

Moving Forward Together

COMMUNITY STRATEGIC PLAN

2025 TO 2035



COONAMBLE
SHIRE COUNCIL

COONAMBLE SHIRE C@UNCIL

Coonamble Shire Community Strategic Plan 2025-2035

Version: 18 June 2025 (Endorsed – Resolution 2025/156)

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ACKNOWLEDGEMENT OF COUNTRY

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



contents page

COMMUNITY STRATEGIC PLAN (2025-2035)	
acknowledgement of country	3
about this plan	5
councillors' message	6
introduction	8
overview of our shire	11
what we heard?	13
what we will do?	16
our community: community services & wellbeing; arts & culture; and recreation & sporting spaces	23
our economy: economic development and growth	27
our assets: infrastructure services	31
our country: planning and development; sustainable environment; and sustainable waste	35
our leadership: people, risk and improvement, corporate performance and strategic planning	38
Indicators, baselines and targets – our community	42
Indicators, baselines and targets – our economy	43
Indicators, baselines and targets – our assets	45
Indicators, baselines and targets – our country	47
Indicators, baselines and targets – our leadership	48
what can you do?	49
where to from here?	50



about this plan

Our Community Strategic Plan (CSP) has been developed following the September 2024 council elections.



Our CSP guides the future direction of the Coonamble Shire for the next 10 years and describes the community's vision and aspirations 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 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.



Councillors' message



Mayor
Cr Daniel
Keady



Deputy
Mayor
Cr Steven
Butler



Cr Karen
Churchill



Cr Adam
Cohen



Cr Paul
Fisher



Cr Marg
Garnsey



Cr Pip
Goldsmith



Cr Al
Karanouh



Cr Paul
Wheelhouse

Welcome to the Community Strategic Plan for 2025 to 2035.

Council knows that our Shire is a great place to live. We understand that to be part of a liveable community, things don't just happen. It requires a community vision, shared ideas and a greater commitment for continuous improvement. After the September 2024 elections, we have embarked on an journey to review the community strategic plan to ensure it is fit for purpose for our region. 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, open to all stakeholders to take an active role in delivering goals. 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, particularly focused on continuing to deal with the impacts of natural disasters from drought to flooding and proactively driving opportunities for economic development within the LGA. 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 Community Strategic Plan and its accompanying framework. We look forward to implementing the strategies to move forward together.

Your Councillors 2025.



introduction

2. THE COONAMBLE SHIRE COMMUNITY STRATEGIC PLAN (2025-2035)

Our Coonamble Shire Community Strategic Plan (CSP) 2025-2035 is the key strategic document that highlights the community's aspirations, goals, the current challenges and future opportunities.

The superseded plan was developed in 2022. Each newly elected Council is required to review the previous CSP, then develop and endorse a strategic plan that identifies the community's main priorities and aspirations for the future and identify strategies to achieve them. Strategies that are developed consider the issues and competing pressures that may affect the community and the level of resources that will realistically be available.

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

3. PARTNERS

Planning in partnership is essential to achieving the Coonamble Shire's vision. Community groups and individuals, government, business and industry all have a role to play in helping to meet the targets set out in the CSP.

In preparing the CSP, Council considered a range of strategic priorities identified by the NSW Government to ensure that our strategic objectives align with both the NSW Premier's Priorities and the Central West and Orana Regional Plan.

The **NSW Premier's Priorities** reflect the NSW Government's commitment to

tackling important social issues and improving quality of life for the people of NSW, being:

- A strong economy
- Highest quality education
- Well-connected communities with quality local environments
- Putting customers at the centre of everything we do
- Breaking the cycle of disadvantage

The **Central West and Orana Regional Plan** applies to the 19 LGAs in the wider region – spanning an area of over 125,000km² – including Coonamble Shire.

The Regional Plan establishes a strategic framework, vision and direction for land use in the Central West and Orana Region, addressing our future needs for housing, jobs, infrastructure, a healthy environment, access to green spaces and connected communities.

In reviewing the CSP, Council undertook **community engagement and consultation**, which is documented in a Community Engagement Report. We also utilised the State of the Shire Report 2024, the 2024 Community Satisfaction Survey, current statistics, a new CSP-focused survey and consultation forums in Coonamble, Gulargambone and Quambone.

introduction

4. 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 the 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.

