet legislative requirements under SES Act.	Kookie Atkins	100%	As of 30 June 2021 - SES housed and operational	
I3.2.3. Manage town common	Common Management Plan reviewed and updated.	Management Plan and Operational Guidelines developed.	Environmental Services	50%	As of 30 June 2021 - Maintenance works identified and planned with works scheduled in for 2021. No progress has been made on the Management Plan and Operational guidelines during the reporting period however is scheduled for the next financial year.	
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access	Improved access across Council facilities.	New and refurbished Council facilities are designed and	Environmental Services	100%	As of 30 June 2021 - Council continues to ensure that all new and refurbished facilities meet access standards.	





DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
and Mobility Plan (PAMP)		constructed to meet access standards.				
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP)	PAMP recommendations carried out.	Prioritise PAMP recommendations and prepare a three year budget and plan for completing actions.	Kookie Atkins	90%	As of 30 June 2021 - Inspections have identified sections that require repairs/replacements.	
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP)	Number of customer complaints	Routinely inspect paving for defects or trip hazards.	Kookie Atkins	80%	As of 30 June 2021 - inspections of paving is ongoing with complaints received by Council actioned in a timely manner.	

#### Minimise our hard waste production and promote recycling

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I3.3.1. Implementation Waste Management strategy recommendations.	Annual assisted waste collection service investigated with recommendations for implantation.	Investigate annual waste collection service (including assistance for senior community members).	Kookie Atkins	90%	As of 30 June 2021 - EPA funded Community Recycling Centre almost ready for commissioning	













**Maintain all public facilities to ensure safety and promote use**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I3.4.1. Maintain/Improve Parks to acceptable standards	Additional priority sites included in budget considerations.	Review kerbside maintenance - review current program and identify priority sites for additional mowing/trimming.	Bruce Quamby	30%	As of 30 June 2021 - The review of Council's kerbside maintenance program has been completed with the identified priority areas continuing to be maintained in accordance within Council's adopted operational budget. The development of a formal policy outlining Kerbside service levels, which was originally planned to be developed in the 2020/21 financial year has been delayed and will be developed in the 2021/22 financial year.	
I3.4.1. Maintain/Improve Parks to acceptable standards	Works conducted in line with Asset Management Plan schedule.	Continue works in accordance with Asset Management Plan.	Bruce Quamby	100%	As of 30 June 2021 - Works have been completed in line with Asset Management Plan.	
I3.4.2. Complete buildings maintenance & Improvement program	All buildings maintained to an acceptable standard in accordance with the Building Management Plan	Schedule works for duration of Long Term Financial Plan so as to meet key KPIs and service levels set by Council.	Bruce Quamby	100%	As of 30 June 2021 - The Long Term Financial Plan has been reviewed and updated, taking into consider the updated information from the 2019/2020 Financial statements , the 2021/22 Operational budget and reviewed Asset Management Plans. A further review and refinement process of Council's Long term Financial Plan will be carried out to ensure that the identified service levels and KPI's are being met.	
I3.4.3. Maintain cemeteries to acceptable standards	Cemeteries managed and maintained.	Improvement to cemetery facility; improved maintenance.	Bruce Quamby	100%	As of 30 June 2021 - Routine inspections continue to be carried out to ensure the facility is presented at the expected level of Council. In the later half of the 2020/21 financial year, Council installed a new water line and taps at the Coonamble Cemetery to improve access to water within the cemetery itself.	

