



**WALGETT SHIRE COUNCIL
COMMUNITY STRATEGIC PLAN
2017-2027**





“The Community Strategic Plan captures the key issues facing our Shire and in response it establishes appropriate goals and strategies”

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Introduction

All councils in NSW need to focus on long term strategic planning and to set priorities and identify aspirations through community consultation.

The preparation of the 2017-2027 Walgett Shire Community Strategic Plan (CSP) is an important part of this process.

The CSP captures the strengths and the key issues facing our Shire and in response it establishes strategies to provide Council and the community with a focus and direction for achieving the outcomes we all desire.

Over the years the aspirations expressed by our community have been clear and consistent. We want a balanced approach to growth which maintains the vision of “rural living” and a network of sustainable, prosperous and resilient towns and villages. We want access to a greater range of local services and facilities, more local jobs and improved education, better transport options and safer roads. We want to protect and enhance our natural places and waterways and live a healthy lifestyle in rural surrounds. We want to feel safe and protected, and to have a secure a future for ourselves and our children.

Our community expects leadership from Council and responsibility in managing its finances and assets. They expect Council to listen and to be ethical, accountable and transparent. The CSP covers five key themes – Community, Sustainable Living, Economic Development, Infrastructure and Governance/Civic Leadership. For each theme it sets out where our community sees itself going, how we will get there and what role the Council will play, either through providing direct services and programs, in partnership with other agencies, or by lobbying other agencies for change.

We all want Walgett Shire to continue to be a great place to live, work and visit. The Community Strategic Plan is the roadmap for achieving this goal.



Council Vision Statement

“That the community utilise the opportunities that arise from our environment to improve their quality of life whilst embracing its ethnic and social diversity, for the benefit of all”.

MISSION STATEMENT

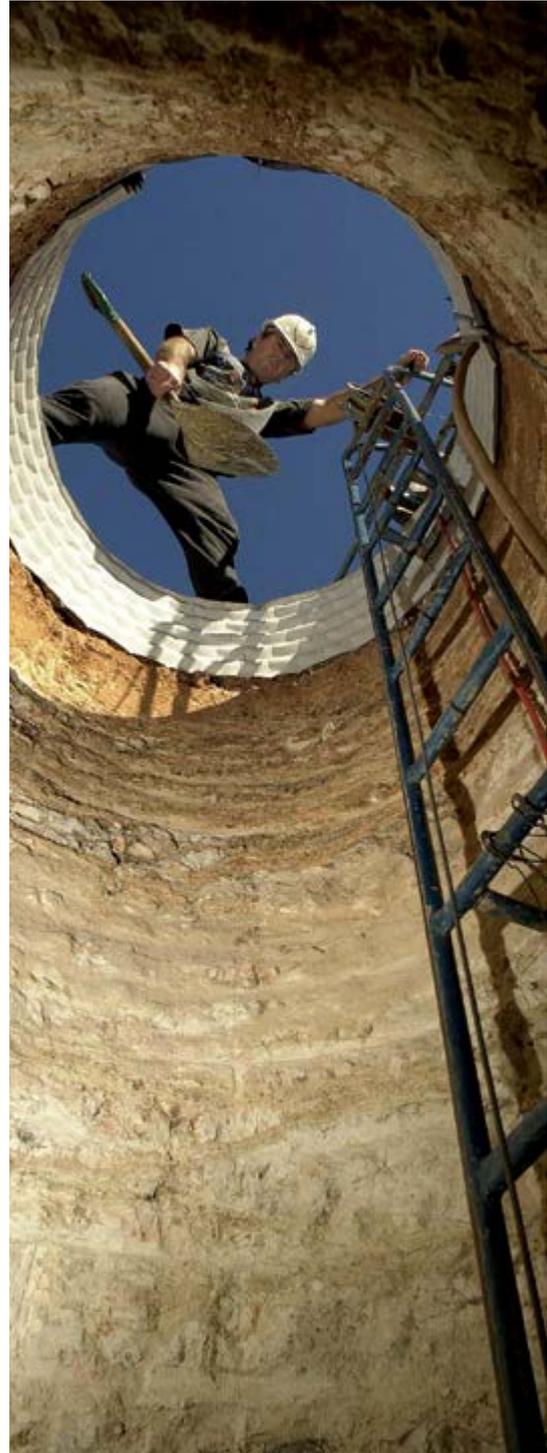
Walgett Shire will:

