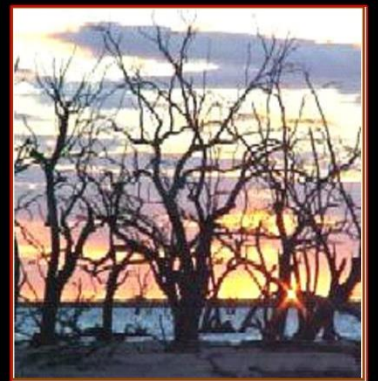
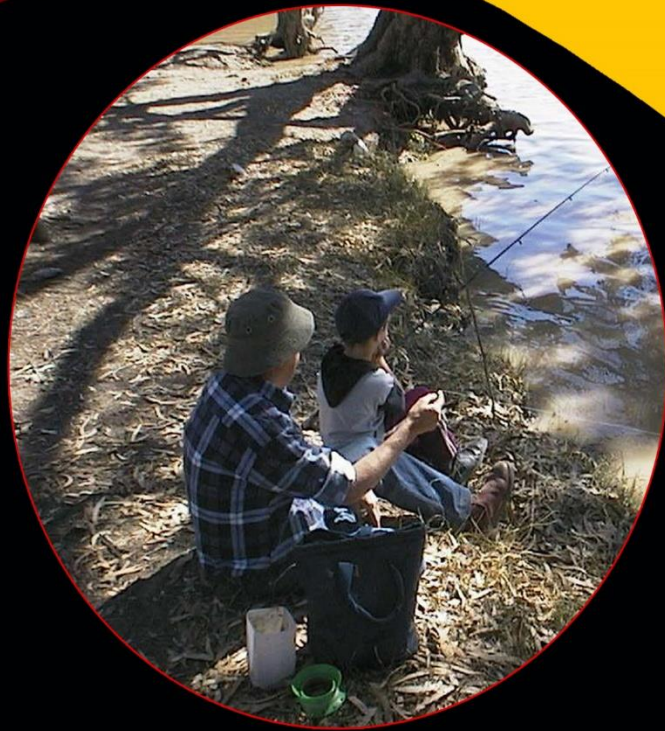


# CENTRAL DARLING SHIRE

# Community Strategic Plan



2017-27

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# Administrator's Foreword

The Central Darling Shire is a vibrant area of Australia to live in encompassing vast lands, rich heritage and diverse culture. However, the practical reality is such that there have been considerable difficulties experienced over recent years by our communities and their local institutions, including the Shire Council organisation itself.

Despite the tyranny of distance and a harsh environment, the Shire's history is rich in agricultural success and cultural and social diversity. More than 150 years of work and commitment by our predecessors have seen our community develop under sometimes difficult and challenging circumstances.

In order to confront those challenges, and to continue the progress made by our forebears, a pragmatic vision for the future is required.

This Community Strategic Plan provides that vision for a better social, economic and environmental future for the Central Darling Shire. The Community Strategic Plan is not just about the Council, however. It is about how the Council will represent its community – by delivering services, by advocating on the community's behalf and by exercising leadership.

The Community Strategic Plan has been developed following a broad consultation process involving the community and will provide the basis of the how the Council will deliver for its community over the next ten years.

The goals, objectives and strategies that have been developed and incorporated in the Community Strategic Plan will require regular review, if they are to maintain relevance and stay focused on the needs of the Shire's community and the achievement of the vision in a changing environment.

As a community, we have developed and voiced a strong desire for improvement in a broad range of areas including housing, health, infrastructure, education and employment and access to services. To achieve this will require cooperation, collaboration and commitment from all of us and our partner organisations in government and the community.

I look forward to working with all of those partners, and the community itself, in delivering on this vision.

**Greg Wright**

Administrator, Central Darling Shire Council

# Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council will prepare. The Community Strategic Plan is the community's vision for the future. The purpose of the Plan is to identify the community's main priorities and aspirations for the future, and plan strategies to achieving these goals. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve these goals. This is paramount for Central Darling Shire to ensure stability not only in the short-term, but providing a stable foundation for future growth in the Shire.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. The Community Strategic Plan is designed to be delivered as a partnership between Council, state agencies, community groups and individuals. It addresses a broad range of issues that are relevant to the community.

As part of developing Central Darling Shire's Community Strategic Plan, a Community Engagement Strategy was prepared and implemented by Council. The plan identified relevant stakeholder groups within the community and methods used to engage each group.

Central Darling Shire's Community Strategic Plan has been developed to ensure that a clear direction is mapped out which will lead to improved services and outcomes for the people of the Central Darling Shire and to ensure that the Council as an organisation will continue to provide leadership in a challenging and changing environment.

The Community Strategic Plan should address four key questions:

- Where are we now?
- How will we get there?
- Where do we want to be in 10 years' time?
- How will we know we've arrived?

Local Government undertakes strategic planning to achieve a desired vision (*where we want to be*) for their community. This can only be achieved through close co- operation, support and partnerships with those individuals and external organisations that can influence decision making and delivery of services.

The establishment of a common vision and organisational mission (*why we exist, whom we serve, what we deliver*), enables the development of key goals (*major outcomes linked to achieving the vision*) for the organisation. These goals provide the framework for development of the objectives (*key outcomes to attain goals*) and implementation strategies (*specific activities to achieve objectives and fulfil the mission*).

Once the goals, objectives and strategies of the Community Strategic Plan have been developed, individual actions or processes need to be developed to implement strategies; these are defined at the Delivery Program and Operational Plan level.

The Community Strategic Plan spans a ten-year period and is reviewed every four years. From 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years (so that it is always a 10-year minimum plan).

# What is the basic structure of the Community Strategic Plan?

The Community Strategic Plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we've arrived?

The Community Strategic Plan also includes:

- A community vision statement.
- Strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community.
- Strategies for achieving each objective.
- The Community Strategic Plan must identify assessment methods for determining whether the objectives are being achieved.

Several steps were identified as part of the development of a Community Strategic Plan.

*Step 1: Desktop Analysis to identify existing plans and relevant information relevant to the development of the Community Strategic Plan*

*Step 2: Community Consultation*

*Step 3: Senior Management and Administrator Workshops and Planning Meetings*

*Step 4: Development of Plans, Programs, Strategies & Actions – Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan*

*Step 5: Community Consultation & Review (public exhibition 28 days – community comment)*

*Step 6: Launch – Community Strategic Plan*

# Integrated Planning and Reporting Framework



## Community Strategic Plan (10+ years)

Identifies the community's main priorities and aspirations for the future with strategies for achieving these goals.

## Delivery Program (4 years)

Translates the community's strategic goals into activities and actions. It outlines what the newly elected Council intends to do towards achieving these goals during its term of office and what its priorities will be.

## Operational Plan (Annual)

Spells out the details of the Delivery Program, the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.

## Resourcing Strategy

Outlines who is responsible for what in terms of the issues identified in the Community Strategic Plan. The Resourcing Strategy consists of three components; Long Term Financial Planning (10+ years), Workforce Management Planning (4+ years) and Asset Management Planning (10+ years)

## Annual Report

Key points of accountability between Council and the community. It focuses on Council's implementation of the Delivery Program and Operational Plan.

The NSW Local Government planning and reporting framework replaces the former Management Plan and Social Plan with an integrated approach including a long-term Community Strategic Plan and Resourcing Strategy.

The system recognises that communities do not exist in isolation; they are part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction. Neither do Council plans exist in isolation. Land use and infrastructure planning produces social, environmental and economic outcomes, and vice-versa - they are connected.

The Community Strategic Plan is based on the four interrelated social justice principles of equity, access, participation, and rights.



**Equity** – there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take 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.



# Community Engagement

Central Darling Shire is the largest Shire in NSW and yet has the smallest population. It covers an area about the size of the main island of Tasmania and yet has a population of less than 2,000 people. The Shire is extremely diverse with four main communities that are all different in their commerce, geography and cultures. The Shire also has an aging population, limited internet access and the Council has limited funds. Keeping these things in mind, a Community Engagement Strategy was adopted and the main source of engagement and feedback was using hardcopy and online surveys, contacting key stakeholders and leaders in each community. In addition to this, widespread distribution of surveys were available in common locations and advertising conducted using various media outlets within the Shire.

## Survey

In February 2017, Central Darling Shire Council circulated a survey to Government and Non-Government organisations and agencies, business owners; schools; S355 Committee Chairpersons; persons considered to be community leaders, shire staff and residents. In total 181 surveys were distributed. The community strategic planning process and consultation period seeking input from the community and key stakeholders was advertised in all newspapers and newsletters both in the Shire and surrounding the Shire; in total 4 newspapers and 6 newsletters. Notices were also placed in all Council offices and the Post Offices in the Shire; in total 3 offices and 5 Post Offices.

The survey focused on the following key questions:

- What do you really like about your community and Central Darling Shire? What's important to you and your family? What keeps you here?
- What do you think attracts other people to your community and Central Darling Shire?
- What would make you decide to leave your community or Central Darling Shire?
- If you could change anything to do with your community or Central Darling Shire, what would it be?
- Number in order of priority the top 5 services or facilities that are most important to you (and your family or organisation/group you represent) right now

- Number in order of priority the top 5 services or facilities that are most important to you (and your family or organisation/group you represent) for the future (next 10+ years).
- What improvements (services or facilities - existing or new) would you like to see in your community or Central Darling Shire area in the next 5-10 years?
- How would you like to see your community and Central Darling Shire in 10 years from now? Describe it for us please.
- If Council was able to undertake one major project (for example improve or upgrade existing or develop new facility or service) in your community or Central Darling Shire in the next 10 years, what would you like it to be? Why?
- Is there anything else you would like to tell us?

The survey was available for input from 1 February to 28 February 2017. A total of 52 surveys were received as part of the Community Consultation process. Of these 52 surveys, 39 were completed in hardcopy and 13 completed online.

## Consultation Process

Council consulted with its community in a more ad hoc but targeted information gathering process as a result of its current appointment of an Administrator following the dismissal of the Council by the State Government in 2014. The Administrator is based in Sydney, generally attends the district once per month, but also attends other times as required (and available) for other community events and meetings. The Administrator and General Manager attend regular scheduled town visits approximately every 2 months on rotation across the principal towns of Ivanhoe, Menindee, Sunset Strip, White Cliffs and Wilcannia. Other consultations are generally targeted by need by the responsible officer concerned. Officers also visit the respective towns for direct consultation/advice with individual residents as required.

Monthly Council meetings have an opportunity for member(s) of the public to raise a question or comment to the Administrator during the formal Council meeting, and these meetings are open to the public.

Council has several Section 355 Committees across the Shire whose primary purpose is generally to enable to community members to be part of those committees to assist the Council in maintaining and utilising a community asset (halls, swimming pools, sale yards etc.). Staff interact with those committees who propose capital and maintenance projects for those assets.



# Our Region



The Central Darling area has significant Indigenous cultural heritage being home to the Paakantji people and later the Ngiyampaa (Nyampa) or camp people who moved into the Menindee area from Carowra Tank in the 1930's. Many of the Aboriginal people living in Wilcannia, Menindee and Ivanhoe today belong to these tribes, with Elders and Community Leaders being traditional custodians of the area. Originally the Paakantji people covered a very wide area and spoke the same language with some variations. Archaeologists have positive evidence of occupation dating back 26,000 years.