**Appropriate investment : Our community is looking to the future to improve and protect our access to resources**

**Ensure long term management and protection of our community assets**






DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
14.1.8 Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the options and costs.	Service level and cost information available for community consultation.	Collate and consolidate data for use during community consultation.	Bruce Quarmby	100%	As of 30 June 2021 - Ongoing collection and review of financial data and service levels to be utilised in community consultation.	
14.1.6. Collect data for all major infrastructure classes	Data updated and accurate	Co-ordinate inspection data provided by various departments and update asset register.	Bruce Quarmby	100%	As of 30 June 2021 - Information is being correlated and updated to registers as required.	
14.1.9. Prepare long term cash flow predictions for asset maintenance, rehabilitation and replacement.	LTFP reviewed and refined to reflect needs.	Review and refine Long Term Financial Plan (LTFP).	Bruce Quarmby	85%	As of 30 June 2021 - The Long Term Financial Plan has been reviewed and updated, taking into consider the updated information from the 2019/2020 Financial statements , the 2021/22 Operational budget and reviewed Asset Management Plans. A further review and refinement process of Council's Long term Financial Plan will be carried out during the first half of the 2021/22 Financial year.	
14.1.10. Revalue assets at intervals in accordance with Australian Accounting Standards.	Revaluations completed for inclusion in final Statements.	Revaluations undertaken in consultation with external auditor.	Bruce Quarmby	100%	As of 30 June 2021 - Accounting standards no longer mandate intervals for revaluation of Council Assets. Desktop valuation updates for Council Building and Other Structures , Transport Infrastructure network are planned to be carried out prior to the 30/06/2021.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
I4.1.11. Review Council's Asset Management Policy.	Asset Management Plan current and reflects needs.	Monitor in accordance with Policy Review Schedule.	Bruce Quarmby	75%	As of 30 June 2021 - The Asset management plans were reviewed and transcribed into the agreed IPWEA format as part of the 2021/22 Operational Plan preparation process. The review of the Council Asset Management Policy has commenced with the review expected to be completed within the first half of the 2021/22 financial year.	
I4.1.12. Improve staff capacity in the usage of asset management systems.	Key Staff operate asset management systems effectively.	Key Staff undertake Asset Management training, as needed.	Amanda Nixon	100%	As of 30 June 2021 - Training undertaken in relation to Asset Management - Financial and Best Practice Management Systems by senior staff during first 6 months of 2020/21 year.	
I4.1.13. Ensure Quarry operation is financially viable.	Operations review completed with recommendations made.	Maintain plant and equipment in good condition. Review plant and operations.	Kookie Atkins	100%	As of 30 June 2021 - ISO certification met and maintained	
I4.1.14. Maintain Quarry quality certification.	Certification maintenance.	Test all products as per QA documentation.	Kookie Atkins	100%	As of 30 June 2021 - testing carried out as per QA certification.	
I4.1.15. Ensure Quarry is maintained to Department of Mines' standard.	All Department of Mines' Standards met.	Ensure that all plant and equipment pass inspector's Audit..	Kookie Atkins	100%	As of 30 June 2021 - Certification maintained	
I4.1.17. Review viability of Saleyards.	Assets Management Plan and Long Term Financial Plan developed by August 2017.	Develop Asset Management Plan for Saleyard infrastructure. Prepare long term financial plan for sustainable operation.	Environmental Services	70%	As of 30 June 2021 - Due to a recent change in usage patterns, a further review of the assumptions for expected and current operations of the sale yards is continuously being monitored. Meetings with the Coonamble Associated Agents has occurred this year through the Saleyards Committee.	

### Theme 3: Our Economy





*Support: We support our local economy without compromising on quality*





Re-establish and maintain a robust, well patronised Coonamble and Gulargambone main streets

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC1.1.1. Continue to plan and implement Coonamble main street beautification and revitalisation projects.	Improved main street presentation.	Maintain and improve main street gardens and trees.	Bruce Quarmbly	100%	As of 30 June 2021 - Seasonal planting of the Coonamble CBD garden beds have been completed.	
EC1.1.2. Maintain main street and business area public spaces to a high standard	Minimal number of complaints.	Provide regular street cleaning services.	Environmental Services	100%	As of 30 June 2021 - Regular street cleaning services are undertaken in the mainstreet and business area public spaces to a high standard.	
EC1.1.3. Lobby for Gulargambone main street beautification funding.	Improvement to Gulargambone CBD.	Pursue funding opportunities for Gulargambone main street beautification.	Bruce Quarmbly	100%	As of 30 June 2021 - Council staff continue to liaise with representatives from the Gulargambone community regards to improvements in Lions Park. The Installation of playground equipment in Lions Park has been completed.	
EC1.1.4. Provide training and support to tourism related businesses in the Shire.	Tourism Award and grant assistance provided.	Provide tourism development assistance to local businesses/committees if requested. Assist with Tourism Award applications and grants, if requested.	Pip Goldsmith	100%	Staff regularly provide relevant information to current and potential tourism operators, local event organisers and community groups.	
EC1.1.8. Tourism Information on Coonamble Shire be displayed at regional and	Brochures available at regional VICs. Presence at selected	Distribute Coonamble Shire brochures throughout region. VIC.displays/attendance	Pip Goldsmith	100%	Coonamble LGA visitor guides are available at regional visitor information centres.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
interstate visitor centres	consumer shows.	at selected consumer shows.				


