

Coonamble Shire 2032

Community Strategic Plan for Coonamble Shire



Coonamble Gulargambone Quambone

from the mountains to the marshes

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INTRODUCTION

Coonamble Shire 2032 Community Strategic Plan is a key document designed to set the future direction for the area and its people. It has been developed to guide the future of Coonamble Shire focusing on five key themes: Our People, Our Economy, Our Infrastructure, Our Environment and Our Leadership.

Coonamble Shire 2032 is a Plan developed by and for the community. It is not a Council Plan, but is intricately linked to a number of plans that detail the services Council will deliver. The Plan's development has been informed by people of all ages and backgrounds including school children, teenagers, Indigenous groups, people with a disability and the elderly. This plan has seen a genuine collaboration between Council and Coonamble residents to map the future of the Shire.

A variety of consultation and engagement methods played a key role to inform the development of this Plan. Approximately 375 people participated in the consultation process; 97 people completed a community survey, 172 people attended workshops and focus groups and more than 105 people across the Coonamble LGA visited our stalls at community events.

Residents and stakeholders informed us about what they wanted to see and what they believe needs to be incorporated into the area by 2032 to ensure a sustainable and thriving environment for Coonamble Shire.

Our program of communications and consultation was highly successful and identified a range of opportunities and challenges for the future of Coonamble Shire. We successfully engaged with people through the variety of opportunities offered to gather input to the process. We took the consultation to the villages and streets, asking people for their input at times and in places convenient to them. This approach maximised the level of community response.

To meet the NSW Government's statutory Community Strategic Planning requirements, our consultation and engagement activities were grouped under specific themes including:

Our People: Enhance community wellbeing and quality of life within safe neighbourhoods.

Our Economy: Achieve long term economic security and prosperity through the creation of long-term employment options and diverse population base.

Our Infrastructure: Maintain and improve infrastructure and services and support Coonamble Shire's environment, ensuring Coonamble Shire continues to be a place where people want to live, work and visit.

Our Environment: Promote a sustainable balance between development and commercial interests while guarding our natural environment.

Our Leadership: Strong leadership and governance to ensure community participation in decision making.

INTRODUCTION (cont'd)

Meeting Legislative Requirements

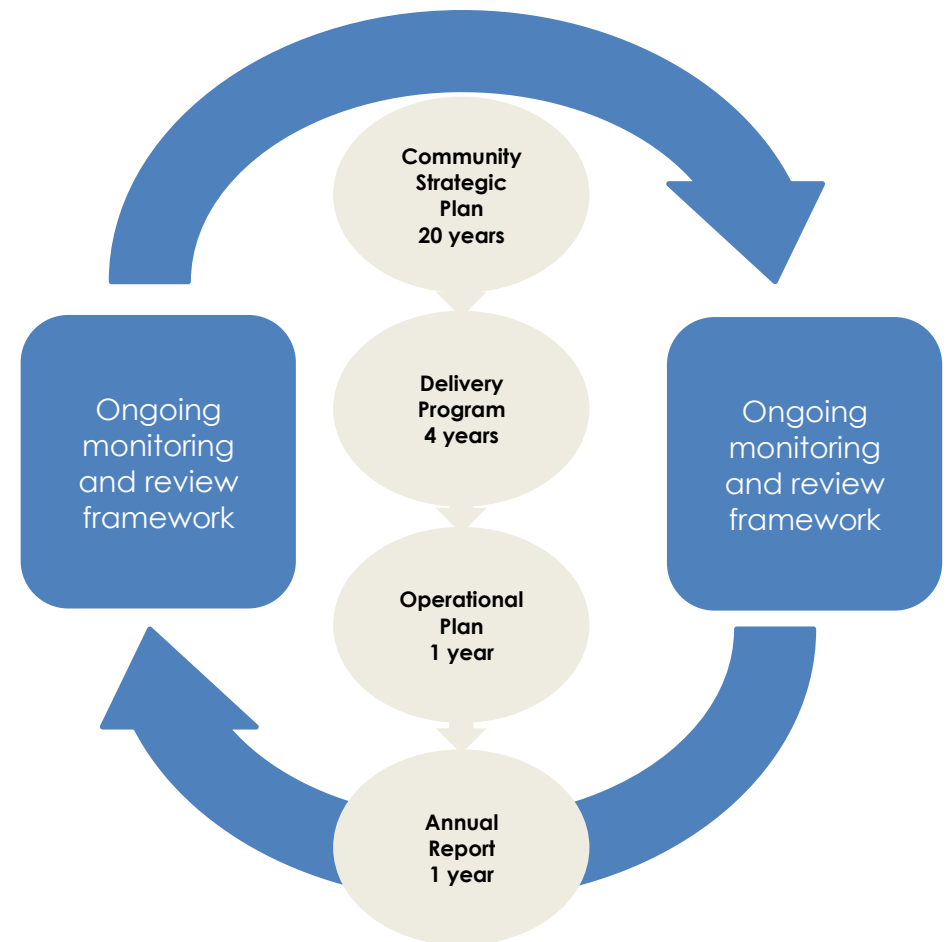
Coonamble Shire 2032 has been created in response to legislation enacted in October 2009 requiring all New South Wales local councils to develop a Community Strategic Plan. Coonamble Shire 2032 meets the criteria of the legislation including:

- Consideration of social, environmental, economic, civic leadership and infrastructure issues and objectives.
- Captures the community's vision and themes, the outcomes sought and the actions to achieve objectives.
- An outline of the commitment between Council, community groups and individuals to deliver the Plan.

This Community Strategic Plan builds on past planning activities undertaken in Coonamble Shire. The process of developing the Plan, through engagement and consultation, presents the opportunity to integrate all past plans into a shared vision for Coonamble Shire, specifically the following previous consultation activity has been incorporated;

- Information used to inform the original Community Strategic Plan
- The *End of Council Term Report* for the out-going Council
- Plans and strategies developed since 2011 – Positive Ageing Strategy, Disability Inclusion Action Plan
- State of Environment Plan

In addition to meeting legislative requirements, Coonamble Shire 2032 provides a strong base for Council to develop the legislated four year delivery program and annual operating plan that will give life to the Strategic Plan.



A PLAN FOR ALL

Coonamble Shire 2032 is a tool for all of us. It summarises our community's aspirations for the future and provides a shared reference for all stakeholders. Issues leadership and partnering will be required to deliver the change that is described in this Plan.

Our leaders, including our elected representatives at all levels of government, local state and federal government, non-government organisations, peak agencies, and leaders in environmental, community and business endeavours, have a responsibility to drive, facilitate and advocate on behalf of the Coonamble Shire community.

The Coonamble Shire community of individual residents and businesses also has a key role to play in implementing this plan, most particularly in engaging in the challenges set out here. Community Participation is the dominant theme and engaging the community in the challenge to grow this connection will contribute significantly to the successful implementation of Coonamble Shire 2032.

The Community Strategic Plan is not a 'stand-alone' Plan. It is the primary driver of a suite of key documents developed by Council and is intricately linked to a number of Council plans.

The **Delivery Program** responds to the strategies identified in the Community Strategic Plan by stating what Council will

do. The Delivery Program is linked to the electoral cycle of Council and is developed by each Council following their election.

The **Operational Plan** details what Council will do each year to deliver the Delivery Program.

The **Resourcing Plan** details the financial support, assets and people required to implement the commitments in the Delivery Program and Operational Plan.

The **Annual Report** will detail how Council is progressing the delivery of each Plan.



OUR COONAMBLE SHIRE

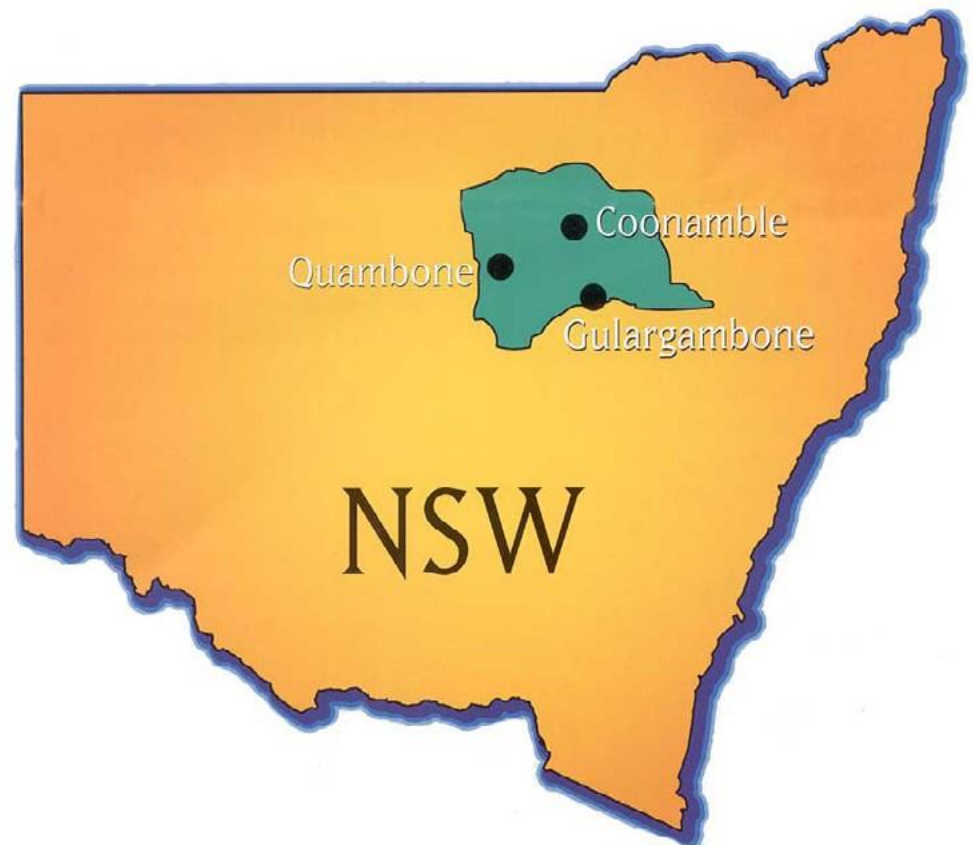
Coonamble Shire is a rural area located in the Orana Region of central northern New South Wales about 500-600km north-west of Sydney. Part of the Orana region the Shire comprises the towns of Coonamble and Gulargambone and the village of Quambone and the localities of Combara, Gilgooma and Wingadee. It is the traditional home of the Gamilaraay and Weilwan Aboriginal communities.