5. DESIRED LEVELS OF SERVICE

Key to Council's role is understanding the community's desired levels of service and demands for essential facilities and programs. The desired levels of service is the balance between the service provided, the level of service expected, and what the community is prepared to pay for.

The desired levels of service will inform the actions within all of Council's plans.

An aerial photograph of Coonamble, Australia, during sunset. The town is visible in the background, with a mix of residential and commercial buildings. In the foreground, three large, cylindrical concrete water towers are prominent, connected by a metal walkway. A train with several freight cars is visible on a railway track in the lower foreground. The sky is filled with soft, orange and yellow light from the setting sun, with some clouds catching the light.

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 Wailwan and Kamilaroi people.

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

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

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

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

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

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

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

overview of our shire

Coonamble

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

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



Gulargambone

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



Quambone

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



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 consultation forums, surveys and meetings know that the information we have gathered to set our baseline has been a rigorous exercise. We undertook a review of the superseded CSP which included 22 actions and reviewed them against the 2024/25 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?

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 around **300 people engaged**.
- The online survey/hardcopy survey had **98 participants**.
- Around 100 people came and had a chat in our drop in sessions.

A broad summary is below:

- Words such as “build”, “opportunities”, “grow” and “caring” featured highly in community responses.
- On average, around 95% of you agree with the 16 goals set as part of the initial consultation.
- In addition, there were hundreds of comments and further information provided which will help us develop our CSP, Delivery Program and Operational plan.

challenges for our future

OUR COMMUNITY

Community Services & Wellbeing; Arts and Culture; 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 streets?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

OUR COUNTRY

Planning and Development; Sustainable Environment; Sustainable Waste

- How can we improve recycling services to be more sustainable?
- 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 ASSETS

Roads; Utilities; Essential Asset Infrastructure; Housing

- 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 and Culture, WHS and Risk; 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:

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

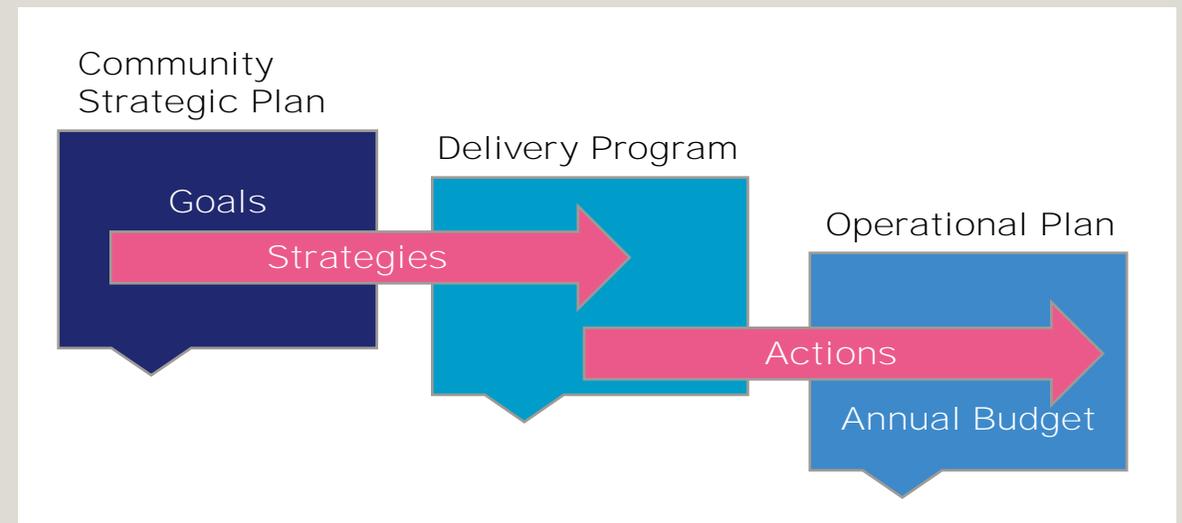
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term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