#### Reinvigorate the main street precinct in Gulargambone

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC1.2.1. Lobby for funding for main street beautification	High quality applications submitted for appropriate funding opportunities.	Apply for funding when opportunities arise.	Bruce Quarmby	100%	As of 30 June 2021 - Monitoring of funding opportunities is ongoing.	
EC1.2.2. Maintain main street and business area public spaces to a high standard	Bi-annual consultation with local business.	Liaise with local businesses regarding street appearance.	Environmental Services	100%	As of 30 June 2021 - The local community including local businesses were engaged and consulted during the Masterplan 2020 consultation.	
EC1.2.3. Identify opportunities for new tourism product	Appropriate submissions made.	Seek suitable grant funding for identified products.	Pip Goldsmith	100%	The Grants & Communications Officer maintains a register of grant opportunities and facilitates regular applications for funding.	
EC1.2.4. Provide training and support to tourism related businesses in the Shire	Staff support opportunities investigated and recommendations made. Web maintenance training completed. Participant satisfaction. Tourism Award application submitted. Grant assistance provided.	Assist with Tourism Award applications and grants where appropriate.	Pip Goldsmith	100%	No requests for award application assistance were received during this reporting period. Grant assistance has been provided as requested.	




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC1.2.5. Develop existing visitor markets	Existing Regional Destination Plan initiatives are developed where appropriate.	Contribute to regional destination planning	Pip Goldsmith	100%	The Coonamble Shire Council Destination Management Plan was adopted in November 2020. Staff regularly contribute to the strategic planning and regional initiatives of Destination NSW Country & Outback and work closely with neighbouring LGAs on regional product offerings.	
EC1.2.6. Develop new visitor markets in line with Inland RTO	New Regional Destination Plan initiatives are developed where appropriate.	Participate in appropriate visitor market initiatives outlined in the Regional Destination Plan.	Pip Goldsmith	100%	A Coonamble Shire Council Destination Management Plan which reflects the themes of the Destination NSW Country & Outback Destination Management Plan has been adopted, and actions are taken to undertake identified visitor market initiatives.	
EC1.2.7. Participate in Inland Tourism and Great Inland Way initiatives	Membership maintained	Maintain membership of the Great Inland Way and Regional Tourism Organisation, if applicable.	Pip Goldsmith	100%	Council maintains membership of the Great Inland Way and is an active participant of the Destination NSW Country and Outback destination network.	
EC1.2.8. Tourism Information on Coonamble Shire be displayed at regional and interstate visitor centres	Brochures available at regional VICs. Presence at selected consumer shows.	Shire brochures at regional VICs. Displays/attendance at select consumer shows.	Pip Goldsmith	100%	Coonamble LGA visitor guides are available at regional visitor information centres.	




***Growth & diversity : Our growing regional economy is diverse***

**Identify and attract industry programs that will draw new industry to the Shire**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC2.1.1. Promote the Shire as a location for	Number of lots sold.	Market Industrial subdivisions lots.	Hein Basson	70%	Council has successfully sold one (1) block to iOR for purposes of the development of a truck stop. Council has also received an expression of	




