

Central NSW Joint Organisation

# Community Strategic Plans Environmental Scan



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## Introduction

As part of the development of the Central NSW Joint Organisation (CNSWJO) Statement of Strategic Regional Priority a review of all current CNSWJO Council Community Strategic Plans was undertaken.

The aim of the review was to inform and understand the common themes/ directions and high level strategies as well as opportunities.



## What are Community Strategic Plans (CSPs)?

IP&R was introduced in 2009 and stems from the central assumption that all Council planning should originate from a sound understanding of the community's expectations around priorities and service levels. It comprises a series of interrelated documents that together provide a rigorous, consistent approach to community planning across all NSW local Councils, while also ensuring alignment with regional and state priorities.

The Community Strategic Plan (CSP) is the highest-level plan that a Council will prepare as part of their Integrated Planning and Reporting (IP&R) suite of documents.

The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Councils with and on behalf of the community.

The minimum timeframe for a CSP is 10 years and it addresses 4 key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

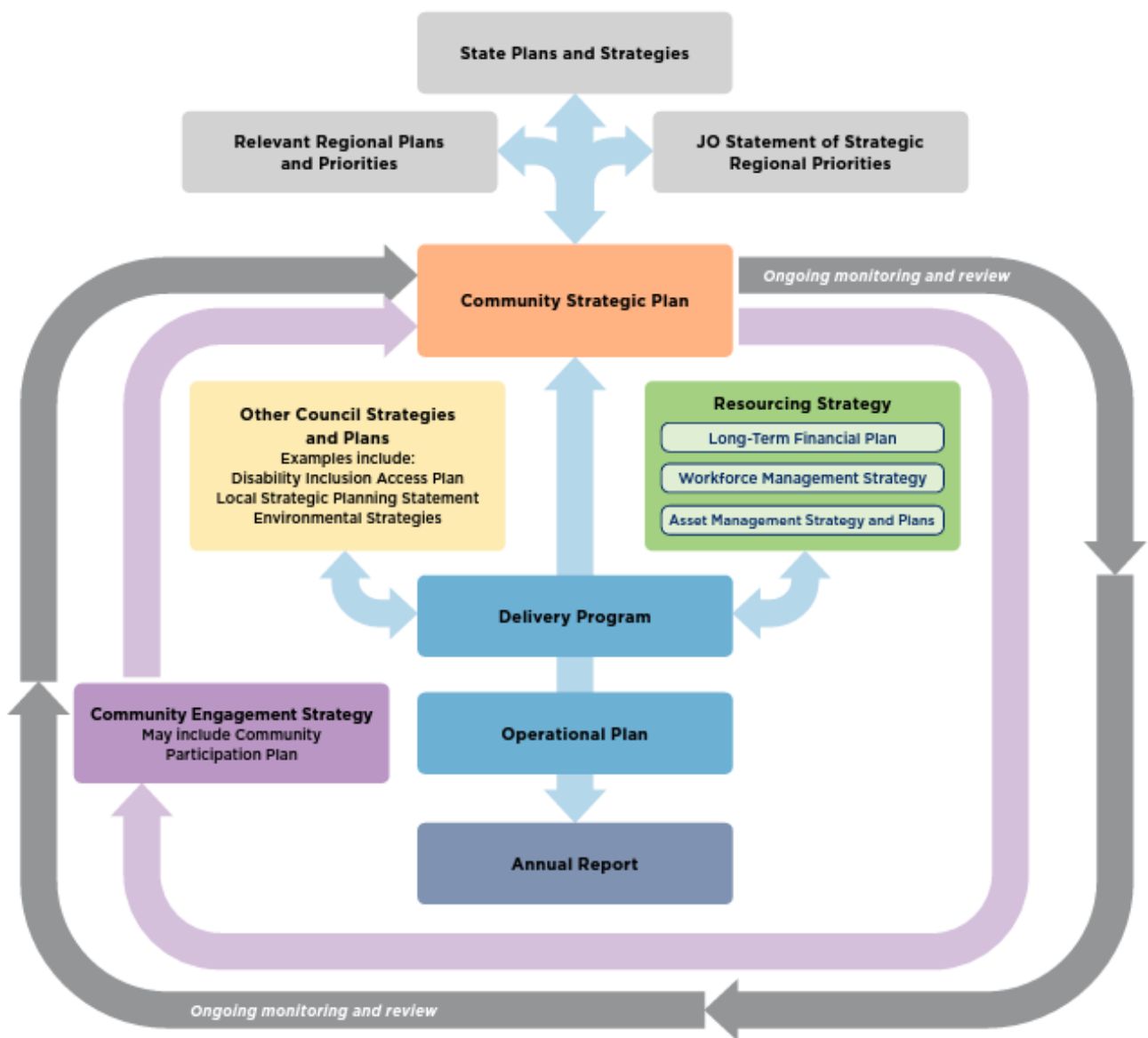
## How Plans are presented

Most of the Community Strategic Plans follow a similar format as prescribed by the OLG.

Community Strategic Plans should have:

- A clear Vision for the future – which needs to be aspirational
- Objectives/ theme/ goals/ strategic directions – are used to define the community's long-term vision
- Strategies – are the approach that a council may use to meet their objectives
- Finally measures of success

A CPS should set out the foundations for the development of Council's delivery, operational plan as well as the long term financial plan.



**Integrated Planning and Reporting Framework**

## Role of the Joint Organisation

JOs have been designed to work primarily with State Government however, key priorities for the region are also informed by Federal and even international strategy and policy. Please find following areas of responsibility for each level of government which show the complexity of the strategic framework.

Joint Organisations (JOs) have a streamlined planning and reporting framework under the 'Local Government (General) Regulation 2021' and 'Integrated Planning and Reporting Guidelines for local councils in NSW'.

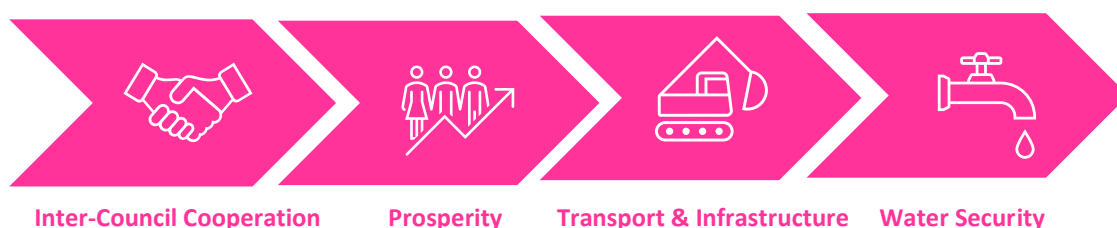
JOs are required to develop a Statement of Strategic Regional Priorities (SSRP) which sets out a vision for the region and provides an overview of the actions required to deliver the vision. The SSRP should draw from the Community Strategic Plans (CSPs) of member Councils, regional-level plans and other state strategic documents to clearly identify the highest regional priorities. As a minimum, each SSRP should include:

- Vision for the region
- Regional priority areas (around 5)
- Strategies and/or actions required to deliver the regional priorities
- Overview of the stakeholders, agencies and organisations required to help deliver activities and achieve regional priorities.

The review of the CSPs together with review of all of the Council's LSPs plus the environmental scan of State and Federal Government Strategies should inform the Statement of Strategic Regional Priorities. CNSWJO have now completed these reviews.

The next steps would be to analyse these reviews and to challenge whether the current regional priorities are still relevant in 2022?