- Provide focused and ethical leadership
- Deliver quality services and effective stewardship of all local infrastructure
- Remain environmentally sustainable, prosperous and vibrant
- Promote the Shire as a great place to live, work and visit
- Lobby all levels of government to ensure that appropriate levels of support are provided for health, education, employment and housing as well as infrastructure development and maintenance
- Co-operate with other bodies and areas in the sharing of specialist resources and facilities

COMMUNITY VALUES

Walgett Shire strives to deliver:

- Respect
- Integrity
- Ethical conduct
- Courage
- Honesty
- Accountability
- Responsibility



Welcome to Walgett

Walgett Shire is located in the Outback Region of NSW along the banks of the Barwon and Namoi Rivers. The Shire comprises a number of towns and villages; Walgett, Lightning Ridge, Collarenebri, Burren Junction, Carinda, Rowena, Pokataroo, Cumborah, Cryon and Come-by-Chance, Grawin, Glengarry and Sheepyards and covers an area of approximately 22,000 square kilometers.

Each of the towns and villages have their own stories to tell and personalities to meet but the rural charm with country hospitality is found everywhere.

The land within the Shire provides an important resource, both for the Shire and the wider region. This resource consists of a number of components:

- Productive agriculture
- Rural landscapes
- Waterways
- Mineral Deposits
- Native vegetation
- Industry
- Community facilities and services
- Cultural heritage

Population %

19 or less – 26.25%
20 to 59 – 50.05%
Above 60 – 23.7%

Unemployment Rate

8%

Average Family Size

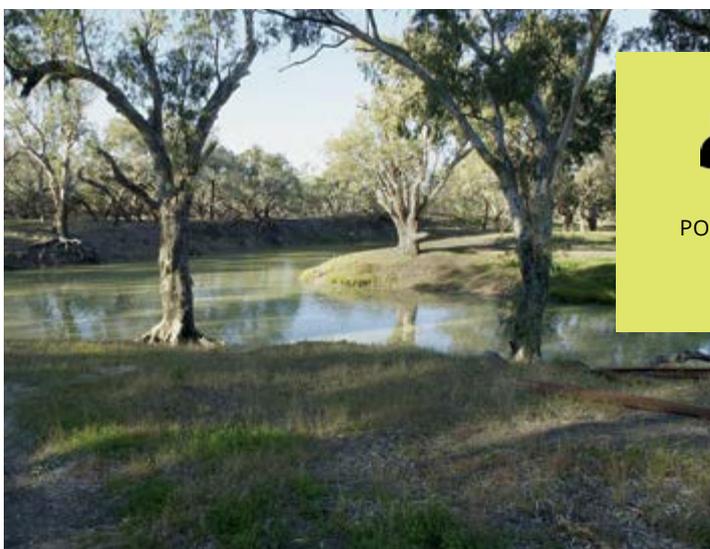
2.3

Private Dwellings

3846

Largest Employment Sector:

Sheep, Beef Cattle and Grain Farming



POPULATION
6,545



AREA
22,336KM²



MEDIAN AGE
41

Walgett Shire is located in the Outback Region of NSW along the banks of the Barwon and Namoi Rivers.

COUNCIL COMPOSITION

- ➔ CLR IAN WOODCOCK
(MAYOR)
- ➔ CLR MANUEL MARTINEZ
(DEPUTY MAYOR)
- ➔ CLR JANE KEIR
- ➔ CLR KELLY SMITH
- ➔ CLR ROBERT TURNBULL
- ➔ CLR LAWRENCE WALFORD
- ➔ CLR BILL MURRAY
- ➔ CLR MICHAEL TAYLOR
- ➔ CLR TANYA CAMERON

Region

ORANA

State Electorate

BARWON

Federal Division

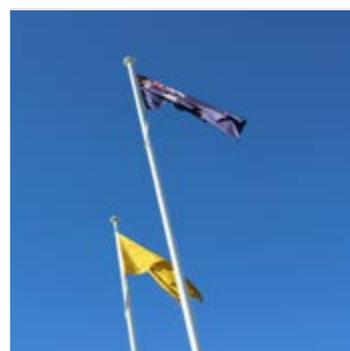
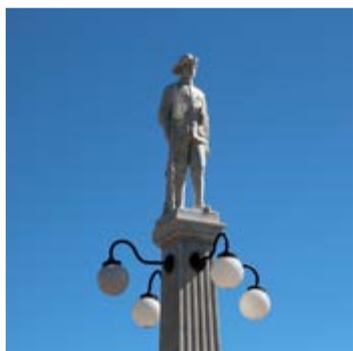
PARKES