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
business development and investment					interest to purchase another block for purposes of establishing a new local business and negotiations are ongoing. There is also current interest for the potential purchase of another two (2) blocks, and investigations pertaining to the proposed business venture are being conducted.	
EC2.1.1. Promote the Shire as a location for business development and investment	Links to data on Council website and in relevant documents.	Provide information on Shire data to potential investors and business.	Hein Basson	100%	REMPAN information is available, and is being provided to interested potential investors.	
EC2.1.2. Support business initiatives that develop economic growth	High quality applications made to all relevant funding bodies.	Pursue external funding opportunities that contribute to infrastructure improvements.	Hein Basson	80%	Council is pursuing 26 projects of approximately \$5 million in value e.g. implementation of the Shire Masterplan, Visitor Information Centre, CBD public toilets, design plans for the Main Street upgrade, design/fabrication of town entrance signs, upgrade to the Sports Oval lighting, cricket pitch and playing surface, upgrade to the Riverside Caravan Park, Warrena Weir leisure facility, completion of a skate bowl in McDonald Park and Masterplan for the Swimming Complex, and pursuing a business plan and funding options for the Artesian Bathing Experience. Also, the development of the RPPR for the Tooraweenah Road to go to tender for the \$22.9 million grant - to provide access to the Warrumbungle National Park visitor economy and improve freight connectivity to the Newel Highway. The implementation of a Roads Committee that facilitates communication between Council and road-users.	
EC2.1.2. Support business initiatives that develop economic growth	Appropriate referrals made and recorded.	Provide information and referral service to	Hein Basson	100%	The Manager Economic Development and Growth are pursuing these programs and initiatives as part of her role where possible and	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
		established businesses.			appropriate. Liaison with the Chamber of Commerce happens on a regular basis.	
EC2.1.3. Encourage skills attraction and development activities.	Number and quality of initiatives supported.	Support appropriate initiatives that contribute to skill development.	Hein Basson	100%	This strategy and action have been reviewed against Council's updated Economic Development Strategy. It will be pursued where possible and appropriate.	
EC2.1.4. Support and assist proponents of new agricultural, horticultural and aquaculture enterprises.	Appropriate referrals made and recorded.	Provide interested parties with referrals and linkages to various sources of assistance.	Hein Basson	90%	The Manager Economic Development and Growth will keep on pursuing the strategic objectives and action steps contained in Councils Economic Development Strategy Document.	
EC2.1.5. Support projects that enhance and promote local natural resources to encourage business and tourism.	Number and quality of opportunities supported.	Support development of key sites within the Shire in line with Regional Destination Management Plan and Council resources.	Pip Goldsmith	100%	The Coonamble Shire Masterplan has identified key sites and priorities for development. Funding has been sought and secured for several sites across the LGA with projects including public art, bore bath development and caravan park upgrades underway.	

**Local education : Our educational opportunities include support for our local economy**




**Leading organisations provide cadetships and graduate employment opportunities**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC3.1.1. Continue to provide the School to Work program, offering options for work experience and Traineeship/ Apprenticeship	School to Work positions filled. Participants sustain their involvement.	Provide opportunities for School to Work placements throughout the organisation	Amanda Nixon	100%	As of 30 June 2021 - Several school based and other trainee opportunities offered, with one School Based Traineeship filled and retained during the year. Work experience undertaken with Council's Parks & Gardens section.	





DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
employment with Council.						

**Provide education that addresses the needs of the local population**




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC3.2.1. Facilitate partnerships and linkages with government, business and community to develop and improve the education and skill base of young people.	Number and quality of initiatives supported	Participate in Coonamble Connected Communities (School) initiatives.	Noreen Vu	100%	As of 30 June 2021 - Ongoing relationship with Connected Communities project workers and Coonamble Together Partnership.	
EC3.2.2. Assist with Education Fund Scholarship.	Funding Provided	Provide agreed funding to Coonamble and District Education Foundation.	Bruce Quarmby	100%	As of 30 June 2021 - The funding for the Coonamble Scholarship was included in Council 2020/21 budget, however no claim was made on this funding by the Coonamble and District Education Foundation.	
EC3.2.3. Support appropriate alternative education programs.	Increased use of facilities for alternative education programs.	Promote Libraries as a space for tutors and home school activity.	Noreen Vu	100%	As of 30 June 2021 - The Library is regularly utilised by several tutors, home schoolers and distance education students, pre schools, childcare centres, Speech Pathologist and seniors craft group and many of these interactions have reconvened with the easing of restrictions. Library resources are expanded as funding allows and promotion of facilities and services through social media, Coonamble Times, Council's Community Connect Newsletter.	

**Local employment : Our community members are gainfully employed in appropriate and satisfying jobs**

**Provide appropriate and accessible education for our community**

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC4.1.1. Support partnerships that support and develop life learning opportunities.	Opportunities identified and recommendations made.	Pursue opportunities for staff learning exchanges with Sister City, Campbelltown City Council, and other networks.	Amanda Nixon	100%	As of 30 June 2021 -Staff exchanges unable to be completed due to staff resourcing issues and COVID 19 hampering windows of opportunity during the year.	
EC4.1.1. Support partnerships that support and develop life learning opportunities.	Increase in Library services.	Continue library programs involving learning opportunities for pre-school children and seniors.	Noreen Vu	100%	As of 30 June 2021 - Library programs expanded to include early learning technologies (hardware, software and infrastructure). There is now and regular pre- school visitation and the Coonamble Senior Citizens group utilising Library for weekly recreational activity has recommenced. The sensory wall has reopened to children again.	





