

COONAMBLE SHIRE COUNCIL

DELIVERY PROGRAM

**Annexure A:
Operational Plan 2022-23**

2022 TO 2026



COONAMBLE SHIRE COUNCIL

Delivery Program 2022-2026 and Operational Plan 2022-23

Version: Adopted (15 June 2022)

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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 we have to serve within and beyond the Local Government Area.



A person with a backpack is hiking away on a dirt path through a dense, green forest. The path is surrounded by tall grasses and various trees, including a large, prominent tree trunk in the foreground on the right. The scene is bright and natural, suggesting a healthy, sustainable environment.

**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.

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about this program

Our Delivery Program (2022-2026) has been developed following the December 2021 council elections.

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

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

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

Contact Council on (02) 6287 1900 or at council@coonamble-shire.nsw.gov.au



introduction

1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

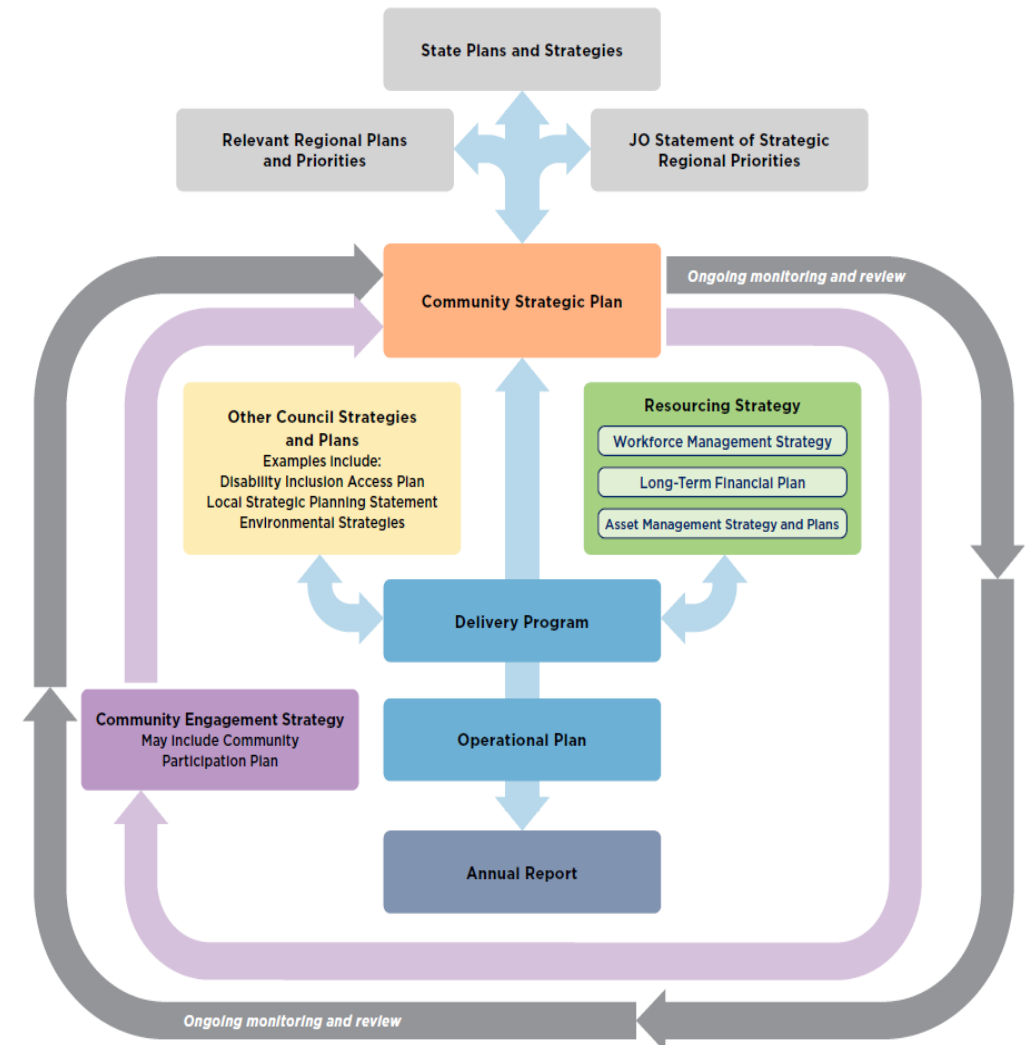
The **Community Strategic Plan (CSP)** is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

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

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

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

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



introduction

2. THE DRAFT COONAMBLE SHIRE DELIVERY PROGRAM (2022 - 2026)

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

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

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

3. WHAT IS REQUIRED?

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

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

The DP must address ongoing improvements to the efficiency, productivity,

financial management and governance of the council.