European settlement along the Darling commenced around 1840 when pastoralists began to move into the area. The Central Darling runs were gradually consolidated following the opening up of the River for steamboat navigation. Central Darling Shire was constituted on the 1st of May, 1959 encompassing an area of almost 53,000 square kilometres, making it the largest Local Government Area (LGA) in New South Wales. Conversely, population figures for the Shire are one of the lowest being less than 2,000 residents dispersed throughout the towns of Ivanhoe, Menindee, White Cliffs and Wilcannia, and its localities of Darnick, Mossgiel, Sunset Strip and Tilpa. 98% of the Shire is divided into 268 grazing properties. The Shire suffers from isolation with Wilcannia, its main population centre, located approximately 200 kilometres east of Broken Hill.

The Shire is characterised by a small and declining population. About thirty-eight percent of the population consists of Aboriginal people who live mainly in Ivanhoe, Menindee and Wilcannia.

Major issues include water security, lack of employment opportunities, health, education, public order and safety, transport, communication, housing and lack of 'normal' community services.

The principal economic activities within the Shire include pastoral, horticulture,

agriculture, opal mining and tourism. Rural grazing properties represent the largest land use within the Shire, accounting for 97% of the entire area.

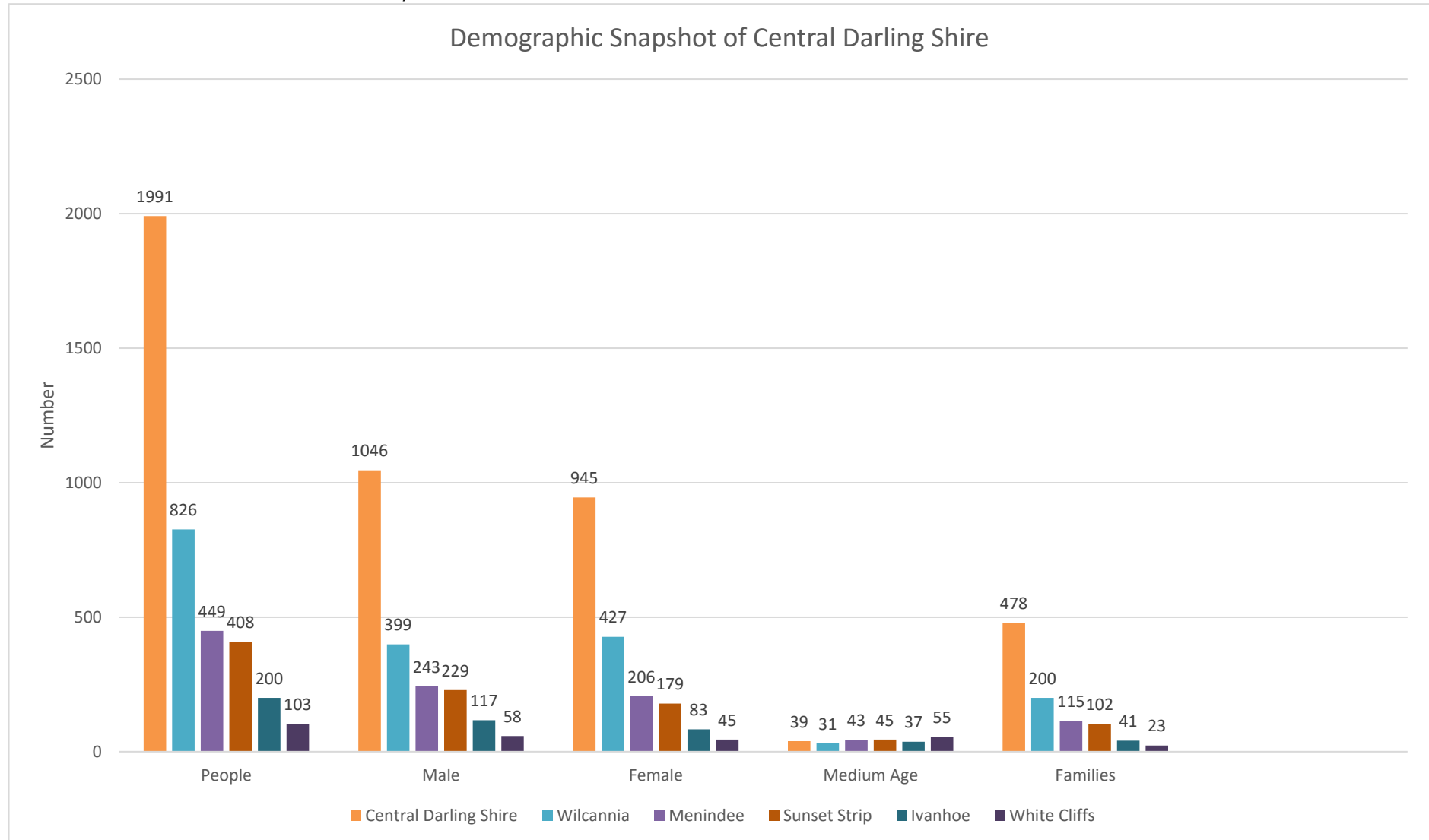
Tourism is Central Darling Shire's newest industry, employing a number of residents and providing economic benefit to businesses, community groups and individuals throughout the Shire. Tourism's economic benefit per annum is significant to the region.

Tourism in the Central Darling Shire is based on the region's many significant natural and man-made attractions, and its unique cultural and heritage resources.



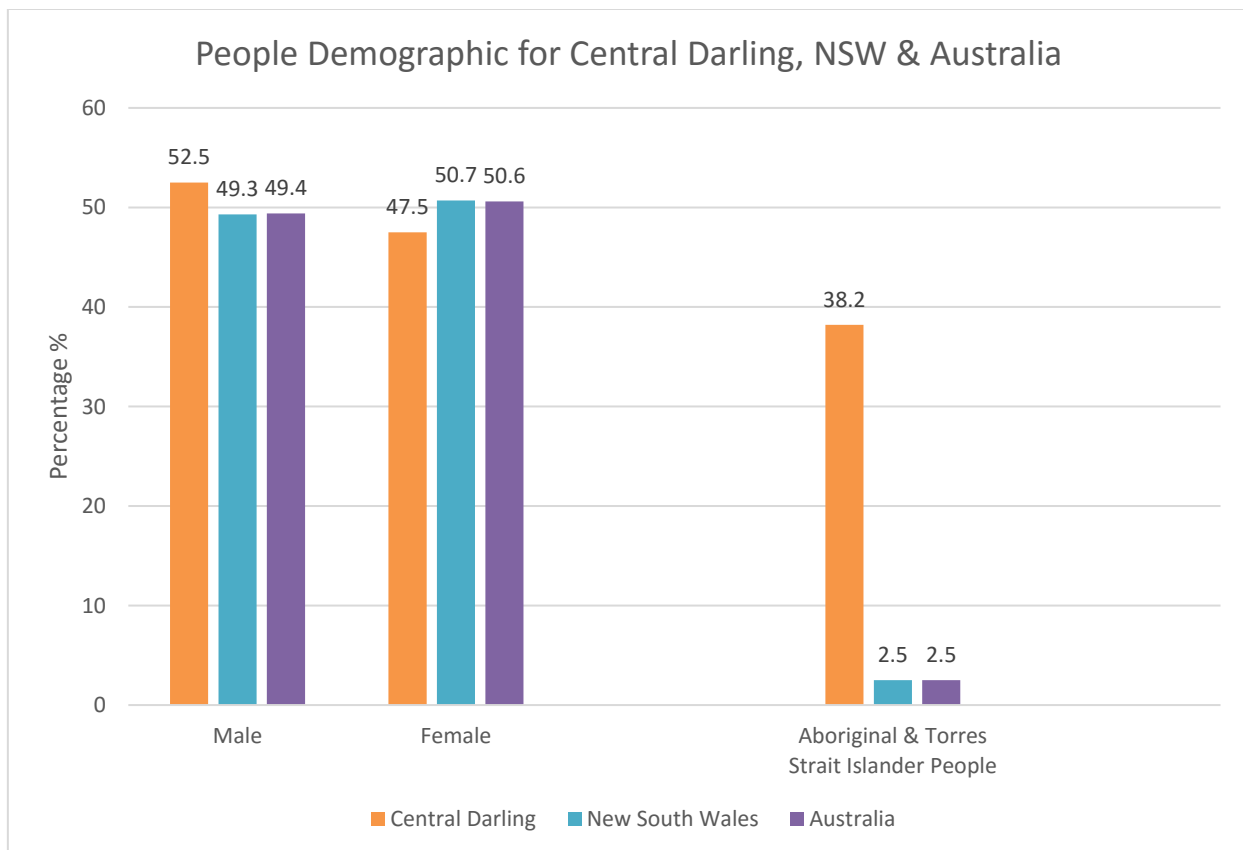
# Where are we now?

The following is demographic snapshot of Central Darling Shire (Australian Bureau of Statistics, 2011 Census). 2016 Census data is due to be released by the Australian Bureau of Statistics mid to late 2017.

