

COONAMBLE SHIRE COUNCIL

COMMUNITY STRATEGIC PLAN

2022 TO 2032



COONAMBLE SHIRE C@UNCIL

Community Strategic Plan 2022-2032

Version: 15 June 2022 (Adopted)

Contact: (02) 6827 1900

council@coonambleshire.nsw.gov.au

ACKNOWLEDGEMENT OF COUNTRY

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



contents page

COMMUNITY STRATEGIC PLAN (2022-2032)	
acknowledgement of country	2
about this plan	3
councillors' message	4
introduction	6
overview of our shire	11
what we heard?	13
what we will do?	13
our people: community services & wellbeing; arts & culture; and recreation & sporting spaces	23
our economy: economic development and growth	28
our infrastructure: infrastructure services	30
our environment: planning and development; sustainable environment; and sustainable waste	34
our leadership: people, risk and improvement, corporate performance and strategic planning	37
Indicators, baselines and targets – our people	30
Indicators, baselines and targets – our economy	42
Indicators, baselines and targets – our infrastructure	43
Indicators, baselines and targets – our environment	45
Indicators, baselines and targets – our leadership	46
what can you do?	47
where to from here?	47



about this plan

Our Community Strategic Plan (CSP) has been developed following the December 2021 council elections.



Our CSP is Coonamble Shire Council's key planning document for the future.



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



Thank you to all the inspired and responsive members of our community who participated in our survey and online forums to help achieve the CSP.



Our community continued to engage during the public exhibition period to shape our final CSP, and a Community Engagement Report was delivered.



councillor's message



**Mayor
Cr Tim
Horan**



**Deputy Mayor
Cr Karen
Churchill**



**Cr Adam
Cohen**



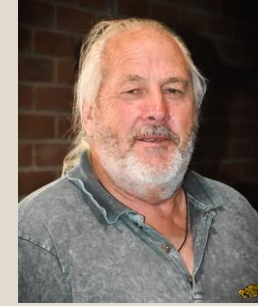
**Cr Pat
Cullen**



**Cr Barbara
Deans**



**Cr Bill
Fisher**



**Cr Terrence
Eccles**



**Cr Al
Karanouh**



**Cr Brian
Sommerville**

Welcome to the Community Strategic Plan for 2022 to 2032.

Council knows that our Shire is a great place to live. We understand that to be part of a liveable community, these things just don't happen. It requires a community vision, shared ideas and a greater commitment for continuous improvement. After the December 2021 elections, we have embarked on an ambitious journey to deliver a new community strategic plan in a relatively short timeframe. After much engaging consultation and listening to your comments, we are happy to present the final Community Strategic Plan.

The Community Strategic Plan, is the community's plan. Our region encompasses the township of Coonamble and villages of Gulargambone and Quambone. We are a strong and resilient rural community. We have had several challenging years, including natural disasters from drought to flooding, mice plague and global pandemic. The consultation has told us, that the community has many expectations of us, as your elected Council, and of each other as individuals, businesses, organisations and service partners in our community.

We hope you enjoy your plan, the Community Strategic Plan and its accompanying framework. We look forward to implementing the strategies.

Your Councillors 2022.



introduction

1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

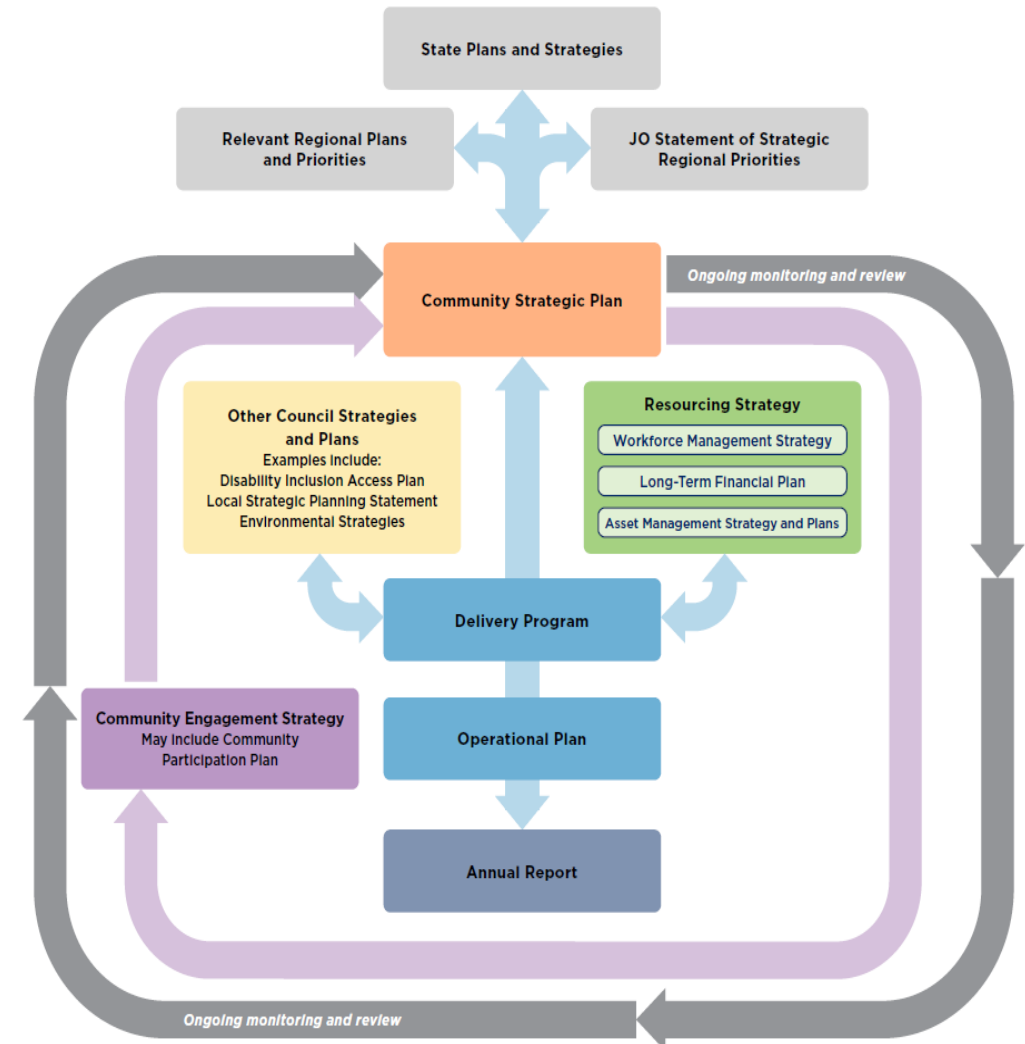
The **Community Strategic Plan (CSP)** is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