**Identify local employment opportunities and promote these across the community**




DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EC4.2.1. Continue to facilitate School to Work program.	Positions filled and sustained. One Work Crew project completed.	Identified traineeship /apprenticeship opportunities filled as resources are available.	Amanda Nixon	100%	As of 30 June 2021 - Several school based trainee opportunities offered, with one retained during the year. One W&S Traineeship position is being recruited for with placement expected in July 2021. Work Crew project was not undertaken due to staff resourcing restrictions.	
EC4.2.2. Continue to recruit using EEO best practice principles.	Recruitment practices and policies comply with EEO best practice.	Recruitment practices reviewed annually for EEO best practice.	Amanda Nixon	100%	As of 30 June 2021 - Annual review undertaken with minor changes and inline with updated EEO Policy and Management Plan.	
EC4.2.3. Promote job opportunities on line and through local agencies.	Relevant and timely information on Website. Relevant and accessible information package available.	Advertise employment opportunities locally and on website. Update employment information package and review annually.	Amanda Nixon	100%	As of 30 June 2021 - All positions vacant have been added to website and distributed to local employment agencies. Information packages updated as required.	

## Theme 4: Our Environment

*Good environmental management: Our community values knowledge sharing and promotion of best practice environmental management*


Promote ecologically and environmentally sustainable land use and development

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EN1.1.1. Enforcement of environmental regulations.	Increased enforcement of environmental regulations.	Improve staff capacity and environmental knowledge.	Environmental Services	100%	As of 30 June 2020- Staff have undertaken appropriate workshops to improve environmental knowledge with training and development moving to online platforms during COVID-19 restrictions. Due to staff movements, Council has contracted the services of experienced professionals to oversee the health, building, environmental and regulatory functions during the reporting period. However during this time, significant improvements have been made in the internal processes in the Environmental Services section.	
EN1.1.2. Continue to review Local Environmental Plan.	DCP adopted by new Council.	DCP reviewed in accordance with Legislation.	Environmental Services	50%	As of 30 June 2021 - Due to the unavailability of staff resources the review of the DCP has not progressed, however the Environmental Services section has started to look into areas that requires updating. This will need to be addressed in the next financial year.	
EN1.1.3. Ensure compliance with NSW Building Certification.	Timely assessment of Applications. Legislation compiled with.	Assess applications in accordance with Legislation.	Environmental Services	100%	As of 30 June 2021 - Building applications assessed within legislative timeframes	
EN1.1.4. Provide quality over the counter, telephone and email advice to customers.	Information provided to customers.	Provide building "adaptability" guidelines for ageing in place to residents who are renovating or building homes.	Environmental Services	100%	As of 30 June 2021 - Information provided to potential builders and owner builders on aged and disabled access to new and renovated building.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EN1.1.4. Provide quality over the counter, telephone and email advice to customers.	Website information available. Minimal customer complaints.	Respond to enquiries, provide pro-active information on website.	Environmental Services	100%	As of 30 June 2021 - All enquiries responded to within appropriate timeframe. The Environmental Services section has undergone significant internal review with the information to be updated on Council's website in the next financial year.	
EN1.1.5. Approvals completed within time frame required.	Approval turnaround satisfactory.	Continue to work within best practice guidelines.	Environmental Services	100%	As of 30 June 2021 - Land use complies with Council LEP. Consultation with the Department of Planning, Industry and Environment is on a regular basis. Council has undergone significant improvements in the environmental services section in how we deliver our development application process.	
EN1.1.6. Ensure ongoing program of noxious weed and insect control through membership of Castlereagh - Macquarie County Council.	Effective control of noxious weeds with the Shire. Meetings attended. Financial contribution provided.	Council representative to attend Castlereagh Macquarie County Council meetings. Provide financial contribution.	Bruce Quarmbly	100%	As of 30 June 2021 - The annual financial contribution has been provided, with Council representatives continuing to attend the Castlereagh Macquarie County Council meetings as required.	


### Knowledge sharing

Share knowledge and facilitate knowledge sharing amongst those working on the land.