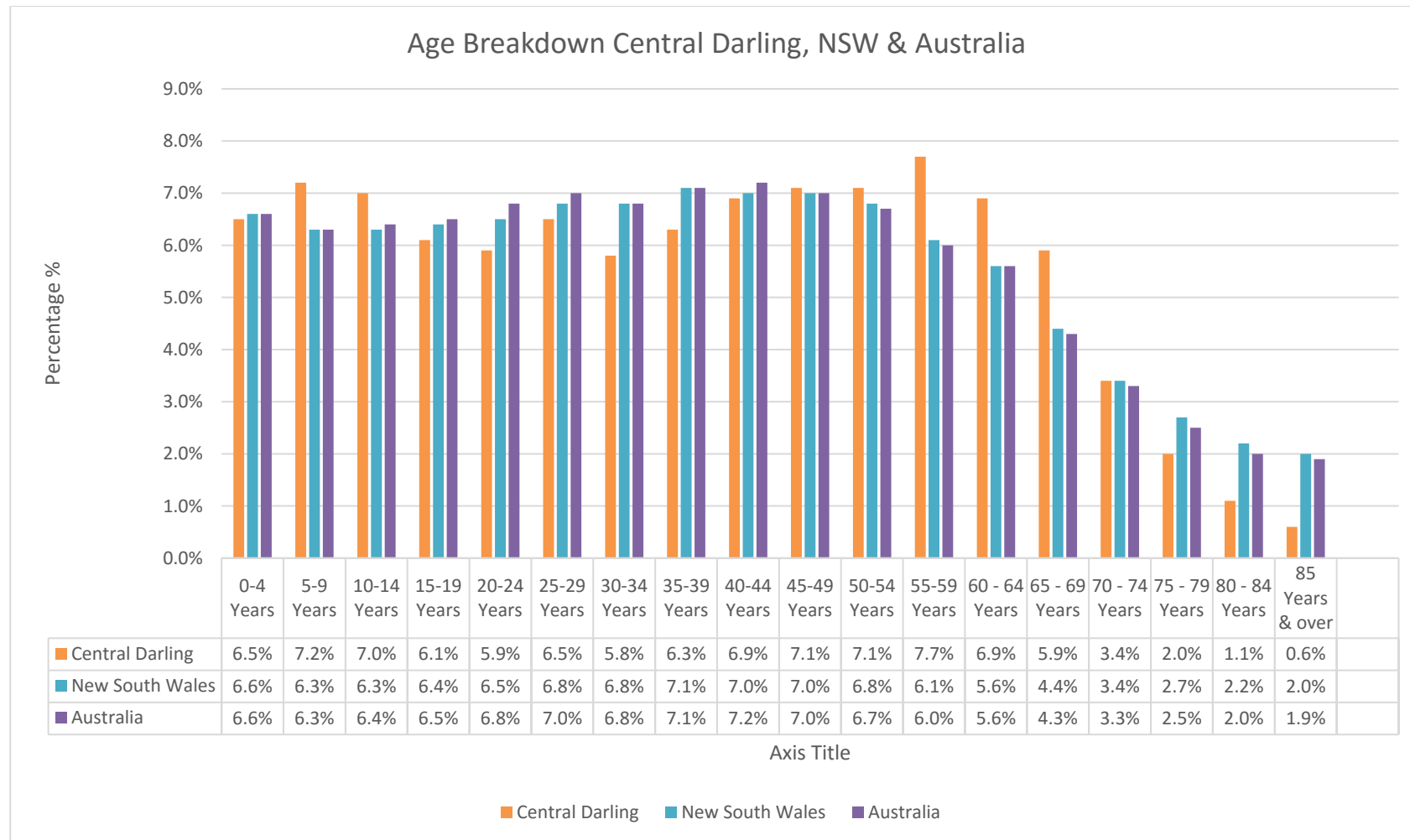


**Central Darling Shire Household Snapshot**

All private dwellings	1,218
Average people per household	2.4
Median weekly household income	\$787
Median monthly mortgage repayments	\$300
Median weekly rent	\$65
Average motor vehicles per dwelling	1.6

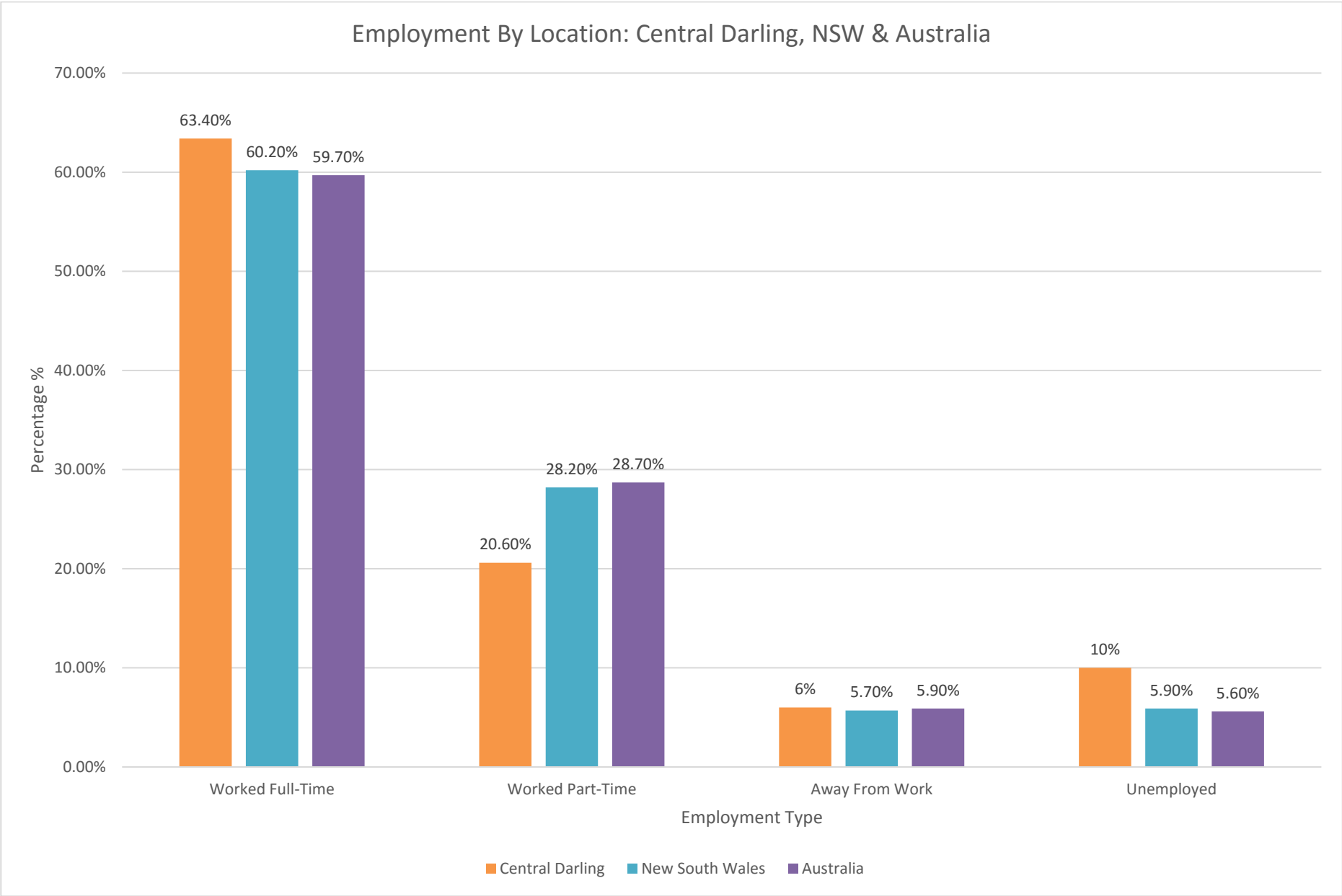


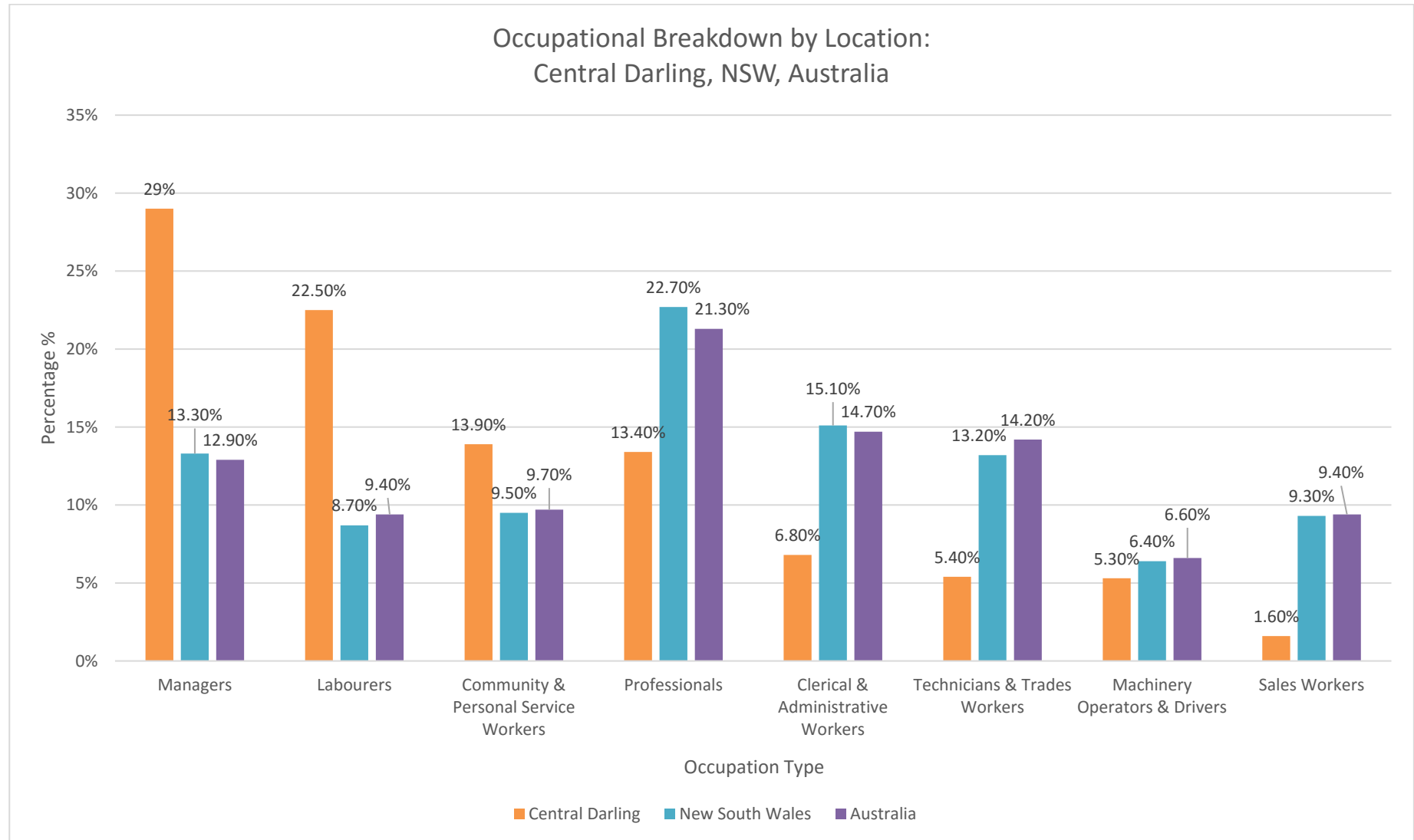
In the 2011 Census, there were 1,991 people in Central Darling (A) (Local Government Areas) of these 52.5% were male and 47.5% were female. Aboriginal and Torres Strait Islander people made up 38.2% of the population.