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

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

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

As we are in a new term, the draft CSP, draft Delivery Program and draft Operational Plan were placed on public exhibition between 14 April 2022 to 18 May 2022. This CSP is now in its final format following this extensive consultation.



introduction

2. THE COONAMBLE SHIRE COMMUNITY STRATEGIC PLAN (2022)

Our Coonamble Shire Community Strategic Plan 2032 is the key strategic document highlight the community's aspirations, goals, the current challenges and future opportunities.

The superseded plan was developed in 2012 and further rolled over in 2017. Each newly elected Council is required to develop and adopt a Community Strategic Plan which identifies the communities' main priorities and aspirations for the future, and plan strategies that will achieve them. Strategies that are developed take into consideration the issues and competing pressures that may affect the community and the level of resources that will be realistically available.

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area, it is not wholly responsible for its implementation.

We acknowledge our other partners, such as state agencies, organisations and community groups who may also be engaged in delivering the long term objectives of the CSP.

3. HOW DID WE GET HERE?

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

our processes.

Whilst the new elected Council could have adopted the current CSP for another term, it was time for a change.

To accompany the work of the draft CSP, extensive community engagement and consultation has occurred and is documented in a **Community Engagement Report**. This was presented at the 15 June 2022 Council meeting. We also utilised the End of Term Report 2021, past 2019 Community Satisfaction Survey, current statistics, undertaking a new CSP focused survey, online forums and attended meetings.

The CSP is a result of the intensive and extensive engagement that occurred between February to May 2022. The information provided by those valued people who participated has also influenced the development of the Delivery Program and Operational Plan.



introduction

3. GUIDING PRINCIPLES

GOVERNANCE

Coonamble Shire Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. We promote and strive to achieve an environment of respect for all. Council endeavours to inspire our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

In keeping with our values, Council is committed to addressing and resolving customer enquiries and complaints, improving service delivery and increasing customer satisfaction. We will treat all matters diligently and aim to provide a fair and reasonable outcome to both the customer and Council.



SOCIAL JUSTICE

In developing our CSP, our community engagement was guided by the principles of social justice, which are:

Equity

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

Access

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

Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect our lives.

Rights

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

overview of our shire

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

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

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

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

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

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

The Coonamble LGA has a population of 3,907 persons (ABS, 2020).

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



overview of our shire

Coonamble

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

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

Gulargambone

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

Quambone

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

Combara

Combara is a small rural location with approximately 79 residents. The Combara Hall hosts many events during the year. Situated on the Warren Road, it hosts agricultural infrastructure for local farmers.



what we heard?

**challenges and
opportunities**



what we heard?

1. KEY INFORMATION FROM OUR INITIAL ANALYSIS?

Our key stakeholders and community members who participated in our online forums, surveys and meetings know that the information we have provided set our baseline has been a rigorous exercise. We undertook a review of the superseded CSP which included 42 actions and reviewed them against the 2020/21 Council's Delivery Program and Operational Plan.

Key information from our analysis was provided in each of the themes and function areas when we undertook initial consultation to help inform our participants.

We undertook review of current available data from other government agencies, organisations and service providers. This included but not limited to:

- population trends including births, deaths, migration and employment data.
- crime and domestic violence statistics.
- gaps analysis on medical and health services.
- animal control statistics.
- number of capital projects delivered including upgrades to facilities.
- number of events, public art and tourism projects.
- NSW Government data such as Active Kids.
- number of attendances in Council's children and youth services.
- strategic projects and policies delivered such as the Coonamble Master Plan and Economic Development Strategy.
- number of long term economic scoping projects such as the MacDonald Park Master Plan and Artesian Bore Bath Experience.
- environmental initiatives through existing organisations, adoption of new policies, resilience in our flood management.
- infrastructure data on our roads, water and sewer and other assets.

2. WHAT DID CONSULTATION TELL US?

An in-depth summary of the community consultation findings is provided in the **Community Engagement Report** (June 2022).

The information and comments our community have provided will be provided in each of the themes and function areas later in this document.

- We had **331 people engaged**.
- **10.6%** of the 15 year old and over population engaged.
- The online survey/hardcopy survey had **156 participants!**
- **714** additional comments received during the community survey.
- **111** people came and had a chat in our drop in sessions and voted in our voting system.
- We had almost **10,000** hits on Facebook.

A broad summary is below:

- The words "safe" and "welcoming" had an astounding 55% vote to be included in our vision.
- Other words such as "prosperous", "sustainable", "connected" and "vibrant" also ranked highly.
- Overall, more than 90% of you agree with the 15 goals set as part of the initial consultation.
- Overall, more than 92% of people found the information we provided as helpful.
- In addition, there were 714 comments and further information provided which will help us develop our CSP, Delivery Program and Operational plan.

challenges for our future

OUR PEOPLE

Community Services & Wellbeing; Arts and Culture; and Recreation & Sporting Spaces

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

OUR ECONOMY

Economic Development and Growth

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

OUR ENVIRONMENT

Planning and Development; Sustainable Environment; and Sustainable Waste

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

OUR INFRASTRUCTURE

Roads; Water and Sewer; and Essential Asset Infrastructure

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

OUR LEADERSHIP

People, Risk and Improvement; Corporate Performance and Strategic Planning

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

what will we do?



what will we do?

