

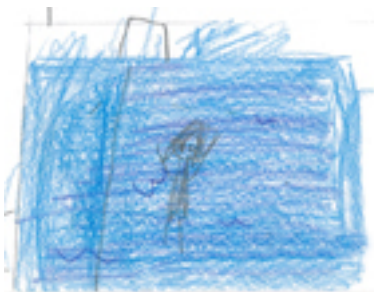
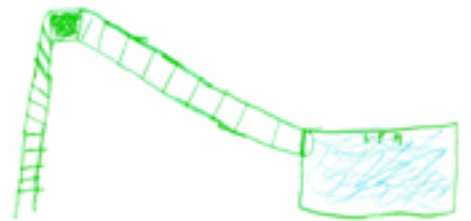
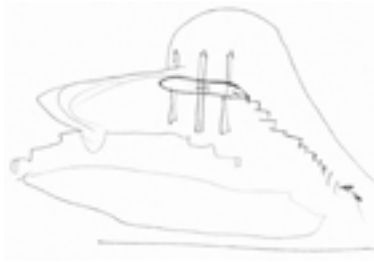
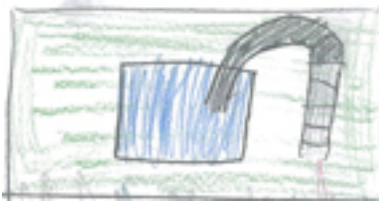
COMMUNITY STRATEGIC PLAN



2021



CENTRAL
DARLING
SHIRE COUNCIL



Water slides and swimming pools by students from White Cliffs Public School and Wilcannia Central School.

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SECTION 1

Introduction and background information



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Acknowledgement of Country

We acknowledge the traditional custodians of the Country within the Central Darling Shire and their Elders, past, present and emerging. We acknowledge the ongoing connection that Aboriginal people have to this Country, especially water and recognise Aboriginal people as the original custodians of this land. We thank them for their generosity in sharing their aspirations for the future and hope that these plans will affect change for communities of the shire.



Message from Council's Administrator

I am very pleased to present the Community Strategic Plan 2022-2032 for Central Darling Shire. This plan is the result of over 12 months of work and close collaboration between the Council and communities across the shire.

It is important to emphasise that this is *not* a council plan. Whilst Council has co-ordinated the process to develop the plan, it is owned by communities of the Central Darling Shire. It provides a comprehensive account of their long-term goals, aspirations and priorities for the future of their towns and village and the shire as a whole.

Our council area is the largest in NSW, measuring 53,000 square km. It is also one of the least populated with around 2,000 permanent residents. The challenges faced by communities within this vast area are significant. Our towns and villages are remote, separated by considerable distances and many of our connecting roads are unsealed and impassable following rain. In addition, the loss of the Darling River, the lack of dependable drinking water supplies, inadequate telecommunications infrastructure, insufficient housing and the high costs of goods and services are just some of the hardships that our communities continue to endure.

Despite these challenges our communities are bound by a strong local spirit. They are proud of their heritage, their enduring bonds with Country, their towns and villages and the self-reliance they have developed in this remote region of Australia.

Whilst the council has a prominent role in working towards the long-term goals identified by Central Darling communities, we cannot do it alone. Many of the prevailing issues described herein are outside of council's role and responsibilities and well beyond our capacity to address. The only solution is improved communication, co-operation and collaboration between government and non-government agencies at all levels.

This plan has been developed to provide pathways for action in planning and delivering services to Central Darling communities. Along with a detailed account of the long-term goals expressed by our communities, it lists actions required to achieve them and identifies state, federal and non-government agencies with responsibilities in this regard.

We hope that this plan will serve as a valuable focal point for inter-agency co-operation and collaboration in working to improve social equity, wellbeing and prosperity for communities of the Central Darling Shire.

Bob Stewart
Administrator
Central Darling Shire Council

The Integrated Planning and Reporting Framework

As part of the New South Wales Government's commitment to a strong and sustainable local government system, legislation was enacted in October 2009 that introduced a planning reporting tool for local government known as the Integrated Planning and Reporting (IP&R) framework.

The following diagram identifies the various components of the integrated planning and reporting framework and how they are linked to each other.

DOCUMENTS IN CENTRAL DARLING SHIRE'S IP&R FRAMEWORK

STRATEGY/PLAN	PURPOSE	CURRENCY/ EXPIRY
COMMUNITY STRATEGIC PLAN (CSP)	Peak plan providing community perspectives about priority issues to address and goals to work towards across the shire as a whole.	10 years
TOWN AND DISTRICT IMPROVEMENT PLANS	Plans describing the improvement priorities and needs of each town and surrounding district within the shire.	10 years
RESOURCING STRATEGY	Strategy comprising three plans (see below) to ensure council is able to adequately resource its ongoing activities and operations whilst working towards the CSP's long-term goals	
• Long-term Financial Plan	Documenting council's projected income and expenditure and modelling to ensure long-term financial sustainability	10 years
• Asset Management Plan	Providing a comprehensive account of the service standards and maintenance requirements and schedules for all council assets.	10 years
• Workforce Management Plan	Identifying council's anticipated human resource priorities and activities to meet the goals and targets of the Delivery Program	4 years
DELIVERY PROGRAM	Plan documenting council activities, projects and initiatives during each council term, to work towards the long-term goals described in CSP	4 years
OPERATIONAL PLAN	Annual plan programming ongoing activities, projects and initiatives and budget to achieve Delivery Program goals and targets	1 year
ANNUAL REPORT	Report documenting council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan	1 year

The following diagram identifies the various components of Central Darling Shire’s IP&R framework and how they are linked to each other.



The Central Darling Shire Community Strategic Plan

The purpose of the Community Strategic Plan is to describe the community's vision and long-term goals for the future of their local area and region, and identify strategies to achieve them.

While the council has a 'stewardship' role in preparing and maintaining the Plan on behalf of local communities, it is not the owner of the Plan. Communities of the shire own the plan and partners such as state and federal agencies, non-government organisations, council and community groups are responsible for delivering the long-term goals identified in the plan.

The Community Strategic Plan must observe the four social justice principles as determined by the NSW Government's social justice strategy:

- EQUITY —** There should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning 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 their lives.
- RIGHTS —** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The Structure of the Plan

To begin with, the plan provides a summary of community perspectives regarding the best things about living in Central Darling Shire and the primary issues and challenges impacting Central Darling communities. These perspectives were provided by participants in community meetings that were held across the shire in the preparation of this plan.