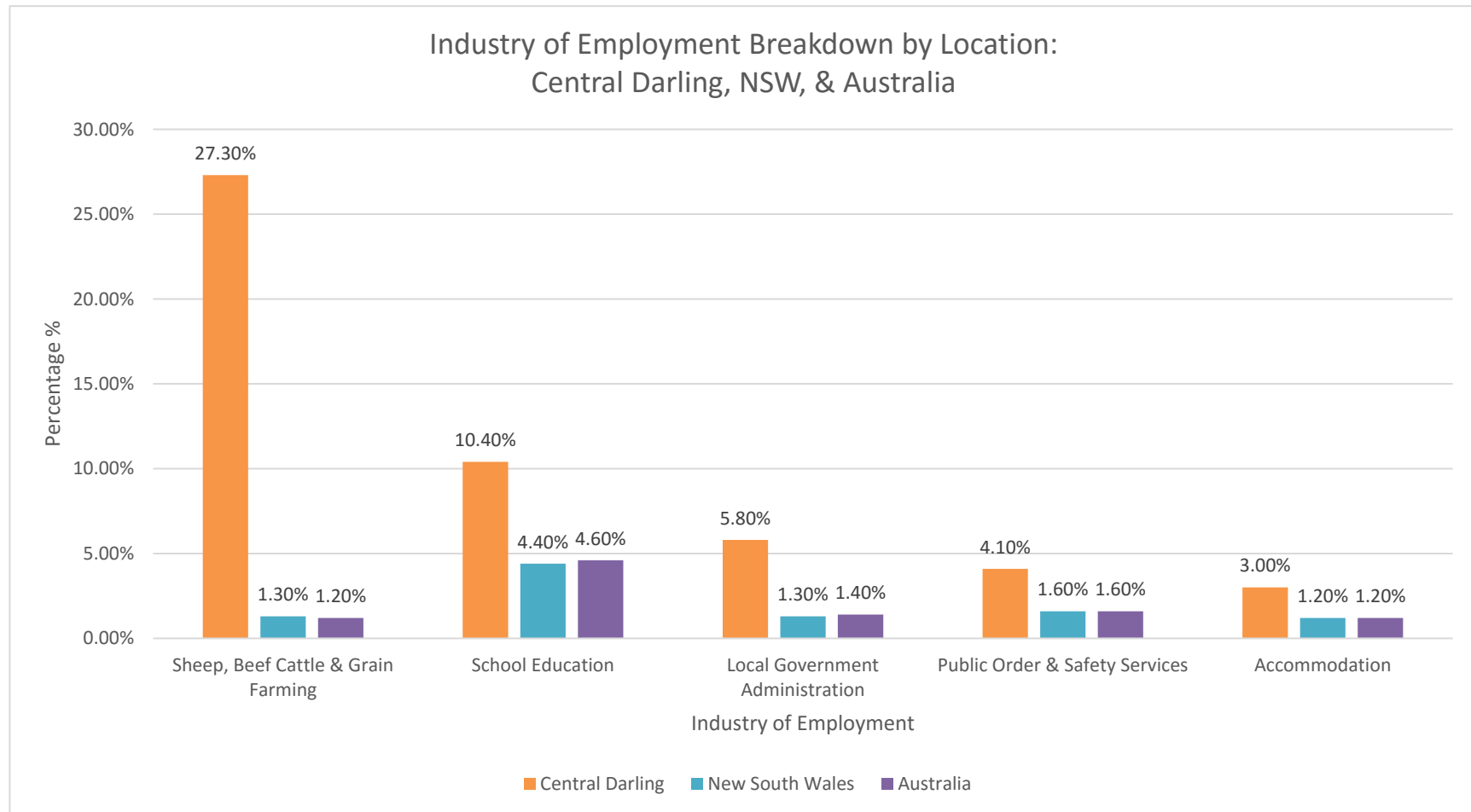
The median age of people in Central Darling (A) (Local Government Areas) was 39 years. Children aged 0 - 14 years made up 20.6% of the population and people aged 65 years and over made up 13.2% of the population.



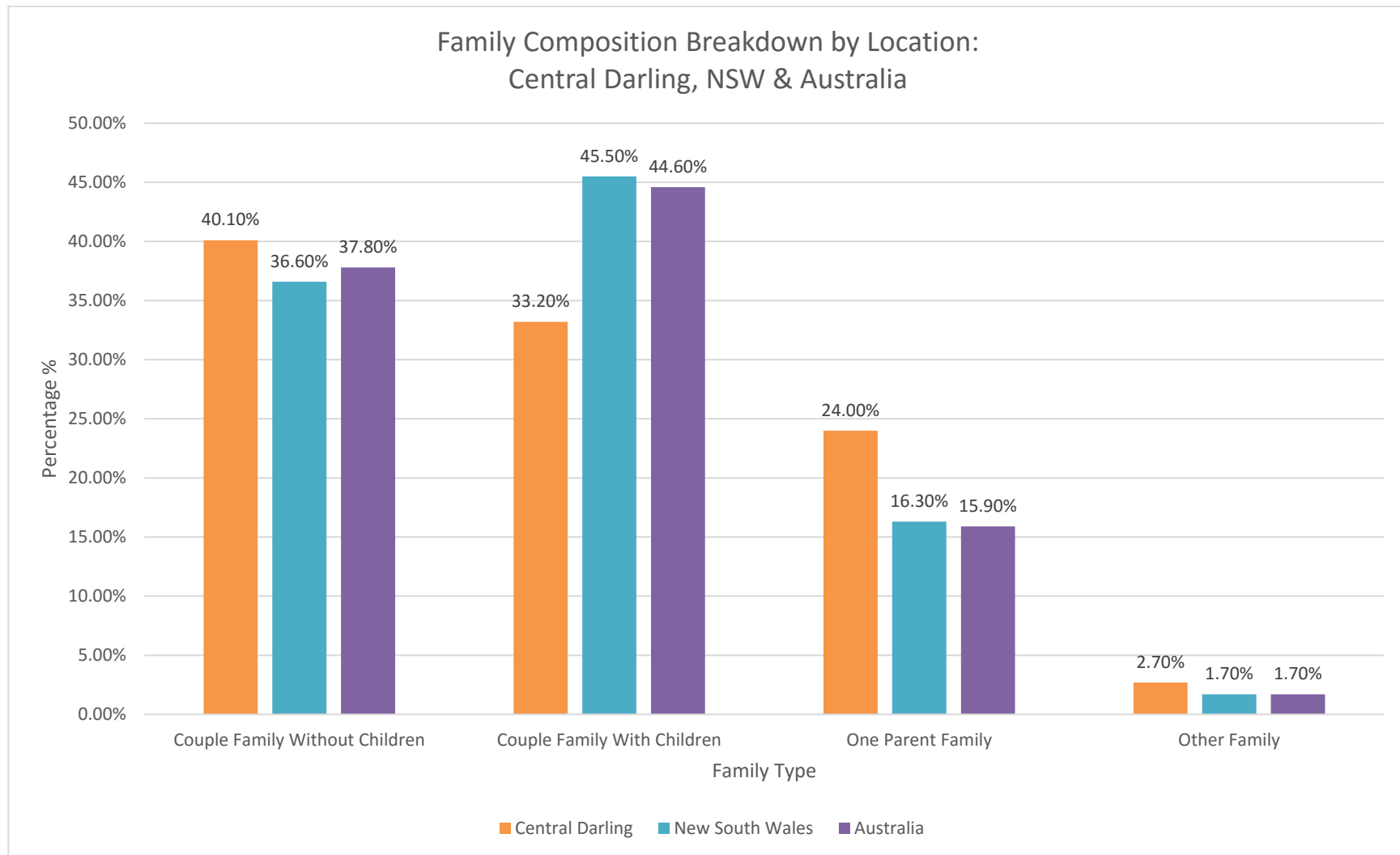




The most common occupations in Central Darling (A) (Local Government Areas) included Managers 29.0%, Labourers 22.5%, Community and Personal Service Workers 13.9%, Professionals 13.4%, and Clerical and Administrative Workers 6.8%.



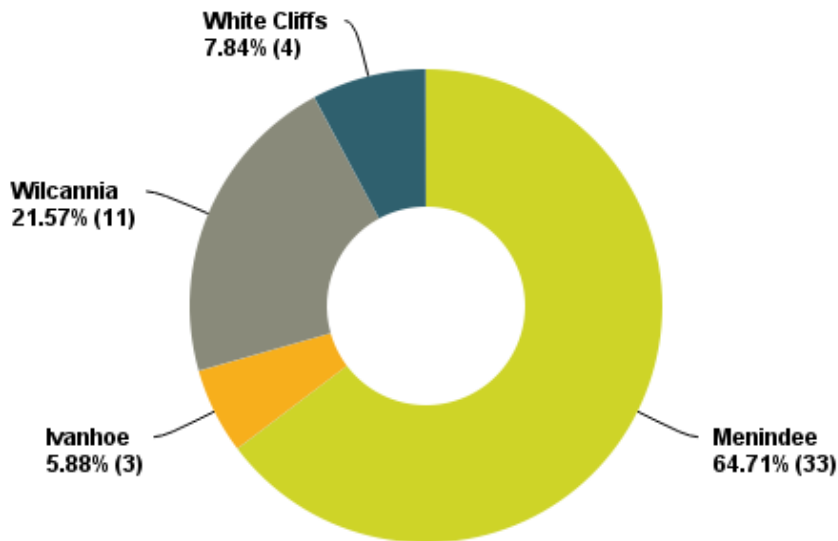
Of the employed people in Central Darling (A) (Local Government Areas), 27.3% worked in Sheep, Beef Cattle and Grain Farming. Other major industries of employment included School Education 10.4%, Local Government Administration 5.8%, Public Order and Safety Services 4.1% and Accommodation 3.0%.



Of the families in Central Darling (A) (Local Government Areas), 40.1% were couple families without children, 33.2% were couple families with children, and 24.0% were one parent families.

During the community strategic planning consultation process which was conducted in February 2017, we asked the community several questions. The following is a snapshot of demographic information collected, questions asked and summary and themes of what was captured.

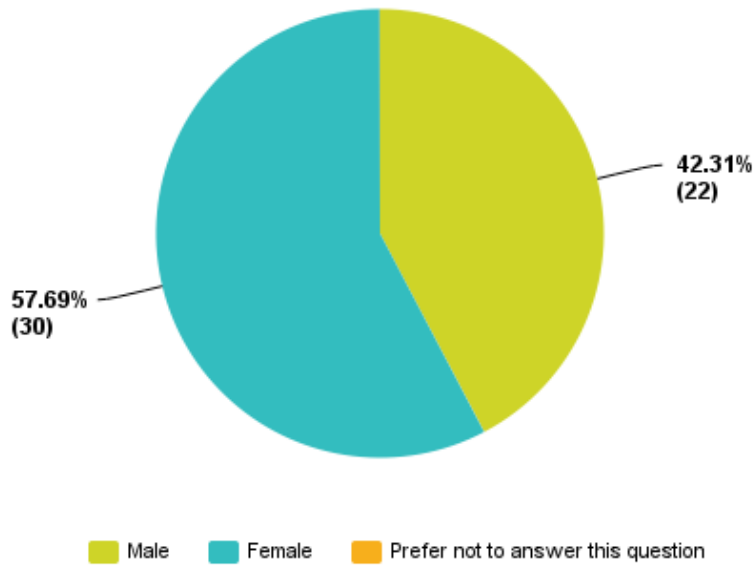
**Question: What community do you live in?**



Answer Choices	Responses	
Menindee	64.71%	33
Sunset Strip	0.00%	0
Ivanhoe	5.88%	3
Wilcannia	21.57%	11
White Cliffs	7.84%	4
Tilpa	0.00%	0
<b>Total</b>		<b>51</b>

NB: 1 response was other – Adelaide. Comments: Adelaide with a keen interest in Wilcannia becoming a tourist destination.