1. A PLAN FOR ALL

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

Information in this section is grouped into the five themes:

P – Our People

ED – Our Economy

E – Our Environment

I – Our Infrastructure

L – Our Leadership

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

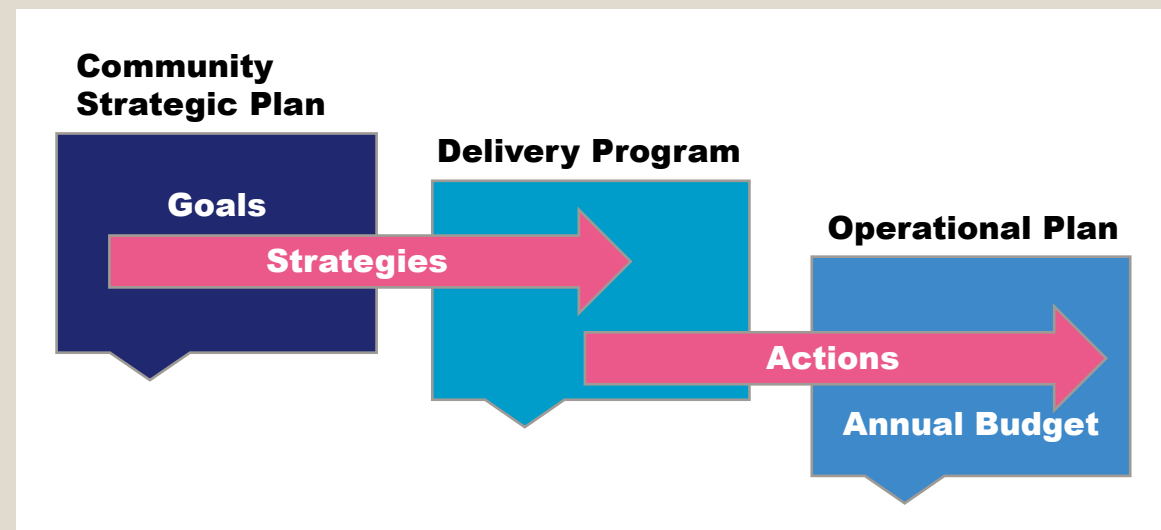
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term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

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

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

2. DELIVERY PROGRAM AND OPERATIONAL PLANS

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



what will we do?

3. RESOURCING STRATEGY

The Resourcing strategy consists of three components:

1. Long-Term Financial Planning

The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the CSP and commitments of the DP will be resourced.

2. Workforce Management Planning

The Workforce Management Strategy is a proactive 4-year document that shapes the capacity and capability of the workforce to achieve Council's strategic goals and objectives.

3. Asset Management Strategy

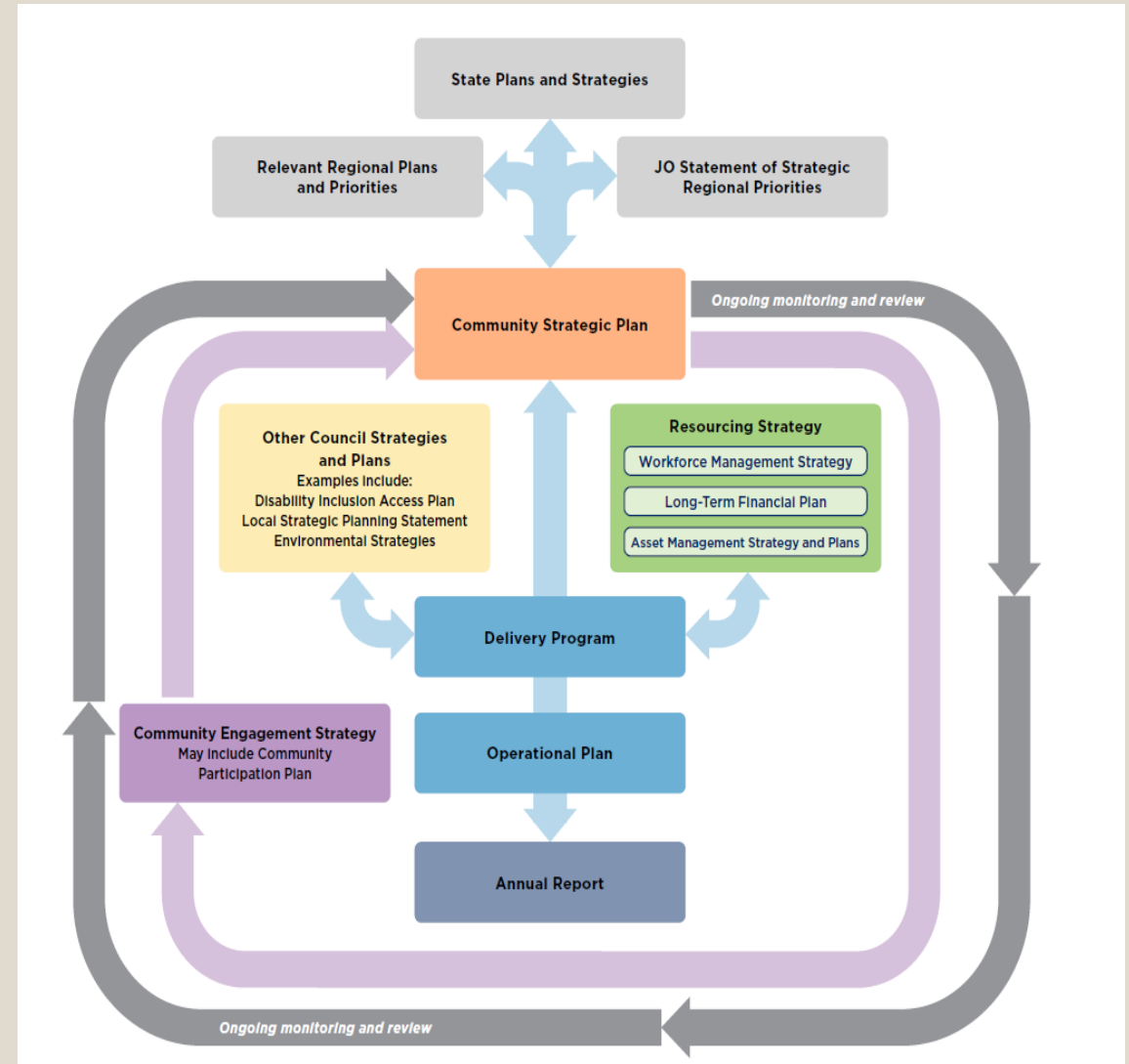
The Asset Management Strategy is to provide the require level of service for the community in accordance with the CSP and in the most cost-effective manner.