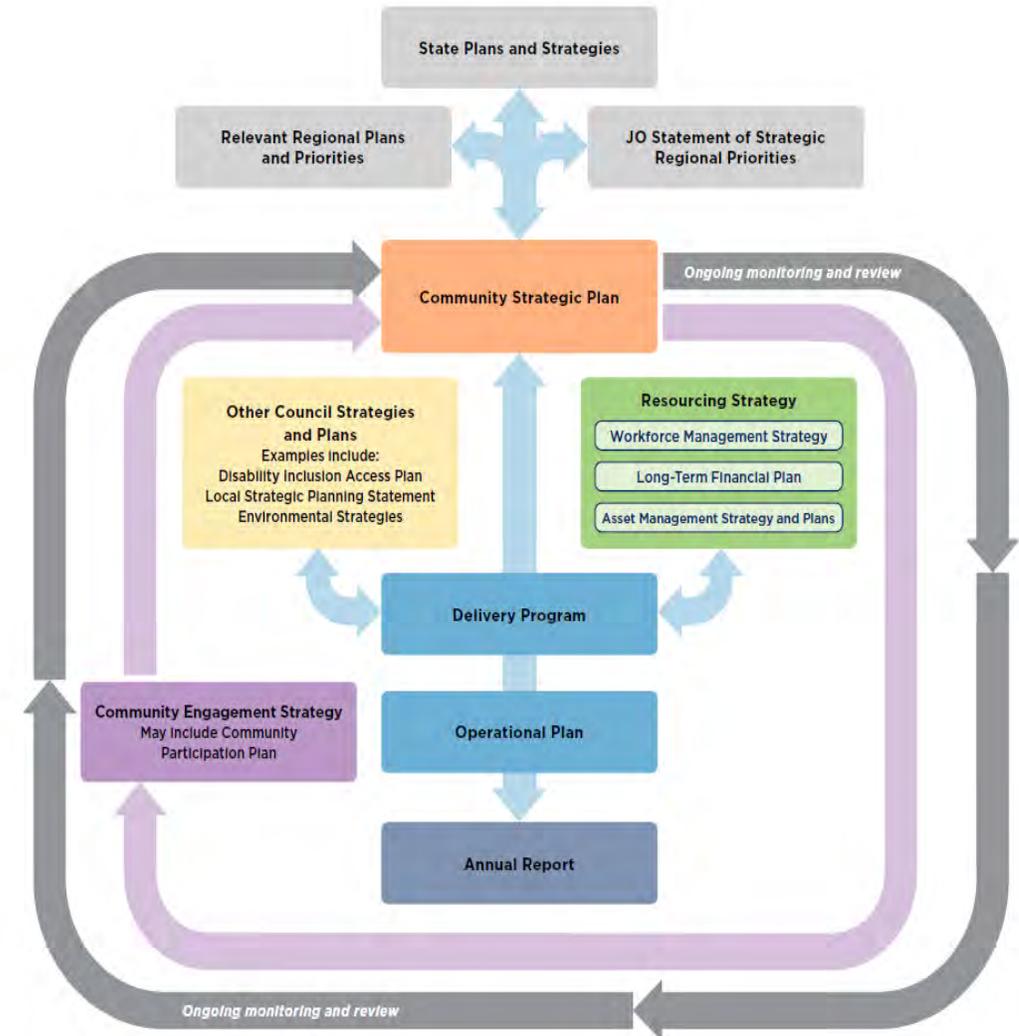
The Asset Management Strategy is to provide the require level of service for the community in accordance with the CSP and in the most cost-effective manner.

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:



MOVING FORWARD TOGETHER – OUR GOALS

OUR COMMUNITY STRATEGIC PLAN 2025-2035

OUR VISION:

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

OUR COMMUNITY

CARING FOR COMMUNITY

By 2035...

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

GOAL 2: We are a healthy community.

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

CELEBRATING CULTURE

By 2035...

GOAL 4: We showcase and celebrate our diversity.

RECREATION AND SPORT

By 2035...

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

OUR ECONOMY

CULTIVATING OUR WEALTH

By 2035...

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

BUILDING OUR SOCIAL CAPITAL

By 2035...

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

OUR ASSETS

OUR ROADS

By 2035...

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

OUR UTILITIES

By 2035...

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

OUR ASSETS

By 2035...

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

HOUSING OPTIONS

By 2035...

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

OUR COUNTRY

SUSTAINABLE CARE FOR COUNTRY

By 2035...

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

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

GOAL 14: We operate a circular economy.