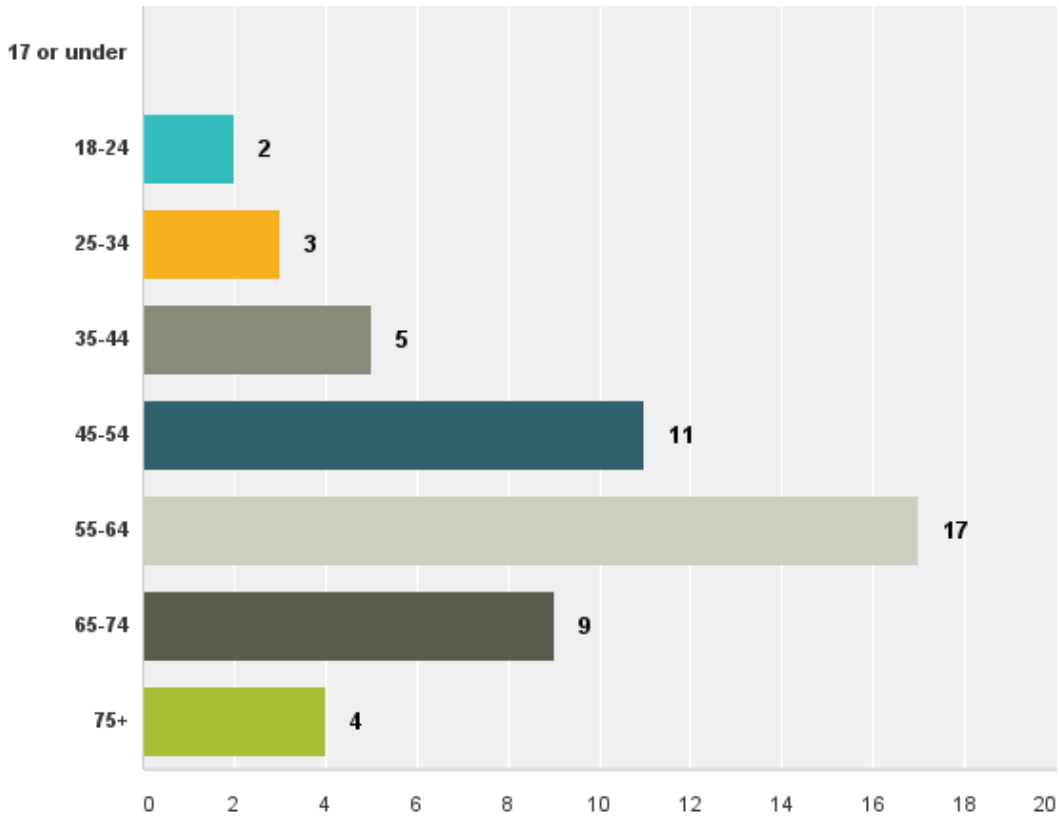
**Question:** What is your gender?



Answer Choices	Responses	
Male	42.31%	22
Female	57.69%	30
Prefer not to answer this question	0.00%	0
<b>Total</b>		<b>52</b>

**Question:** What age bracket do you fall under?

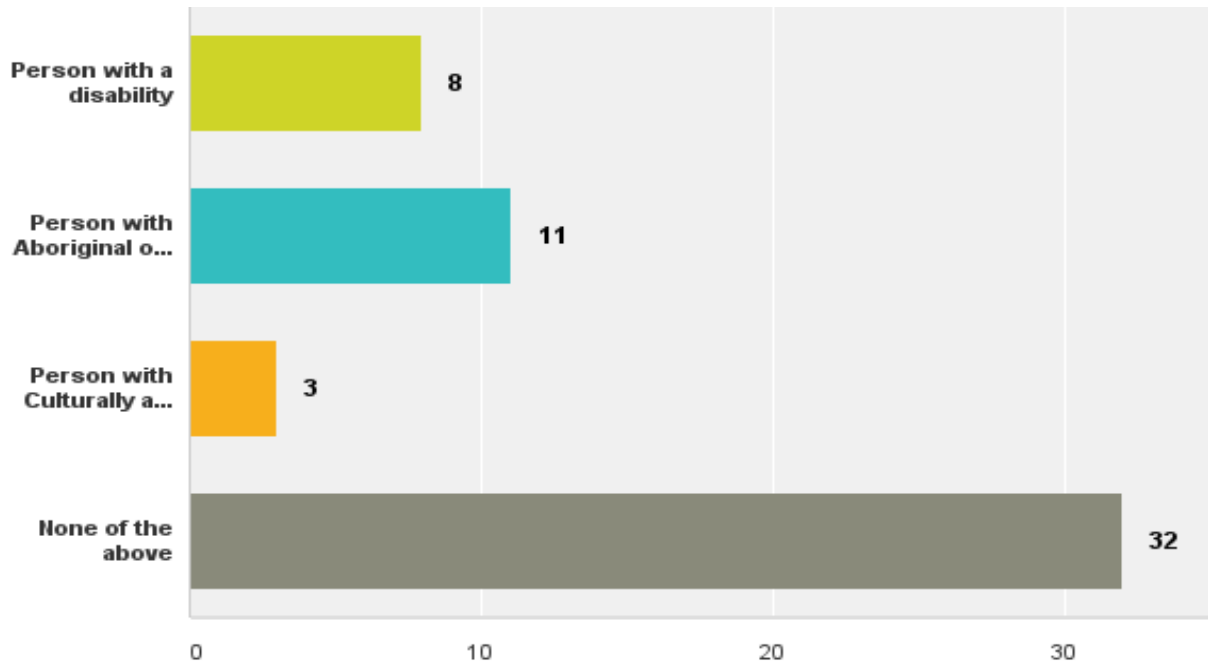
**Summary:** 51 people completed this question, 2 were the age bracket 18-24, 3 in age bracket 25-34, 5 in age bracket 35-44, 11 in age bracket 45-54, 17 in age bracket 55-64, 9 in age bracket 65-74, and 4 in age bracket 75+



Answer Choices	Responses
17 or under	0.00% 0
18-24	3.92% 2
25-34	5.88% 3
35-44	9.80% 5
45-54	21.57% 11
55-64	33.33% 17
65-74	17.65% 9
75+	7.84% 4
<b>Total</b>	<b>51</b>

**Question:** Do you identify as any of the following (please select as many as apply to you?)

**Summary:** 51 people completed this question, 8 identified as a person with a disability, 11 identified as a person with Aboriginal or Torres Strait Islander Heritage, 3 identified as a person with Culturally and Linguistically Diverse Background and 32 identified as none of the above.

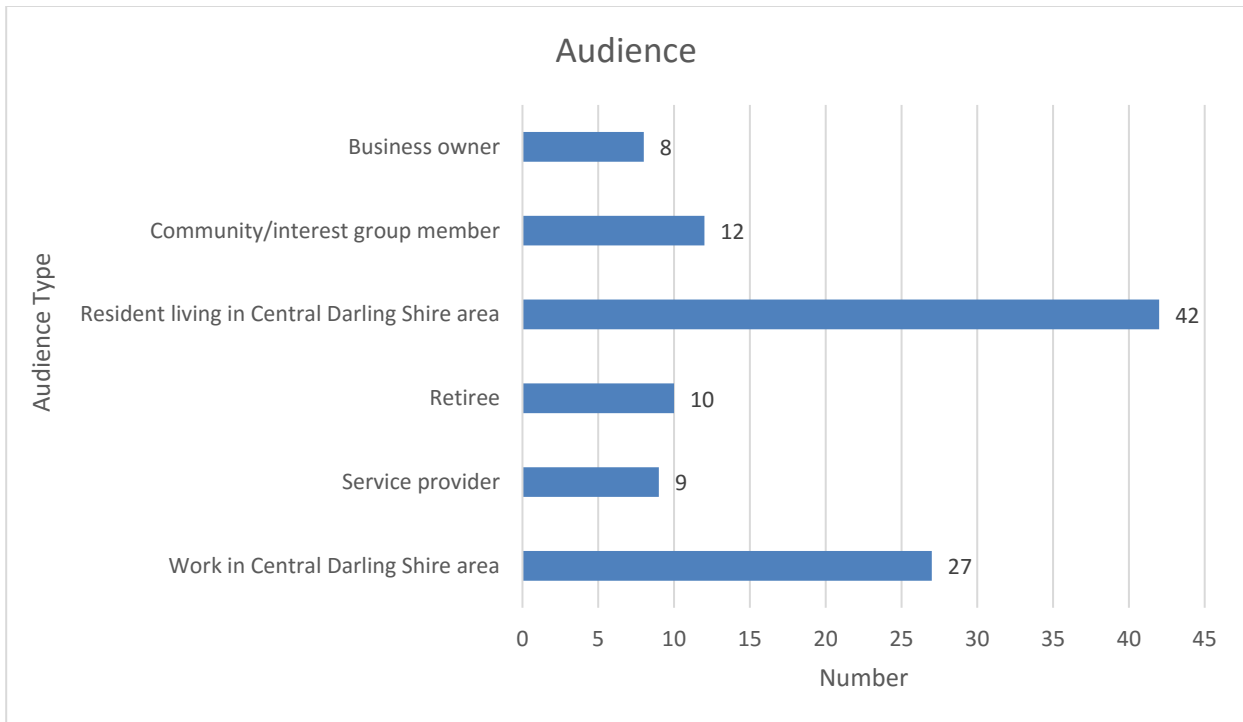


Answer Choices	Responses
Person with a disability	15.69% 8
Person with Aboriginal or Torres Strait Islander Heritage	21.57% 11
Person with Culturally and Linguistically Diverse Background	5.88% 3
None of the above	62.75% 32
<b>Total Respondents: 51</b>	



**Question:** What type of audience describes you best? (please select as many as apply to you)

**Summary:** 51 people that completed this question, 8 identified as business owners, 12 community/interest group members, 42 residents living in Central Darling Shire area, 10 retirees, 9 service providers and 27 working in Central Darling Shire area.



**Question:** What do you really like about your community and Central Darling Shire?  
 What's important to you and your family?  
 What keeps you here?

**Summary:** Common themes were:

- “A strong sense of community and belonging”
- “The outback, remoteness, bush, a quiet and relaxed lifestyle”
- “Bond with family, friends, work/employment and schools”
- “Friendly and safe community, the lakes and river”
- “Diversity between the towns, the landscape, people and culture”



**What do you really like about your community and Central Darling Shire?**



**Question:** Number in order of priority the top 5 services or facilities that are most important to you right now.

**Summary:** The top overall five highest ranking services and facilities right now in order of priority were; water, youth facilities, road construction/maintenance, provision of aged facilities and waste management and

**Question:** Number in order of priority the top 5 services or facilities that are most important to you right now.

**Summary of individual community responses for their top overall five highest ranking services and facilities right now in order of priority are listed below;**

**Wilcannia:** water, youth facilities, streetscaping/beautification, health and nutrition, public safety and tourism development.

**Ivanhoe:** water, youth facilities, followed equally by road construction/maintenance, and provision of aged facilities. Several facilities and services ranked the same at number 5.

**White Cliffs:** water, provision of aged facilities followed by several facilities and services ranked the same.

**Menindee:** water, youth facilities, road construction and maintenance, waste management and disposal and fire prevention.

# Resourcing

As part of the Community Strategic Planning process, it's important to identify the Shire's current resourcing position when considering the needs, wants and aspiration of the community to ensure sustainability for the future.

This financial year has seen a period of stabilisation following considerable financial turbulence for the Council, with the principal focus of the Council and senior management related to continuing to ensure the ongoing sustainability of the organisation more so than the completion of many of the strategies contained within its current Delivery Program 2013-2017 and Operational Plan 2016-2017.

The adjustment in focus by the Council and senior management has predicated the inability to meet some of the targeted actions contained within the Operational Plan 2016-2017, but in the short to medium term, this focus is critical to ensuring the sustainability of the organisation.

Part of the recent financial strategy adopted by the Council has seen a down-sizing of FTE equivalents within the organisation and thereby a reduction in the available resources to satisfy the community for the Council to be all things to all people. The Council has consciously undertaken a withdrawal from non-core activities that have been subsidised from general revenue while ensuring that the services are still provided within the community by other providers.