Less than two hours' drive by road from Dubbo and six hours from Sydney, it is bounded by Walgett Shire in the north, Narrabri Shire and Warrumbungle Shire in the east, Gilgandra Shire in the south and Warren Shire in the west.

Coonamble Shire has a population of 4,262 and the township of Coonamble is home to just under 3,000 people with small villages nearby at Gulargambone and Quambone. Residents of rural properties make up approximately one third of the district population.

The Shire encompasses a total land area of about 9,900 square kilometres. Rural land is used primarily for agriculture, particularly sheep and cattle grazing and wheat growing. Coonamble relies heavily on its agricultural income and rural industries.

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.



CHALLENGES AND OPPORTUNITIES

The Community Strategic Plan for Coonamble provides our roadmap for the future and builds on the goals and initiatives identified in the Coonamble 2026 Community Strategic Plan. It outlines how we can work together to build a strong, diverse and vibrant community. It is our long term commitment as a community to create our future.

Like many other rural communities, Coonamble Shire faces many challenges including a decreasing population influenced by economic, employment and education factors; an increasing crime level; attraction of relevant services; maintenance of the community connectedness that characterises the Shire. 'Liveability' of the Shire is considered a key factor in retaining and attracting people. Council has made positive progress in recent years with improvements to community facilities, infrastructure and recreational amenities, however Council recognises there is a need for continuous improvements to services and infrastructure – including health, education, transport and communications.

A key outcome of consultation with the community is that people share a commitment to their town and each other. The bonds shown among community members indicate Coonamble Shire's foundations are strong and the ideal building blocks on which the town can thrive and prosper in the future.

COMMUNITY VALUES

Specific themes arose throughout consultation and engagement activities. These can be expressed in Coonamble Shire's 'Top Five':

Top 5 things working well in Coonamble Shire

- The people: people pull together in times of sickness or hardship; generosity of the town
- Community groups
- Outdoor activities: skate park, access to river for swimming and fishing, sport, pool, Youth Centre
- Events such as the Rodeo
- Natural environment

Top 5 issues in Coonamble Shire

- Drugs and alcohol
- Crime – particularly breaking and entering, antisocial behaviour
- Infrastructure: Transport, Bus to Dubbo
- Poor economic growth eg lack of employment opportunities and shopping options (empty shopfronts, more variety needed)
- Health services

Top 5 things people would like to see in Coonamble Shire

- More employment opportunities
- More education opportunities to attract and maintain the population
- Entertainment: improved skate park, longer pool operating hours
- Attracting community services and maintaining continuity of workers
- Improved communication between community stakeholders



THEMES IN DETAIL

The consultation and engagement phase that informed the development of this Plan provided an opportunity to trigger community interest, access all levels of the community, allow people to voice concerns as well as highlight the many positive features of living in Coonamble Shire. Both the consultation and this Plan are based on the following guiding principles.

1. **Equitable and inclusive** - Ensuring that all community members have an opportunity to engage and participate.
2. **Informed and informative** - creating a conversation by providing information to community members that is valuable and ensuring channels are available for the community to provide input to the process.
3. **Engaging** - using appropriate communications tools and channels to invite and promote participation.

Throughout consultation and engagement, the following themes were discussed with community members and stakeholders at workshops, market stalls, online and focus groups. The themes were integral to fostering discussion that would draw out information to help define the vision for Coonamble Shire in 2032.



THEMES IN DETAIL

Our People – Enhance community wellbeing and quality of life.