OUR LEADERSHIP

STEPPING UP TO HELP

By 2035...

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

OUR INTEGRITY

By 2035...

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

OUR ONGOING IMPROVEMENT

By 2035...

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



vision
by 2035 we are....

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

strategic directions

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

Our Community

Caring for Community – Celebrating Culture – Recreation and Sport

Our Economy

Cultivating our Wealth – Building our Social Capital

Our Assets

Our Roads – Our Utilities – Our Assets – Housing Options

Our Country

Sustainable Care for Country – Building the Circular Economy

Our Leadership

Stepping up to Help – Our Integrity – Our Ongoing Improvement

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 Services (CS)

Infrastructure (I)

Community, Planning, Development & Environment (CPDE)

Corporate Governance (CG)



our community

caring for community, celebrating culture, and recreation & sport

our community

WHAT OUR COMMUNITY TOLD US?

caring for community

- 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.

celebrating 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 & sport

- 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.



C1: Caring for Community

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

	Strategies	Measures of Success	Council role
C1.1	1) Initiate and/or participate in community programs that improve access, connection, wellbeing, unity, vibrancy, learning and skills.	<ul style="list-style-type: none"> - Increase in the numbers of policies/procedures/programs in the community. - Community satisfaction with programs, measured by customer surveys. 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator

Goal 2: We are a healthy community

	Strategies	Measures of Success	Council role
C1.2	2) Improve support for physical, mental and spiritual health and wellbeing.	<ul style="list-style-type: none"> - Community satisfaction with accessing adequate health services in Coonamble LGA. - Reduction in the number of gaps in health services. 	<ul style="list-style-type: none"> • Advocate

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

	Strategies	Measures of Success	Council role
C1.3	3) Help build and maintain safe, supportive homes and spaces.	<ul style="list-style-type: none"> - In general, a decrease in the rate of crime according to BOSCAR crime statistics. - Increase in the numbers of programs to address safety in the community. - Equal to or more than current number of police in the LGA. - Community satisfaction with domestic animal control. - Sustain/increase community perception on disaster preparedness. 	<ul style="list-style-type: none"> • Service provider • Advocate • Facilitator



C2: Celebrating Culture

Goal 4: We showcase and celebrate our diversity

	Strategies	Measures of Success	Council role
C2.1	4) Celebrate diverse cultural projects and programs within a united, vibrant and capable community.	<ul style="list-style-type: none"> - Community satisfaction with public art, creative and artistic available opportunities. - Community satisfaction with library service. 	<ul style="list-style-type: none"> • Partner • Service provider • Facilitator
C2.2	5) Celebrate, engage and connect through the delivery of an exciting and diverse community events scene..	<ul style="list-style-type: none"> - Community satisfaction with events and array of events. 	<ul style="list-style-type: none"> • Partner • Facilitator

C3: Recreation and Sporting

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

	Strategies	Measures of Success	Council role
C3.1	6) Continuously improve sporting and recreational opportunities for our community and visitors.	<ul style="list-style-type: none"> - Community satisfaction with sporting and recreational opportunities. - Acquitted grant funding from NSW Government and other avenues. - Acquitted grants from donations provided by Council. 	<ul style="list-style-type: none"> • Partner • Service provider • Funder
C3.2	7) Maintain our parks, open spaces, gardens, and sporting and recreational facilities to a high standard.	<ul style="list-style-type: none"> - Infrastructure ratios and asset maintenance ratios meet industry benchmark. - MacDonald Park Masterplan progressed and funding being sourced. - Community satisfaction levels with sporting and recreational facilities. 	<ul style="list-style-type: none"> • Service provider





our economy

cultivating our wealth, building our social capital

our economy

WHAT OUR COMMUNITY TOLD US?

cultivating our wealth

- 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.
- The Coonamble CBD has lost businesses and needs revitalising.
- There is a lack of support for emerging new businesses.

building our social capital

- 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.