“ *Each of the towns and villages have their own stories to tell and personalities to meet but the rural charm with country hospitality is found everywhere.* ”

Understanding the CSP

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the community, Council is not wholly responsible for the implementation of the plan. Everyone who has an interest in the Walgett Shire is responsible for the delivery of the outcomes in this plan. In other words it is the collective expertise and actions of individuals, community groups, organisations, and all levels of government that transform aspirations into reality.

Council uses the CSP to develop its own Delivery Programme and Operational Plan outlining what we are able to do to assist in achieving the outcomes and strategies. It is also envisaged other partners and stakeholders, such as federal and state agencies, NGOs and community groups will respond to the CSP by including in their planning processes how they will help deliver the outcomes and long term strategies in the Walgett CSP.



THE PLAN FOCUSES ON FIVE THEMES:

1

Looking after the – COMMUNITY

2

Building a strong local economy – ECONOMIC DEVELOPMENT

3

Accountable and Transparent – GOVERNANCE AND CIVIC LEADERSHIP

4

Caring for the environment – SUSTAINABLE LIVING

5

Management and provision of – INFRASTRUCTURE

Overview of Intergrated Planning and Reporting (IP&R)

The Integrated Planning and Reporting (IP&R) framework was introduced by amendments to the Local Government Act (with accompanying Regulation and Guidelines) in 2009. It requires local councils to undertake 'whole-of-council' long, medium and short term planning and comprises the following key elements:

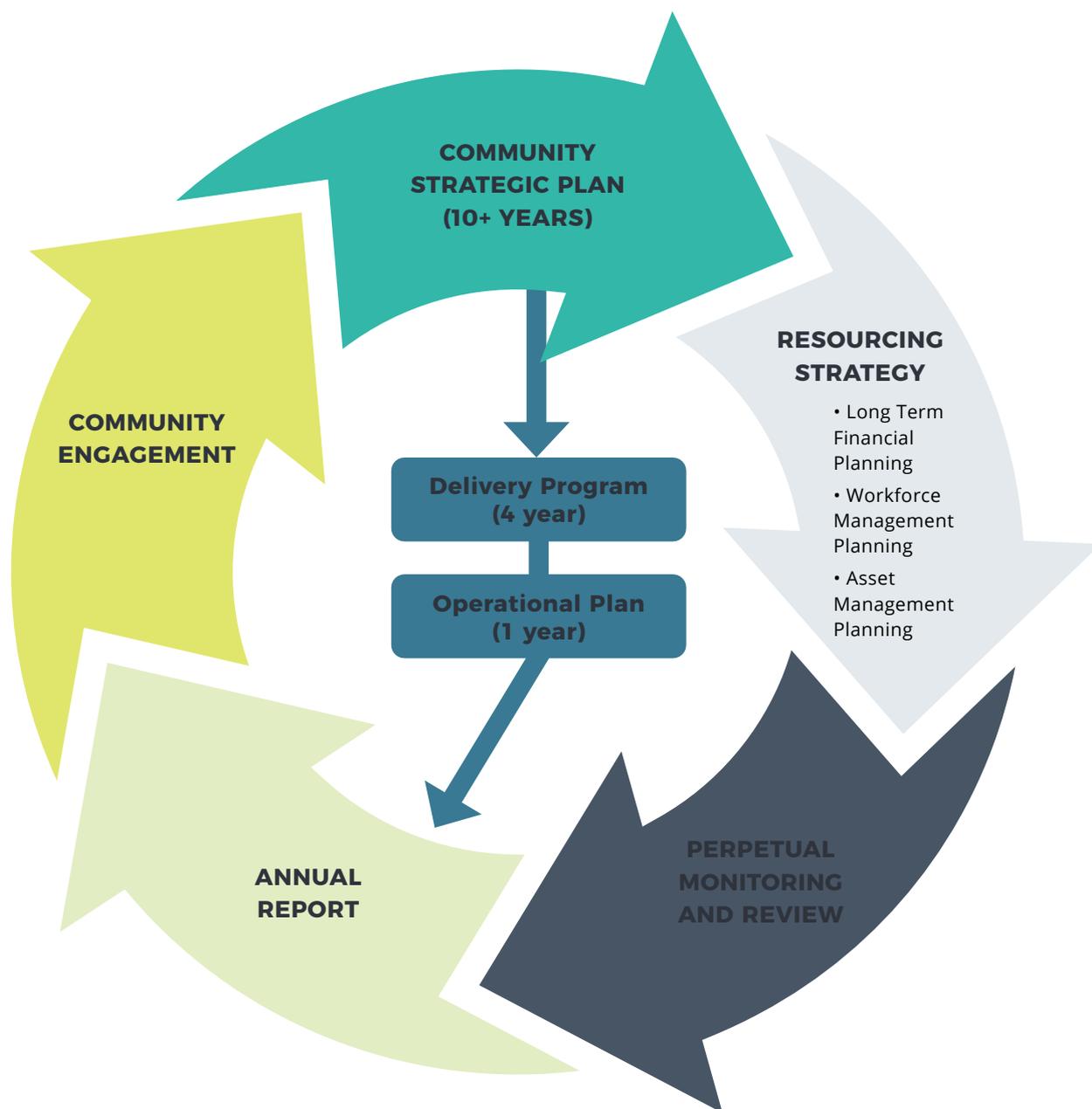
- Community Engagement Strategy
- Community Strategic Plan
- Long term Resourcing Strategy
- Four Year Delivery Program
- Annual Operational Plan
- Monitoring and Evaluation