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EN2.1.1. Ensure appropriate opportunities for those working on the land to participate in Council consultation regarding decisions that affect them.	All relevant consultation strategies include methods for reaching people working on the land.	Continue to ensure methods for reaching people working on the land are incorporated into consultation strategies.	Noreen Vu	100%	As of 30 June 2021 - Council utilises Facebook, website, phone calls and newsletters to facilitate consultation with people on the land. Drought and well being page developed on Council website. Council also run a number of workshops relating to development applications and wrote to industry inviting them to attend.	

**Protection of our waterways**





**Ensure the health of our river system**


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
EN3.1.1. Enforcement of environmental regulations.	Reduce volume of litter.	Regular inspection of creeks and river. Source grant funding to combat littering. Increase litter patrols to identify source of dumped litter.	Environmental Services	100%	As of 30 June 2021 - Regular patrols/inspections on waterways continued. Incidents of illegal dumping investigated. Literature on litter control provided at Council's Administration office.	

## Theme 5: Our Leadership


*A community that is supported by active, respected leaders*

Encourage broader involvement in community activities


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.1.1. Continue to support Coonamble Shire Youth Council as a link between young people and their Council.	Youth Council meetings conducted according to Terms of Reference.	Facilitate Youth Council meetings.	Noreen Vu	80%	As of 30 June 2021 - Council opened up nominations for the Youth Council to coincide with Youth Week 2021. A number of nominations were received however due to resourcing issues, Council was unable to convene the meetings. Facilitation of Youth Council meeting will begin in August 2021.	
L1.1.2. Promote genuine opportunities for people to participate in decisions that affect them.	Access and Inclusion reference group consulted during development of key community plans.	Develop and utilise an Access and Inclusion Reference Group when developing Council plans.	Noreen Vu	70%	As of 30 June 2021 - Extensive, broad sector community consultation undertaken by sala4D as part of the Coonamble Shire Masterplan process. Council will undertake further consultation in the new financial year to develop of the new Disability Inclusion Plan. The upgrade of the main street will also include community consultation.	
L1.1.2. Promote genuine opportunities for people to participate in decisions that affect them.	All consultation strategies include in place methods for reaching people.	Utilise broad methods of community consultation, including in place strategies.	Noreen Vu	100%	As of 30 June 2021 - Council utilised various mediums to encourage community participation in consultation processes including: Facebook, website, newsletter, media, surveys, public exhibition in Council's front office and libraries and face to face. Public question time at Council meetings put on hold due to COVID-19 however people were and still able to stream the Council meetings live.	
L1.1.3. Encourage local involvement in regional business awards.	Business Awards conducted effectively.	Assist in Regional Business Awards.	Hein Basson	100%	As of 30 June 2021 - The necessary assistance is being provided to local businesses who would like to participate in the regional business awards initiative. As part of this function provided by Council's Manager Economic Development and Growth, businesses will also be encouraged to participate.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.1.4. Encourage children and young people to be involved in the planning and design of community spaces	Community space planning includes child and youth friendly engagement methods.	Utilise child and youth friendly consultation methods to ensure genuine opportunities for engagement.	Noreen Vu	100%	As of 30 June 2021 - Children and youth participation in the planning for the refurbishment of the Gulargambone Youth Centre. Council's Youth Officer engaged with the young people of the Shire to develop the school holiday program which saw 836 participants in the January and April 2021 school holidays.	


#### Promote opportunities for leaders to learn the features of good leadership

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.2.2. Encourage staff to develop leadership skills	Programs implemented with new staff members.	Coaching and mentoring program for junior staff continued with new staff. Leadership and Professional Practice training program for senior staff continued with new staff.	Amanda Nixon	100%	As of 30 June 2021 - Due to COVID-19 restrictions and resourcing limited activities were undertaken during the year however internal mentoring with new and junior staff was undertaken where appropriate.	





#### Support leadership succession planning






DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.3.1. Continue to work in partnership with key services in the Shire, assisting with governance and leadership development.	Appropriate & timely advice/support provided and recorded.	Provide advice and support with governance and leadership development to key services in	Noreen Vu	100%	As of 30 June 2021 - Support provided to the Coonamble Women's Shed, Coonamble Together Partnership Group, Coonamble and Gulargambone Interagency and Youth Interagency.	













DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
		the Shire, where requested.				
L1.3.2. Take measures to publicize the positive contribution young people make to the Shire.	Media produced and provided to Coonamble Times in a timely fashion.	Produce positive media/ promotion of youth activities, events and achievements, prior/ during or after the event.	Noreen Vu	100%	As of 30 June 2021 - Council events such as the school holiday program, after school activities and Youth Week were promoted through flyers, posters, media releases, radio announcements, school visits, Facebook, Council websites and Community Connect newsletter.	

#### Encourage and promote a high level of leadership in the community

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.4.1. Lobby against forced Local Government amalgamations.	Council's objections to amalgamations presented as appropriate.	Lobby as opportunities arise.	Hein Basson	100%	The State Government has committed themselves to the principle of no forced amalgamations, so no further lobbying is really necessary. The opinion is held that it will take at least 10 years before this contentious matter will resurface again.	
L1.4.2. Develop a Business Continuity Plan.	Business Continuity Plan current.	Monitor and review Business Continuity Plan.	Bruce Quarmby	40%	As of 30 June 2021 - Desktop review of Business Continuity plan to be carried out in the next financial year. During the past year a Covid-19 management plan has been developed and implemented.	
L1.4.3. Provide high quality customer service to the community.	Library equipment and resources meet accessibility standards.	Audit Council library equipment and resources in terms of height and reach accessibility.	Noreen Vu	100%	As of 30 June 2021 - Regular monitoring to ensure the facility and resources are accessible for all library users. Staff assistance offered. Council also delivered the stock take at Coonamble and Gulargambone Libraries in the designated timeframe.	
L1.4.3. Provide high quality customer service to the community.	Increased staff knowledge and skill.	Facilitate Disability Awareness Training for staff.	Amanda Nixon	100%	As of 30 June 2021 - Training postponed as was unable to source suitable RTO. Appropriate training will be reviewed and rescheduled for 2021/22.	


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L1.4.3. Provide high quality customer service to the community.	IT resources meet organisational needs.	Monitor IT Resources Plan.	Bruce Quamby	40%	As of 30 June 2021 - The annual review of the IT Resources plan has been completed as part of the 2021/22 operational plan preparation process. Council's IT staff will continue to monitor plan to ensure that Council's ongoing IT needs are adequately resourced.	
L1.4.3. Provide high quality customer service to the community.	Minimum complaints received.	Conduct annual review of front line customer service and make recommendations for improvement.	Bruce Quamby	100%	As of 30 June 2021 - Ongoing monitoring and review of front line customer service, minimal complaints have been received. Improvements to customer service where identified have been implemented. A Customer Services Excellence Coordinator has commenced with Council as of late May 2021.	
L1.4.4. Governance is open and transparent.	Governance complies with Local Government Act & Regulations	Conduct all business in compliance with Local Government Act & Regulations.	Hein Basson	100%	As of 30 June 2021 - Business is conducted in compliance with Local Government Act and regulations.	
L1.4.5. Review Council policies.	Schedule implemented effectively.	Monitor Policy Review Schedule.	Noreen Vu	100%	As of 30 June 2021 - Review of Council policies schedule has been completed and departments are using this schedule as a guide to continually update policies as required for continuous improvement	
L1.4.6. Maintain consultation process with workforce.	Consultative Committee and WH&S Committee functioning. Staff communication strategy reviewed and recommendations made. Staff newsletter	Facilitate Consultative Committee and WH&S Committee meetings. Staff communication strategy reviewed annually.	Amanda Nixon	100%	As of 30 June 2021 -Both Consultative and WHS Committees functioning and meeting regularly. Distribution of Staff newsletter was limited and staff communication strategy not reviewed as a result of staff resourcing issues.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
	distributed quarterly.					
L1.4.7. Ensure compliance with legislation for WH&S.	Reduction in number of workplace accidents/incidents. Increase in compliance with injuries reported.	Conduct all business in compliance with WHS Act 2011 & Regulations. Adhere to WHS Management Plan.	Amanda Nixon	100%	As of 30 June 2021 - Council business continues to be conducted inline with WHS obligations, with identified non-compliance rectified successfully. Limited continued developed of WHS Management Plan due to staff resourcing and priority given to meeting WHS COVID 19 obligations for part of the year.	
L1.4.8. Review recruitment & retention strategies.	Strategies reflect legislation, regulations and best practice.	Monitor recruitment and retention strategies	Amanda Nixon	100%	As of 30 June 2021 - Annual review completed with improvements to be incorporated into strategic planning documents and policies.	
L1.4.9. Ensure compliance with legislation for Equal Employment Opportunity.	Strategies reflect legislation, regulations and best practice.	Monitor compliance.	Amanda Nixon	100%	As of 30 June 2021 - All recruitment and training activities undertaken in compliance with EEO compliance obligations and best practice.	
L1.4.10. Maintain long term financial viability.	Compliance with legislation, regular updates reported to Council, % of outstanding debts reduced	Review Long Term Financial Plan.	Bruce Quamby	85%	As of 30 June 2021 - The Long Term Financial Plan has been reviewed and updated, taking into consider the updated information from the 2019/2020 Financial statements , the 2021/22 Operational budget and reviewed Asset Management Plans. A further review and refinement process of Council's Long term Financial Plan will be carried out during the first half of the 2021/22 Financial year.	
L1.4.11. Continue to progress workforce planning.	Staff survey conducted and collated with recommendations.	Continue to conduct and respond to staff disability inclusion survey.	Amanda Nixon	100%	As of 30 June 2021 - Staff disability inclusion survey conducted with recommendations developed for inclusion in strategic plans.	
L1.4.11. Continue to progress workforce planning.	Strategy developed with recommendations	Develop Council's Workforce Management	Bruce Quamby	100%	As of 30 June 2021 - Council continues to comply with the underlying principles of	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
	including best practise for inclusion.	Strategy for retaining older workers and people with a disability.			EEO and anti discrimination in its recruitment and selection process.	
L1.4.11. Continue to progress workforce planning.	Recruitment process forms and language targeted and simplified.	Review recruitment processes, forms and language for accessibility.	Amanda Nixon	100%	As of 30 June 2021 - Annual review conducted with minor amendments implemented.	
L1.4.11. Continue to progress workforce planning.	Workforce Plan current and meets organisational needs.	Monitor and review Workforce Plan.	Amanda Nixon	100%	As of 30 June 2021 - Workforce Plan is current with the review now due in 2021/2022 inline with the revised IP&R strategic document schedule.	
L1.4.12. Progressively address training needs and upgrade Training Plans	Staff training plans developed and implemented annually.	Continue to develop annual staff training plans.	Amanda Nixon	100%	As of 30 June 2021 - Training activities undertaken in line with annual and individual training plans, within budget and COVID-19 constraints.	
L1.4.13. Continue with employee exit interviews process.	Staff provided opportunity to participate in exit interviews.	Carry out exit interviews	Amanda Nixon	100%	As of 30 June 2021 - All staff given the opportunity to complete exit interviews.	