1. Inter-council cooperation
2. Regional prosperity
3. Regional Transport and Infrastructure
4. Regional Water Security



: Central West Joint Organisation Regional Priorities



# An Overview of Local Government in NSW cont.

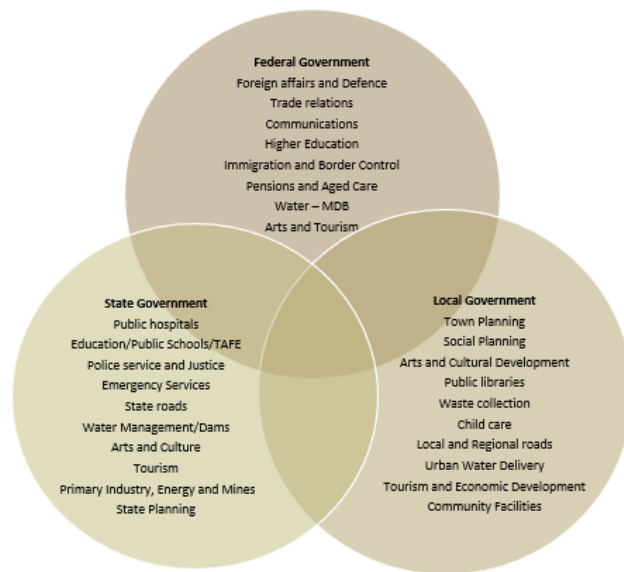


Figure 1: Responsibility levels of government



## Overview and Methodology

Whilst all of the CNSWJO Councils' CSPs basically followed the above structure they are all unique to their Council area. They varied in length from thirty to over sixty pages and they differed in detail. The number of "themes / directions" also varied from four up to eight.

As Community Strategic Plans are generally only reviewed every four years, they need to be beautiful poignant documents. Community Strategic Plans should reflect the views, wants and needs of the community. In many cases these priorities are outside the traditional jurisdiction of local government. This is where the importance of the advocacy by local government comes to the forefront. CSPs are used to discuss community issues with government representatives and officials and are required to be referenced in most grant applications.

The level of sophistication, complexity and detail in the plans across the region varied. Some plans lacked the detail that would be expected in a CSP and relied on generic motherhood statements, whilst others had too much detail and seemed to blur the lines between what a CSP is designed to convey compared to Councils delivery on operational plans.

What is obvious from the CSPs is that community and social infrastructure such as health and education is a priority for regional communities. The liveability of communities was also a focus of many plans.

A strong economy was recognised as being important for communities as it was acknowledged that a strong economy contributes to social wellbeing. Good governance, engagement, leadership, management of Council assets and development of partnerships was also highlighted in many of the CSPs.

We could see through a number of plans acknowledgement of emerging issues such as housing and skills, however they weren't a focus of all plans. Whilst preserving the natural and built environment was a priority of many of the plans – commitments to things such as government carbon reduction targets were missing from many plans.

It is widely acknowledged that the landscape is vastly different from where we were five years ago – the central west has battled droughts, fires, plagues, climate change and a pandemic. The CSPs have started to reflect these challenges but in many instances failed to meet challenges head on. It does need to be acknowledged that as these are community documents the agenda is not set by Council but the local community and therefore may only be focused on very local issues. However, we do need to think about how as a region these larger issues are acknowledged and how we develop agile plans to deal with issues as they emerge – this is where we need to acknowledge the importance of **the JO's Statement of Strategic Regional Priorities**.

Whilst each Council's CSP has been prepared and designed to address the individual Council's community priorities and vision however, there are five clear themes that each Council's CSP can be divided into;

- The Economy
- The Community
- The Environment
- Leadership
- Infrastructure and Assets



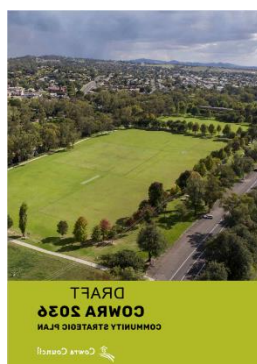
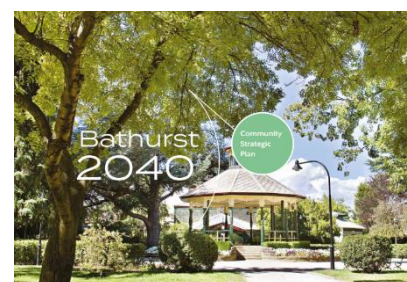
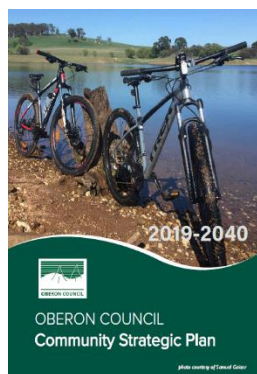
Under each of these main directions/ themes there are also some clear strategies that are reflected across the majority of Councils. The strategies do not relate to all of the Councils. It should be noted that some of the Councils' strategies could fit across multiple themes. For simplicity and for the purpose of this report they have only been placed under one heading.

- The Economy
  - Support Local Business
  - Attract Investment
  - Embrace technology/ smart solutions
  - Attract and develop a skilled work force
  - Support Tourism
- The Community
  - Health
  - Education
  - Liveability
  - Inclusion
  - History/ arts
- The Environment
  - Climate change
  - Waste Management/ Recycling/ renewables
  - Preserve the natural environment
  - Land use planning
  - Water conservation
- Leadership
  - Open, accountable and engaged
  - Sustainability
  - Innovation
  - Partnerships
- Infrastructure and Assets
  - Transport Road/ Rail
  - Active Transport
  - Water and Sewer

A summary of all the CNSWJO Council's CSP Direction and Strategies under each of the themes can be found in Appendix A

LOCAL STRATEGIC PLANNING STATEMENT	LINK TO PLAN
Parkes Shire Council	<a href="#">CLICK HERE</a>
Forbes Shire Council	<a href="#">CLICK HERE</a>
Cabonne Council	<a href="#">CLICK HERE</a>
Blayney Shire Council	<a href="#">CLICK HERE</a>
Weddin Shire Council	<a href="#">CLICK HERE</a>
Cowra Shire Council	<a href="#">CLICK HERE</a>
Lachlan Shire Council	<a href="#">CLICK HERE</a>
Oberon Council	<a href="#">CLICK HERE</a>
Bathurst Regional Council	<a href="#">CLICK HERE</a>
Orange City Council	<a href="#">CLICK HERE</a>

Table1: Central NSW JO Council CSPs



## Vision Statements

According to the IP&R handbook creating a community vision for the CSP is one of the most important outcomes from the community engagement process. It states that it should be aspirational, set the tone for the CSP, and supports a sense of shared ownership and purpose.

The vision should clearly articulate the community's vision and priorities. It can be used by Council and other stakeholders as an advocacy tool, to support funding or grant applications, or influence policy development and resources allocation at State and Federal levels of government.

Below is a word cloud created using the vision statements of all of the CNSWJO Councils – what is very clear is the importance of community. Additionally, the visions focused on being welcoming, supportive, vibrant and innovative. With an emphasis on economic development and environmental sustainability and resilience.