To sustain a community we need to sustain the people living there and enhance their wellbeing and quality of life. To achieve this, Coonamble Shire must offer high quality open spaces, gardens, recreational areas, pools, libraries, community centres, halls, exhibitions and cultural events to support active lifestyles. Programs and services that promote safe and connected communities and support disadvantaged community members including families, young people, Aboriginal, aged and people with a disability must be sustainable. Health services need ongoing improvements to meet changing needs throughout the Shire and local recreational and cultural pursuits, exhibitions and events need to be supported and encouraged.

Our Economy – Achieve long-term economic security and prosperity. A robust local economy is important for the future of Coonamble Shire. A diverse industry base, sustainable businesses, tourism and an economy that is continually stimulated through investment will be necessary. Long term employment options, diverse populations, youth education programs to encourage young people to stay or move to Coonamble Shire will contribute to the area's economic future. We must deliver safe, sustainable and quality housing options and encourage sustainable development of Coonamble Shire's diverse range of economic and investment opportunities including natural resources, tourism, manufacturing, agricultural, horticultural and aquaculture enterprises.

Our Environment – Promote a sustainable balance between development, commercial interests and our natural environment.

The Coonamble Shire community need to work as guardians of the environment and ensure a shared understanding of land use and access in relation to mining, manufacturing and building activities while also ensuring wildlife and habitat corridors are identified and protected.

Our Infrastructure – Maintain and identify ways to improve infrastructure services and support Coonamble Shire's local environment. Infrastructure is the foundation of all of our activities and the maintenance and continuous improvement of infrastructure will help to support the daily lives of people in Coonamble Shire into the future.

Our Leadership – Ensure strong leadership, good governance and foster community participation in decision making. Leading Coonamble Shire into 2032 requires strong leadership and confidence, community collaboration and opportunities to engage with Council in the development of plans and strategies that support the future development of Coonamble.

VISION

Community consultation and engagement activities conducted in 2011 asked key questions to determine what people value about our community and the challenges facing our community. The feedback informed the themes outlined in the 2026 Community Strategic Plan and determined the community's Vision. The Vision reflects the kind of community that we would like to be in 15 years' time and encourages a sense of common purpose and responsibility. In early 2017, community consultation activities confirmed that this Vision is still relevant and Council will continue to look to this Vision as we move toward 2032.

***Coonamble Shire is a connected, respectful and diverse community,
working together in a healthy natural environment that supports our
vibrant local economy***



OUR OUTCOMES & STRATEGIES

The Community Strategic Plan describes what the community needs to do to take Coonamble Shire into the future.

All councils are required to develop short, medium and long terms plans under the NSW Integrated Planning and Reporting (IPR) Framework. The Community Strategic Plan is a whole of community plan prepared by the Council on behalf of our community. Its purpose is to identify the community's priorities and aspirations for the future, and to provide strategies for achieving these goals. In doing so, the Plan also considers the issues and challenges that may affect the community.

This plan outlines 5 key themes and 17 goals that provide detail about how we will progress the achievement of these outcomes and our community Vision. Some actions are immediate while others are more complex and/or require longer term planning and other partners to ensure their successful delivery and implementation. Recent consultation activities included discussion on Council's level of service to the community. The ongoing conversations with our community about levels of service will occur during the term of the CSP. This will help us measure our progress towards 2032.



OUR PEOPLE

Our People - a safe, healthy and connected community

Our outcome of a connected community reflects the strength of our community commitment. We are an area known for our community focus – one of the features of rural life that we enjoy. By putting strategies in place now, to foster this strength, we will ensure that our community remains supportive and supported.

Challenges and Opportunities

Our differences are many – we are old and young, Aboriginal and non-Aboriginal, rural and town dwelling, working and unemployed. We have just as many things that bring us together - a love of family and friends, a need to belong and connect and a determination to see our community grow and prosper. Our population spans all ages, which all have different needs. We have an ongoing turn- over of residents through our area. This is particularly true for young people who seek work and career options further afield. It is also more apparent as our residents seek the most appropriate education for our children and young people.

Our Goals

- A community that is connected across geographic, interest, cultural and social groups
- A community where people feel safe
- A community where a range of services assist to lead healthy life styles
- A community that respects and encourages the diversity of cultures and ages

Our Progress

We will track our progress on these goals by measuring:

- Perceived sense of community
- Percentage of diverse community members
- Crime rates
- Community perception of crime

Progress will be measured against a biennial Coonamble Shire community survey and relevant reports published by Coonamble Shire Council and the State and Federal governments.