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

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

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



context

RELEVANCE TO OUR COMMUNITY STRATEGIC PLAN

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

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

To accompany the work of the CSP, extensive community engagement and consultation has occurred and will be documented in a **Community Engagement Report** that was presented at the 15 June 2022 Council meeting. We also utilised the 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 through to May 2022. The information provided by those valued people who participated has also influenced the development of the DP and Operational Plan.

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



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.

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.

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.



strategic direction

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

Our 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



how to read the Delivery Program

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

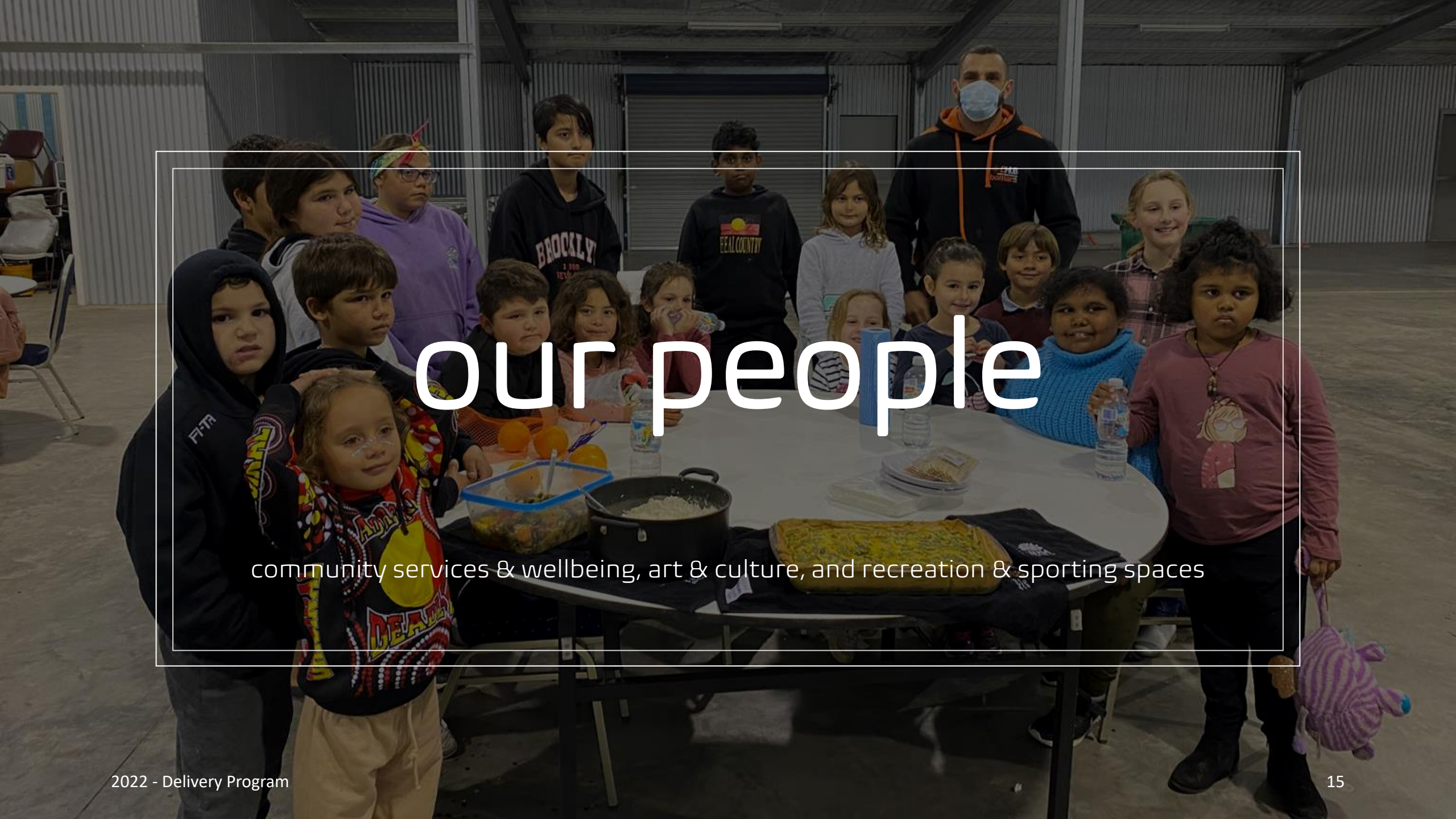
- The corresponding CSP goal (e.g. CSP Goal 1)
- The CSP strategy (e.g. P1.1, ED1.1).
- The Delivery Program (e.g. DPP 1.1).
- Which function area(s) of Council are responsible for its implementation.
- What partners Council will work with to achieve the DP item.
- What measures will be used to review and monitor progress and success of each DP item.