The core of the plan is formed around six focus areas. These include:



1. COMMUNITY AND CULTURE



2. LOCAL AND REGIONAL GOVERNANCE



3. NATURAL ENVIRONMENT



4. LOCAL ECONOMY



5. RURAL AND URBAN LAND USE



6. INFRASTRUCTURE AND SERVICES

Each focus area outlines lists priority issues that were identified by Central Darling Shire communities for address. Each community priority presents the following information:

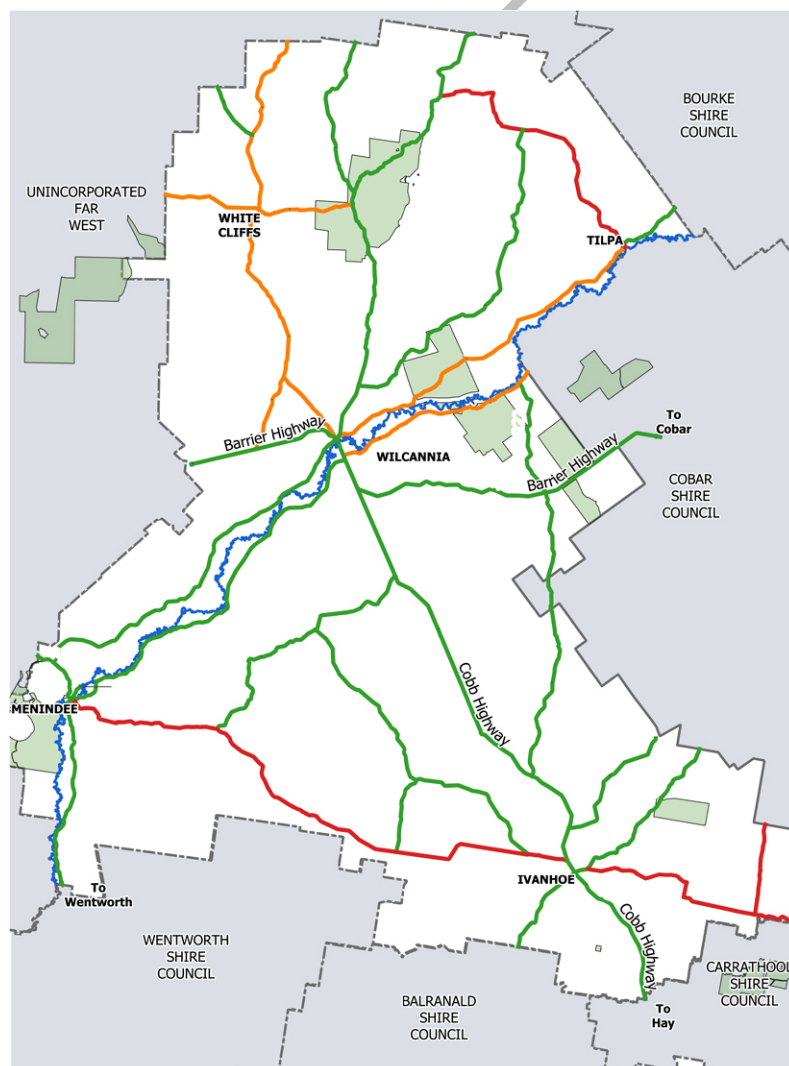
- A long-term goal to work towards
- Strategies to address each community priority
- Affected communities
- Responsible agencies
- Indicators of progress towards the long-term goal

A Snapshot of the Central Darling Shire

Central Darling Shire encompasses an area of over 53,000 square kilometres and is the largest Local Government Area (LGA) in New South Wales. Despite this vast land area, the shire's population is only around 2,000 people, one of the lowest of any local government area in Australia. Aboriginal people comprise around 50 percent of the Central Darling population.

There are four main communities within the shire including Wilcannia, Menindee, Ivanhoe and White Cliffs. In addition, there are a number of smaller rural localities which include Darnick, Mossgiel, Sunset Strip and Tilpa. All these communities differ greatly in their demographics, local economies and Aboriginal and European cultures.

The shire is bisected by Baaka (Darling) River and important wetlands encompassing the Menindee lakes system. The local economy is based on a mixture of pastoral, horticultural, agricultural, mining and tourism activities. Rural grazing properties represent the largest land use within the shire, accounting for 97% of the entire area. The council shares its borders with neighbouring shires including Bourke, Cobar, Carrathool, Balranald, Wentworth and the Unincorporated Area. Broken Hill City Council is its nearest neighbouring council and regional centre.



SECTION 2

Community Strategic Plan



Vision Statement

Respecting our country, culture, people, and river by building a better future for all generations.