OUR PEOPLE

Goals			
P1. Connected	P2. Safe	P3. Supported	P4. Respectful
Our community is connected across geographic, interest, cultural and social groups	Our community is a place where people feel safe	Our community is supported by a range of services to lead healthy lifestyles	Our community respects and encourages the diversity of culture, ability and ages of our population
Strategies			
<p>P1.1 Leverage online technologies and national broadband access to improve and provide virtual connections</p> <p>P1.2 Increase the representation of Aboriginal people in community representative roles including local Council</p> <p>P1.3 Leverage the skills and knowledge in our community to promote social interaction and facilitate knowledge sharing</p>	<p>P2.1 Encourage an inclusive, active community where people look out for each other</p> <p>P1.2 Develop and grow the community understanding of shared responsibility</p>	<p>P3.1 Support and promote healthy lifestyles</p> <p>P3.2 Improve broad access to medical and specialist services</p> <p>P3.3 Improve opportunities for disengaged members of our community to access appropriate services</p> <p>P3.4 Increase the community's involvement in sporting activities</p> <p>P3.5 Increase community capacity to attract and retain volunteers</p> <p>P3.6 Improve access to rehabilitation for people with drug and alcohol addictions</p>	<p>P4.1 Increase the opportunities for our community to celebrate together</p> <p>P4.2 Facilitate better interaction across social, cultural and age groups</p> <p>P4.3 Promote role models who exhibit community respect</p> <p>P4.4 Promote the exhibition and production of more cultural events in the Shire</p>

OUR PEOPLE

Actions identified by community members

P1. Connected	P2. Safe	P3. Supported	P4. Respectful
<ul style="list-style-type: none"> Promote in the Aboriginal community, the benefits and opportunities of the local Councillor's role Investigate feasibility of mechanisms to achieve centralised information sharing Establish and expand a community skills circle in each centre Facilitate Welcome to Gular event 	<ul style="list-style-type: none"> Investigate and consult on development of interactive community spaces, such as skate parks, parks. Liaise with local police and State Government to increase police presence in local area Seek Commonwealth funding for community safety programs Develop and implement Coonamble specific rules about behaviour Engage the community to identify the community expectations of behaviour Ensure the safety of pool users at Quambone by maintaining adequate security Foster current sport and arts events to increase patronage and social inclusion 	<ul style="list-style-type: none"> Facilitate a broader range of visiting specialists to allow residents to access health services in Coonamble Prioritise consistency of skilled medical staff Promote State and Federal initiatives to support healthy lifestyles Increase the accessibility of government and NGO services in all centres Support the establishment of a bakery in Coonamble Shire 	<ul style="list-style-type: none"> Partner with local media to establish a program of media coverage promoting respectful behaviour and positive community initiatives. Allowing girls to play tackle football Use community shed program as an opportunity for older people to share knowledge and experience with younger people Establish an Aboriginal Cultural Centre

OUR PEOPLE

Actions identified by community members

P1. Connected	P2. Safe	P3. Supported	P4. Respectful
	<ul style="list-style-type: none"> • Lobby Government for appropriate penalties for offenders • Develop innovative and holistic responses to domestic violence and drug and alcohol issues. • More recreational activities for all ages (not just youth) • Provide a safe, after hours, environment for young people to engage in wider range of activities • 24 hour policing • Harsher sentencing 		

OUR INFRASTRUCTURE

Our Infrastructure

As a rural community, the availability and maintenance of our local infrastructure is essential to the good operating of our community. Our local infrastructure includes the full range of services that allow us to survive and thrive in our local area and include but are not limited to our sports grounds, roads, water supply, libraries, local parks and gardens, electricity supply, stormwater and sewerage services. These are the essential elements that support and nurture our community.

Challenges and Opportunities

The cost of upkeep for our facilities continues to increase, particularly as our infrastructure ages. As our population changes, our housing preferences and demographic profile changes, and our rates base decreases, the issue of adequate upkeep is a growing challenge. At the same time, we acknowledge the demand for some of these services.

Our Goals

- A community where physical connections support and facilitate access to each other and local services
- A community that benefits from access to appropriate cultural and recreational facilities
- A community with safe and reliable access to primary utilities
- Improving and protecting our access to resources

Our Progress

We will track our progress on these goals by measuring:

- Perceived adequacy of public spaces for people to come together
- Satisfaction with water, waste and sewerage services

Progress will be measured against a biennial Coonamble Shire community survey and relevant reports published by Coonamble Shire Council and the State and Federal governments.