The Resourcing strategy clearly articulates how Council will implement and resource the vision of the CSP. Council will work on providing updates of the plans above when they are due.

Existing access to these documents can be found on Council's website:

<https://www.coonambleshire.nsw.gov.au/council/integrated-planning-and-reporting>

Or via the QR Code:



COMMUNITY STRATEGIC PLAN

Vision:

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

OUR PEOPLE

COMMUNITY SERVICES & WELLBEING

By 2032, Coonamble LGA will be.....

Goal 1: We are connected, cohesive & vibrant

Strategy 1: Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrancy and liveability.

Goal 2: We are healthier

Strategy 2: Improve access to health services locally.

Goal 3: We feel safe, secure and supported

Strategy 3: Create safe places, spaces and feelings.

ARTS & CULTURE

By 2032, Coonamble LGA will be.....

Goal 4: Our connection to our culture is stronger than ever

Strategy 4: Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.

Strategy 5: Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

RECREATION & SPORTING SPACES

By 2032, Coonamble LGA will be.....

Goal 5: We are the community of good sports

Strategy 6: Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.

Strategy 7: Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonalld Park Masterplan Precinct.

OUR ECONOMY

ECONOMIC DEVELOPMENT & GROWTH

By 2032, Coonamble LGA will be.....

Goal 6: Our economy is sustainable, prosperous and diversified

Strategy 8: Grow our reputation as an LGA of choice to live, work and invest.

Strategy 9: Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.

Strategy 10: Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

OUR INFRASTRUCTURE

INFRASTRUCTURE & ASSETS

By 2032, Coonamble LGA will be.....

Goal 7: Our road network makes it possible for our economy, industries and community to prosper

Strategy 11: Employ a strategic approach to the management of our critical road network.

Goal 8: Our water infrastructure and services are fit for our community and our future

Strategy 12: Strengthen our strategic approach to the management of our water infrastructure and services.

Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future

Strategy 13: Improve our strategic approach to the management of our sewerage infrastructure and services.

Strategy 14: Strengthen our strategic approach to the management of our urban drainage infrastructure and services.

Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

Strategy 15: Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

OUR ENVIRONMENT

PLANNING & DEVELOPMENT

By 2032, Coonamble LGA will be.....

Goal 11: Our community has confidence in our strategic land use planning framework

Strategy 16: Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimises risks to our community including the availability of suitable residential land and adequate affordable housing.

SUSTAINABLE ENVIRONMENT

By 2032, Coonamble LGA will be.....

Goal 12: We are more sustainable and we contribute to the bigger environmental picture

Strategy 17: Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.

SUSTAINABLE WASTE

By 2032, Coonamble LGA will be.....

Goal 13: We are winning our war on our waste

Strategy 18: Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.

OUR LEADERSHIP

PEOPLE, RISK & IMPROVEMENT, CORPORATE PERFORMANCE & STRATEGIC PLANNING

By 2032, Coonamble LGA will be.....

Goal 14: Our community leaders enrich and empower us

Strategy 19: Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.

Goal 15: Our community believes in the integrity of Council's decision

Strategy 20: Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

Strategy 21: Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

Strategy 22: Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.



**vision
by 2032 we are....**

**We are a prosperous, safe and
welcoming community where we
connect with each other, with our
culture and our sustainable
environment.**

strategic directions

The community produced a number of important priorities. These are categorised into the five themes for our local government area.

Our People

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

Our Economy

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

Our Infrastructure

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

Our Environment

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

Our Leadership

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

delivering the plan

There will be a number of stakeholders involved in delivering the objectives outlined in our Community Strategic Plan, and each will have varying roles and responsibilities. A general outline of how this needs to be coordinated is shown below.

Stakeholder	Partner	Service Provider	Regulator	Funder	Advocator	Facilitator
Coonamble Shire Council	◆	◆	◆	◆	◆	◆
Elected Members	◆				◆	◆
Residents	◆				◆	
Local Businesses	◆	◆		◆	◆	
Voluntary Groups and Organisations	◆	◆			◆	
Community Organisations	◆	◆			◆	
Local Authorities	◆	◆	◆	◆	◆	◆
State Government	◆	◆	◆	◆		◆
Federal Government	◆	◆	◆	◆		◆
Developers	◆	◆		◆	◆	◆
Investors	◆	◆		◆		

Partner Delivers services or projects in partnership with other organisations

Service Provider Takes full responsibility for delivery services

Regulator Has statutory responsibilities to ensure compliant service delivery

Funder Funds other organisations to deliver services through grants or contracts

Advocator Promotes the interests of the community to other decision-making organisations such as the State Government

Facilitator Brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them

Area of Responsibility	Abbreviation
General Manager's Office	GM
Corporate and Sustainability	C&S
Infrastructure	I
Environment, Strategic Planning and Community	ESPC
Economic Development and Growth	EDG
People, Risk and Improvement	PRI



our people

community services & wellbeing, arts & culture
and recreation & sporting spaces

our people

WHAT OUR COMMUNITY TOLD US?

community services & wellbeing

- Consistent and all year-round youth services in our town and villages.
- Unification in our community.
- Service partners to work closely together to deliver services.
- More opportunities to come together across generations/cultures/interests.
- Gaps in medical services including services for children and pregnant woman.
- Better domestic animal control and reduce number of roaming cats and dogs.
- Reduction in crime rates and addressing the cause including trauma.
- Safety is a concern for residents.

arts & culture

- More cultural and community events so we can come together.
- More public art and sculptures, and acknowledgment that it has improved.
- Make use of our current cultural and art scene.
- Incorporation of arts and culture into our programs for young people.

recreation & sporting spaces

- Our parks and playgrounds need more attention, including shade, tables and chairs.
- The facilities at the Coonamble Sportsground need upgrading.
- The Coonamble Pool needs an upgrade.
- Our volunteers in our sporting organisations are burnt out.
- We need more walking tracks with good lighting, seating and water stations.
- There are great opportunities to redevelop MacDonald Park.