The Council will continue to address and prioritise community demands within its limited resources during this rebuilding phase and therefore when considering community needs and expectations for the future, must carefully consider its resourcing (long term financial planning, workforce management planning and asset management planning) as well as opportunities to partner with key stakeholders to achieve outcomes for the community.

# Where do we want to be in 10 years' time?

**Question:** How would you like to see your community and Central Darling Shire in 10 years from now? Describe it for us please.

**Summary:** Common themes participants would like to see in their community and the Shire in the next 10 years from now included:

A community that is thriving, welcoming, strong, friendly and family orientated.

A community filled with harmony, culture, tourism, history, economic and employment opportunities.

A beautiful, clean and safe community where there is social inclusion for all, economic, tourism development and water security.

A community with historical and cultural significance attracting tourists, development and employment opportunities.

A community that provides services for older, young, youth, unemployed and disadvantaged. Strong tourism, historical, culture and agriculture.

**Question:** Number in order of priority the top 5 services or facilities that are most important to you for the future (next 10+ years).

**Summary combined community responses:** The top overall five highest ranking services and facilities next 10+ years in order of priority were:  
water, road construction/maintenance, youth facilities, provision of aged facilities and street scaping/beautification.

**Question:** Number in order of priority the top 5 services or facilities that are most important to you for the future (next 10+ years).

**Summary of individual community responses for their top overall five highest ranking services and facilities next 10+ years in order of priority were;**

**Wilcannia:** water, streetscaping/beautification, youth facilities, health and nutrition and public safety.

**Ivanhoe:** water, followed by several facilities and services ranked the same.

**White Cliffs:** ranked of equal value were water, health and nutrition, followed by tourism development, provision of aged facilities. Several facilities and services ranked the same thereafter.

**Menindee:** water, road construction/maintenance, youth facilities, provision of aged facilities, streetscaping/beautification and tourism development

**Question:** What improvements (services or facilities - existing or new) would you like to see in your community or Central Darling Shire area in the next 5-10 years?

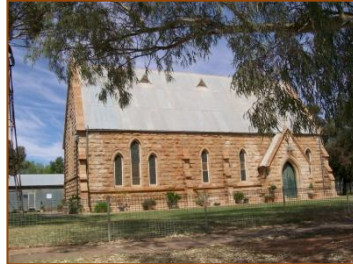
**Summary:** Common themes participants would like to see in their community or the Shire in the next 5-10 years included: increased tourism and tourist displays, improved roads, increased children and youth facilities, safe communities, public housing, aged care facilities and services, beautification and employment opportunities.

**Question:** If Council was able to undertake one major project (for example improve or upgrade existing or develop new facility or service) in your community or Central Darling Shire in the next 10 years, what would you like it to be? Why?

**Summary:** Common themes participants indicated for one major project to improve, upgrade or develop in the next 10 years included: youth – recreation – sporting facility, seal Pooncarie Road, finish Cobb Highway (Ivanhoe and Wilcannia), road/street maintenance, safe community, sustainable water/resources, beautification of township, aged care facilities and services, develop tourist attractions, increase disability support, housing, industry and business opportunities.

# Our Vision

Central Darling Shire will be a great place to live and visit.





# Our Mission

Realising quality opportunities for all in the Central Darling Shire through:

- Effective leadership
- Community development through involvement, participation, partnership, ownership and collaborative approach
- Facilitation of services
- Community ownership
- Delivery of consistent, affordable and achievable services and facilities.



# Our Core Values

Through a collaborative approach and strong commitment, the values that will support our mission and guide us in achieving our vision are:

- Ethical and responsible behaviour
- Harmony
- Working together
- Caring for individuals
- Diversity of opinion and respect for others
- Commitment to improved performance
- Achieving tangible results
- Commitment to do what we said we will do
- Energising leadership
- Customer service and contribution to community
- Innovation and continuous improvement



# Strategic Plan Framework

STRATEGIC FOCUS	SOCIAL	ECONOMIC	ENVIRONMENT	CIVIC LEADERSHIP
GOALS	<p><b>GOAL 1:</b> A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services</p>	<p><b>GOAL 2:</b> A strong regional economy supported by developing industries, strong businesses and increased employment</p>	<p><b>GOAL 3:</b> A protected and supported natural environment and a sustainable and well maintained built environment.</p>	<p><b>GOAL 4:</b> A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.</p>
OBJECTIVES	<ul style="list-style-type: none"> <li>1.1 Closer co-operation and cohesion between community groups</li> <li>1.2 Improved community services and facilities</li> <li>1.3 Enhanced community spirit, cultural and arts awareness and pride</li> <li>1.4 Improved opportunities for our communities</li> <li>1.5 Enhanced public order and safety</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Expansion of industries and growth in businesses</li> <li>2.2 Employment growth</li> <li>2.3 Improved infrastructure across the Shire</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Collaborative approach to environmental management and protection</li> <li>3.2 Improved town entrances and streetscapes</li> <li>3.3 Safe and reliable water supplies and road networks for Shire communities</li> <li>3.4 Improved infrastructure across the Shire</li> <li>3.5 Well planned towns in accordance with LEP and sound planning principles</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Effective communication and consultation with Shire communities</li> <li>4.2 Efficient and effective services</li> <li>4.3 Skilled and informed Councillors and staff</li> <li>4.5 Engaged leaders and volunteers in each community.</li> </ul>

# Key Strategic Directions - Goals

## **GOAL 1 A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.**

The Central Darling Shire Council recognises the importance of services to its communities in relation to its social and cultural development and general well-being. The implementation of this goal will see improvements in the quality and outcomes of service provision in the region to address the communities' priorities.

The Shire is characterised by a declining population and issues relating to isolation, including transportation and communications, as well as issues relating to education, health, public order and safety, and a general lack of employment opportunities and what could be called 'normal' community services. The Shire has a high population of Aboriginal people who live mainly in Ivanhoe, Menindee and Wilcannia. The provision of appropriate and high quality education, health and other community services is paramount to the overall well-being of the Shire.

It is clear that the community needs to strive to work together and to continue to work productively with the various agencies that provide services, funding and policy guidelines.

The development of future leaders and the support and encouragement of volunteers, critical for the on-going development of the community is addressed in the Plan.

### **Goal Objectives**

- 1.1 Closer cooperation and cohesion between community groups**
- 1.2 Improved community services and facilities**
- 1.3 Enhanced community spirit, cultural and arts awareness and pride**
- 1.4 Improved opportunities for our communities**
- 1.5 Enhanced public order and safety**

## **GOAL 2 A strong regional economy supported by developing industries, strong businesses and increased employment.**

Economic development for the Shire relies on the on-going profitability and growth of existing industries and businesses as well as the development of new enterprises. Key to development is the creation of employment opportunities supported by appropriate education and training programs. The better utilisation of employment programs in collaboration with community groups is also an important consideration.

The challenge for the private sector in realising economic development opportunities is to capitalise on strengths and competitive advantages, while working with support agencies to address issues such as business incentives and support, training, infrastructure, marketing and promotion, and community support and development.

To further expand the regional economy, a targeted approach to infrastructure investment that provides optimal support to businesses and the community needs to be achieved. Priority areas include roads, telecommunications, accommodation, water quality and supply.

Council will work collaboratively with all major stakeholder organisations in the Shire and with external agencies to implement the strategies outlined in this Plan.

### **Goal Objectives**

- 2.1 Expansion of industries and growth in businesses**
- 2.2 Employment growth**
- 2.3 Improved infrastructure across the Shire**

### **Goal 3 A protected and supported natural environment and a sustainable and well maintained built environment**

The natural environmental assets that make the Central Darling Shire an attractive place for locals to live include the Darling River, Menindee Lakes, Paroo Darling and Kinchega national parks and the unique landscape of White Cliffs which attract many visitors to the region. This underlines the importance of appropriate management and protection measures that involve the Council, the NSW National Parks and Wildlife Service, Local Land Services, tourism associations and the community.

Cultural heritage is also of great significance to those living in the Shire as well as providing opportunities for appropriate tourism development. The Shire has a rich Aboriginal heritage as well as a heritage from European settlement associated with the pastoral industry and riverboat trade in the 19<sup>th</sup> Century. The built heritage is an important historical reminder of these developments and provides a tourism opportunity as part of a cultural and heritage experience of the region. Several strategies are identified in this plan to protect and upgrade heritage buildings as part of overall improvements to streetscapes.

Another priority identified through community consultation across the Shire is the need to upgrade town entrances to attract both locally based tourism and business as well as through trade. Development needs to reflect the individual character of towns and be linked in with upgrading of surrounding streetscapes. The effect of such developments on increasing community pride in the Shire towns as well as attracting new investment should not be underestimated.

Water supply and quality are important considerations for the Shire's communities. Ensuring a high standard of waste management is another important role for Council. A more strategic, regional approach will need to be developed if we are to achieve this goal.

#### **Goal Objectives**

- 3.1 Collaborative approach to environmental management and protection**
- 3.2 Improved town entrances and streetscapes**
- 3.3 Safe and reliable water supplies and road networks for Shire communities**
- 3.4 Improved infrastructure across the Shire**
- 3.5 Well planned towns in accordance with LEP and sound planning principles**

**Goal 4 A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.**

The growing and leading role of Council in the Shire and increased demands on its resources highlights the need for the organisation to ensure that its staff are skilled and equipped to deliver services in an efficient and effective manner. This Plan provides clear strategies to achieve this goal which in turn supports the achievement of Council's community, economic development and environmental goals.

An important part of Council's strategic approach involves effective communication and consultation with Shire communities to establish needs, provide relevant services and improve service delivery. Community awareness of and involvement in Council's activities is essential to realising benefits from the services it provides.

The climate in which the organisation operates is of vital importance to the achievement of the Council's goals. The implementation of strategies in this Plan will promote a positive and professional organisational climate with an emphasis on staff development, retention and attraction. Initiatives will also be pursued to build a strong team approach and to ensure a safe working environment.

The efficient management and delivery of services will be a focus in actioning the strategies in this Plan. The community consultation undertaken to assist the development of this Plan, highlighted the communities' strong desire to have an effective Council meeting their needs through a wide range of services. It is therefore vital that Council maintains effective strategic and business planning processes to identify priorities and funding required. This plan will identify effective Civic Leadership programs to encourage greater involvement by residents in their communities and support Councillors by providing access to information, training and resources to perform their role and make informed decisions.