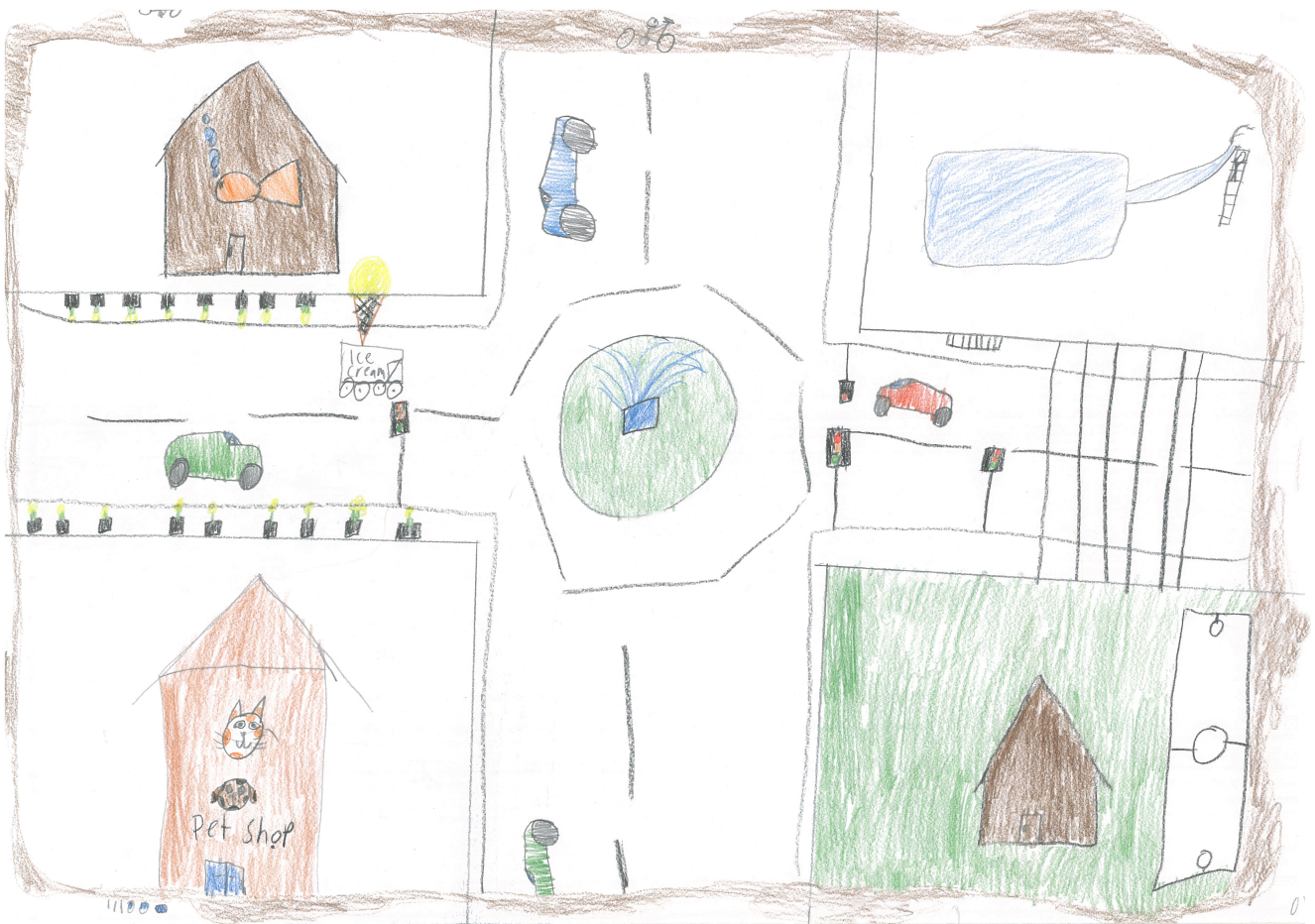


Illustration: Jai, White Cliffs Public School

Community Perspectives about Central Darling Shire

WHAT WE LOVE ABOUT LIVING IN CENTRAL DARLING SHIRE

During discussions with communities of Central Darling Shire, the following responses were provided by participants to describe the best things about living in the Central Darling Shire:

- Family, home and heritage
- Isolation — edge of civilisation
- Sense of community — people know each other — we grieve and celebrate together
- We look after our kids
- Good lifestyle — laid back, not fast
- Our Aboriginal culture — different to white man's
- Community spirit — we all pull together
- Good community events
- Living on Country — spiritual and cultural connection
- The river - when there's water — connection to Country and life.
- Sense of belonging
- Peace and quiet
- Sunsets
- Pristine natural environment
- Good climate
- Wide open spaces
- Fresh clean air
- Outback landscapes
- Rainwater
- Good potential for tourism — lots of iconic places
- Historic towns and buildings
- Less traffic
- Our towns are safe places
- More roads are being sealed
- Good health services including RFDS
- Council provides good support for community events

SUMMARY OF PRIMARY ISSUES AND CHALLENGES WITHIN CENTRAL DARLING SHIRE

During discussions with communities of Central Darling Shire, the following responses were provided by participants to describe the primary issues impacting the wellbeing of communities in the shire:

Housing

- Insufficient housing stock to rent or buy in Wilcannia, Menindee and Ivanhoe
- Chronic overcrowding in many houses with a significant number of houses are dilapidated and uninhabitable and/or in urgent need of repairs
- Inadequate mix of housing to reflect the needs, constraints and living situations of families and individuals — from granny flats and small houses to larger family homes
- Very low rates of home ownership and little or no prospect of ownership
- Disproportionately high property rental prices in comparison to value of home
- Difficulties in securing loans based on post-code

Water (from Baaka/Darling River and other sources)

- The loss of water quantity, quality and flow in the Baaka/Darling River has had severe negative impacts on local cultural identity, community wellbeing, recreational activities and clean and reliable drinking water in Wilcannia, Menindee and Tilpa.
- River water in Wilcannia and Menindee is toxic at times due to blue-green algae and an over-concentration of leached fertilisers and chemicals.
- Most local people don't drink tap water in Wilcannia, Menindee and Ivanhoe due to unreliability of its cleanliness and unpalatable taste.
- Water quality for bathing has associated health impacts.

There is a total lack of potable water White Cliffs and Sunset Strip — all drinking water is sourced from occasional rain or needs to be purchased from nearby retail centres such as Broken Hill.

Governance and representation

- Limited democratic representation under administration
- Loss of community voice without an elected council
- Lack of self-determination and local input in decision-making (Aboriginal communities)
- Aboriginal funding mismanaged and lack tangible outputs for community

Training and employment opportunities

- There are frequent training opportunities for young people in Wilcannia but a lack of employment options to use acquired skills
- There are very limited opportunities for local employment
- Significant government money spent on local vocational education and training but few outcomes to show for it
- Outsourcing contracts which limits funds to be used for employment of local people

Boredom in children and young people

- Lack of services to support the mental and physical wellbeing of children and young people
- Lack of recreation opportunities for children and young people
- Lack of sport and recreation facilities
- Loss of organised sports
- Local playgrounds and equipment in disrepair

Telecommunications and electricity supply

- Poor internet service
- Poor and unreliable mobile phone reception
- Expensive services and data
- Lack of access to the NBN
- Only one provider — no choice or competition
- Poor and limited television and radio reception
- Frequent power outages

Access to goods and services

- Limited local access to health and other professionals
- Limited range of goods and services available locally
- Limited access to fresh food
- High prices of groceries locally
- Limited local access to tradespeople — e.g. motor mechanic, builder, electrician, etc.

Roads

- Unsealed roads dangerous and/or impassable after rain (10mm or more)
- Limited capacity to transport goods into and out of the shire due to poor road conditions
- Grading of unsealed roads too infrequent — roads are subsequently in poor condition
- Limited potential for growth in tourism without more sealed roads connecting towns within the shire and regionally.



Focus Area 1. Community and Culture



COMMUNITY PRIORITY — HOUSING

Our long-term goal for housing:

There is an adequate supply of diverse, well-built and well-maintained housing across the shire that is appropriate for local environmental conditions and reflect the needs of our communities through all stages of life.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Complete a condition assessment of existing housing stock in Wilcannia and Menindee</p> <p>Undertake a gap analysis to assess existing housing stock in Wilcannia and Menindee and identify current and future housing needs including diversity of housing stock</p> <p>Identify and secure necessary funding to improve and add to existing housing stock with the construction of sustainable, environmentally appropriate and culturally responsive houses in Wilcannia and Menindee</p> <p>Identify and pursue opportunities such as 'rent-to-buy' programs and favourable loan structures to facilitate greater home ownership in local Aboriginal communities</p> <p>Establish an ongoing schedule of maintenance to ensure that existing and future housing stock is in livable condition</p> <p>Advocate for increased Aboriginal housing in Ivanhoe through repurposing of disused houses</p> <p>Monitor the quality of contractors building and maintaining houses</p> <p>Establish housing maintenance and repair contracts with local service providers in Wilcannia, Menindee and Ivanhoe</p> <p>Ensure that the design and construction of all future social housing is sustainable and environmentally sensitive and responsive to cultural needs</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p>	<p>Aboriginal Housing Office</p> <p>National Indigenous Australians Agency</p> <p>Local Aboriginal Land Councils Wilcannia and Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Mid Lachlan Aboriginal Housing Co-Op</p> <p>Central Darling Shire Council</p>

Indicators of progress:

- Increased supply of dwellings in affected population centres to reduce over-crowding in Aboriginal community housing.
- Increased diversity in local housing to address the needs of Aboriginal communities and individuals through all stages of life.
- All dwellings in the shire's population centres are habitable and well maintained.