P1: Community Services and Wellbeing

Goal 1: We are connected, cohesive and vibrant

	Strategies	Measures of Success	Area
P1.1	1) Initiate and contribute to effective and needs-based community programs which enhance engagement,	<ul style="list-style-type: none"> - Increase in the numbers of policies/procedures/programs in the community. - Improved community's perception that we are connected, cohesive and vibrant. 	ESPC EDG

Goal 2: We are healthier

	Strategies	Measures of Success	Area
P1.2	2) Improve access to health services locally.	<ul style="list-style-type: none"> - Community's satisfaction with accessing adequate health services in Coonamble LGA – no deterioration in rating and achieve overall rating of satisfactory. - Reduction in the number of gaps in health services. 	ESPC EDG

Goal 3: We feel safe, secure and supported

	Strategies	Measures of Success	Area
P1.3	3) Create safe places, spaces and feelings.	<ul style="list-style-type: none"> - Improved community perception of feeling safe. - In general, a decrease in the rate of crime according to BOSCAR crime statistics. - Increase in the numbers of policies/procedures/programs in the community. - Equal to or more than current number of police in Coonamble LGA. - Increase community satisfaction with domestic animal control. - Sustain/increase community perception on disaster preparedness. 	ESPC C&S EDG



P2: Arts and Culture

Goal 4: Our connection to our culture is stronger than ever

	Strategies	Measures of Success	Area
P2.1	4) Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.	<ul style="list-style-type: none"> - Sustain community satisfaction with public art, creative and artistic available opportunities. - Sustain community satisfaction with library service. 	ESPC EDG
P2.2	5) Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.	<ul style="list-style-type: none"> - Sustain community's satisfaction with events and array of events. 	EDG ESPC

P3: Recreation and Sporting Spaces

Goal 5: We are the community of good sports

	Strategies	Measures of Success	Area
P3.1	6) Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.	<ul style="list-style-type: none"> - Sustain or improve community satisfaction with sporting and recreational opportunities in Coonamble LGA. - Acquitted grant funding from NSW Government and other avenues over ten year period. - Acquitted grants from donations provided by Council over ten year period. 	I C&S
P3.2	7) Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.	<ul style="list-style-type: none"> - All relevant Asset Management Plans are complete and asset maintenance and renewal resourced. - Infrastructure ratios and asset maintenance ratios meet industry benchmark. - MacDonald Park Masterplan progressed and funding being sourced. - Sustain or improve community's satisfaction levels with sporting and recreational facilities. 	I C&S





our economy

economic growth and development

our economy

WHAT OUR COMMUNITY TOLD US?

economic development and growth

- We want our economy to be sustainable, prosperous and diversified.
- The biggest barrier to sustainability and growth for our local businesses and industries is workforce challenges.
- Competition of our local products/services are competing with economic leakage into areas outside of our LGA or online shopping.
- COVID-19 had some impacts on some of our local businesses.
- The Coonamble CBD has lost businesses and needs revitalising.
- There is a lack of support for emerging new businesses.
- There is a shortage in early childhood educators and the current baby boom now means all early childhood services have waitlists.
- There are some gaps in education needs and expectations being met particularly in early childhood.



ED1: Economic Development and Growth

Goal 6: Our economy is sustainable, prosperous and diversified

	Strategies	Measures of Success	Area
ED1.1	8) Grow our reputation as an LGA of choice to live, work and invest.	<ul style="list-style-type: none"> - No decline in our population trends. - Decrease in our unemployment rates. - Increase diversity of jobs by industry base. - Reduction in percentage of businesses who rated workforce challenges as their greatest barrier to growth. 	EDG ESPC
ED1.2	9) Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.	<ul style="list-style-type: none"> - Plan, build, operate and maintain a prosperous Artesian Bore Bath experience. - Increase LGA's tourism output to 75% of Orana Region's tourism output (Remplan). 	EDG
ED1.3	10) Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.	<ul style="list-style-type: none"> - Number of polices/strategies introduced. - Increase in percentage of community whose access to education meets expectation. - Reduction in numbers of children on early childhood education providers' waitlists. 	EDG ESPC





our infrastructure

infrastructure and assets

our infrastructure

WHAT OUR COMMUNITY TOLD US?

infrastructure and assets

- Our unsealed and sealed road network is overwhelmingly not meeting our expectations.
- There is frustration with the lack of maintenance of unsealed roads in our shire. This also includes poor reconstruction of some of our roads.
- Our roads are not meeting our expectations.
- We are frustrated that Council's customer service is not following up and responding to road complaints.
- We have issues resourcing local materials.
- Some of you felt it was a challenge for Council and the recent wet seasons have not helped.
- There are issues with stormwater drainage, or lack of.
- Our drinking water quality requires improvement.
- We can improve on our water pressure issues.
- Our sewerage network on public and private land needs improvement.
- Essential assets such as telecommunications requires improvement across our shire.
- Our quarry needs a quarry management plan to operate it more efficiently.
- Our Saleyards need to stay and be operational.
- Other assets and facilities could do with more care.



I1: Infrastructure and Assets

Goal 7: Our road network makes it possible for our economy, industries and community to prosper

	Strategies	Measures of Success	Area
I1.1	11) Employ a strategic approach to the management of our critical road network.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in unsealed roads. - Increased community's satisfaction levels in sealed roads. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction. - Project open to traffic - Tooraweenah Road. 	I

Goal 8: Our water infrastructure and services are fit for our community and our future

	Strategies	Measures of Success	Area
I1.2	12) Strengthen our strategic approach to the management of our water infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our water infrastructure and services. - Infrastructure renewal achieved. - Infrastructure backlog ratio achieve reduction. 	I



I1: Infrastructure and Assets

Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future

	Strategies	Measures of Success	Area
I1.3	13) Improve our strategic approach to the management of our sewerage infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our sewerage infrastructure and services. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction. 	I
I1.4	14) Strengthen our strategic approach to the management of our urban drainage infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our drainage infrastructure and services. - Infrastructure renewal ratio improved. - Infrastructure backlog ratio achieve reduction. 	I

Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

	Strategies	Measures of Success	Area
I1.5	15) Adopt successful strategies which maximises our community's access to quality infrastructure and assets.	<ul style="list-style-type: none"> - Continued operation and maintenance of our essential infrastructure such as the aerodrome, saleyards and quarry. - Asset management plans developed for our essential assets and infrastructure and implemented. 	I ESPC





our environment
planning and development, sustainable
environment and sustainable waste

our environment

WHAT OUR COMMUNITY TOLD US?

planning and development

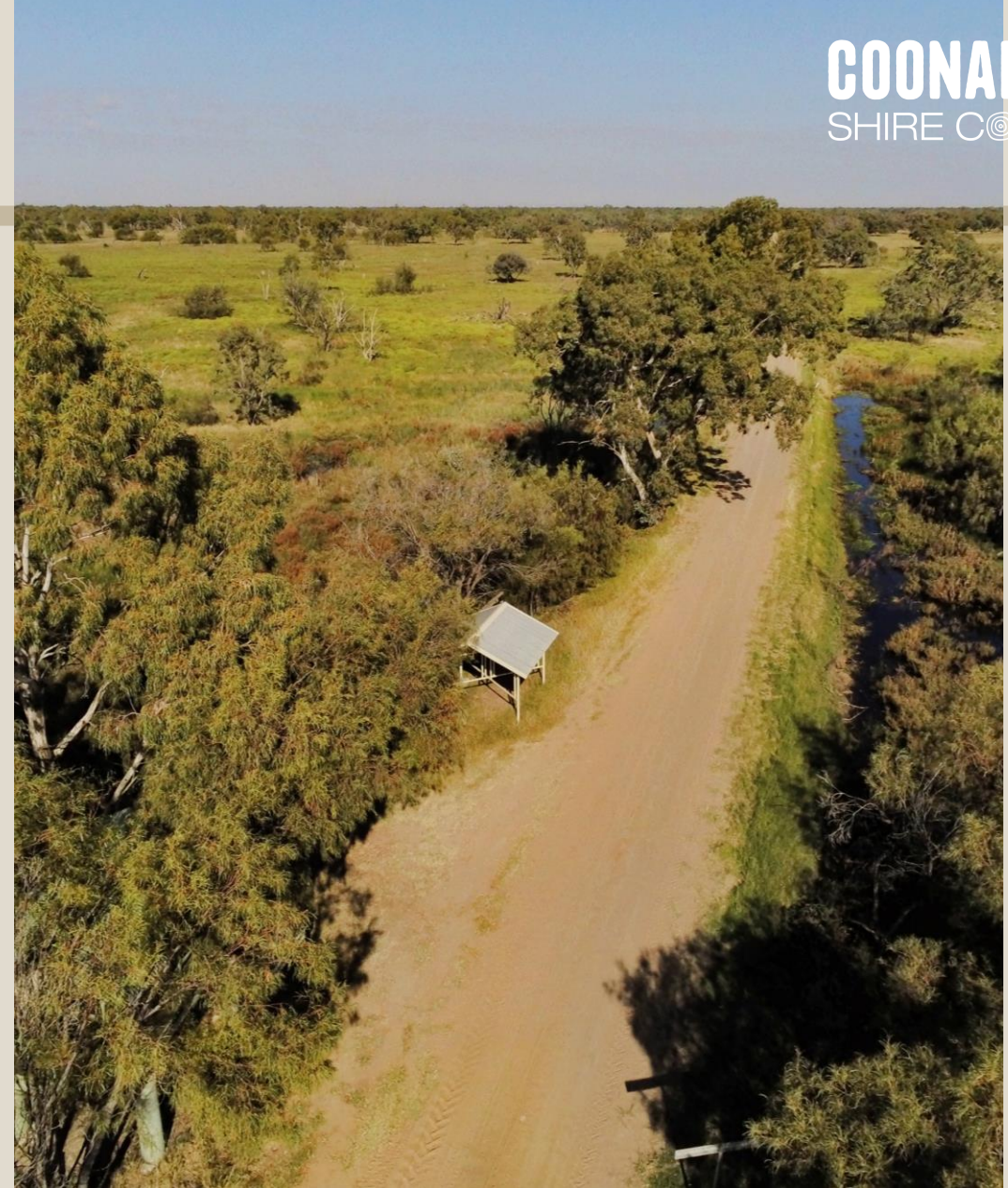
- Planning and development needs to consider our local Indigenous wisdom.
- New developments and units require investment from government funding.
- There is a great need for rentals but there is no available housing.
- Derelict homes are a concern for residents.
- Out of town investors are fluctuating the local market.
- Our local industry does not understand or have little regard for standards imposed by the State. Concerns for illegal development.
- Minimum lot sizes need reviewing.

sustainable environment

- Our river system could be better cared for.
- Increase sustainability of our showgrounds and sportsgrounds with rainwater tanks.
- We should be an environmentally sustainable LGA and be leaders in the Central West.

sustainable waste

- Waste services are overwhelmingly not meeting our expectations.
- Recycle and reuse things before they are sent to the tip.
- We want recycling. We need access to recycling.
- Green waste bins should be offered to residents.
- We overwhelmingly said that we want a bulky goods kerbside collections service.
- How can we as a community create less waste?
- We have issues with our waste facility operations.