## Council Vision Statements

	Vision
Parkes	<i>Connected, Vibrant and Sustainable. Parkes Shire 2035 It All Adds Up.</i>
Cabonne	The Cabonne Local Government Area is thriving caring and vibrant. Our Cabonne community recognise and acknowledge our rich culture, heritage and history. We strive to protect and value our environment and the rural aspects of the region. We recognise that we need to ensure all members of our community have access to the services and support required to be successful. Despite being made up of a number of towns and villages and localities, we recognise that we need to work together to achieve great things for the wider Cabonne community. Where one community succeeds - we all succeed. We are Cabonne.
Bathurst	Bathurst: A vibrant and innovative region that values our heritage, environment, culture, diversity and strong economy.
Orange	The Community Strategic Plan is based around four key themes that provide a framework for decision making over the coming decades. Live, Preserve, Prosper and Collaborate. Each theme has a vision statement that articulates community aspirations of what the future should look like in Orange by 2032 <b>Live</b> – A healthy, safe, inclusive and vibrant community. <b>Preserve</b> - Balancing the natural and built environment <b>Prosper</b> - A smart, innovative and resilient economy. <b>Collaborate</b> - Leading and partnering to support the community
Forbes	The Forbes Shire is a safe, connected and welcoming community. We aspire to create job opportunities, improve our infrastructure and support a diverse and thriving economy.
Cowra	In 2036 we will be... "A leading, innovative and creative community, proud of our place in history and offering opportunity with the best of country living."
Weddin	A progressive rural locality with a vibrant and welcoming community, rich in both heritage and the natural environment, with a diverse and resilient economy that supports local employment and business.
Blayney	Our preferred future (What we want Blayney Shire to be in 2025) Our Shire of welcoming communities The many communities of the Shire's town, villages and settlements are supportive and welcoming to those who live here and also those who visit. Beautiful and productive landscapes The landscape in which we live is both beautiful and productive. Rural and mining heritage Our heritage of rural living amidst agricultural and mining production has taught us much about the nature of these activities and how they can exist in harmony. Showing the world how agriculture, mining and industry can work together for the greatest good We are eager to share these lessons and learnings with other communities around the world. A place to live your dreams In Blayney Shire there is both space and time to make and live your dreams!
Oberon	Oberon - more than you imagine!
Lachlan	That everyone in Lachlan Shire has access to the services that they require to support a rich and diverse lifestyle.

# Overview of Themes/ Directions and Strategies

## 1 Economic

In all of the CSPs this was an important direction/ theme for Councils and their communities. Ensuring that communities have a thriving diverse economy, that is resilient and adaptive to change, which maintains and attracts a skilled workforce were common objectives.

### Support Local Business

Over the last five years due to the advent of online shopping, the devastating drought and then the pandemic the importance of “shopping locally” and supporting local businesses has been brought to the forefront .

#### Strategy: Support Local Business

- Acknowledgement of the importance of local businesses to the region
- Develop shop local initiatives
- Support and develop industry growth via innovation
- Ensure town centres are enticing to attract retail traffic
- Develop and maintain a good relationship with local businesses and government to ensure sustainability of the economy
- Identifying and addressing barriers to sustainability of agricultural businesses

### Attract Investment

To ensure communities continue to grow and thrive and services are maintained it is paramount that new investment is attracted to the region.

#### Strategy: Attract Investment

- Ensure that all lgas are an attractive destination to live, work, visit and invest
- Support economic growth and expansion across the community through improvement of local public and private infrastructure and the allocation of land for commercial and industrial uses
- Leverage government investment in enabling infrastructure such as the Parkes SAP and Inland Rail
- Market the benefits of investing in the Central West
- Ensure an up to date and relevant Economic Development Strategies
- Ensure enabling infrastructure such as water, roads, industrial land etc is in place and plan for growth

### Embrace new and smart technology

The important role that technology will play in regional communities was highlighted in many of the CSPs.

#### Strategy: Embrace new and smart technology

- Position the economy to leverage smart technology, data and innovation to solve complex problems
- Ensure that communities are digitally connected, with appropriate and reliable mobile and internet connectivity
- Develop Smart City Strategies
- Advocate for equitable access to telecommunications



## Skilled Workforce

Currently there is a skills shortage in regional NSW. The challenge of maintaining and attracting appropriately skilled workforces to regional communities was a focus of many Councils' CSPs.

### Strategy: Skilled Workforce

- Ensure that the economy provides diverse employment pathways and education and training opportunities
- Be a leader in attracting and retaining workforce by providing a wide range of employment opportunities, that suit a wide range of skills.
- Grow local employment, investment and attract new businesses and skills by nurturing and supporting entrepreneurs, partnerships and local skill development
- Foster and support the sourcing of local skilled and unskilled labour by public and private sector employers
- Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations

## Tourism

Tourism plays a vital role in many of the economies of the Central West. It adds to the liveability of communities as well as to the economy.

### Strategy: Tourism

- The region is recognised as a top tourist destination - with a wide range of offerings, appealing to a broad audience
- Support iconic events and infrastructure ie the Dish, Mount Panorama Wapiti etc
- Promote our cities, towns and villages as a tourist destination
- Ensure that tourism is not only profitable but sustainable
- Encourage sustainable tourism initiatives which create employment and boost the local economy



## 2 Community

As discussed earlier, community is very much the focus of the various Council's community strategic plans. The aim is to have communities that are liveable, vibrant, inclusive, connected, encourage a sense of place and feel safe. There is also a focus in the CSPs of ensuring that essential services which Councils aren't necessarily responsible for such as health care services and education services are provided for all stages of life.

### Health

While health is not a core responsibility for local government, having adequate health and allied services for all stages of life is vitally important to communities – socially and economically. All of the CSPs had a strategy regarding the health. The communities of the Central West are looking their local governments to strongly advocate to State and Federal governments to ensure that these essential services are provided.

#### Strategy – health

- Ensure that communities are safe, active and healthy
- That people can age in place and have the services to support them
- Residents have access to a wide range of quality and reliable health services - including in-community access to specialist services
- Healthy and active community that is supported by sport and recreational infrastructure
- Look at innovative and alternative means to provide health services such as a co-operative approach, involving public and private sector entities
- Develop initiatives to attract and retain local health professionals
- Advocate for new healthcare facilities such as hospitals
- Proactively plan for future healthcare needs
- Initiate health/ fitness programs for communities
- Appropriate digital and physical medical facilities are available
- Partner with and seek advice from the local Indigenous community and Indigenous health care services to improve health outcomes.

### Education

Lifelong learning is fundamental to safeguarding social and economic development of regional communities. Attracting, retaining and upskilling regional workforces has never been as important as it is currently. As we see a shift in the economy to what has been termed industry 4.0 and we move towards a net zero economy – being able to upskill and train locally will be paramount.

#### Strategy – education

- Develop initiatives to attract and retain education services and professionals
- Children have access to childcare and children's services that meet the needs of our local families
- Students of all ages have access to quality educational opportunities
- Develop multi-agency collaboration to facilitate the establishment of local tertiary education facilities and services
- Support local training and education providers to build local skills capacity, infrastructure and knowledge
- Local education institutions are effectively supported with a primary focus on targeted program delivery and fit for purpose facilities

- Lifelong learning opportunities are provided with a focus on digital learning supported in fit for purpose facilities

### Liveability

The post pandemic world means that people are more able to live where they want to live rather than where they need to live for work.

This is a huge opportunity for Central NSW to attract new people which would in turn strengthen essential services such as health care and education and bring new skills to the region. But there are also challenges with keeping up with services such as housing, transportation and ensuring that communities continue to have a sense of place. Liveability is a very broad term and captured a lot of very diverse strategies in the various CSPs.

#### Strategy – Liveability

- Ensure that our community is liveable, growing and connected
- Community clubs, groups and organisations are sustainable and provide access to activities for all age groups and abilities
- A wide range of affordable and quality housing options that cater to the diverse needs of our community
- Community infrastructure which enables all residents and visitors to participate in a range of activities
- A thriving and proactive volunteer network, that encourages and recognises all community members, and their contributions to the wider community
- Ensure CBD, neighbourhoods and the region's villages are attractive, welcoming and full of life
- Responsive programs and services that support our community's lifestyle and social needs
- Community that values and protects domestic animals and the role they play in residents' wellbeing, both physical, social and psychological
- Transport services, connectivity and infrastructure that support community, tourism, business and industry

### Inclusion

Social inclusion means that all people have the best opportunities to enjoy life and do well in society – **making sure no one is left out or excluded**. ([Sacred Heart Mission](#)). Social inclusion is not only important for individuals to thrive but it is also important for the economy. It is estimated by making our society more inclusive, we could boost Australia's productivity, improve employment outcomes and reduce costs for our public health and social system – which would lead to a GDP growth of \$12.7 billion per year. ([SBS News August 2019](#)). Hence inclusion and creating a sense of place and belonging was a focus of a great deal of strategies in the CSPs. It should be noted that Cowra's CSP had a very big focus on indigenous inclusion and the importance of the Wiradjuri culture.