Function areas:

- **ESPC** – Environment, Strategic Planning and Community
- **CS** – Corporate and Sustainability
- **I** – Infrastructure
- **EDG** – Economic Development and Growth
- **PRI** – People, Risk and Improvement

Refer to Annexure A to understand Council's 2022-23 operational plan actions





our people

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

P1: Community Services and Wellbeing

CSP Goal 1: We are connected, cohesive and vibrant

CSP P1.1- Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrancy and liveability.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.1.1	Improve community and youth services through enhanced programs, procedures and processes.	ESPC	Youth Interagency service partners and youth.	Development and implementation of Youth Strategy.
P1.1.2	Enhance safer regulatory and compliance strategies and operations.	ESPC	Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police	Number of policies and procedures created and implemented. Demolition of derelict properties. Upkeep of vacant blocks by owners through engagement then enforcement by Council.

CSP Goal 2: We are healthier

CSP P1.2 - Improve access to health services locally.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.2.1	Connect with key health service stakeholders and collaboratively advocate for enhanced local health services.	ESPC	All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers.	Reduction in identified health services gaps.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth,
PRI – People, Risk and Improvement.

P1: Community Services and Wellbeing

CSP Goal 3: We feel safer

CSP P1.3 - Create safe places, spaces and feelings.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.3.1	Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient.	ESPC	Interagency partners, NSW Police, developers.	No. of programs, projects and initiatives.
P1.3.2	Ensure we contribute to and plan for disaster preparedness, response and resilience.	ESPC, I, CS	NSW Gov including SES and NSW Police, developers	Implement and review actions from Flood Risk Management Plan.
P1.3.3	Amend and improve our planning instruments and development control plans.	ESPC	DPIE, Developers, Community members	Endorsed Coonamble LEP Amendment and adopted DCPs.
P1.3.4	Authorise domestic animal control initiatives which are successful in reducing issues for our community.	ESPC	RSPCA, OLG, community, North West Vets.	Asset Management Plan completed Coonamble Pound. Initiatives and regulatory programs completed.

P2: Arts and Culture

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

CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.

CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P2.1.1	Facilitate creative and artistic initiatives that strengthens our connection to our identities, culture and our land.	ESPC, EDG	Outback Arts, Interagency partners, Youth, arts community groups.	Improve community satisfaction with public art, creative and artistic opportunities.
P2.1.2	Deliver dynamic and diverse cultural services.	ESPC	North Western Library Service, Central West Zone Library, Interagency partners, LALC	Sustain or improve community satisfaction with library service.

P2: Arts and Culture

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

CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.
CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P2.2.1	Encourage, host and promote dynamic and vibrant program of events and activities.	EDG	Tourism service providers	Number of events hosted

P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

CSP P3.1 - Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.
CSP P3.2 - Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P3.1.1	Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community.	EDG, CS, ESPC	Local sporting organisations, community.	Improve community satisfaction with sporting and recreational opportunities.
P3.1.2	Deliver Asset Management Plans for our sporting and recreational facilities.	CS	Local sporting organisations, community.	No. of Asset Management Plans completed against outstanding. Asset maintenance and renewal resourced.
P3.2.1	Progress the Masterplan for MacDonald Park Precinct.	CS	Local sporting organisations, community.	Completion of detailed design and funding sort & allocated.
P3.2.2	Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders.	CS, EDG	Coonamble Sportsground users, community.	No. of funding applications submitted.



our economy

economic development & growth

ED1: Economic Development and Growth

CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.

CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.

CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
ED1.1.1	Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov dept.	Progression of the Economic Development Strategy.
ED1.1.2	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority projects and funding secured.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

ED1: Economic Development and Growth

CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.

CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.

CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
ED1.2.1	Progress the Artesian Bore Bath facility.	EDG	Country and Outback Tourism Authority.	Funding being sort for project.
ED1.3.1	Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met.	EDG, ESPC	Education providers, community, AECG.	Number of polices/strategies introduced to address adequate and quality education choices.