E1: Planning and Development

Goal 11: Our community has confidence in our strategic land use planning framework

	Strategies	Measures of Success	Area
E1.1	16) Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimises risks to our community including the availability of suitable residential land and adequate affordable housing.	<ul style="list-style-type: none"> • Planning instruments and planning controls are created, amended and adopted. Coonamble Local Environmental Plan is amended. • Increase community confidence in land use planning framework, and in balance between competing land use interests. • Improved community experience securing affordable and suitable residential land and/or housing. 	ESPC

E2: Sustainable Environment

Goal 12: We are more sustainable and we contribute to the bigger environmental picture

	Strategies	Measures of Success	Area
E1.2	17) Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.	<ul style="list-style-type: none"> - Decrease in community who believe we aren't an environmental sustainability LGA. - Number of incentives/programs addressing environmental initiatives carried out over ten years. 	ESPC

E3: Sustainable Waste

Goal 13: We are winning our war on our waste

	Strategies	Measures of Success	Area
E1.3	18) Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our waste management. - No increase in annual waste collection in our LGA. - Waste Management Strategy is implemented and adopted. 	ESPC





our leadership

people, risk & improvement, corporate performance, and strategic planning

our leadership

WHAT OUR COMMUNITY TOLD US?

people, risk & improvement, corporate performance, and strategic planning

- There are workforce challenges with Council including skill shortages and vacancies.
- Look at different ways to communicate our news to the community especially those who lack functional literacy.
- We want better customer service from Council including attending to customer requests and acknowledgement of requests in a reasonable timeframe.
- More consultation opportunities.
- Building local capacity in our workforce.
- Get our children and youth involved to be more accountable, transparent and innovative.
- We want our leaders to unify our community not divide us.



L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning

Goal 14: Our community leaders enrich and empower us

	Strategies	Measures of Success	Area
L1.1	19) Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.	<ul style="list-style-type: none"> - Number of supported initiatives to build capacity and nurture leadership in our community. - Nurture our youth leaders through the Youth Forum/Council. 	GM ESPC

Goal 15: Our community believes in the integrity of Council's decision

	Strategies	Measures of Success	Area
L1.2	20) Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.	<ul style="list-style-type: none"> - Increased community's satisfaction rating with opportunity to contribute ideas, feedback, opinions on Council's decision making. 	GM ESPC
L1.3	21) Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.	<ul style="list-style-type: none"> - Risk Management Framework meets best practice standards. - Meeting industry benchmarks and/or improvement on benchmarks: Operating Performance Ratio, Own Source Operating Revenue Ratio, Unrestricted Current Ratio, Debt Service Cover Ratio, Cash Expense Cover Ratio, Infrastructure Backlog ratio. 	GM PRI
L1.4	22) Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in Council's services and facilities. 	GM C&S



Indicators, baselines and targets

our people

INDICATOR	BASELINE	2032 TARGET
P1: COMMUNITY SERVICE AND WELLBEING		
Improved community perception we are connected, cohesive and vibrant.	15% community perceive we are connected, cohesive and vibrant. (2022)	50% of community perceive we are connected, cohesive and vibrant.
Increase in the numbers of new policies/procedures/programs in the community which enhance cohesion/vibrancy/engagement/liveability.	Commence from zero.	Increase in the numbers of new policies/procedures/programs in the community.
Reduction in no. of local health services gaps (identified by health service providers).	5 identified priority health services gaps. (2021)	Decrease in no. of priority health services gaps.
Increase community satisfaction with access to adequate health services locally.	50% community satisfied with access to health services locally (2022).	60% community satisfied with access to health services locally.
Decrease in % of community who don't feel safe.	25% community don't feel safe. (2022)	<25% of the community don't feel safe.
Reduction in crime statistics.	BOSCAR Crime stats 20/21. No. of offences: Domestic Violence assaults- 81 Intimidation, stalking, harassment- 117 Break and enter dwelling – 78 Motor vehicle theft – 18 Possession and use other drugs – 10 TOTAL of above – 304 offences.	Reduction in no. of offences against selected benchmarked offence types; Domestic violence assaults Intimidation, stalking, harassment Break and enter dwelling Motor vehicle theft Possession and use other drugs
Sustain Police no. in Cble LGA	11 Police stationed in Cble LGA.	Equal to or more than 11 police in Cble LGA.
Increase community satisfaction with domestic animal control.	47% community satisfaction rating (2022)	60% community satisfaction rating.
Increase community confidence that we are disaster prepared.	39% of community confident (2002)	50% of community confident.

Indicators, baselines and targets

our people

INDICATOR	BASELINE	2032 TARGET
P2: ARTS AND CULTURE		
Improve community satisfaction with public art, creative and artistic opportunities.	64% community satisfaction rating (2022)	70% community satisfaction rating.
Sustain or improve community satisfaction with library service.	90% community satisfaction rating (2022)	90% community satisfaction rating or above.
Improve community satisfaction with community events and array of events.	56% community satisfaction rating (2022)	65% community satisfaction rating.
P3: RECREATION AND SPORTING SPACES		
Improve community satisfaction with sporting and recreational opportunities.	56% community satisfaction rating (2022)	65% community satisfaction rating.
Improve community satisfaction with sporting and recreation spaces.	50% community satisfaction rating (2022)	60% community satisfaction rating.
Progression of MacDonald Park Precinct project.	Draft design and costings complete.	MacDonald Park project completed.
FINANCIAL INDICATORS AS PER BELOW		
Sport and Rec Facilities (Building and Other Structures) Infrastructure Renewal Ratio	145.84% (2021)	90%> - <110%
Sport and Rec Facilities (Building and Other Structures) Infrastructure Backlog Ratio	6.7% (2021)	<5% (OLG benchmark <2%)
Sport and Rec Facilities (Building and Other Structures) Asset Maintenance Ratio	61.2% (2021)	90%> - <110%

Indicators, baselines and targets

our economy

INDICATOR	BASELINE	2032 TARGET
ED1: ECONOMIC DEVELOPMENT AND GROWTH		
Reduction in the no. of businesses who's greatest barrier to growth are workforce challenges.	83% businesses identified workforce challenges as biggest barrier to growth (2022)	65% businesses rate workforce challenge as greatest challenge.
Reduce unemployment rate	Data avail June 2022 (Census 2021)	Reduce unemployment rate.
No decrease population of Coonamble LGA	Data avail June 2022 (Census 2021)	No decrease in population.
Increase diversity of jobs by industry base.	478 agriculture industry jobs (34%), non-agriculture jobs 66% of 1416 total jobs (Remplan 2022)	Increase percentage of non-agriculture jobs to 70%, whilst sustain agriculture jobs numbers at 478 or more.
Increase tourism industry output within the Coonamble LGA reflective of Orana Region's tourism output.	1.9% of Cble LGA's total output (Remplan 2022) v 3.2% Orana Region. (Cble LGA approx. 60% of Orana Region's tourism output)	Increase Cble LGA's tourism output to 75% of Orana Region's tourism output. (Remplan)
Plan, build, operate and maintain a prosperous Artesian Bore Bath experience.	Business case phase.	Project completed and operational.
Increase in percentage of community whose access to education meets their expectations.	60% community expectation met (2022)	70% community expectation met.
Reduction in no. of children on waitlists with early childhood education service providers.	43 children on waitlists. 203 positions avail (Jun 2022)	50% reduction in early childhood education providers waitlists size.
Number of polices/strategies introduced to address adequate and quality education choices.	0	Increase in new policies/strategies.