#### Strategy – Inclusion

- Our community is creative, proud and has a strong sense of belonging
- Support initiatives to increase education and training outcomes for local Indigenous people Foster reconciliation and connection with the local Indigenous population Respect, promote and protect Wiradjuri culture
- Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community
- People from diverse cultures feel that the Central West is a welcoming and accepting place
- Our community is inclusive and accessible for people with disability for all age groups and abilities

- Young people are engaged and contributing members of their communities
- Residents feeling connected, safe, valued and that they are able to contribute to the community
- A thriving and proactive volunteer network, that encourages and recognises all community members, and their contributions to the wider community
- Create a friendly environment where people feel safe and included
- Build connections and co-operation between different interest and representative groups across the community
- Recognise and grow the talent in our community

## Arts/ Culture

The role of art and culture and respecting and persevering the history of regional communities is an important element in creating a vibrant, diverse, respectful and inclusive community.

### Strategy – Arts/ Culture

- Ensure that the history and heritage of our communities is valued and protected - including our Indigenous culture, heritage and assets
- Encourage a thriving, vibrant arts and culture scene that promotes local endeavour and encourages local participation.
- Celebrate our cultural, social, natural and built heritage assets
- Identify opportunities to preserve and strengthen the diverse heritage and culture of our region
- Cultural and arts facilities and events are maintained and developed



Orange Regional Museum



### 3 Protection of the Natural and Built environment

All of the Councils' CSPs had a focus on protecting, preserving and balancing the potential conflict between their built and natural environments. The CSPs reflected that important role that communities have in the stewardship of the environment

#### Climate Change

The CSPs all had a focus on the impacts of climate change and looked to strategies to mitigate it as we move towards net zero.

##### Strategy – Climate Change

- Communities are working to identify and responsibly to mitigate and, where necessary, adapt to the impacts of climate change
- Minimise the community's environmental footprint, live more sustainably and use resources more wisely
- Increase resilience to natural hazards and climate change
- Aim to position the Central West as a centre of environmental excellence
- Reduce the emissions of Council operations in line with government targets
- Take advantage of and support opportunities to grow new sustainable industries
- Provide support for local agricultural industry in adopting new practices

#### Recycle and renewables / Waste Management

The CSPs showed a change in attitude towards waste from a problem to be buried to an issue communities need to work together to solve. Many of the communities in the Central West also have requested via the CSPs that there is a greater focus on renewable energy.

##### Strategy – Recycle and renewables/ Waste Management

- Work with communities to reduce, reuse and recycle waste
- Promote and support local and regional programs and innovation in areas of waste reduction and recycling
- Identify and develop appropriate sustainable energy supply options/ policies, such as wind and solar power generation
- Ensure sustainable waste management services and programs, with a commitment to resource recovery

#### Preserve

Preservation of the natural and built environment was a common theme across all of the Councils' CSPs

##### Strategy – Preserve

- Our natural environment is preserved and enhanced for current and future generations
- Our built environment is functional, sustainable and meets the needs of our growing community
- That the natural beauty and landscapes- lookouts, rivers, creeks, lakes, parks - are healthy and preserved for the enjoyment of our community
- The natural environment is protected from pest and weeds



- Show leadership, educate, protect and improve our natural areas and ecosystems, including rivers and waterways
- Sustainable growth and respectful planning that values the natural environment
- Provide education and other programs to support the protection and enhancement of biodiversity, responsible land management and sustainable agricultural practices
- Build partnerships with people who work with and care for the land to secure a healthier environment
- Retention of native vegetation with linking corridors
- Heritage sites in the natural and built environment are identified and understood

### Management of Assets / Land Use Planning

Council has a focus on ensuring that assets and land use planning (which for most Council's is covered in their LSPS) is focused on ensuring population growth.

#### Strategy – Management of Assets/ Land use planning

- Ensure utilities well planned and efficiently managed
- Managing our resources wisely and manage infrastructure for a growing community.
- Develop appropriate land use planning measures that facilitate diversity and choice in housing and in rural and urban living
- Develop and implement measures to enhance urban streetscapes and town entrances throughout our towns and villages

### Water

For regional communities to grow and thrive they need water security.

#### Strategy – Water

- Improve water security and ensure residents have access to secure, quality and reliable water supply
- Ensure that natural water resources remain clean and healthy and secure, and that supplies are allocated equitably
- Biodiversity of waterway
- Protect and manage local air quality, waterways, rivers and streams



## 4 Community Leadership

Strong leadership is a cornerstone of a thriving community. The importance of having open, accountable and responsible local government that values community engagement and responsibly manages the community assets is paramount for the long term sustainability of regional communities.

### Open, accountable and engaged

Ensuring effective communication and community engagement was highlighted in the CSPs as a key ingredient to having an open and accountable governance.

#### Strategy – Open, accountable and engaged

- Our local government is open, accountable, and representative
- A unified local government demonstrates strong civic leadership from our Council and other government representatives, as well as from our community
- Communicate and engage with the community, government and business groups on important matters
- Advocate for our community
- Opportunities are provided to develop and support leadership skills in the community
- Ensure that the community has a good grasp of the role of Council and Councillors as well as how best to raise issues and concerns.
- Good governance across our communities
- Partner with local communities to create an ongoing culture of engagement to aid Council decision making

### Sustainable

Ensuring the long term viability or that Councils were “fit for the future” was a very important strategy for many communities.

#### Strategy – Sustainable

- Our Local Government is sustainable and plans for the future
- Manage our money and our assets to be sustainable now and into the future
- Find methods to invest in our people
- Identify and adopt strategies to attract, retain and support highly skilled and qualified staff
- Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency
- Maximise external grant funding opportunities

### Innovation

Being on a journey of continuous improvement, looking to do things in a new and more sustainable way was highlighted as valued by many communities.

#### Strategy – Innovation

- Our Local Government is contemporary, effective and efficient
- Implement opportunities for organisational improvement
- Encourage and support high levels of resilience, self-reliance, capacity-building and co-operation amongst local communities and community groups
- Support innovation and research.

## Partnerships

Building effective, supportive and strategic partnerships across all levels of government including with CNSWJO, not for profit organisations and with the private sector was identified in the CSPs as a way of more effectively delivering services and advocating for communities.

### Strategy – partnership

- Work with our partners and neighbouring Councils to share skills, knowledge and resources and find ways to deliver services more efficiently
- Adopt a regional outlook and seek opportunities for co-operation and shared initiatives with other government entities, the private sector, neighbouring Councils, the Joint Organisation and other entities
- Council advocates strongly for the needs and interests of local communities in dealings with public and private sector entities



## 5 Infrastructure and Community Assets

To ensure our region is accessible, we need to be well connected not only via our own town and villages, but also to other regions, capital cities and states via road, rail and air. It is essential that our community has access to the services and facilities that make our region 'liveable' and that local government take responsibility for maintaining these assets.

### Road / Rail

Transport infrastructure is critical for the health of all communities. Some aspects such as local roads and bridges and in some cases local airports are the direct responsibility of local government. Freight and passenger rail, public transport and highways fall outside of local government's jurisdiction, but it is incumbent on local government to ensure that they advocate for efficient and safe rail networks.

#### Strategy – Road/ Rail

- That the region is connected by a road network that is safe and maintained - including for both sealed and un-sealed roads
- Planning is undertaken to ensure that the road network can support the safe movement of freight and other heavy vehicles
- Provide parking to meet the needs of a growing community
- Work with partners to improve public transport, and passenger and freight transport connections across, to and from the region
- Prioritise projects to ensure the Newell Highway remains open and passable during flood events in conjunction with the Newell Highway taskforce
- Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains
- Re-open the Blayney to Demondrille rail line to facilitate freight movement within and beyond the region
- Ensure that community assets and public infrastructure including roads, bridges and public buildings are well maintained
- Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.

### Active Transport

Providing active transport infrastructure promotes healthy communities and is also important for the environment.