An aerial photograph of a town with a river and a bridge. The town features various buildings, including a large industrial-style building with solar panels on its roof. A river flows through the town, and a bridge crosses it in the foreground. The background shows a flat landscape under a cloudy sky.

our infrastructure

Infrastructure and assets

I1: Infrastructure and Assets

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

CSP I1.1 - Employ a strategic approach to the management of our critical road network.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
11.1.1	Complete, adequately resource and deliver upon the road network's Asset Management Plan.	I	Dept Main Roads.	Road maintenance expenditure ratio (\$/km) within 20% industry benchmark.
11.1.2	Plan and achieve strategic and efficient roads programs and operations.	I	Dept Main Roads.	
11.1.3	Engage successfully with the community to achieve improved understanding of the needs and expectations of our community in regards to our road network.	I	Roads Committee, community.	
11.1.4	Develop and deliver strategies for our road network which maximises external funding opportunities.	I	Dept Main Roads.	Bridge inspections: 6 x structural inspections/yr, 16 x routine inspections/yr.
11.1.5	Complete the Tooraweenah Road upgrade project, on time and on budget.	I	Project delivery stakeholders, community, State Gov Dept.	



I1: Infrastructure and Assets

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

CSP I1.2 - Strengthen our strategic approach to the management of our water infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.2.1	Complete, adequately resource and successfully implement strategic plans for our water infrastructure.	I	NSW State Dept.	<p>Reduce LGA water consumption to 230 KL/annum (industry average) (290KL/annum as at Jun 22).</p> <p>Complete and up- to-date Water Asset Management Plan. Advanced Asset Management Plan adopted.</p> <p>Water supplied meets Australian Drinking Water Guidelines 100%/annum.</p> <p>Non revenue water reduced from 40% (2022) to 10%.</p>



I1: Infrastructure and Assets

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

CSP I1.3 - Improve our strategic approach to the management of our sewerage infrastructure and services.

CSP I1.4 - Strengthen our strategic approach to the management of our urban drainage infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.3.1	Complete, adequately resource and successfully implement strategic plans for our sewerage infrastructure.	I	NSW State Dept.	<p>Trade Waste Policy implemented, monitored and reviewed.</p> <p>Sewerage Infrastructure Asset Management Plan completed and resourced.</p> <p>Funding secured for Coonamble Sewerage Treatment Plant for preferred option's completed design.</p> <p>Decrease number of urban sanitary drainage complaints by 10%. Decrease number of urban rectification projects outstanding.</p> <p>No. of licence exceedances at Gulargambone and Coonamble STP to <2 each/annum.</p> <p>No. of pollution incidents <2/annum.</p>
I1.4.1	Complete, adequately resource and successfully implement strategic plans for our urban drainage infrastructure.	I	NSW State Dept.	<p>Asset Management Plan for kerb and gutter infrastructure including the Replacement Program actioned and resourced.</p> <p>Asset Management Plan for storm water infrastructure actioned and resourced.</p> <p>Stormwater maintenance and inspections 12 x routine inspections/annum.</p> <p>Reduction in works required to alleviate localised flooding by 40%.</p>

I1: Infrastructure and Assets

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

CSPI1.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.5.1	Successfully represent the interests of our community with regards to rail freight.	EDG	ARTC, Inland Rail, community, NSW Farmers.	Ongoing successful engagement with all stakeholders.
I1.5.2	Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market.	ESPC	Saleyards users and agents.	Implement and resource Coonamble Livestock Regional Market Asset Management Plan. MOU and operating protocols deliver operational effectiveness and governance.
I1.5.3	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.	I, CS	Community	Footpath maintenance and inspections: 2x routine insp/yr high traffic areas, 1x routine insp/yr med traffic areas, 0.5x routine insp/yr.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

I1: Infrastructure and Assets

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

CSPI1.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
11.5.4	Develop and implement strategies, management processes and operations which optimise Quarry operations.	I	NSW State Dept	No. of licences exceedances at Quarry <2/annum. Quarry extraction >75,000 t/annum. Quarry Action Management Plan resourced. Quarry Rehabilitation Plan actioned where required.
11.5.5	Deliver plant and fleet management efficiencies.	CS		No. of new processes adopted.
11.5.6	Deliver a Long Term Financial Plan (LTFP) which achieves balance between the Council's financial capabilities and the community's aspirations, and is a quality decision making and problem solving tool.	CS	OLG	Projections within the LTFP reflect the financial projections contained in the Asset Management Plans.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.