- Rental costs of community and social housing in the shire's population centres reflect the income levels of occupants.
- Decreased number of abandoned houses in the shire's population centres.
- Increased local aged care options within the shire's population centres
- Increased Aboriginal housing in Ivanhoe



COMMUNITY PRIORITY — SERVICES AND FACILITIES FOR CHILDREN AND YOUNG PEOPLE

Our long-term goal for services and support for children and young people:

We have a range of local services and facilities that contribute positively to the mental and physical wellbeing of our children and young people.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Increase local programs, activities and facilities to minimise the incidence of local crime and antisocial behaviour initiated by children and young people</p> <p>Develop and implement youth mentoring and leadership programs to support and guide young people in areas of respect, social responsibility and community-building</p> <p>Increase the provision of services for children and young people who encounter domestic violence and abuse</p> <p>Increase the provision of programs and services to address local drug, alcohol and tobacco abuse by children and young people</p> <p>Provide safe-houses to cater for children and young people encountering domestic violence and abuse, and drug and alcohol abuse</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>NSW Department of Sport and Recreation</p> <p>NSW Department of Family and Community Services</p> <p>NSW Department of Education and Training</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW Department of Health</p> <p>Royal Flying Doctor Service</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Police</p> <p>Catholic Care</p> <p>Uniting Care</p> <p>REDI</p>

Indicators of progress:

- Increase in local services to support and improve the lives of children and young people within the shire.
- Increase in facilities tailored to the social and recreational needs of children and young people.
- Reduction in the involvement of young people in crime and antisocial behaviour within the shire.
- Reduction in reported mental health issues in children and young people within the shire.

COMMUNITY PRIORITY — SERVICES AND FACILITIES FOR AN AGING POPULATION

Our long-term goal for services and support for an aging population:

We have a range of local services and facilities that meet the needs of an aging population.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure that long-term health and medical service planning in the shire takes account of the local aging population</p> <p>Provide appropriate services and facilities to meet the mobility needs of older people</p> <p>Ensure the availability of a range of local services to address home support needs of older people</p> <p>Establish appropriate accommodation to facilitate local aging-in-place for older people</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>NSW Department of Family and Community Services</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW Department of Health</p> <p>Royal Flying Doctor Service</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>Catholic Care</p> <p>Uniting Care</p>

Indicators of progress:

- Increase in local services to support and improve the lives of older people.
- Increase in services and facilities to meet the health needs of older people.
- Increase in accommodation options and home support services for older people.

COMMUNITY PRIORITY — LOCAL SPORT AND RECREATION

Our long-term goal for local sport and recreation:

Our communities have access to a range of local community-based organised and team sports and well maintained sporting and recreational facilities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Provide well-maintained parks, play equipment, sporting fields and facilities, swimming pools and other recreation facilities for communities in the shire</p> <p>Work with community groups to identify local sporting and recreational needs and opportunities</p> <p>Provide financial and other support for communities in the shire, to pursue new initiatives in local sporting and recreation activities</p> <p>Provide ongoing financial and other support to community groups in organising and managing community sports activities and events.</p>	<p>Wilcannia Menindee Ivanhoe White Cliffs</p>	<p>NSW Department of Sport and Recreation NSW Rugby League Central Darling Shire Council</p>

Indicators of progress:

- Increase in the range of organised and team sports available locally.
- Increased community participation in local organised and team sports.
- Towns within the shire have a range of well-maintained sporting and recreation facilities for people of all ages.

COMMUNITY PRIORITY — COMMUNITY EVENTS

Our long-term goal for community events:

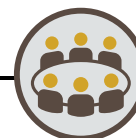
Communities across the shire are supported and strengthened by a range of well-organised community events.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Source grants and provide financial and other assistance for community events across the shire</p> <p>Provide support to shire communities in seeking grants and funding to organise community events</p> <p>Identify opportunities to establish periodic and ongoing community events</p> <p>Provide shire communities with administrative and other assistance in organising and managing community events</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>NSW Department of Sport and Recreation</p> <p>NSW Rugby League</p> <p>Central Darling Shire Council</p>

Indicators of progress:

- Increase in the number and range of community events organised within the shire.
- Increase in the leadership and participation of public, private and non-government agencies in organising and/or sponsoring community events.
- Increase in community participation in community events.

Focus area 2. Local and Regional Governance



COMMUNITY PRIORITY — SHIRE GOVERNANCE

Our long-term goal for shire governance:

Governance of Central Darling Shire is based on sound principles and practices and is representative of community needs, interests and priorities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Design and implement governance systems within the shire that are culturally responsive and ensure communities have effective local democratic structures and representation</p> <p>Undertake ongoing engagement with shire Communities to ensure their input in the design of local governance structures and services</p> <p>Manage governance of the Central Darling region in co-operation with other existing governance systems including those provided by Local Area Land Councils and the Murdi Paaki Regional Assembly and Community Working Parties</p> <p>Ensure that governance of the shire is focused on the effective planning and delivery of adequate and appropriate services and facilities to local communities</p> <p>Maintain an adequate stock of local housing for appropriate council staff</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p> <p>All rural localities</p>	<p>NSW Department of Planning, Industry and Environment – Office of Local Government</p> <p>NSW Audit Office</p> <p>Central Darling Shire Council</p> <p>Local Area Land Councils – Wilcannia and Menindee</p> <p>Murdi Paaki Regional Assembly and Community Working Parties</p>

Indicators of progress:

- Increased community participation in planning and decision-making within the shire.
- Adoption of improved systems and mechanisms to enable democratic representation of shire communities.