#### Strategy – Active Transport

- Ensure towns and villages have access to a safe and modern active transport network that encourages walking and cycling
- Provide infrastructure which encourages the use of sustainable transport such as cycleways and walking tracks

### Flood mitigation and Water and Sewer Assets

Flood mitigation has been identified in the CSPs as a key focus for local government as is the management of water, storm water and sewer assets.



### Strategy – Flood mitigation and Water and Sewer Assets

- Support State and Federal government undertakings to ensure flood mitigation and water security
- Identify and plan for the long terms needs of the communities in terms of urban water supply and stormwater management
- Every village has access to water and sewerage services
- Provide secure and safe water supply, and manage waste water





## Appendix A – Directions/ Themes and Strategies



## Appendix A

### Theme/ Direction Economy

	Economy - Visions
Parkes	Economy - We have a diverse, thriving economy which supports traditional and new industries, accommodates continued population growth and provides quality employment, education and training opportunities.
Cabonne	Economy Cabonne has a thriving, sustainable, and adaptive ECONOMY that builds on our community's strengths.
Bathurst	We aspire to have A SMART AND VIBRANT ECONOMY
Orange	Prosper - A smart, innovative and resilient economy.
Forbes	LOCAL ECONOMY - Our local economy is strong, innovative and sustainable, providing diverse local employment opportunities and ease of access to goods and services.
Cowra	We will work to strengthen and grow our economy, support tourism and adopt new technology to ensure the community and the Shire's long-term sustainability. We will acknowledge and foster agriculture and related businesses as the primary contributors to the local economy. We will respond to the needs of new and existing businesses, encourage innovation and high standards and develop ways to help businesses prosper.
Weddin	Strong, diverse and resilient local economy
Lachlan	That Lachlan Shire is a desirable location and offers a range of employment options.
Blayney	Grow the wealth of the Shire
Oberon	A Growing Economy

	Support Local businesses
Parkes	
Cabonne	4.1 Cabonne is recognised as a region where businesses - both large and small - thrive and are supported by their community.
Bathurst	2.1 Support local business and industry
Orange	
Forbes	LE1 Identify and address barriers to the sustainability and growth of local agriculture LE4 Implement water security measures and support water storage projects to ensure dependable water supplies for local agriculture and the Shire LE5 Ensure the long term viability and growth of our regional livestock exchange LE10 Foster an ethic in community spending to first “try local” when purchasing goods and services LE11 Promote and support the adoption of online capabilities by local retail businesses and service providers LE13 Provide support to local ‘value-add’ industries and foster their expansion within the Shire
Cowra	* Plan for and support business and industry growth, research and innovation. * Add value and support to our existing businesses and industries. * Support the development of an energetic CBD.
Weddin	* A strong and progressive agricultural sector is maintained. * Essential infrastructure and services to support business activity are available. * Existing businesses and new industries are supported and encouraged so as to increase job opportunities.
Lachlan	3. Increased local employment opportunities. 4. Encourage retail activity. 5. Improved appearance of each town. 7. Inviting town and CBD presentations.
Blayney	* A viable agricultural sector with niche opportunities and products coupled with lifestyle. * A thriving mining industry that supports and works well with the community * A vibrant local retail and business sector
Oberon	* Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy * Recognise the valuable contribution of the agriculture sector to the local economy

	Attract Investment
Parkes	2.1 Our Shire is an attractive destination to live, work, visit and invest
Cabonne	
Bathurst	5.5 Plan and respond to demographic changes in the community
Orange	
Forbes	LE2 Support economic growth and expansion across the Shire through improvement of local public and private infrastructure and the allocation of land for commercial and industrial uses LE7 Promote the Shire as an ideal location for investment and the establishment of innovative, sustainable businesses and light industry LE8 Define and promote a 'point of difference' and 'brand' as a basis to promote the Shire LE12 Leverage the Parkes intermodal hub and Inland Rail projects to foster economic growth within the Shire
Cowra	* Tell the world about the opportunities and benefits of living, working and playing in Cowra Shire
Weddin	* The Local Economic Development Strategy (LEDS) establishes mechanisms to foster partnerships to advance economic activity * Weddin Shire is promoted as a place to live, work and invest * A proactive environment exists to support responsible mining.
Lachlan	
Blayney	* Internationally recognised brand for Blayney Shire. * Sustainable water, energy and transport sectors to support future growth
Oberon	* Promote, support and attract local businesses and industry

	Embrace new technology/ Smart
Parkes	2.2 Our economy leverages smart technology, data and innovation to solve complex problems
Cabonne	2.2 The Cabonne LGA is a digitally connected LGA, with appropriate and reliable mobile and internet connectivity.
Bathurst	2.3 Develop Bathurst as a Smart City
Orange	Objective 13: A smart, innovative and resilient industry sector.
Forbes	IS13 Ensure an equitable and progressive approach to the provision of telecommunications services and infrastructure across the Shire
Cowra	* Advocate for improved digital connectivity for Cowra Shire to the rest of world.
Weddin	
Lachlan	
Blayney	
Oberon	* Lobby for better telecommunications services

	Skilled Workforce
Parkes	2.4 Our economy provides diverse employment pathways and education and training opportunities
Cabonne	4.5 Cabonne is a leader in attracting and retaining workforce by providing a wide range of employment opportunities, that suit a wide range of skills.
Bathurst	2.2 Grow local employment, investment and attract new businesses and skills by nurturing and supporting entrepreneurs, partnerships and local skill development
Orange	
Forbes	LE3 Foster and support the sourcing of local skilled and unskilled labour by public and private sector employers
Cowra	
Weddin	
Lachlan	
Blayney	
Oberon	* Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations



	Tourism
Parkes	
Cabonne	4.3 Cabonne is recognised as a top tourist destination - with a wide range of offerings, appealing to a broad audience. 4.4 The Cabonne community celebrates what we have to offer through community events that bring people together (locals and visitors alike).
Bathurst	2.5 Support Mount Panorama Wahluu as a premier motor sport and event precinct 2.6 Promote our City and Villages as a tourist destination
Orange	Objective 12: Sustainable tourism, events and visitor experiences.
Forbes	LE9 Identify and promote local tourism opportunities and related services
Cowra	* Identify and develop profitable and sustainable tourism opportunities for Cowra Shire.
Weddin	* Weddin Shire's tourism potential maximised.
Lachlan	1. A vibrant tourism industry. 2. Increased business activity through tourism. 6. Increased promotion of local events.
Blayney	* A well established, connected and prosperous tourism industry
Oberon	* Encourage sustainable tourism initiatives which create employment and boost the local economy

## Theme/ Direction – Community

	Community
Parkes	Community - We live in a safe, inclusive & growing community that provides a great quality of life for people of all ages and abilities
Cabonne	Cabonne COMMUNITIES are connected to each other, connected to quality services, and connected in wanting to better our Cabonne region.
Bathurst	We value OUR SENSE OF PLACE AND IDENTITY
Orange	Live – A healthy, safe, inclusive and vibrant community.
Forbes	Community and Culture - Our communities are healthy, vibrant and connected, sustained by our diversity, our inclusiveness and the strong community spirit that binds us.
Cowra	Our community needs local access to 'state of the art' health care services, including mental health services and facilities and we will advocate for these. We will also facilitate community access to recreational, social and sporting services and facilities that meet the needs of the community and support health, well-being and an active lifestyle. We need to nurture and protect our sense of community spirit and ensure it is vibrant, resilient and embraces diversity and our unique culture. Our community must feel safe in our neighbourhoods and have clean, welcoming and attractive public places to enjoy our sporting, recreational and cultural facilities.
Weddin	Innovation in service delivery (healthy, safe, and educated community) culturally rich, vibrant and inclusive community
Lachlan	That everyone in Lachlan Shire has access to the services that they require to support a rich and diverse lifestyle. Foster the needs of our citizen's recreational and cultural pursuits.
Blayney	A centre for sports and culture Develop strong and connected communities
Oberon	Community wellbeing