OUR INFRASTRUCTURE

Goals			
I1. Connections	I2. Cultural expression and enjoyment	I3. Health	I4. Appropriate investment
Our community connections support and facilitate our access to each other and our local services	Our community benefits from access to appropriate facilities	Our community has safe and reliable access to our primary Utilities and public facilities	Our community is looking to the future to improve and protect our access to resources
Strategies			
<p>I1.1 Maintain the high standard of local road maintenance and construction</p> <p>I1.2 Minimise the effects of flooding on our infrastructure</p> <p>I1.3 Provide a public transport service that facilitates access to services and communities for remote residents</p>	<p>I2.1 Increase the exhibition and production of more cultural events in the Shire</p> <p>I2.2 Maintain and improve the role of our community libraries</p> <p>I2.3 Share access to local facilities to fully realise the potential of local infrastructure</p>	<p>I3.1 Deliver safe drinking water and sewer services</p> <p>I3.2 Improve community access to services</p> <p>I3.3 Minimise our hard waste production and promote recycling</p> <p>I3.4 Maintain all public facilities to ensure safety and promote use</p>	<p>I4.2 Ensure long term management and protection of our community assets</p>

OUR INFRASTRUCTURE

Actions identified by community members

I1. Connections	I2. Cultural expression and enjoyment	I3. Health	I4. Appropriate investment
<ul style="list-style-type: none"> • Lobby government for ongoing support in Roads funding program • Continue local production of road base and expand production where economically viable • Lobby airline operators to reintroduce passenger services to Coonamble Airport • Continue investment in levy management and utilise management techniques to investigate the potential for safe and appropriate expansion of water based recreational activities • Support Inland Rail route through Coonamble • Improve Gulargambone town signage • Provide information to community on when roads will be graded 	<ul style="list-style-type: none"> • Promote existing arts funding programs to ensure community knowledge and opportunity • Ensure appropriate funding support is accessed • Maintain and improve community access to library facilities in each centre • Maintain the community amenity of our libraries • Promote local facilities to visiting experts and interest groups for education programs e.g. kitchen and art rooms at Gulargambone Central School • Investigate methods of making gular pool more accessible, such as extending opening hours, reducing cost of entry or expanding facilities 	<ul style="list-style-type: none"> • Liaise with federal/state government to commence access to government services in each centre through mobile government service provision • Support a regular trash and treasure market at the showground with promotion in Council promotional material and website • Investigate feasibility and potential for increased access to the levy for water based recreational activities • Extend sewerage lines to all houses • Improve services available at Gular MPS especially palliative care services, vaccinations and routine tests 	<ul style="list-style-type: none"> • Establish a working party of local and government leaders to assist Council to proactively identify and invite infrastructure investment that will benefit the community, particularly around clean energy production • Ensure process and procedure is in place for appropriate engagement of public facilities • Invite infrastructure investment that focuses on maintaining, improving and replacing current assets

OUR INFRASTRUCTURE

Actions identified by community members			
I1. Connections	I2. Cultural expression and enjoyment	I3. Health	I4. Appropriate investment
<ul style="list-style-type: none"> • Improve footpath maintenance and examine feasibility of a new shared path around the football oval • Lobby the government for improved public transport 	<ul style="list-style-type: none"> • Upgrade local facilities to withstand different weather conditions, such as providing shade to the skate park, installing air conditioning at the youth hall and improving the netball courts to be all-weather facilities. • Develop Warrena Weir • Consider simplifying eco spa complex to a bore bath project 		

OUR ENVIRONMENT

Our Environment – a partnership for the future

We are a community attuned to our environment. As custodians of the land that stretches from the mountains to the marshes, we are clear on our resolve that our future generations will enjoy the benefits of our considered land use and inherit a healthy natural environment that is not compromised by the economic imperatives of maintaining our community.

Challenges and Opportunities

Our rich grazing land will attract new industries and diverse investments that may not consider the current and future wealth inherent in our healthy natural resources. These challenges will also provide opportunities – both economically and socially. Our current economy is based in rural land use, and the environment is therefore not only our physical surrounds, and our heritage, but the underpinning of our strong local economy. Our response to the challenges brought by new industries will shape the future base of our local economy and therefore the health of our community.

Our Goals

- A natural environment that is uncompromised by new industries and investments
- A community that values best practice environmental management

Our Progress

We will track our progress on these goals by measuring:

- Community satisfaction with balance between built & natural environment

Progress will be measured against a biennial Coonamble Shire community survey and relevant reports published by Coonamble Shire Council and the State and Federal governments.

OUR ENVIRONMENT

Goals		
EN1. Good Environmental Management	EN2. Knowledge Sharing	EN3. Protection of our waterways
Our community values best practice environmental management that promotes nature and is not compromised by new industries and investments	Our community values knowledge sharing	Our community benefits from an environment that supports healthy and vibrant local waterways
Strategies		
EN1.1 Promote ecologically and environmentally sustainable land use and development	EN3.1 Share knowledge and facilitate knowledge sharing including amongst those working on the land	EN3.2 Ensure the health of our river system
Actions identified by community members		
<ul style="list-style-type: none"> Identify fallow land areas for use as community gardens Continue to maintain parks and minimise number of needles left in the parks. Continue to promote environmental conservation, including resisting coal seam gas mining Seek to improve the recycling service at Gular tip 	<ul style="list-style-type: none"> Develop a strategy to investigate and attract investment in alternative technologies Promote community education for Ranger Services Proactively identify new, clean industries that may benefit from the richness of our local environment Identify and invite environmentally sustainable investment 	<ul style="list-style-type: none"> Seek support and advice from Department of Fisheries and Agriculture and the Aboriginal community to identify and promote appropriate local fishing Develop our natural bore resources Support regional endeavours to protect the long term health of the Great Artesian Basin

OUR ECONOMY

Our Economy – strong and resilient

The strength of our local economy underpins the future health and success shared in our community. We benefit from a strong, diverse economy, with local employment opportunities, access to local services and career paths.