COMMUNITY PRIORITY — ABORIGINAL COMMUNITIES DECISION-MAKING AND REPRESENTATION

Our long-term goal for Aboriginal communities decision-making and representation:

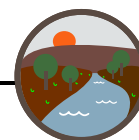
Aboriginal communities within the shire participate in planning and decision-making on issues that affect them.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure that Aboriginal communities within the shire are directly engaged and represented in the design and delivery of local services and support</p> <p>Ensure that planning and provision of services to local Aboriginal communities reflects current and future needs</p> <p>Maintain appropriate visitation to and/or presence within shire communities to ensure that services for Aboriginal communities are appropriately planned and provided to properly address community issues and needs</p> <p>Establish transparent agency reporting and accountability to ensure community awareness of ongoing funding allocations and expenditure</p> <p>Improve and increase interagency communication and collaboration to support effective service planning and delivery for local communities</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p>	<p>Central Darling Shire Council</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Aboriginal Housing Office</p> <p>NSW Department of Aboriginal Affairs</p> <p>Local Area Land Councils – Wilcannia and Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Barkindji Native Title Group Aboriginal Corporation</p>

Indicators of progress:

- Increased levels of self-determination of local Aboriginal communities in relation to issues that affect them.
- Increased local participation in the governance of Aboriginal agencies working within the shire.
- Increased local visitation and presence of Aboriginal agencies providing services to communities within the shire.

Focus area 3. Natural Environment



COMMUNITY PRIORITY — THE BAAKA / DARLING RIVER, MENINDEE LAKES AND WILLANDRA CREEK

Our long-term goals for the Baaka / Darling River:

The Baaka / Darling River, Menindee Lakes and Willandra Creek have an adequate flow of water to ensure they are clean, well-stocked with a range of fish species and are safe and attractive locations for cultural and recreational activities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Central Darling Shire Council advocates for the water needs and rights of shire communities through membership of agencies and associations including the Murray Darling Basin Authority, the Menindee SDL Working Party, the Murray Darling Association, the Australian Floodplain Association and the Barwon Darling Consumer Action Group</p> <p>Maintain environmental flows to ensure that Aboriginal communities have permanent access to cultural water</p> <p>Ensure there is a minimum of two-years water supply for all towns within the shire</p> <p>Ensure the Menindee Lakes system is subject to effective governance and water is maintained in all lakes in perpetuity</p> <p>Maintain regular flows of water to ensure all weir pools are permanently filled.</p> <p>Increase the capacity of existing bores to ensure secure water supplies for all towns within the shire</p> <p>Create protection zones along the river to preserve the riverside environment and Aboriginal cultural heritage near Wilcannia and Menindee.</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Tilpa</p>	<p>Water NSW</p> <p>NSW Department of Planning, Industry and Environment</p> <p>Essential Water</p> <p>Murray Darling Basin Authority</p> <p>NSW Department of Primary Industries</p> <p>Central Darling Shire Council</p> <p>Murray Darling Association</p> <p>Australian Floodplain Association</p> <p>Barkindji Native Title Group Aboriginal Corporation</p>

Indicators of progress:

- The Baaka/Darling River is recognised as a place of cultural and heritage significance for Aboriginal communities and is managed accordingly
- Increase in the flow volume and frequency in the Baaka/Darling River and Willandra Creek
- Decrease in presence of blue-green algae and other toxins in the Baaka/Darling River and Willandra Creek
- Increased presence and proliferation of varied fish species in the Baaka/Darling River and Willandra Creek
- Increased health of riparian zones along the Baaka/Darling River and Willandra Creek

- The Baaka/Darling River provides a safe location for cultural and recreational activities
- The Baaka/Darling River is healthy and connected to the junction with the Murray
- A RAMSAR agreement is in place for Menindee lakes system



Focus area 4. Local Economy



COMMUNITY PRIORITY — EMPLOYMENT

Our goal for employment:

People living in the shire have access to local employment opportunities in public, private and non-government sector agencies.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Develop training and employment opportunities for local Aboriginal people to ensure that council staffing reflects the cultural demographics of the shire</p> <p>Reinstate local contracts for property maintenance including building repairs, gardening, etc</p> <p>Identify and expand employment opportunities in local tourism, home services, maintenance, etc</p> <p>Identify and establish employment paths for local young people and others of employment age.</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>NSW Department of Education and Training</p> <p>TAFE NSW</p> <p>National Indigenous Australians Agency</p> <p>Regional Development Australia</p> <p>Local Area Land Councils – Wilcannia, Menindee</p> <p>Murdi Paaki Regional Assembly</p> <p>Central Darling Shire Council</p> <p>REDI</p> <p>Robinson College</p>

Indicators of progress:

- Increase in local employment opportunities.
- Reduction in local unemployment.
- Increase in agency collaboration to identify and pursue appropriate local training and employment opportunities for young people.
- Increase in the number of local people employed in agriculture, construction, maintenance and administrative roles within the shire.
- Vocational training courses provided within the shire are aligned with local employment opportunities.

COMMUNITY PRIORITY — ACCESS TO FRESH PRODUCE AND RETAIL CHOICES

Our long-term goal for access to fresh produce and retail choices:

Communities across the shire have local access to affordable fresh produce and choice in local retail outlets.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Facilitate and support new retail initiatives across the shire including market days and new small businesses</p> <p>Assist in promoting the establishment of outback stores for Wilcannia and Ivanhoe</p> <p>Promote the development of community gardens in all towns within the shire to provide communities with access to fresh produce</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>National Indigenous Australians Agency</p> <p>Regional Development Australia</p> <p>Central Darling Shire Council</p> <p>Murdi Paaki Regional Assembly</p>

Indicators of progress:

- Increase in local availability and choice of fresh produce - fruit, vegetables, meat, dairy, baked goods, etc.
- Increased numbers and diversity of local shops, cafes and restaurants.

COMMUNITY PRIORITY — TOURISM

Our long-term goal for tourism:

The shire is host to a range of services, attractions and activities that support and grow local tourism.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
Provide ongoing support to existing local tourism associations and ensure cultural diversity Facilitate the establishment of a tourism association in Ivanhoe Develop a Destination Management Plan for the shire Support and promote the establishment of new Aboriginal tourism businesses and build the capacity of existing businesses Identify and pursue opportunities to use digital technologies to promote tourism across the shire Provide training for young Aboriginal people to prepare them for work in the local tourism industry Identify future infrastructure needs to accommodate increased tourism	Wilcannia Menindee Ivanhoe White Cliffs	Destination NSW Destination country and Outback NSW Department of Planning, Industry and Environment NSW Department of Regional Communities NSW Department of Education and Training NSW TAFE Central Darling Shire Council and neighbouring councils Murdi Paaki Regional Assembly NSW National Parks and Wildlife Service Regional Development Australia Regional business and industry groups Local tourism associations

Indicators of progress:

- Increase in the number and range of Aboriginal tourism businesses within the shire.
- Increase in support for the identification and development of local Aboriginal tourism businesses.
- Increase in the number of visitors to the shire.
- Increase in the number of local people employed in tourism.
- Increase in tourism marketing and publicity about the shire.