	Health
Parkes	1.1 Our community is safe, active and healthy
Cabonne	3.1 Elderly residents can age-well in Cabonne. 3.7 Cabonne residents have access to a wide range of quality and reliable health services - including in-community access to specialist services.
Bathurst	5.1 Provide opportunities for our community to be healthy and active
Orange	Objective 2: A healthy and active community that is supported by sport and recreational infrastructure.
Forbes	IS4 Adopt a co-operative approach, involving public and private sector entities, to ensure that health, medical, education, community and public safety services are well planned and resourced to meet the long term needs of the Shire IS10 Develop initiatives to attract and retain local health and education services and professionals
Cowra	* Construct a new hospital facility at Cowra * Collaborate with education and health providers to attract and retain health professionals to the Shire. * Provide for future aged care needs and support services. Promote an active retirement.
Weddin	* Quality medical facilities are encouraged and appropriate digital and physical facilities are available * Adequate aged care services are provided to meet the current and future needs of the community * Public health and safety opportunities are maximised in appropriate facilities and through effective integrated programs.
Lachlan	3. Services to support our aging community. 6. Improved access to health services. 1. Improved health opportunities.
Blayney	* Integrated medical and aged care facilities across the Shire * Fit and healthy community members
Oberon	* Meet the health, educational and social service needs of the community

	Education
Parkes	
Cabonne	3.5 Cabonne's children have access to childcare and children's services that meet the needs of our local families. 4.6 Students of all ages across Cabonne have access to quality educational opportunities.
Bathurst	
Orange	
Forbes	IS5 Develop multi-agency collaboration to facilitate the establishment of local tertiary education facilities and services
Cowra	* Make Cowra Shire a learning community. * Support local training and education providers to build local skills capacity, infrastructure and knowledge.
Weddin	* Health education is promoted and developed, services are accessible, and people are encouraged to take personal responsibility for their health * Local education institutions are effectively supported with a primary focus on targeted program delivery and fit for purpose facilities. * Lifelong learning opportunities are provided with a focus on digital learning supported in fit for purpose facilities.
Lachlan	1. Increased access to childcare.
Blayney	
Oberon	

	Liveability
Parkes	1.2 Our community is liveable, growing and connected
Cabonne	3.2 Cabonne's community clubs, groups and organisations are sustainable and provide access to activities for all age groups and abilities. 4.2 Cabonne has a wide range of affordable and quality housing options that cater to the diverse needs of our community. 2.5 Cabonne's community infrastructure enables all residents and visitors to participate in a range of activities. 1.4 Cabonne has a thriving and proactive volunteer network, that encourages and recognises all community members, and their contributions to the wider community.
Bathurst	1.4 Protect and improve the region's landscapes, views, vistas and open space 1.5 Promote good design in the built environment 2.4 Promote our City and Villages as an attractive place to live 4.1 Facilitate development in the region that considers the current and future needs of our community 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life 5.4 Make our public places safe and welcoming
Orange	Objective 1: A liveable city that is connected through open spaces. Objective 5: Responsive programs and services that support our community's lifestyle and social needs. Objective 6: A community that values and protects domestic animals and the role they play in residents' wellbeing, both physical, social and psychological. Objective 14: Transport services, connectivity and infrastructure that support community, tourism, business and industry.
Forbes	CC2 Develop a local multipurpose venue to support a wide range of sporting, cultural and community activities and events CC4 Identify a broad range of grants and funding opportunities to support local community activities CC7 Plan for and manage open-space, recreational and community facilities such as local parks, community halls, heated and Olympic-sized swimming pools and sporting fields that enhance the year-round health and well-being of communities across the Shire CC9 Ensure that community safety initiatives and measures are well planned and delivered IS6 Develop the lake precinct via the Lake Forbes Activation plan to address local resident recreational and social needs and provide a focus for tourism. IS11 Identify and plan for the long term needs of communities within the Shire in the provision of major indoor and outdoor sporting, recreational infrastructure such as swimming pools and multi-purpose facilities
Cowra	* Support and encourage volunteering within the community * Continue to develop our leisure and cultural facilities and infrastructure and protect and enhance our natural environment. * Maintain a planning framework that responds to community needs
Weddin	* Community and local transport options are encouraged and available. * Sporting facilities and events are maintained and developed. * Recreational facilities and events are maintained and developed
Lachlan	4. Reliable access to community transport. 3. Improved sporting facilities. 4. Improved community halls.



Blayney	<ul style="list-style-type: none"> <li>* Cultural and sporting events are coordinated and resourced.* Strong participation in sporting events and competitions.* Improved access to community and public transport between villages and centres.* A diverse and sustainable population in our communities and villages* Full and equitable access and strong usage of Information and communication technologies across the Shire.* A safe community</li> </ul>
Oberon	<ul style="list-style-type: none"> <li>* Meet the transport needs for all community members within the area and to the region and cities</li> <li>* Work with our partners to provide a safe community</li> <li>* Provide accessible, safe and well maintained community spaces and facilities</li> </ul>

	Inclusion
Parkes	1.3 Our community is creative, proud and has a strong sense of belonging 1.4 Our community is inclusive and accessible for people with disability
Cabonne	3.3 Cabonne's youth are engaged and contributing members of their communities. 3.4 Residents feeling connected, safe, valued, and that they are able to contribute to the Cabonne community.
Bathurst	5.3 Help build resilient, inclusive communities
Orange	Objective 3: A friendly environment where people feel safe and included. Objective 7: More for young people to do
Forbes	CC1 Provide local activities, facilities and events that foster inclusion and reflect the identity and diversity of communities within the Shire CC3 Recognise and support local volunteers and volunteering strategies that create increased opportunities for people to contribute to community wellbeing CC6 Provide services, facilities and activities to address the specific needs of children and young people, parents and families, people with disability, elderly people and others CC8 Build connections and co-operation between different interest and representative groups across the Shire
Cowra	* Provide facilities, infrastructure and programs for health and well-being needs, including disability, mental health and family support services * Recognise and grow the talent in our community. * Develop and provide programs to meet the needs of Cowra Shire's young people. * Develop a community where people are welcomed from all walks of life and feel safe and secure. * Continue to deliver and ensure all high movement areas, public buildings and appropriate Council resources and services are accessible for all the community. * Partner with and seek advice from the local Indigenous community and Indigenous health care services to improve health outcomes. * Support initiatives to increase education and training outcomes for local Indigenous people. * Foster reconciliation and connection with the local Indigenous population. Respect, promote and protect Wiradjuri culture. * Show leadership and promote actions that ensure all members of the community have an equal opportunity to participate fully within the community.
Weddin	* People from diverse cultures find Weddin a welcoming and accepting place * Weddin is seen as encouraging a strong sense of community and connectedness.
Lachlan	2. Expanded services for people with disabilities. 5. Additional youth activities. 2. More activities for the youth in all communities.
Blayney	* Blayney Shire - a centre for arts, performance and entertainment.
Oberon	* Meet the social, cultural and physical activity needs of the community

	History Culture/ Arts
Parkes	
Cabonne	3.6 The history and heritage of Cabonne - including our Indigenous culture - is valued and protected. 3.8 Cabonne has a thriving, vibrant arts and culture scene that promotes local endeavour and encourages local participation.
Bathurst	1.1 Respect, protect and promote the region's Indigenous heritage assets 1.3 Enhance the cultural vitality of the region 1.2 Protect, enhance and promote the region's Non-Indigenous assets and character
Orange	Objective 4: A creative community participating in arts and cultural activities. Objective 11: Celebrate our cultural, social, natural and built heritage assets.
Forbes	CC5 Identify opportunities to preserve and strengthen the diverse heritage and culture of the Shire
Cowra	
Weddin	* Cultural and arts facilities and events are maintained and developed.
Lachlan	
Blayney	
Oberon	