E1: Cultivating our wealth

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

	Strategies	Measures of Success	Council role
E1.1	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. 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator
E1.2	9) Develop a visitor economy through the provision of related infrastructure, services and experiences.	<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). 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator
E1.3	10) Increase entrepreneurial activity in agriculture, business and tourism.	<ul style="list-style-type: none"> - Increase in the number of new startups and small businesses launched in these sectors. - Increase in the number of jobs created in these sectors. - Improvements in the local economy. 	<ul style="list-style-type: none"> • Advocate • Facilitator
E1.4	11) Attract investment and funding to improve our infrastructure, community, economy, events and environmental care.	<ul style="list-style-type: none"> - Number of grants awarded within the LGA - Completion of funded projects 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator



E2: Building our social capital

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

	Strategies	Measures of Success	Council role
E2.1	12) Increase knowledge, qualities and skills to support prosperity for ourselves, our children and youth, families, neighbours and community.	<ul style="list-style-type: none"> - Increased opportunities and participation in vocational training, apprenticeships and professional development programs - Improved employment rates (measured by ABS) 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator
E2.2	13) Enhance our leadership, consultation and other skills to create a united, vibrant and service-oriented community.	<ul style="list-style-type: none"> - Frequency and effectiveness of public consultations, forums and collaborative initiatives - Opportunities and participation in development opportunities, mentorship programs and workshops. 	<ul style="list-style-type: none"> • Service provider • Facilitator





our assets

our roads, our utilities, our assets, housing options

our assets

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.



A1: Our roads

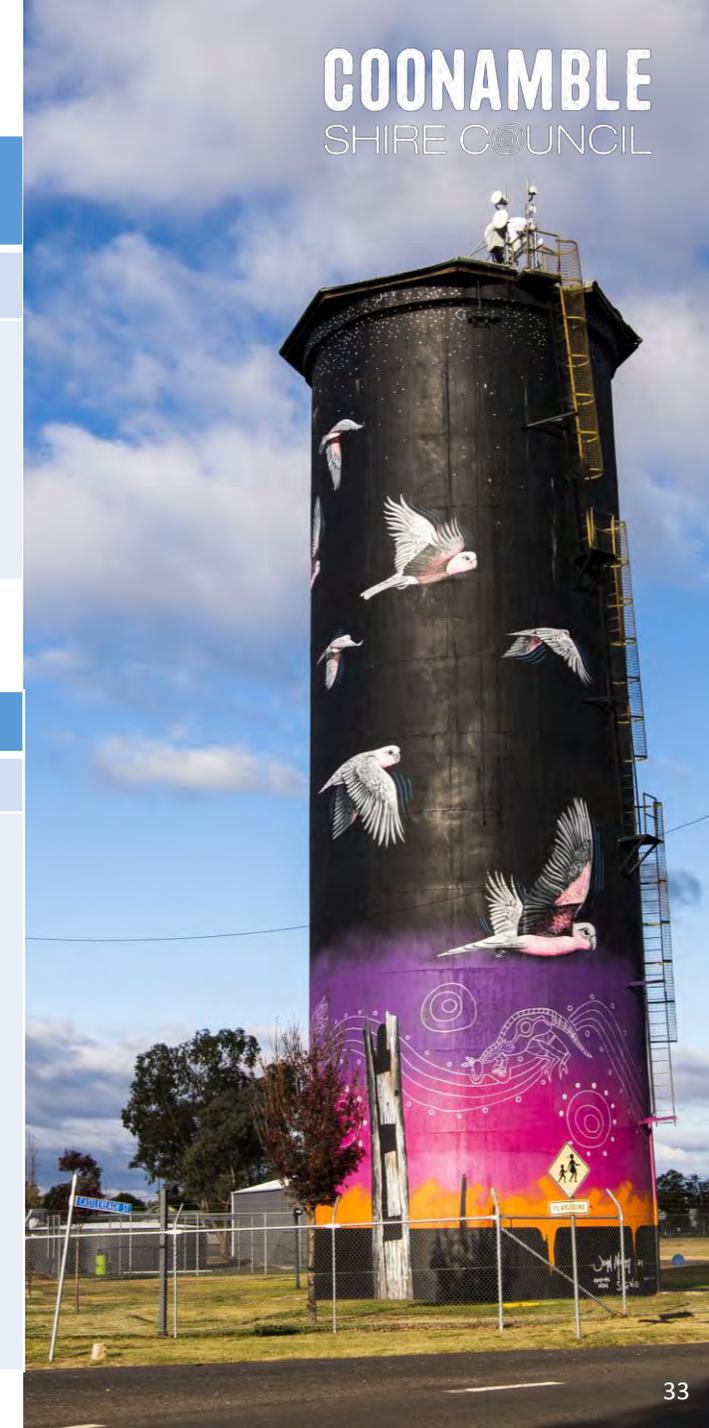
Goal 8: Our road network enables our community, industries and economy to thrive in broader contexts