our environment

planning & development, sustainable environment and sustainable waste

E1: Planning and Development

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

CSP E1.1 - 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.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.1.1	Achieve flood risk management strategies and projects.	I, ESPC	DPIE, developers, community members	Delivery of DCP. Stage 5 Coonamble Levee complete.
E1.1.2	Develop a housing strategy to address affordability and availability of residential land and housing.	ESPC, EDG	DPIE, developers and community.	Development of successful strategies and frameworks including Conditions of Consent framework.
E1.1.3	Implement Planning and Development Approvals Process which enhances operational efficiencies.	ESPC	DPIE, developers, community.	Delivery of Development Control Plans.

E2: Sustainable Environment

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

CSP E1.2 - Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.2.1	Support stakeholders such as the Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community.	ESPC, CS	Macquarie County Council, Local Land Services and Landcare, community.	Sustained relationship with partners.
E1.2.2	As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community.	ESPC	Community.	Response level to emerging community expectation in relation to the environment.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.


E3: Sustainable Waste

CSP Goal 13: We are winning our war on our waste

CSP E1.3 - Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.3.1	Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels.	ESPC	Waste contractor, NSW State Dept, community.	Delivery of Waste Management Strategy





our leadership

people, risk & improvement, corporate performance and strategic planning

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

CSP Goal 14: Our community leaders enrich and empower us

CSP L1.1 - Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.1.1	Support and contribute to initiatives which fosters and recognises leadership within our community.	EDG, CS	Community, community groups.	Number of initiatives supported.

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

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.2.1	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieves increased community's participation in decision making.	EDG, CS	Community, community groups.	Number of initiatives supported.
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.
L1.3.2	Adopt the eight elements of good governance practices at the essence of operations and decision making.	PRI	Councillors, Council officers	Adoption of eight elements of good governance practices.
L1.3.3	Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	EGP	Community	Number of initiatives supported.

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

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

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	All	Councillors, Council officers	Number of policies reviewed and adopted.
L1.3.5	Achieve redundancy within our organisational structure, and provide effective pathways for our people by successfully becoming a learning organisation.	PRI	OLG	Reduction in safety incidents. Implement WH&S systems and strategies. Resource the Annual Training Plan. Deliver innovative workplace solutions.
L1.3.6	Complete a Service Delivery Review for the whole of organisation and deliver a full Service Delivery Review Program for rollout in Jul 2024.	All	OLG	Service Delivery Review Program finalised.
L1.4.1	Develop and adopt strategies including Customer Service Excellence which positively influences the way we think and do business.	CS	Community	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System. Deliver a long term solution to records management.

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?

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.

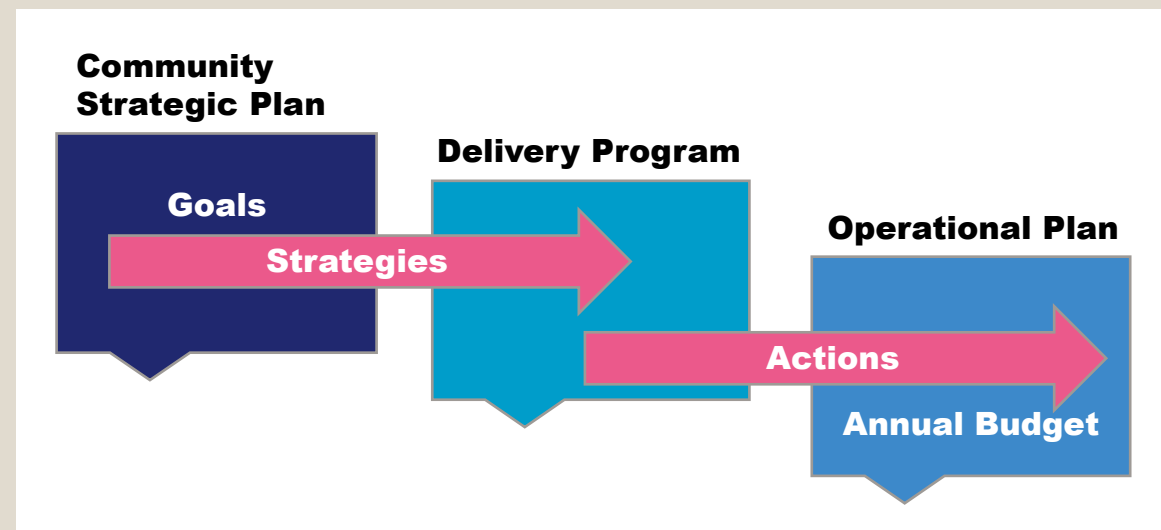
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term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