Challenges and Opportunities

Our population is 4,262 with an unemployment rate of 7.8%. Our young people are leaving the area to secure work opportunities, pursue career paths and seek further education. We see opportunities for local entrepreneurs and see opportunities to further leverage the success of our local economy to support local people into employment.

Our Goals

- A robust, quality economy
- A growing and diverse economy
- Educational opportunities include support for our local economy
- Community members are gainfully employed in appropriate and satisfying jobs

Our Progress

We will track our progress on these goals by measuring:

- Unemployment rate
- School education attainment
- Number of occupied shops in CBD

Progress will be measured against a biennial Coonamble Shire community survey and relevant reports published by Coonamble Shire Council and the State and Federal governments.

OUR ECONOMY

Goals			
EC1. Support	EC2. Growth and diversity	EC3. Local education	EC4. Local employment
We support our local economy without compromising on quality	Our growing regional economy is diverse	Our educational opportunities include support for our local economy	Our community members are gainfully employed in appropriate and satisfying jobs
Strategies			
EC1.1 Re-establish and maintain robust, well patronised Coonamble and Gulargambone main street shopping precincts.	EC2.1 Identify and attract programs that identify new industry, and attract them to the Shire	EC3.1 Leading organisations provide cadetships and graduate employment opportunities EC3.2 Provide education that addresses the needs of the local population	EC4.1 Provide appropriate and accessible education for our community EC 4.2 Identify local employment opportunities and promote these across the community

OUR ECONOMY

Actions identified by community members

EC1. Support	EC2. Growth and diversity	EC3. Local education	EC4. Local employment
<ul style="list-style-type: none"> • Promote 'buy local' principle to all service delivery agencies • Support and promote a 'buy local' campaign • Ensure maintenance of high quality local community shops to service the needs of the smaller centres • Increase the level of business and retail occupation in main streets • Support and educate local businesses to meet the needs of people with a disability 	<ul style="list-style-type: none"> • Research pop up shop models employed by other urban and regional Councils • Investigate appropriate spaces to supply 'popup shops' to support local artisans and business people • Investigate urban-rural arts facilities sharing arrangements to promote arts tourism • Promote and support business start-ups to promote diverse shops, longer hours, more options for consumers and greater occupation of main street shops • Promote competition for essential services like chemists • Develop projects that are appropriately scaled and achievable (e.g.: bore bath) 	<ul style="list-style-type: none"> • Provide role models for young people • Access State government opportunities to promote parent education • Investigate the establishment of network of Community Sheds to encourage up skilling • Identify partnership opportunities with arts organisations to promote access to facilities out of hours at Gulargambone school • Keep high school homework centre open at night and available to children attending Gilgandra school and home-school • Attract and keep long term staff for schools 	<ul style="list-style-type: none"> • Promote job opportunities in newspaper, and online job boards and through all community networks • Establish community noticeboard online and the equivalent in the local newspaper • Liaise with local schools to support the development of a mentoring program for Year 9 students to encourage school leavers to identify their prospects and to increase school leaver employment opportunities • Encourage local businesses to employ people with disabilities

LEADERSHIP

Leadership

Our community has been built by a strong community supporting and supported by strong leaders across a range of areas including our elected government representatives, our teachers and coaches, our religious leaders and those who lead, encourage and provoke us to be involved and engaged in the life of our community.

Challenges and opportunities

In small communities, there is often high expectations of the involvement and commitment of a small number of people who identify and are identified as leaders. When older people retire from official or unofficial leadership roles, we need to ensure there is someone available to take their place; we need to consider succession plans so that when the same person is regularly called on to perform a leadership role, we can relieve them without losing momentum. As our population ages, moves and shifts, we need to identify and support our young community leaders to build a local skills set for our future.

Our Goals

- A community that is supported by active, respected leaders
- A community that supports active respected leaders

Our Progress

- Level of satisfaction with community leadership
- Level of satisfaction with leadership support

Progress will be measured against a biennial Coonamble Shire community survey and relevant reports published by Coonamble Shire Council and the State and Federal governments.