**Goal Objectives**

- 4.1 Effective communication and consultation with Shire communities**
- 4.2 Efficient and effective services**
- 4.3 Skilled and informed Councillors and staff**
- 4.4 Engaged leaders and volunteers in each community**

# How will we get there?

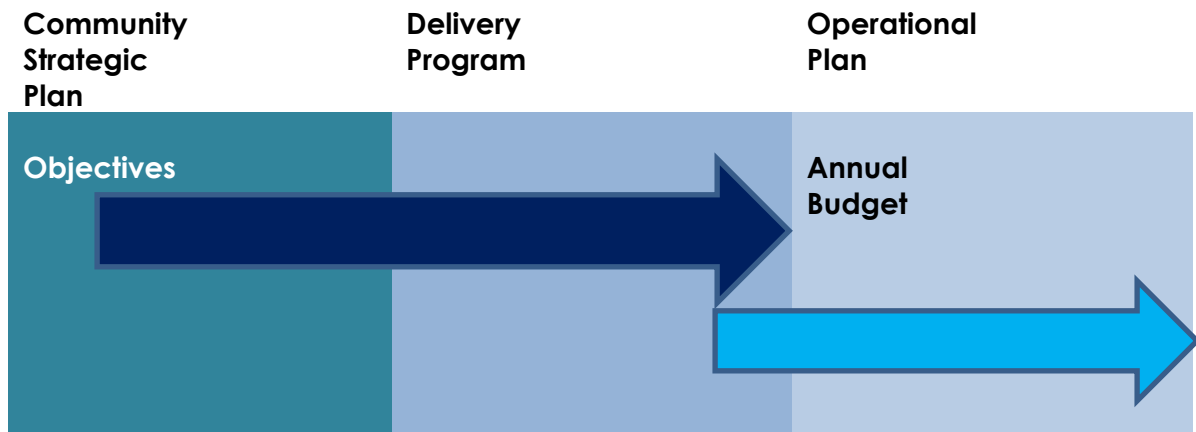
## IP&R plans in a nutshell: key components to remember

Community Strategic Plans	<p>Address four key questions:</p> <ul style="list-style-type: none"> <li>• Where are we now?</li> <li>• Where do we want to be in 10 years time?</li> <li>• How will we get there?</li> <li>• How will we know we've arrived?</li> </ul>
Long Term Financial Plans	<ul style="list-style-type: none"> <li>• Show councillors and the community how the council will achieve financial sustainability over the long term</li> <li>• Incorporate easy to read commentary to explain financial information, not just spreadsheets</li> <li>• Include different scenarios (eg planned, optimistic, conservative), as well as a sensitivity analysis</li> </ul>
Asset Management Policy, Strategy and Plans	<ul style="list-style-type: none"> <li>• Plan Demonstrate how the council's assets will enable the implementation of the Community Strategic Plan</li> <li>• Describe the condition of key assets, preferably using easily understandable maps or tables</li> <li>• Identify acceptable levels of services as discussed with the community</li> <li>• Determine where the council will intervene to improve assets</li> </ul>
Workforce Plans	<ul style="list-style-type: none"> <li>• Identify current and predicted workforce issues and explain what the council is going to do to address in order to achieve the Delivery Program</li> </ul>
Delivery Programs	<ul style="list-style-type: none"> <li>• Summarise the activities the council has prioritised over a four year term to achieve the Community Strategic Plan</li> <li>• Address the full range of the council's operations</li> <li>• Are the key 'go to' document for councillors</li> </ul>
Operational Plans	<ul style="list-style-type: none"> <li>• Show detailed actions, which are clearly linked to the related activity area in the Delivery Program</li> <li>• Include a Statement of Revenue Policy</li> </ul>





# How will we know we've arrived?



Council links its higher-level strategies and objectives with its Delivery Program and Operational Plan. These Plans identify performance targets and actions to achieve each strategy and monitor performance at any given point in time.

The General Manager reports quarterly to the Council on the budget in the Operational Plan. The Council reports to the community annually on its progress in achieving the Delivery Program objectives.

In the last year of the Councillors term in office, an End of Term Report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during their term in office.

# GOAL 1: STRATEGIC FOCUS – SOCIAL

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Relevant and quality health and family support services for all members of our community</b>	<ul style="list-style-type: none"> <li>Retain and enhance existing health services</li> <li>Continuous improvement program (as part of the operational plan - service level agreements)</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for the continual funding of services and programs</li> <li>Advocate for appropriate and accessible health services</li> <li>Advocate for services that support healthy lifestyles</li> <li>Support services that address alcohol and substance misuse in our communities</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<b>Health Improved aged care and disability services In collaboration with service providers</b>	<ul style="list-style-type: none"> <li>Develop strategies that encourage older residents to remain within our communities</li> <li>Investigate strategies that provide for aged care that enables older residents to be integrated and active in our communities</li> <li>Continuous improvement program (as part of the operational plan- service level agreements)</li> </ul>	<ul style="list-style-type: none"> <li>Investigate possible government policy change to better reflect the aged care needs of rural and remote communities</li> <li>Ensure that services to the ageing are coordinated, effective and appropriate</li> <li>Investigate options to deliver aged care facilities</li> <li>Ensure the continuation of funding to assist in the provision of home care services</li> <li>Ensure the on-going review and implementation of disability improvement programs</li> <li>Liaise with appropriate local health services on public health related matters.</li> <li>Develop and review a Disability Inclusion Action Plan</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2017/18</p>

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Culture &amp; Art: Development of creative industries, culture and art.</b>	<ul style="list-style-type: none"> <li>Maintain relationships with Regional and State Arts organisations</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for increased local participation opportunities for community based arts and cultural groups</li> </ul>	Ongoing
<b>Youth, Sport and Recreation Options for the whole community</b>	<ul style="list-style-type: none"> <li>Enhance sporting facilities and opportunities in the communities</li> <li>Provide active and passive recreational facilities</li> <li>Investigate the provision of leadership opportunities for our young people</li> <li>Investigate possible options for funding longer opening hours for swimming pools</li> </ul>	<ul style="list-style-type: none"> <li>Investigate options for external funding to provide additional and enhanced recreational facilities</li> <li>Investigate the provision of youth recreational facilities</li> <li>Ensure adequate budget allocation in annual Operational Plan to assist with grant applications for additional and enhanced recreational facilities</li> <li>Investigate options for the provision of contractual arrangements for the operation of swimming pools across the Shire</li> </ul>	Ongoing  Ongoing  Ongoing  2017/18
<b>Community Housing</b>	<ul style="list-style-type: none"> <li>Maintain partnerships with community housing providers, Aboriginal Land Councils and Aboriginal Housing Office</li> </ul>	<ul style="list-style-type: none"> <li>Liaise and facilitate partnership with housing providers</li> </ul>	Ongoing

Strategy	Performance Target	Actions (Statement of Means)	By When
<p><b>Enhanced Public Order and Safety</b></p>	<ul style="list-style-type: none"> <li>• Ensure the continuation and enforcement of alcohol free zones</li> <li>• Promote programs that will minimize crime and assist in crime protection in our communities</li> <li>• In conjunction with other agencies, promote development of crime prevention programs that focus on healthier and safer communities</li> <li>• Investigate the implementation of CCTV crime prevention strategies when funding available</li> <li>• Continued provision of enforcement of animal control services</li> </ul>	<ul style="list-style-type: none"> <li>• Continue partnership with Police to enforce Alcohol Free Zones in our communities</li> <li>• Develop strategies with government agencies to addresses crime prevention issues</li> <li>• Liaise with NSW Police through attendance and participation on the Community Safety Precinct Committee</li> <li>• Investigate funding opportunities for the implantation of CCTV as required</li> <li>• Support and assist emergency services by participating in scheduled meetings and reporting to Council</li> <li>• Ensure availability of microchipping and veterinary services as funding available</li> <li>• Maintain consistent animal control practices.</li> <li>• Develop partnership with AMRRIC to assist with education programs for Council and communities</li> <li>• Review of Strategic Companion Animal Management Plan</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2017-18</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

# GOAL 2: STRATEGIC FOCUS – ECONOMIC

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Sustainable economic development of Shire towns</b>	<ul style="list-style-type: none"> <li>• Develop an economic development strategic framework that supports the retention and growth of existing businesses</li> <li>• Encourage the establishment of new and expansion of existing industries and businesses</li> <li>• Investigate funding opportunities to support retention of heritage buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update Tourism and Economic Development Strategy</li> <li>• New plans and strategies are developed in line with community needs that encourages economic growth</li> <li>• Review opportunities and benefits of membership of the relevant regional/state tourism board.</li> <li>• Ensure that all policies, plans and procedures are updated and appropriate to maintain development in the Shire</li> <li>• Monitor population projections and statistical data relating to the Shire to assist in making informed decisions</li> <li>• Seek and apply for grant funding to enable opportunities to support the retention of heritage buildings</li> </ul>	Ongoing
			Ongoing
			2017/18
			Ongoing
<b>Succession Planning – employment strategy</b>	<ul style="list-style-type: none"> <li>• Maintain relationships with job networks</li> <li>• Develop traineeship opportunities- two per annum</li> </ul>	Job Creation: <ul style="list-style-type: none"> <li>• Develop partnership with job network agencies to identify employment opportunities</li> <li>• Research and develop opportunities for traineeships</li> </ul>	Ongoing
			Ongoing

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Opportunities for the highest level of education and training for all members of our community</b>	<ul style="list-style-type: none"> <li>Increased number of locally offered traineeships and educational programs</li> </ul>	<ul style="list-style-type: none"> <li>Lobby government bodies for support and financial assistance for educational programs</li> <li>Encourage the take up of educational opportunities</li> <li>Assist in promoting traineeships and career paths post traineeship</li> <li>Encourage participation of traineeship and educational opportunities through effective communication</li> </ul>	Ongoing  Ongoing  Ongoing  Ongoing
<b>Enhance tourism assets</b>	<ul style="list-style-type: none"> <li>100% of interpretive panels and relevant signage inspected and repaired/ updated</li> <li>Increased dissemination streams of tourist information</li> </ul>	<ul style="list-style-type: none"> <li>Inspect and maintain Heritage Trail Interpretive panels (tourism signage)</li> <li>Investigate the options for dissemination of tourist information in each community</li> <li>Investigate the opportunity for community/tourism/educational use of the solar power station site in White Cliffs</li> </ul>	2017/2018  Ongoing  2017/18

# GOAL 3: STRATEGIC FOCUS – ENVIRONMENT

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Environmental and education</b>	<ul style="list-style-type: none"> <li>Council staff trained in environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Environmental issues are included in Council staff induction and review programs</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Continue to lobby to increase environmental flows in the Darling River</li> </ul>	Ongoing
<b>Tree planting</b>	<ul style="list-style-type: none"> <li>Actively support and contribute to National Tree Day</li> </ul>	<ul style="list-style-type: none"> <li>Free trees distributed as part of National Tree Day</li> </ul>	Ongoing
<b>Plastic Bag reduction</b>	<ul style="list-style-type: none"> <li>Decline in plastic bag supply and use</li> </ul>	<ul style="list-style-type: none"> <li>Investigate strategies to eradicate plastic bags from all communities</li> </ul>	2017/18
<b>Waste Management</b>	<ul style="list-style-type: none"> <li>Reduction in waste going to landfill; minimal number of issues raised by EPA; increased level of recycling</li> </ul>	<ul style="list-style-type: none"> <li>Review tip and waste operations, access and recycling programs</li> </ul>	2017/18
		<ul style="list-style-type: none"> <li>Continue to engage NetWaste to explore recycling options</li> <li>Lobby government for re-introduction of container deposit levy</li> </ul>	Ongoing Ongoing
<b>Weed Management</b>	<ul style="list-style-type: none"> <li>Meetings held with relevant government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Investigate the Shire's responsibility for weed control and seek appropriate opportunities for funding</li> </ul>	2017/18



Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Visually attractive and functional town entrances and streetscapes</b>	<ul style="list-style-type: none"> <li>Review Central Darling Shire Council's Local Heritage Strategy</li> <li>Heritage advisor engaged</li> <li>Investigate opportunities to redevelop and enhance streetscapes and entrances to all towns</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of Central Darling Shire Council's Local Heritage Strategy</li> <li>External heritage advisor to visit area three times per year</li> <li>Continue to seek funding (State and Federal) for heritage projects</li> <li>Continue to seek funding to provide for privately owned heritage buildings</li> <li>Seek funding to enable opportunities to redevelop and enhance streetscapes and entrances to all towns</li> </ul>	2017/18  Ongoing  Ongoing  Ongoing  2017/18
<b>Stormwater is managed throughout each community</b>	<ul style="list-style-type: none"> <li>Stormwater Management Plan to be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Stormwater drainage system functions to an acceptable standard</li> <li>Develop a plan to identify, investigate and design suitable solutions for storm water issues in communities</li> <li>Maintain network of kerb, gutter and stormwater drainage to an appropriate standard</li> </ul>	Ongoing  2017/18  Ongoing

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Safe and reliable water supply for Shire communities</b>	<ul style="list-style-type: none"> <li>Develop integrated water management plans for each community</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for the completion of the Wilcannia Weir</li> <li>Ensure that potable and raw water supplies are provided within designated water districts of Ivanhoe and Wilcannia</li> <li>Maintain the consistency of water supply to the White Cliffs community and investigate and improve the provision of a potable supply as a matter of urgency</li> <li>Construct the new water treatment plant and associated infrastructure to ensure improved water supply for White Cliffs</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<b>Water testing and treatment</b>	<ul style="list-style-type: none"> <li>Quality Water Testing meets the NSW Health standards</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that potable water meets the guidelines set by NSW Health</li> </ul>	Ongoing
<b>Water Management</b>	<ul style="list-style-type: none"> <li>All relevant water plans are reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Review and improve water supply management strategies</li> <li>Review contingency plans for each community to maintain water supplies</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>

Strategy	Performance Target	Actions (Statement of Means)	By When
<p><b>Safe and reliable network of roads throughout the Shire</b></p>	<ul style="list-style-type: none"> <li>All roads throughout the shire meet RMS requirements</li> </ul>	<ul style="list-style-type: none"> <li>Investigate alternative options for road surfaces</li> <li>Ensure all roads within the Shire are maintained at an appropriate standard</li> <li>Review road hierarchy with standard levels and priority roads listing</li> <li>Prepare costing report for roads in the Shire to establish and maintain to current identified standard Determine short fall from specified standard to current condition of roads</li> <li>Continue to lobby for road funding for all roads in the Shire, specifically Cobb Highway, Wooltrack Road and Pooncarie-Menindee Road</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2017/18</p>
<p><b>Traffic Management</b></p>	<ul style="list-style-type: none"> <li>Traffic management committee meetings as required to review traffic issues</li> </ul>	<ul style="list-style-type: none"> <li>Review the usage of signage on Council owned area and/or operated land</li> <li>Conduct street signage audit in each Shire town and replace as required</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Maintain Airports to acceptable condition</b>	<ul style="list-style-type: none"> <li>Maintenance programs completed in accordance with CASA standards</li> </ul>	<ul style="list-style-type: none"> <li>Conduct weekly inspection and maintenance program to Airports</li> <li>A qualified aerodrome reporting officer to be present in each community</li> <li>Continue to liaise with RFDS and RFS</li> <li>Seek funding to upgrade airports</li> </ul>	Ongoing  Ongoing  Ongoing Ongoing
<b>Council and Community assets are maintained and managed responsibly</b>	<ul style="list-style-type: none"> <li>Asset maintenance program developed and operational (see Asset Maintenance Program)</li> <li>Development of Disability Inclusion Action Plan to address access issues</li> </ul>	<ul style="list-style-type: none"> <li>Complete development of asset management plans</li> <li>Develop asset maintenance program</li> <li>Asset register reviewed and updated</li> <li>Identify and rectify high-risk footpath hazards in a coordinated and systematic manner</li> <li>Develop a Disability Inclusion Action Plan</li> </ul>	2017/18  2017/18 2017/18 Ongoing  2017/18
<b>Ensure that public toilet facilities are maintained to a standard acceptable to the wider community and visitors</b>	<ul style="list-style-type: none"> <li>Prompt response to complaints about cleanliness</li> </ul>	<ul style="list-style-type: none"> <li>Toilets cleaned in accordance with regular cleaning schedule</li> </ul>	Ongoing
<b>Maintain Cemeteries</b>	<ul style="list-style-type: none"> <li>Support current committee structure</li> </ul>	<ul style="list-style-type: none"> <li>Encourage more community involvement in local committees - Cemetery beautification programs</li> <li>Maintain and update cemetery records as information becomes available</li> </ul>	Ongoing  Ongoing

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Playgrounds are provided and maintained to meet community needs</b>	<ul style="list-style-type: none"> <li>One compliant (Australian Standards) playground in each town</li> </ul>	<ul style="list-style-type: none"> <li>Review the audit of all playgrounds within the Shire</li> <li>Plan for new playgrounds and the upgrade of existing playgrounds in consultation with the community</li> <li>Ensure maintenance schedule for all playgrounds within the Shire is compliant</li> <li>Research and apply for funding for playground renewal</li> </ul>	<p>As required</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<b>To provide a well skilled and resourced planning and development function that ensures orderly development.</b>	<ul style="list-style-type: none"> <li>Development applications, inspections and certifications undertaken within customer charter timeframes</li> </ul>	<ul style="list-style-type: none"> <li>Management of all planning, development and building regulatory functions in accordance with legislative and LEP requirements</li> </ul>	Ongoing

# GOAL 4: STRATEGIC FOCUS - CIVIC LEADERSHIP

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>Effective communication and consultation with our community.</b>	<ul style="list-style-type: none"> <li>Enhanced communication activities with community groups and residents</li> <li>Develop a governance framework that underpins openness and transparency for stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with Aboriginal and Torres Strait Islander representatives to identify service needs and assist in planning for improved service delivery</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Continue Administrator and General Manager consultations with communities on a regular basis</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Develop a Community Engagement Strategy</li> </ul>	2017/18
		<ul style="list-style-type: none"> <li>Foster and co-ordinate an extensive network of partnerships in delivering services to the community</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Proactively encourage community members to take an interest in community leadership</li> </ul>	Ongoing
		<ul style="list-style-type: none"> <li>Identify and conduct appropriate levels of training for Councillors on their roles, responsibilities and leadership aspirations</li> </ul>	Ongoing

Strategy	Performance Target	Actions (Statement of Means)	By When
<p><b>Effective community service provision in the Shire through a strategic and collaborative approach</b></p>	<ul style="list-style-type: none"> <li>Information uploaded to CDSC website and is regularly updated</li> <li>Support educational institutions and organisations in the Shire to encourage youth leadership and positive community behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Provide information about volunteering via CDSC website and through a flyer in rates notice</li> <li>In partnership with community organisations encourage an increase in the number of volunteers and their skills</li> <li>Identify events and programs to engage students and schools in appropriate activities including in collaboration with Young Leaders Program</li> <li>Participate in remote service delivery team meetings</li> <li>Management of Council's finances in accordance with, accepted local government financial sustainability principles and adopted Council strategies</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>2017/18</p> <p>Ongoing</p> <p>Ongoing</p>

Strategy	Performance Target	Actions (Statement of Means)	By When
<b>A professional and cohesive organisational climate</b>	<ul style="list-style-type: none"> <li>Improved internal communication outcomes</li> <li>Develop internally targeted training sessions to address any identified communication issues</li> <li>Determine internal and external reporting needs through review of statutory reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>Identify and conduct appropriate levels of training for Councillors and staff on their roles and responsibilities</li> <li>Review of organisational structure in consultation with Council and staff</li> <li>Review of Council's Delegation Register to ensure staff are aware of their legislative responsibilities and limits of authority</li> <li>Provision of an active training regime for all staff to ensure skills are current and numeracy and literacy skills are satisfactory</li> </ul>	<p>2017/18</p> <p>2017/18</p> <p>2017/18</p> <p>2017/18</p>
<b>Leadership and community involvement</b>	<ul style="list-style-type: none"> <li>Councillors and senior management be actively involved in community groups</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Council involvement by representation at community meetings</li> <li>Ensure opportunity in each community to review Council's Operational Plan</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<b>Education</b>	<ul style="list-style-type: none"> <li>Engage school representative groups in response to any community or educational concerns</li> <li>Assist prospective persons interested in standing for election for Council</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with school communities on Education and Community Issues</li> <li>Conduct information sessions for prospective persons interested in standing for election for Council</li> </ul>	<p>Ongoing</p> <p>2020</p>



# Linkages with NSW State Plan

<b>NSW State Plan Goals</b>	<b>Link with CDS Community Strategic Plan</b>
<b>Rebuild the Economy</b>	
1. Improve the performance of the NSW economy.	2.1, 2.2, 2.3
2. Rebuild State finances	4.2
3. Drive economic growth in regional NSW	2.1, 2.2, 3.1, 3.3, 3.5
4. Increase the competitiveness of doing business in NSW	3.5
5. Place downward pressure on the cost of living	1.4, 3.1, 3.5
6. Strengthen the NSW skill base	2.1, 2.2, 4.1, 4.2, 4.4
<b>Return Quality Services</b>	
<b>Transport</b>	
7. Reduce travel time	3.3, 3.4
8. Grow patronage on public transport by making a more attractive choice	1.1
9. Improve customer experience with transport services	1.2
10. Improve road safety	3.3
<b>Health</b>	
11. Keep people healthy and out of hospital	1.1, 1.2, 1.5
12. Provide world class clinical services with timely access and effective infrastructure	1.2, 1.5
<b>Family &amp; Community</b>	
13. Better protect the most vulnerable members of our community and break the cycle of disadvantage	1.1, 1.2, 1.5, 4.4

14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	1.1, 1.2
<b>Education</b>	
15. Improve education and learning outcomes for all students	2.1, 2.2
<b>Police and Justice</b>	
16. Prevent and reduce the level of crime	1.1, 1.4, 1.5
17. Prevent and reduce the level of re-offending	1.5
18. Improve community confidence in the justice system	1.1, 1.5
<b>Renovate Infrastructure</b>	
19. Invest in critical infrastructure	3.3, 3.4
20. Build liveable centres	1.4, 2.2, 3.5
21. Secure potable water supplies	3.3
<b>Strengthen Our Local Environment and Communities</b>	
22. Protect our natural	3.1, 3.5
23. Increase opportunities for people to look after their own neighbourhoods and environments	1.5, 3.1
24. Make it easier for people to be involved in their communities	1.3, 1.4, 4.1, 4.2, 4.3
25. Increase opportunities for seniors in NSW to fully participate in community life	1.2
26. Fostering opportunity and partnership with Aboriginal people	3.2, 4.1
27. Enhance cultural, creative, sporting and recreational activities	1.2, 1.3, 1.4
28. Ensure NSW is ready to deal with **major emergencies and natural disasters	1.5, 3.1

<b>Restore Accountability to Government</b>	
29. Restore confidence and integrity in the planning system	3.5
30. Restore trust in State and Local Government as a service provider	4.1, 4.2, 4.4
31. Improve government transparency by increasing access to government information	4.1
32. Involve the community in decision making on government policy, services and projects.	4.1, 4.2, 4.3, 4.4

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