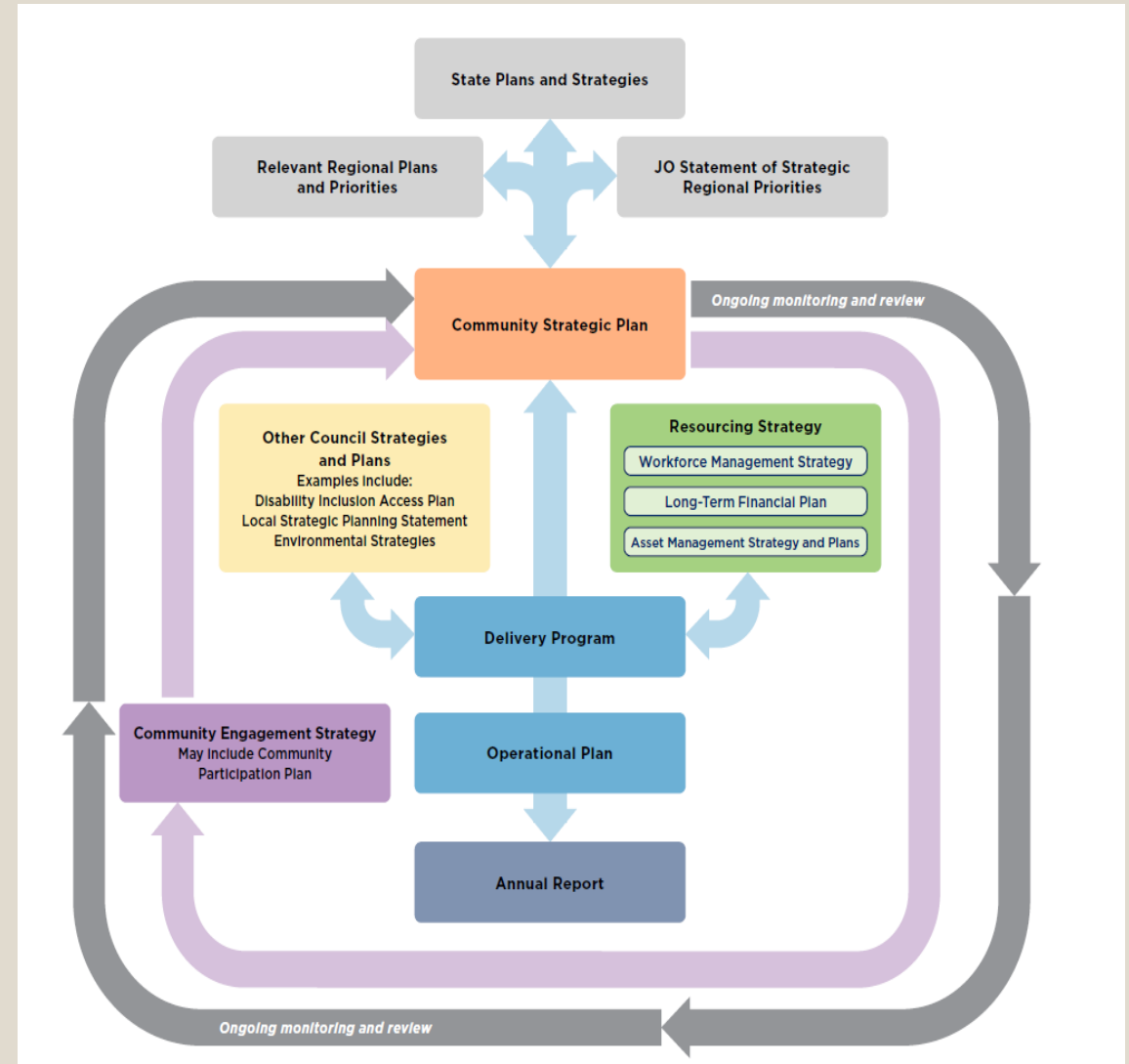
The Asset Management Strategy is to provide the require level of service for the community in accordance with the CSP and in the most cost-effective manner.

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:





Delivery Program

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