## Theme/ Direction – Environment

	Environment
<b>Parkes</b>	Environment - We value our natural and built environments and effectively plan for a growing community
<b>Cabonne</b>	Environment Cabonne residents value and want to improve our natural and built ENVIRONMENT.
<b>Bathurst</b>	Objective 3. Strengthen ENVIRONMENTAL STEWARDSHIP
<b>Orange</b>	Preserve - Balancing the natural and built environment
<b>Forbes</b>	Environment - The good health of our natural environment and biodiversity is valued, protected and enhanced.
<b>Cowra</b>	We will help our community to live more sustainably, as part of our efforts to achieve a healthier, better protected and well managed environment that responds to a changing climate. Caring for our environment is important for the health and well-being of today's community and also for future generations. It is also vital for the viability of our native flora, fauna and waterways.
<b>Weddin</b>	SUSTAINABLE NATURAL, AGRICULTURAL AND BUILT ENVIRONMENTS
<b>Lachlan</b>	Lachlan Shire is clean and green and a safe place to live.
<b>Blayney</b>	Preserve and enhance our heritage and rural landscapes
<b>Oberon</b>	Caring for the Environment

	Climate Change
Parkes	
Cabonne	5.3 The Cabonne community are working responsibly to mitigate and, where necessary, adapt to the impacts of climate change
Bathurst	3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely 3.5 Increase resilience to natural hazards and climate change
Orange	
Forbes	NE6 Identify and address issues surrounding climate change and natural disasters and their short and long term impacts
Cowra	<ul style="list-style-type: none"> <li>* Aim to position Cowra Shire as a centre of environmental excellence</li> <li>* Reduce the emissions of Council operations in line with NSW Government targets for the local government sector.</li> <li>* Take advantage of and support opportunities to grow new sustainable industries.</li> <li>* Build and promote Council's and the community's preparedness for, adaptability to and resilience to climate change and natural disaster impacts.</li> </ul>
Weddin	* There is support for local agricultural industry in adopting sustainable and environmentally- friendly farming practices in the context of climate change
Lachlan	
Blayney	
Oberon	* Reduce the impact of Council's carbon footprint through energy saving innovations



	Recycle and renewables / Waste Management
Parkes	3.3 Our community reduces, reuses and recycles waste
Cabonne	
Bathurst	
Orange	
Forbes	NE2 Promote and support local and regional programs and innovation in areas of waste reduction and recycling NE7 Identify and develop appropriate sustainable energy supply options, such as wind and solar power generation
Cowra	
Weddin	<ul style="list-style-type: none"> <li>* Waste reduction and recycling is encouraged, with a focus on the villages.</li> <li>* The community is made aware of sustainable practices</li> <li>* There is a policy position on renewable energy</li> </ul>
Lachlan	2. Recycling services.
Blayney	* Sustainable waste management
Oberon	* Ensure sustainable waste management services and programs, with a commitment to resource recovery

	Preserve
Parkes	3.1 Our natural environment is preserved and enhanced for current and future generations 3.2 Our built environment is functional, sustainable and meets the needs of our growing community
Cabonne	5.1 Cabonne's natural beauty and landscapes- lookouts, rivers, creeks, lakes, parks - are healthy and preserved for the enjoyment of our community 5.2 The natural Cabonne environment is protected from pest and weeds.
Bathurst	3.1 Protect and improve our natural areas and ecosystems, including the Macquarie River - Wambuul and other waterways 3.4 Protect and improve the region's biodiversity
Orange	Objective 8: Sustainable growth and respectful planning that values the natural environment.
Forbes	NE1 Provide education and other programs to support the protection and enhancement of biodiversity, responsible land management and sustainable agricultural practices NE3 Foster a strong sense of collective responsibility across agencies, community groups and individuals, for the preservation and enhancement of our natural environment NE4 Ensure that local and state planning policies and processes address the protection and enhancement of our natural environment and biodiversity NE5 Maintain the health of our road reserves as an important aspect of our natural environment NE9 Minimise the impact of weeds and pest animals on the natural environment NE10 Ensure that appropriate regulatory and enforcement agencies are proactively involved in addressing and managing environmental issues NE11 Adopt a regional approach to the management of our natural environment RU1 Ensure that strategic land use planning for the Shire acknowledges the importance of our rural character and agricultural activities
Cowra	* Show leadership by taking action and promoting practices to encourage Cowra Shire to be an environmentally responsible community. * Build partnerships with people who work with and care for the land to secure a healthier environment.
Weddin	* Environmental regulations and control in Council's sphere of operations are implemented. * Council operations see an improvement in environmental outcomes * The heritage of built areas is preserved. * There is an enhancement of broader landscape connectivity for native fauna
Lachlan	3. Sustainable environmental practices. 4. Control of weeds.
Blayney	* Retention of native vegetation with linking corridors * Heritage sites in the natural and built environment are identified and understood * Sustainable land use practices across the Shire
Oberon	* Work with other agencies to protect local fauna and biodiversity

	Management of Assets / Land Use Planning
Parkes	3.4 Our utilities well planned and efficiently managed
Cabonne	
Bathurst	
Orange	Objective 9: Managing our resources wisely. Objective 10: Infrastructure for our growing community.
Forbes	RU2 Develop appropriate landuse planning measures that facilitate diversity and choice in housing and in rural and urban living RU3 Provide education, information and incentives that support the preservation of local heritage and where appropriate, foster inclusion of heritage elements into new developments RU4 Ensure that issues of amenity and access are addressed and accounted for in local urban design and planning RU5 Develop a co-operative approach between government agencies and landholders to identify and preserve prime agricultural land RU6 Ensure that there is adequate land supply and subdivisions to accommodate future population growth and facilitate commercial and industrial expansion RU7 Ensure that Council's development application and assessment processes are clear, efficient and customer-focused RU8 Facilitate the development of subdivisions to support ageing-in-place for elderly people RU9 Develop and implement measures to enhance urban streetscapes and town entrances throughout our town and villages
Cowra	
Weddin	
Lachlan	
Blayney	
Oberon	

	Water
Parkes	
Cabonne	5.4 Cabonne residents have access to secure, quality and reliable water supply.
Bathurst	3.2 Improve water security
Orange	
Forbes	NE8 Ensure that natural water resources remain clean and healthy and secure, and that supplies are allocated equitably
Cowra	
Weddin	
Lachlan	1. Safe environment for recreational water activities.
Blayney	* Biodiversity of waterways
Oberon	* Protect and manage local air quality, waterways, rivers and streams

## Theme/ Direction – Leadership

	Community Leadership
Parkes	Leadership - We enjoy open, accountable and responsible local government that involves our community in decision making and responsibly manages our public resources
Cabonne	Leadership Cabonne's local LEADERS - both elected and community leaders - are unified, focused and work together for the betterment of our region
Bathurst	Objective 6. We advocate for COMMUNITY LEADERSHIP AND COLLABORATION
Orange	Collaborate - Leading and partnering to support the community
Forbes	We are supported by strong and ethical civic leadership at all levels and activities of government within the Shire are conducted in an open, transparent and inclusive manner.
Cowra	Securing our long-term future and achieving our vision is about good governance, leadership and planning. Our community will be at the heart of our decision making and service delivery, and will enjoy a strong sense of connection with their Council.
Weddin	Democratic and engaged community supported by efficient internal systems
Lachlan	A responsive and sustainable Council with community focus and a can-do attitude
Blayney	Leadership
Oberon	Leadership and Engagement