COMMUNITY PRIORITY — AGRICULTURE

Our long-term goal for agriculture:

The economy of the shire incorporates sustainable and diverse agricultural activities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Work with Local Land Services to manage and minimise weeds and pest animals</p> <p>Identify and undertake necessary measures to ensure the ongoing biosecurity of local agriculture</p> <p>Undertake necessary measures to ensure water security for local agriculture</p> <p>Explore opportunities to promote 'paddock to plate' regional business practices</p> <p>Promote market days and gate sales for local produce</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p> <p>All rural localities</p>	<p>Central Darling Shire Council</p> <p>NSW Department of Primary Industries</p> <p>Local Land Services</p> <p>NSW National Parks and Wildlife Service</p> <p>Water NSW</p> <p>NSW Department of Planning, Industry and Environment</p> <p>Local primary producers</p>

Indicators of progress:

- Local agricultural industries continue to contribute significantly to the shire's economy.
- Minimal loss of agricultural land to other activities.
- Increase in the volume of river water available to local agriculture.
- Increase in the number of local people employed in the agricultural sector within the shire.

Focus area — 5. Rural and Urban Land Use



COMMUNITY PRIORITY — LAND AVAILABILITY FOR HOUSING

Our long-term goal for land availability:

We have land allocated in our towns and appropriate policies to identify new housing development opportunities and enable the creation of new housing to reflect the needs of local communities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure the Local Environment Plan is developed to reflect local housing needs</p> <p>Identify land areas in Wilcannia, Menindee and Ivanhoe for new housing development</p> <p>Identify land areas in Wilcannia, Menindee and Ivanhoe for further development of social and community housing</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p>	<p>Central Darling Shire Council</p> <p>NSW Department of Planning, Industry and Environment</p> <p>NSW Crown Lands</p> <p>Barkindji Native Title Group Aboriginal Corporation</p>

Indicators of progress:

- Land availability in towns within the shire is adequate to facilitate the establishment of new housing development.
- Land areas are identified for the establishment of new housing in urban areas within the shire.

COMMUNITY PRIORITY — GREENING AND BEAUTIFICATION OF TOWNS

Our long-term goal for greening and beautification of towns:

Our towns and town entrances are attractive, green and welcoming to local people and visitors.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
Develop and maintain streetscape masterplans for towns and villages within the shire Develop attractive town entrances for each town and village within the shire including acknowledgement of Country signs Develop an ongoing program to plant street trees throughout towns and villages within the shire Extend footpaths and kerb and gutter throughout urban areas in Wilcannia and Menindee Establish ongoing water supply to enable the greening of roadside verges in urban areas of Wilcannia and Menindee Develop projects to install heritage signage and wayfinding for towns within the shire Identify and secure funding for town beautification projects	Wilcannia Menindee Ivanhoe White Cliffs Sunset Strip	Central Darling Shire Council Water NSW

Indicators of progress:

- Increased application of shade solutions including street trees, shade sails, roofing, etc, to open spaces in towns across the shire.
- Increase in the number of street trees in urban areas within the shire.
- Increased availability and utilisation of raw water for greening of grass verges, parks, sports fields, recreation areas, etc.
- Design and application of measures to manage and reduce dust in urban areas across the shire.
- Design and application of measures to beautify the entrances to towns across the shire.
- Improvements in maintenance of infrastructure and vegetation in town parks across the shire.

COMMUNITY PRIORITY — LOCAL HERITAGE

Our long-term goal for local heritage:

Our Aboriginal and European heritage is preserved and celebrated.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure that local Aboriginal and European heritage sites and buildings and places of cultural values are well maintained and preserved</p> <p>Identify grants and funding to promote and support local heritage projects</p> <p>Identify opportunities and associated funding for heritage listing and maintenance of significant buildings and environmental features</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p>	<p>NSW Department of Planning, Industry and Environment</p> <p>Central Darling Shire Council</p> <p>NSW Department of Aboriginal Affairs</p> <p>National Indigenous Australians Agency</p> <p>NSW National Parks and Wildlife Service</p> <p>Murdi Paaki Regional Assembly</p>

Indicators of progress:

- Aboriginal significant sites within the shire are identified and heritage listed
- Funding is increased for local heritage projects and heritage listings
- Buildings of heritage significance within the shire are listed and preserved

Focus area 6. Infrastructure and Services



COMMUNITY PRIORITY – TELECOMMUNICATIONS AND ELECTRICITY INFRASTRUCTURE

Our long-term goal for telecommunications and electricity supply:

Local telecommunications and electricity infrastructure is state-of-the-art, well maintained and able to provide comprehensive, reliable services to communities across the shire.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Advocate for the establishment of infrastructure to provide free WiFi and data in urban areas across the shire</p> <p>Expand and strengthen mobile phone coverage and eliminate black spots across the shire</p> <p>Lobby for the introduction of NBN services to communities within the shire</p> <p>Improve the capacity of the mobile tower battery backup systems across the shire to ensure mobile phone access during power outages</p> <p>Upgrade and improve electricity infrastructure to meet demand and guarantee continuous supply to all communities within the shire</p> <p>Lobby for the introduction of multiple providers of communications services and electricity to the shire</p> <p>Investigate options to reduce the cost of domestic electricity supply including the installation of local alternative energy options</p> <p>Improve local reception of regional television channels and radio stations</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p> <p>All rural localities</p>	<p>Department of Infrastructure, Transport, Regional Development and Communications</p> <p>Telstra</p> <p>Essential Energy</p> <p>NBN Corporation</p> <p>Central Darling Shire Council</p>

Indicators of progress:

- Telecommunications infrastructure enables adequate mobile and internet coverage in all urban and rural locations within the shire.
- Accessibility and pricing of mobile telecommunications addresses the high dependency of shire communities on mobile services and the challenges of living in remote communities.
- Telecommunications infrastructure across the Shire is improved and well-maintained to ensure dependable service at all times.
- Electricity infrastructure across the shire is improved and well-maintained to minimise power outages and ensure dependable service at all times.
- Communities within the shire have access to public WiFi networks and the NBN to support internet access for domestic, commercial, community and government activities.