	Strategies	Measures of Success	Council role
A1.1	14) Ensure our roads and related infrastructure maintain high connectivity standards.	<ul style="list-style-type: none"> - Community satisfaction levels in unsealed roads. - Community's satisfaction levels in sealed roads. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction. - Project open to traffic - Tooraweenah Road. 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator

A2: Our utilities

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

	Strategies	Measures of Success	Council role
A2.1	15) Deliver a reliable supply of potable water to homes and public spaces.	<ul style="list-style-type: none"> - Community satisfaction levels in potable water, sewerage and drainage - Infrastructure and services. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction. 	<ul style="list-style-type: none"> • Service provider • Advocate
A2.2	16) Maintain high standards of sanitation in our homes and public spaces.		
A2.3	17) Ensure that drainage is sufficient to protect infrastructure and health.		



A3: Our assets

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

	Strategies	Measures of Success	Council role
A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	<ul style="list-style-type: none"> - Community satisfaction with presentation of streets and public spaces - Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection 	<ul style="list-style-type: none"> • Service provider • Advocate • Facilitator

A4: Housing options

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

	Strategies	Measures of Success	Council role
A4.1	19) Land is suitably zoned, sized and located to allow for a variety of housing types.	<ul style="list-style-type: none"> - Community satisfaction with available land - Increase in available land and housing 	<ul style="list-style-type: none"> • Service provider
A4.2	20) Development opportunities are communicated to the community.	<ul style="list-style-type: none"> - 100% of development opportunities are advertised locally 	<ul style="list-style-type: none"> • Partner • Service provider • Facilitator





our country
sustainable 'care for our country'

our country

WHAT OUR COMMUNITY TOLD US?

planning and development

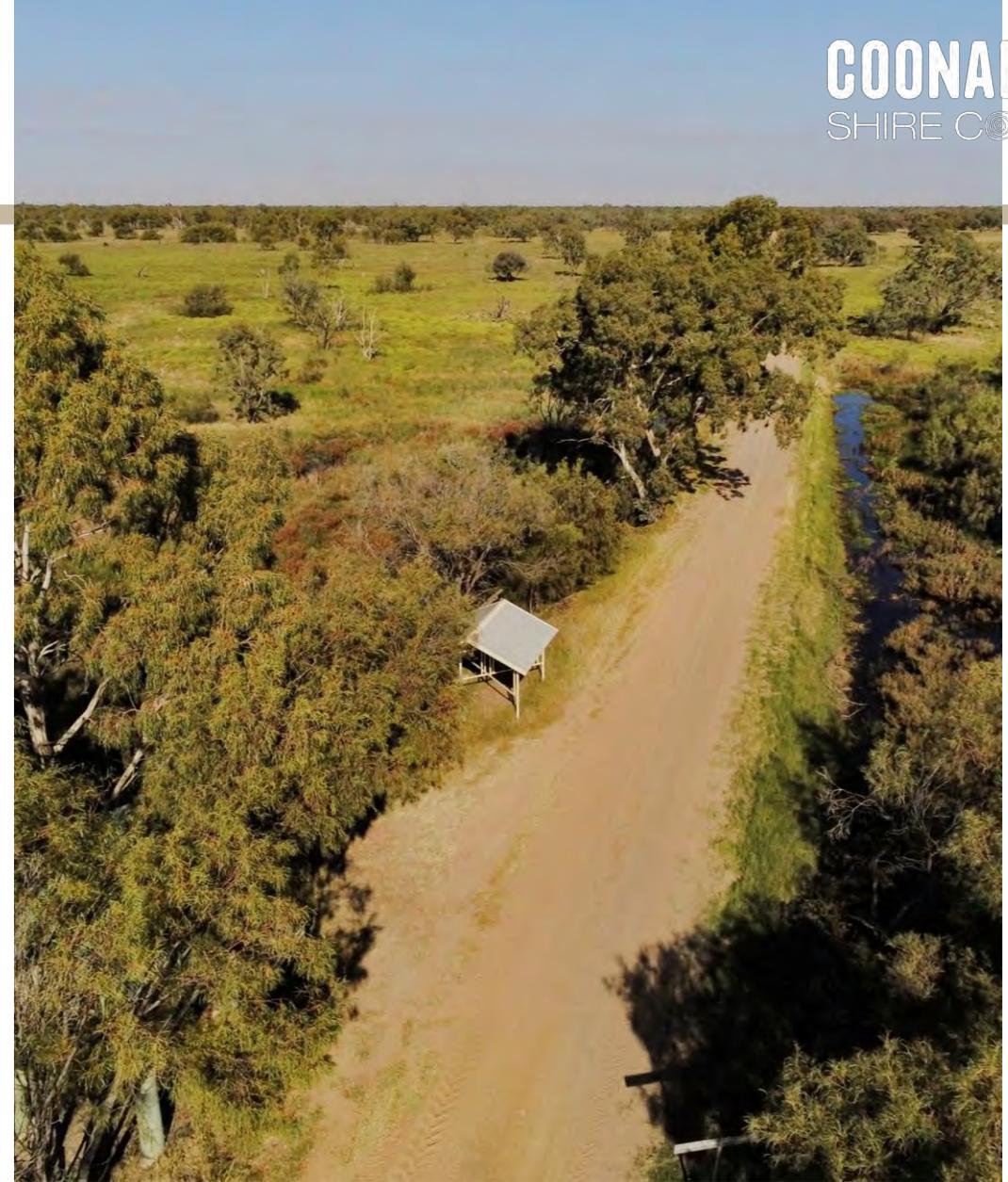
- Planning and development needs to consider our local Indigenous wisdom.
- New developments and units require investment from government funding.
- There is a great need for rentals but there is no available housing.
- Derelict homes are a concern for residents.
- Out of town investors are fluctuating 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.