	Open and Accountable / engagement
Parkes	4.1 Our local government is open, accountable, and representative
Cabonne	1.1 A unified Cabonne demonstrates strong civic leadership from our Council and other government representatives, as well as from our community
Bathurst	6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region 6.3 Advocate for our community 6.4 Meet legislative and compliance requirements 6.5 Be open and fair in our decisions and our dealings with people
Orange	Objective 15: An informed community. Objective 18: Responsible governance
Forbes	GR1 Ensure open, accountable and inclusive decision-making processes in government and private sector entities at all levels where decisions have potential to impact local communities GR2 Conduct broad and effective communication and engagement with local communities and other stakeholders across the Shire
Cowra	* Build understanding and communication of Cowra Shire's rich history, vibrant future and leadership in international understanding and cultural diversity. * Engage with our community in a variety of ways to increase awareness of key issues and ensure better project and service delivery outcomes.
Weddin	* Opportunities are provided to develop leadership skills in the community * Council provides support to leaders across the Shire. * All major groups in the community and a broad section of community members have the opportunity to contribute to major decisions. * The community has a good grasp of the role of Council and Councillors as well as how best to raise issues and concerns. * Different avenues of communication are effectively leveraged to engage community in local leadership and Council activities. * WSC is positioned as an employer of choice
Lachlan	2. A Council that is responsive to the community's needs. 3. Better communication between Council and its residents.
Blayney	* Capable, self sufficient communities engaged in decision making about issues that affect them. * Good governance across our communities * Meaningful communication between the Shire's communities and Council
Oberon	* Partner with local communities to create an ongoing culture of engagement to aid Council decision making

	Sustainable
Parkes	4.2 Our Local Government is sustainable and plans for the future
Cabonne	
Bathurst	6.6 Manage our money and our assets to be sustainable now and into the future 6.7 Invest in our people
Orange	
Forbes	GR4 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency GR5 Identify and adopt strategies to attract, retain and support highly skilled and qualified staff in public agencies within the Shire GR6 Ensure local operations and projects undertaken by public agencies are in accord with adopted plans and strategies for the Shire and/or the region GR10 Council proactively manages risks to the organisation and community in accordance with statutory requirements
Cowra	* Ensure Council remains financially sustainable and maximises external funding opportunities.
Weddin	* The integrated planning and reporting process is fully implemented
Lachlan	
Blayney	* A well-run Council organisation
Oberon	* Council has sound organisational health with strong leadership and governance frameworks * Council has a focus on providing excellence in service delivery * Ensure financial stability and support efficient Council operations

	Innovation
Parkes	4.3 Our Local Government is contemporary, effective and efficient
Cabonne	
Bathurst	6.8 Implement opportunities for organisational improvement 6.9 Progressive Local Leadership
Orange	Objective 16: Leaders in our community.
Forbes	GR9 Encourage and support high levels of resilience, self-reliance, capacity-building and co-operation amongst local communities and community groups
Cowra	* Support innovation and research.
Weddin	* Position Weddin Shire as a leader in rural digital connectivity * Achieve continuous organisational improvement.
Lachlan	
Blayney	
Oberon	

	Partnerships
Parkes	
Cabonne	
Bathurst	6.2 Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently
Orange	Objective 17: Strong relationships.
Forbes	GR7 Adopt a regional outlook and seek opportunities for co-operation and shared initiatives with other government entities, the private sector, neighbouring Councils, the Joint Organisation and other entities GR8 Council advocates strongly for the needs and interests of local communities in dealings with public and private sector entities
Cowra	* Develop and model leadership skills across the community. * Strengthen partnerships with government and other agencies.
Weddin	* Village progress associations' activities are supported * The 'Destination 2036' initiative is supported and Weddin Shire Council engages and influences as Member Council of the Central West region. * Liaison and partnership with NSW State and Federal Government departments is positive and productive.
Lachlan	1. Active community groups that are well supported.
Blayney	
Oberon	* Council builds strong relationships with other Councils and organisations in support of the Oberon Plan and the wider region

## Theme/ Direction – Infrastructure and Council Assets

	Infrastructure and Council Assets
Parkes	
Cabonne	
Bathurst	
Orange	
Forbes	
Cowra	To ensure our region is accessible, we need to be well connected not only via our own town and villages, but also to other regions, capital cities and states. It is essential that our community has access to the services and facilities that make our region 'liveable'.
Weddin	Shire assets and services delivered effectively and efficiently
Lachlan	To have a transport network that enables the community to be where they want to be, when they want. Provision of water and sewerage systems in each town in the shire.
Blayney	Develop and maintain Shire infrastructure
Oberon	Infrastructure and Services



	Road / Rail
<b>Parkes</b>	
<b>Cabonne</b>	2.3 The Cabonne LGA is connected by a road network that is safe and maintained - including for both sealed and un-sealed roads. 2.4 Planning is undertaken to ensure that the Cabonne road network can support the safe movement of freight and other heavy vehicles.
<b>Bathurst</b>	4.4 Provide parking to meet the needs of the City 4.5 Work with partners to improve public transport, and passenger and freight transport connections to and from the region 4.6 Plan for, assess and regulate development activity
<b>Orange</b>	
<b>Forbes</b>	IS1 Ensure that community assets and public infrastructure including roads and bridges, public buildings, parks and sporting facilities are well maintained IS2 Prioritise projects to ensure the Newell Highway remains open and passable during flood events in conjunction with the Newell Highway taskforce IS3 Ensure that planning by levels of government for the provision of public infrastructure and services reflects the needs of our growing and changing population IS8 Ensure that communities across the Shire have local access to public and community transport options connecting the Shire locally, regionally and nationally, including the continuation of lobbying for the upgrade of Bells Line of road to Highway status. IS9 Ensure that local roads are optimised to allow for better freight movement to farms and distribution points
<b>Cowra</b>	* Develop a Heavy Vehicle Bypass for Cowra's CBD. * Construct a new mid-level bridge over the Lachlan River within the Cowra township. * Construct a swift and safe link connecting Central NSW to Metropolitan Sydney via the Blue Mountains. * Re-open the Blayney to Demondrille rail line to facilitate freight movement within and beyond the region. * Develop an integrated transport system that addresses local and regional needs in relation to road and rail. * Ensure that community assets and public infrastructure including roads, bridges and public buildings are well maintained * Improve the transport corridor connecting the Hume, Mid-Western, Newell, Olympic and Mitchell Highways.
<b>Weddin</b>	* Council operations have met reasonable community expectations and agreed service levels * Council's transport infrastructure is maintained and improved consistent with the Assets Management Plan * Council's structural assets are maintained and improved consistent with the Asset Management Plan * A modern plant fleet is maintained and improved consistent with the Assets Management Plan * Classified roads are managed on behalf of Transport for NSW (TfNSW). *
<b>Lachlan</b>	1. The need for improved road networks which are reliable.
<b>Blayney</b>	* Adequate provision of transport, roads, rail, information and communication technologies and community social assets * Preservation and continued development of rail infrastructure
<b>Oberon</b>	* Provide a program to improve local roads and work with partners on state road infrastructure * Plan for infrastructure and land use needs ready for future growth

	Active Transport
Parkes	
Cabonne	2.1 Cabonne's towns and villages have access to a safe and modern active transport network that encourages walking and cycling.
Bathurst	4.2 Provide safe and efficient road, cycleway and pathway networks to improve accessibility
Orange	
Forbes	
Cowra	
Weddin	
Lachlan	2. The need for improved footpaths and cycling/walking tracks. 3. Linked walking tracks to key locations.
Blayney	
Oberon	* Provide infrastructure which encourages the use of sustainable transport such as cycleways and walking tracks

	Water / Sewer
Parkes	
Cabonne	
Bathurst	
Orange	
Forbes	IS7 Support State and Federal government undertakings to ensure flood mitigation and water security for the shire IS12 Identify and plan for the long term needs of Forbes communities in terms of urban water supply and stormwater management.
Cowra	* Provide water, sewerage and storm water infrastructure and services to meet community needs. * Ensure long term security of Cowra's water supply.
Weddin	
Lachlan	1. Water availability. 2. Access to quality water, sewer & energy services. 3. Improved drainage.
Blayney	* Every village has access to water and sewerage services
Oberon	* Provide secure and safe water supply, and manage waste water