COMMUNITY PRIORITY — DRINKING WATER

Our long-term goal for drinking water:

Communities across the shire have access to clean, reliable supplies of potable water.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure that water treatment plants under council's management are well-maintained and comply with Australian Drinking Water Guidelines</p> <p>Ensure that all relevant state agencies are working effectively to facilitate the availability of clean drinking water for all towns within the shire</p> <p>Investigate alternative drinking water supplies, including bore water, for White Cliffs</p> <p>Identify and secure funding to upgrade and improve water treatment plants within the shire</p> <p>Facilitate the transfer of ownership of water treatment plants within the shire to state government with council managing plants under contract</p> <p>Maintain water-carting services to identified properties when required.</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p>	<p>NSW Department of Planning, Industry and Environment</p> <p>Water NSW</p> <p>Central Darling Shire Council</p>

Indicators of progress:

- Increase in the flow frequency in the Baaka/Darling River and Whylandra Creek.
- Increase in the flow volume in the Baaka/Darling River and Whylandra Creek.
- Decrease in presence of blue-green algae and other toxins in the Baaka / Darling River and Whylandra Creek.
- Adequate water storage and/or supply infrastructure in the shire's population centres to ensure the dependable supply of potable water to all households.
- Water treatment facilities operational where required in shire's population centres to ensure the dependable supply of potable water to all households.

COMMUNITY PRIORITY — LOCAL AND REGIONAL ROADS

Our long-term goal for local and regional roads:

Our road network enables safe and reliable access between local and regional population centres.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure ongoing rural and regional equity of access</p> <p>Develop and maintain the Central Darling Shire Roads Hierarchy and Service Levels plan</p> <p>Maintain an annual schedule of road works according to the Asset Management Plan</p> <p>Ensure ongoing funding to provide road maintenance and upgrade services across the shire</p> <p>In partnership with neighbouring councils, advocate for additional funding for the sealing of priority roads throughout the shire and the region according to the Regional Transport Plan</p> <p>Increase and expand road signage for tourism</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p> <p>All rural localities</p>	<p>Central Darling Shire Council</p> <p>Transport for NSW (Roads and Waterways)</p> <p>Department of Infrastructure, Transport, Regional Development and Communications</p>

Indicators of progress

- Unsealed roads are adequately maintained to facilitate dependable, safe transit throughout the shire in all weather conditions.
- Sealed roads are adequately maintained to facilitate dependable, safe transit throughout the shire.
- Road maintenance and upgrade programs for the shire are designed and costed with the intent to seal all roads connecting all significant local and regional population centres.

COMMUNITY PRIORITY — WASTE MANAGEMENT

Our long-term goal for local landfill sites:

Waste management processes and landfill sites across the shire are well managed and maintained.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Prepare and maintain management plans for all landfill sites within the shire</p> <p>Identify opportunities and funding for the introduction of local recycling programs</p> <p>Identify opportunities and funding for improvement of local domestic and commercial waste collection services</p> <p>Identify opportunities and funding for improvement of local landfill sites</p> <p>Investigate the viability of kerb-side recycling collection in Wilcannia, Menindee and Ivanhoe</p> <p>Seek funding for measures to improve waste management in the shire and increase the diversion of waste from landfill</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Sunset Strip</p> <p>Tilpa</p>	<p>Central Darling Shire Council</p> <p>NSW Department of Planning, Industry and Environment</p> <p>NSW Environment Protection Authority</p> <p>NSW Crown Lands</p>

Indicators of progress:

- Increased management and monitoring of landfill sites within the shire.
- Increased community information and education about use of local landfill sites.
- Improved management and storage of toxic materials at all landfill sites within the shire.
- Introduction of recycling facilities and programs in all population centres within the shire.
- Each landfill within the shire has full life cycle costings and a rehabilitation plan in place.

COMMUNITY PRIORITY — LOCAL SERVICES

Our long-term goal for local services:

Services provided to local Aboriginal and other communities are designed and delivered based on ongoing engagement and comprehensive understanding of community needs, issues and priorities.

STRATEGIES TO ACHIEVE OUR GOAL	AFFECTED COMMUNITIES	RESPONSIBLE AGENCIES
<p>Ensure the planning and provision of services to Central Darling Shire communities reflects current and future community needs</p> <p>Undertake appropriate interagency liaison and ongoing engagement with local communities to facilitate a detailed understanding of existing communities and their current and future needs</p> <p>Maintain appropriate visitation to and/or presence within shire communities to ensure services are appropriately planned and provided to properly address community issues and needs</p> <p>Provide local and regional public transport servicing all population centres within the shire</p> <p>Identify and implement incentives to support staff retention within essential services (health, education, etc.) operating within the shire</p>	<p>Wilcannia</p> <p>Menindee</p> <p>Ivanhoe</p> <p>White Cliffs</p> <p>Tilpa</p> <p>All rural localities</p>	<p>NSW Department of Health</p> <p>Maari Ma Health Aboriginal Corporation</p> <p>NSW Aboriginal Housing Office</p> <p>NSW Department of Aboriginal Affairs</p> <p>Central Darling Shire Council</p> <p>Local Area Land Councils – Wilcannia and Menindee</p> <p>Royal Flying Doctor Service</p> <p>NSW National Parks and Wildlife Service</p> <p>Transport for NSW</p> <p>Murdi Paaki Regional Assembly</p> <p>Barkindji Native Title Group Aboriginal Corporation</p> <p>Catholic Care</p> <p>Uniting Care</p>

Indicators of progress:

- Increased engagement with local Aboriginal communities by State, federal and non-government agencies in designing and delivering services to the shire.
- Increased visitation and presence within the shire by state, federal and non-government service providers to ensure a comprehensive understanding of local issues and build positive relationships with local communities.
- Increased transparency and reporting regarding the allocation and expenditure of funding to Aboriginal service organisations.
- All population centres within the shire are connected locally and regionally through provision of regular public transport services.

SECTION 3

Community Engagement Strategy



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INTRODUCTION

This Community Engagement Strategy provides an account of community and stakeholder engagement processes that were implemented for the development of the Central Darling Shire Community Strategic Plan. This strategy will also guide the council in future engagement endeavours and activities across the shire.

The purpose of the Community Engagement Strategy is stated in the NSW Local Government Act (1993) and the Integrated Planning & Reporting Manual (2013) as follows:

Community Engagement

- *Each council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan.* (NSW Local Government Act, 1993)

How should the community be involved in preparing the Community Strategic Plan?

- *As a minimum, the Community Engagement Strategy prepared and implemented by the council must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.* (Integrated Planning and Reporting Manual, 2013)

This strategy identifies specific localities, population groups and organisations within the Central Darling Shire local government area targeted for engagement process and describes the approaches and methodologies used. It also identifies the principles guiding community engagement processes and the engagement methodologies used in the development of council's Community Strategic Plan.

In addition, this Community Engagement Strategy identifies engagement outcomes for the community and relevant local, state, federal and non-government agencies. This is intended to guide and inform the design and implementation of council's engagement process for community strategic planning and other activities in the long-term.