OC1: Sustainable care for our country

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

	Strategies	Measures of Success	Council role
OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	<ul style="list-style-type: none"> - Planning instruments and planning controls are up to date. - Community satisfaction with land use planning framework, and in balance between competing land use interests. 	<ul style="list-style-type: none"> • Service provider • Advocate • Facilitator

Goal 13: We actively and sustainably ‘care for country’

	Strategies	Measures of Success	Council role
OC1.2	22) Learn about, apply practices and comply with legislation that sustains our environment for ourselves and future generations.	<ul style="list-style-type: none"> - Community satisfaction with environmental sustainability in the LGA. - Number of incentives/programs addressing environmental initiatives carried out over ten years. 	<ul style="list-style-type: none"> • Partner • Service provider • Advocate • Facilitator

Goal 14: We operate a circular economy

	Strategies	Measures of Success	Council role
OC1.3	23) Implement programs and plans that balance our waste disposal expectations with the resources and capacity available to us.	<ul style="list-style-type: none"> - Community satisfaction with waste management. - No increase in annual waste collection in our LGA. - Waste Management Strategy is implemented and adopted. 	<ul style="list-style-type: none"> • Service provider • Facilitator
OC1.4	24) Reduce landfill waste by actively recycling and using reusable products and materials.	<ul style="list-style-type: none"> - Recycling collection implemented. - FOGO collection implemented. - Materials that can be diverted from landfill are used or sold. 	<ul style="list-style-type: none"> • Service provider • Partner • Facilitator





our leadership

stepping up to help, our integrity, our ongoing improvement

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: Stepping up to help

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

	Strategies	Measures of Success	Council role
L1.1	25) Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented 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. 	<ul style="list-style-type: none"> • Partner • Advocate • Facilitator