Indicators, baselines and targets

INDICATOR	BASELINE	2032 TARGET
I1: INFRASTRUCTURE AND ASSETS		
I1.1 ROADS		
Increase community satisfaction with rural road network.	18% community satisfaction rating (2022)	50% satisfaction
Increase community satisfaction with town roads incl urban drainage.	25% community satisfaction rating (2022)	50% satisfaction
Tooraweenah Road upgrade project's progression.	Design & prelim project doc completed. Proj Mgr appointed.	Deliver project on time and on budget. Project open to traffic.
Financial and infrastructure ratios as per below		
Transport Infrastructure Renewal Ratio (roads, bridges, footpath, curb and guttering)	70% (2021)	90%> - <110%
Transport Infrastructure Backlog % (roads, bridges, footpath, curb and guttering)	3.38% (2021)	<5% (OLG benchmark 2%)
Transport Infrastructure Asset Maintenance Ratio (roads, bridges, footpath, curb and guttering)	127.51% (2021)	90%> - <110%

Indicators, baselines and targets

our infrastructure

INDICATOR	BASELINE	2032 TARGET
I1: INFRASTRUCTURE AND ASSETS		
I1.2 URBAN WATER		
Increase community satisfaction with urban water services.	33% community satisfaction rating (2022)	50% community satisfaction rating.
Financial and infrastructure ratios as per below		
Urban Water Infrastructure Renewal Ratio %	96.25% (2021)	90%> - <110%
Urban Water Infrastructure Backlog %	1.2% (2021)	<2% (OLG benchmark)
I1.3 & I1.4 SEWERAGE		
Increase community satisfaction with sewerage services.	63% community satisfaction rating (2022)	70% community satisfaction rating
Financial and infrastructure ratios as per below.		
Sewerage Infrastructure Renewal Ratio	177.98% (2021)	90%> - <110%
Sewerage Infrastructure Backlog %	1.18% (2021)	<2% (OLG benchmark)
I1.5 ASSETS/INFRASTRUCTURE GENERAL		
Infrastructure Backlog Ratio	3.41% (2021)	<2% (OLG benchmark)
Increase community satisfaction with essential assets and infrastructure.	50% community satisfaction rating (2022)	60% community satisfaction rating

Indicators, baselines and targets

INDICATOR	BASELINE	2032 TARGET
E1.1: PLANNING AND DEVELOPMENT		
Improved community experience securing affordable and suitable residential land and/or housing.	43% community expectation rating. (2022)	55% community expectation rating.
Improve community confidence levels in our strategic land use planning framework, and in the balance between our land use interests and risk.	42% community confidence rating. (2022)	55% community confidence rating.
E1.2: SUSTAINABLE ENVIRONMENT		
Improved community sentiment we are an environmentally sustainable community.	13% community agreeance rating (2022).	50% community agreeance rating.
E1.3: SUSTAINABLE WASTE		
Increase community satisfaction with waste services provided by Council.	20% community satisfaction rating (2022)	50% community satisfaction rating.
No increase in annual waste generation across LGA.	7,000t waste generation (20/21) (kerbside, and self-haul Cble landfill & G'bone transfer station).	7,000t or less waste generation for LGA.

Indicators, baselines and targets

our leadership

INDICATOR	BASELINE	2032 TARGET
L: PEOPLE, RISK AND IMPROVEMENT, AND CORPORATE PERFORMANCE AND STRATEGIC PLANNING		
Increase community satisfaction with adequate opportunity to contribute ideas, feedback, opinion on Council matters.	23% community satisfaction rating. (2022)	50% community satisfaction rating.
Increase community satisfaction level with Council services and facilities.	42% community satisfaction rating. (2022)	55% community satisfaction rating.
Risk Management Framework meets best practice standard.	Risk Management Framework not currently meeting best practice standard. (2021)	Best practice standards met.
Meeting industry benchmark and/or improvement on benchmark.	Measured through variables below.	
Operating Performance Ratio	7.47% (2021)	> 0% (OLG benchmark)
Own Source Operating Revenue Ratio	49.16% (2021)	> 60% (OLG benchmark)
Unrestricted Current Ratio	7.74 x (2021)	>1.5 x (OLG benchmark)
Debt Service Cover Ratio	138.74 x (2021)	>2 x (OLG benchmark)
Cash Expense Cover Ratio	20.30 months (2021)	>3 months (OLG benchmark)
Infrastructure Backlog Ratio	3.41% (2021)	<2% (OLG benchmark)

what you can do?

our people

- Get to know your neighbour
- Be part of our cultural and community events
- Be physically active
- Use our existing services and facilities
- Volunteer
- Respect and value the community's diversity

our economy

- Shop local – buy local
- Use local and regional providers
- Promote Coonamble, Gulargambone and Quambone as a place to visit
- Be part of our tourism events and activities
- Grow develop our local workforce

our infrastructure

- Be mindful and obey rules on wet weather conditions on our unsealed roads
- Keep footpaths clear of vegetation
- Report unsafe conditions with our infrastructure
- Report any water, sewer and drainage issues

our environment

- Minimise your energy use
- Conserve water where you can
- Compost your food and garden waste
- Donate your clothes
- Have a garage sale
- Volunteer for an environmental initiative

our leadership

- Join in the conversation of our strategies, plans and policies
- Participate in our community engagements and consultation
- Support the work of Section 355 Committees in your town or village



where to from here?





Enquiries:

(02) 6827 1900

council@coonambleshire.nsw.gov.au

mail to:

Coonamble Shire Council

PO Box 80

Coonamble NSW 2829