THE GUIDING PRINCIPLES OF COUNCIL'S COMMUNITY STRATEGIC PLANNING AND SERVICE DELIVERY

Community strategic planning processes in Central Darling Shire Council are guided by principles applying to social justice and sustainability. These principles are as follows:

Social justice principles:

- | | |
|------------------------|--|
| EQUITY — | There is fairness in the distribution of resources. |
| RIGHTS — | Peoples' rights are recognised and promoted. |
| ACCESS — | People have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life. |
| PARTICIPATION — | People have opportunities for genuine participation and consultation about decisions affecting their lives. |

Sustainability Principles:

- SOCIAL ENHANCEMENT** — Agency decisions-making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities.
- ENVIRONMENTAL QUALITY** — Resources are used prudently in the delivery of services and facilities, improving overall environmental amenity, while reducing the effect on natural assets.
- ECONOMIC PROSPERITY** — Sustainable local development of jobs, business prosperity and market growth is promoted and supported.
- GOVERNANCE** — Agency business and activities are managed and undertaken in a manner that is transparent and accountable and achieve the long-term goals of the organisation.

STAKEHOLDERS IN THE CENTRAL DARLING SHIRE

To enable completion of the Community Strategic Plan for Central Darling Shire Council, the following localities and sectors of the community were identified as important participants in community engagement process. These included:

- Aboriginal communities and organisations in Wilcannia, Menindee and Ivanhoe
- Urban and rural communities in the towns and localities of Wilcannia, Menindee, Ivanhoe, White Cliffs, Sunset Strip and Tilpa
- Non-resident owners of properties in Sunset Strip
- School students
- Council staff
- State and federal government agencies
- Non-government agencies

Particular consideration was given to engagement approaches and methods to address the needs and interests of these participants.

OUTCOMES OF COMMUNITY ENGAGEMENT

In working towards the development and completion of the Integrated Planning and Reporting framework, community engagement processes conducted across Central Darling Shire were designed and managed to deliver the following community (external) and organisational (internal) outcomes:

Outcomes for communities

- Identify community priorities and expectations for the future of the local area
- Build positive relationships between the council and local communities
- Foster a greater community understanding of the role and responsibilities of the council
- Build community ownership of and connectedness with the council's Community Strategic Plan

- Provide opportunities for all community members to participate in the development of a vision and long-term goals for the future of the local area
- Foster common understandings and productive relationships with other service delivery agencies
- Determine community expectations regarding council's service levels

Outcomes for the council and other state, federal and non-government organisations

- Develop clear strategic objectives to work towards in designing and delivering services to communities of the Central Darling Shire
- Build the capacities of all agencies in working with local community groups
- Development of a cross-council understanding of and familiarity with local communities
- Create opportunities to examine how staff roles and activities relate to the broader community
- Facilitate greater organisational understanding of and involvement in the Integrated Planning and Reporting process
- Provide council staff with opportunities for frontline involvement in community engagement activities

COMMUNITY ENGAGEMENT METHODS

In order to gather the data and community feedback required to compile the Community Strategic Plan, two methods were used across three stages as the basis for community engagement:

Initial engagement meetings to:

- Build relationships with local community leaders and others
- Obtain local perspectives about appropriate approaches and timing for main visioning forums
- Assess local venues and support services in preparation for visioning forums

Visioning forums for:

- Broad communities in the Wilcannia, Menindee, Ivanhoe, White Cliffs, Sunset Strip and Tilpa
- Aboriginal communities in Wilcannia and Menindee
- School students in Wilcannia, Menindee, Ivanhoe and White Cliffs
- Community Working Party and Local Aboriginal Land Council representatives in Wilcannia and Menindee
- Indoor and outdoor staff of council

Survey:

- A survey will be prepared and distributed widely throughout the LGA. The survey will adopt the same Appreciative Inquiry approach as the forums and will be available to complete in hard copy and online via the council's website.

Eighteen visioning forums were held across the council area:

- WILCANNIA — Mission • Mallee • Top End • Central • General community • Central School
- MENINDEE — General community (x 2) • CWP • Central School
- SUNSET STRIP — General community (x 2)
- IVANHOE — General community • Central School
- WHITE CLIFFS — General community • Primary School
- TILPA — General community
- COUNCIL STAFF

Survey

Survey distribution and collection was undertaken by council staff for a defined period of time before and after the visioning forums. The process comprised two main activities:

- Broad distribution of hard-copy surveys in Wilcannia, Menindee, Ivanhoe, White Cliffs and Sunset Strip
- Web-based surveys for download or completion online via council's website and Facebook page

PUBLICITY AND COMMUNITY INFORMATION

To enable the community strategic planning process to develop a high profile within the local community, the community engagement processes were preceded by wide publicity to inform communities about the community forums and the survey. Publicity and community information initiatives included:

- Local radio publicity and interviews
- Local newspapers — articles • press releases • council advertisements
- Town • village • school newsletters
- Widely distributed posters and flyers to give the community strategic planning and community engagement processes a distinct profile

SECTION 4

Links to State and Regional Plans



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The following are external plans developed by state, federal and non-government agencies that Central Darling Shire Council recognises and refers to in the course of its operations.

- NSW State Plan 2021 (*NSW Government*)
- Far West Regional Plan 2036 (*NSW DPIE*)
- Far West Regional Plan 2013–2023 (*Regional Development Australia, Far West NSW*)
- Far West Regional Action Plan (*Regional Development Australia, Far West NSW*)
- Strategic Plan 2016–2021 (*NSW Health Far West Local Health District*)
- FWJO Statement of Strategic Regional Priorities (*Far West Joint Organisation*)
- Destination 2036 (NSW Office of Local Government)
- Future Transport Strategy 2056 (*Transport for NSW*)
- The Far West Regional Economic Development Strategy 2018–2022 (Regional Development Australia Far West)
- Murray Darling Basin Plan (*Murray Darling Basis Authority*)
- Western Weirs Program Strategic Business Case (*WaterNSW & Department of Planning Industry and Environment — Water*)
- Statewide Destination Management Plan 2019 (*Destination NSW*)
- Far West Sport and Active Recreation Plan 2018–2023 (*NSW Office of Sport*)
- Office of Sport Strategic Plan 2020–24 (*NSW Office of Sport*)
- Maari Ma Strategic Plan 2020–2024 (*Maari Ma Health Aboriginal Corporation*)
- Murdi Paaki Regional Plan 2016 (*Murdi Paaki Regional Assembly*)
- Community Working Party Action Plans — Wilcannia, Menindee, Ivanhoe (*Murdi Paaki Regional Assembly*)



**CENTRAL
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