L2: Our integrity

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

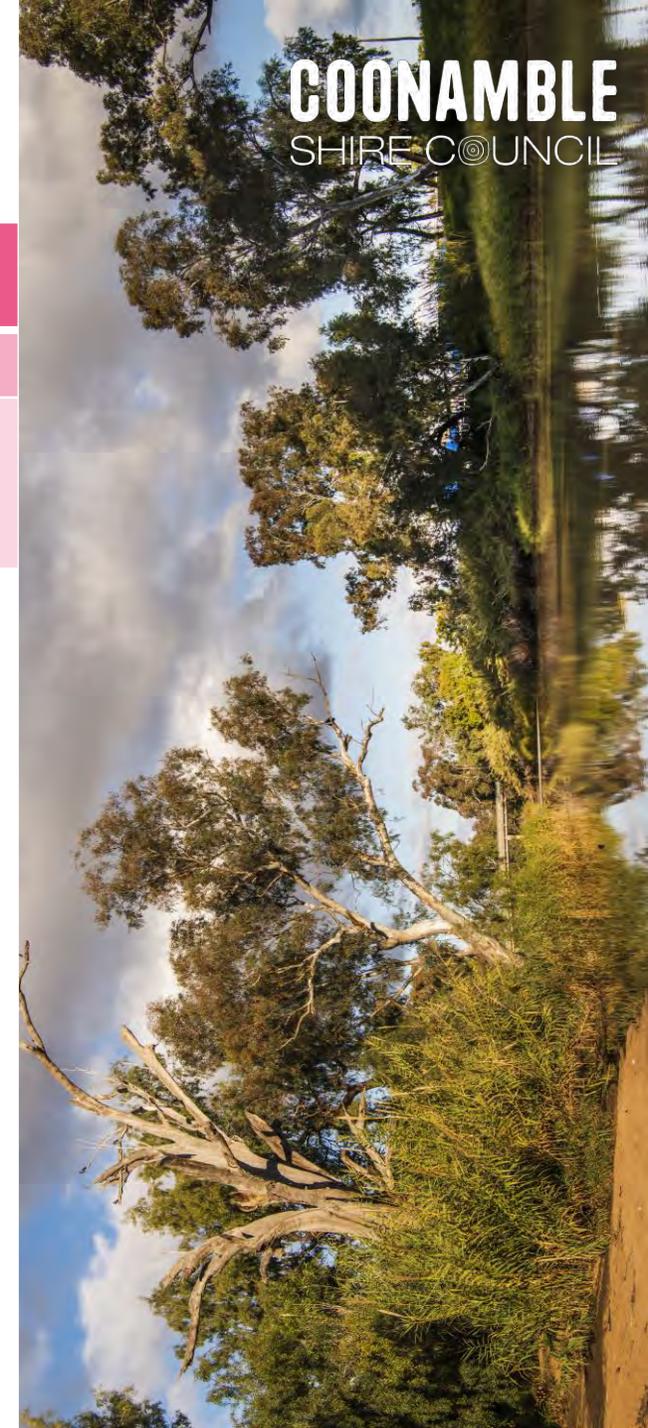
	Strategies	Measures of Success	Council role
L2.1	26) Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.	<ul style="list-style-type: none"> - Decisions are supported by referenced knowledge sources (eg, within business paper reports) - Policies are reviewed and updated at intervals of no more than four years - Communication is accessible (eg, makes use of a variety of methods and meets accessibility standards) 	<ul style="list-style-type: none"> • Service provider • Facilitator
L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	<ul style="list-style-type: none"> - Number of publications circulated to the community - Community satisfaction with communication 	<ul style="list-style-type: none"> • Service provider • Facilitator



L3: Our ongoing improvement

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

	Strategies	Measures of Success	Council role
L1.1	25) Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented 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. 	<ul style="list-style-type: none"> • Service provider • Advocate • Facilitator



Indicators, baselines and targets

INDICATOR	BASELINE	2035 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

INDICATOR	BASELINE	2035 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

INDICATOR	BASELINE	2035 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 policies/strategies introduced to address adequate and quality education choices.	0	Increase in new policies/strategies.

Indicators, baselines and targets

our assets

INDICATOR	BASELINE	2035 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 assets

INDICATOR	BASELINE	2035 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

our country

INDICATOR	BASELINE	2035 TARGET
OC1.1: 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.
OC1.2: SUSTAINABLE ENVIRONMENT		
Improved community sentiment we are an environmentally sustainable community.	13% community agreeance rating (2022).	50% community agreeance rating.
OC1.3: 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

INDICATOR	BASELINE	2035 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 community

- Get to know your neighbour
- Be part of our cultural and community events
- Be physically active
- Use our existing services and facilities
- Participate in community groups
- 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 assets

- 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 country

- 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?





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