### *A community that supports active, respected leaders*

#### **Increase Aboriginal representation on Council**


DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L2.1.1. Promote awareness of the role and function of Council to Aboriginal people	Relevant information tabled at CWP meetings. Number and quality of functions/activities attended	Attend and present relevant information to Community Working Party. Utilise relevant events/activities as opportunity to	Noreen Vu	100%	As of 30 June 2021 - No Community Work Party meetings held during the reporting period. Council supported and participated in interagency meetings and the Together Partnership Group.	

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
		relate the role and function of Council.				

#### Increase representation to community leader roles

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L2.2.1. Continue to develop the leadership capacity of staff.	Increased staff leadership capacity. New initiatives identified.	Staff coaching, mentoring and leadership training program continued.	Amanda Nixon	100%	As of 30 June 2021 - Mentoring of junior staff and psychometric testing undertaken during recruitment and as professional development was conducted during the year.	

#### Acknowledge the importance of community leader roles

DP Action	Performance Measure	Action Name	Responsible Officer	DP Progress	Annual Comment	Traffic Lights
L2.3.1. Continue to facilitate Australia Day celebrations.	Annual Australia Day event facilitated. Participant satisfaction.	Facilitate annual Australia Day event.	Noreen Vu	100%	As of 30 June 2021, Australia Day events occurred in Coonamble and Gulargambone with many people in attendance. Awards were provided at both ceremonies with Mrs Irene Reeves taking out the Coonamble Citizen of the Year for 2021.	
L2.3.2. Council staff acknowledge Aboriginal Country at official Council meetings.	Acknowledgment of Country made by Council staff at official Council meetings	Acknowledgment of Country made by Council staff at official Council meetings.	Noreen Vu	100%	As of 30 June 2021 - Appropriate acknowledgement made.	