LEADERSHIP

Goals	
L1. A community that is supported by active, respected leaders	L2. A community that supports active, respected leaders
Strategies	
<p>L1.1 Encourage more and broad involvement in community activities</p> <p>L1.2 Promote opportunities for leaders to learn the features of good leadership</p> <p>L1.3 Design and support leadership succession plans</p> <p>L1.4 Encourage and promote a high level of leadership in the community</p>	<p>L2.1 Increase Aboriginal representation on Local Council</p> <p>L2.2 Increase representation to community leader roles</p> <p>L2.3 Acknowledge the importance of community leader roles</p>
Actions identified by community members	
<ul style="list-style-type: none"> • Include leadership as a theme in community events, school programs and local government initiatives • Identify and foster innovative opportunities for community leadership capacity building, such as expert visitors at community celebrations • Communicate with communities using a range of technologies including traditional and social media and texts to keep the community engaged • Promote and develop simple and achievable projects • Support and improve communications between Council and external organisations • Increase disability representation on Local Council 	<ul style="list-style-type: none"> • Support Local Management Group by providing coordination support • Support mentoring in the local community • Introduce the Coonamble Shire Community Award • Enable a strong presence from Non-Government Organisations to provide support • Establish and support volunteer programs

STATE PRIORITIES AND LOCAL CONNECTIONS

State and Regional Plans

Our Community Strategic Plan recognises the shared responsibility and plans developed by other levels of government and agencies have developed for our region. The plan has regard to the Premier's priorities, State priorities and other relevant Regional plans. Details on how key priorities and plans link to our Community Strategic Plan are identified in the following table.

Source	CSP Outcome Link				
	People	Infrastructure	Environment	Economy	Leadership
Premier's Priorities					
1. Building infrastructure		✓	✓	✓	
2. Creating jobs	✓				
3. Driving public sector housing delivery		✓			
4. Faster housing approvals		✓			
5. Improving education results	✓				
6. Improving government services		✓			
7. Improving service levels in hospitals		✓			
8. Keeping our environment clean		✓	✓		
9. Protecting our kids	✓				✓
10. Reducing domestic violence	✓				✓
11. Reducing youth homelessness	✓				✓
12. Tackling childhood obesity	✓				✓
State Priorities					
1. Making it easier to start a business		✓		✓	
2. Encouraging business investment		✓	✓	✓	
3. Boosting apprenticeships	✓			✓	
4. Accelerating major project assessment		✓			
5. Protecting our credit rating				✓	
6. Delivering strong budgets				✓	
7. Improving road travel reliability		✓			
8. Increasing housing supply		✓			

STATE PRIORITIES AND LOCAL CONNECTIONS

Source	CSP Outcome Link				
	People	Infrastructure	Environment	Economy	Leadership
Premier's Priorities					
9. Transitioning to the National Disability Insurance Scheme	✓				
10. Creating sustainable social housing		✓			
11. Improving aboriginal education outcomes	✓				✓
12. Better government digital services	✓	✓			
13. Cutting wait times for planned surgeries		✓			
14. Increasing cultural participation	✓	✓			✓
15. Ensure on-time running for public transport		✓			
16. Reducing violent crime	✓				✓
17. Reducing adult re-offending	✓				✓
18. Reducing road fatalities	✓				
Central West and Orana Draft Plan					
1. Grow the economic potential of the agribusiness sector			✓	✓	
2. Transform the region's manufacturing sector through advanced and value-add manufacturing opportunities			✓	✓	
3. Manage the region's mineral and energy resources sector in a sustainable way			✓		
4. Increase jobs in the health, education and tourism sectors		✓		✓	
5. Support business activities with well-located and serviced industrial lands and commercial centres		✓		✓	
6. Improve the region's freight transport networks and access to external markets		✓			
7. Coordinate infrastructure delivery to facilitate economic opportunities		✓		✓	
8. Protect regionally important agricultural land			✓		
9. Protect the region's mineral and energy resources			✓		
10. Manage competing and conflicting interests in agricultural, mineral and energy resource areas to provide greater certainty for investment			✓	✓	
11. Manage and conserve water resources across the region			✓		

STATE PRIORITIES AND LOCAL CONNECTIONS

Source	CSP Outcome Link				
	People	Infrastructure	Environment	Economy	Leadership
Premier's Priorities					
1. Protect and manage the region's environmental assets			✓		
2. Protect people, property and the environment from exposure to natural hazards and build resilient communities	✓		✓		
3. Manage growth and change in the region's settlements		✓		✓	
4. Enhance the economic self-determination of Aboriginal communities	✓			✓	✓
5. Increase and improve housing choice to suit the different lifestyles and needs of the population		✓			
6. Enhance community access to jobs and services by creating well-connected places, designed to meet the needs of a regional community	✓			✓	