The long-term Community Strategic Plan (CSP), based on the outcomes of engagement with the community, establishes a vision and goals which flow through consideration of the Resourcing Strategy to the specific activities and actions in the four year Delivery Programme and yearly Operational Plan; all subject to ongoing monitoring and evaluation. Other strategic plans may elaborate on the CSP. Overall review of the framework coincides with the council four year election cycle and other review requirements (such as local land-use plans).

The framework promotes vertical integration - with community-based objectives informed by state-level plans and cascading down through to implementation - and horizontal integration, across Council traditional functional areas, attempting to break down existing 'silos'.

Why IP&R?

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.



● **The Community Strategy Plan (CSP)**

The Community Strategic Plan (CSP) (this plan) identifies long term goals and priorities for the community and the local government area.

● **The Operational Plan (OP)**

The Operational Plan (OP) specifies the actions and programs to be undertaken each year in support of the Delivery Programme and Community Strategic Plan.

● **The Delivery Program (DP)**

The Delivery Program (DP) identifies what parts of the Community Strategic Plan the Council is responsible for, and allows the Council to set out specific priorities for the term of office (4 years).

● **The Resourcing Strategy**

The Resourcing Strategy holistically describes the key resourcing requirements and it is made up of the Long Term Financial Plan; the Workforce Management Strategy and Asset Management Strategy.

The Relationship Between The Plans



Short term the Walgett Shire will produce programs, projects and actions that our Council will undertake during the financial year to implement the Delivery Program's Strategies, continually progressing towards the communities goals.

Our Community

COMMUNITY VISION

The aim for Walgett Shire over the next decade is that after energetically tackling its challenges and maximising its opportunities, Walgett Shire is home to resilient, resourceful, friendly people with a strong education base. They live within diverse cultures and respect each other and their unique outback environment. The community is socially satisfied, with minimal conflict and it provides opportunities for people of all backgrounds. The community is also welcoming to visitors and those passing through.



IMPORTANT NOTICE

Each theme comprises the issues facing Walgett Shire and the challenges and opportunities for the future. Under each of these themes there are **GOALS**, expressions of what we want to achieve in the long term.

STRATEGIES have then been developed to achieve these goals for each theme area.

Note: Each strategy is a broad statement of direction. The detail of the specific programs, projects and services Council intends to undertake as part of that strategy are contained in Council's 4 year Delivery Plan and 1 year Operational Plan.



COMMUNITY

Looking after the communities

1 Community

GOAL

C 1.1 *Develop a connected, informed, resilient and inviting community*

STRATEGIES:

- 1.1.1 Support and initiate a range of local activities and projects that build community connections for all age sectors
- 1.1.2 Provide vibrant and welcoming town centres, streets and meeting places
- 1.1.3 Embellish our community with parks, paths, cycleways, facilities, and meeting places
- 1.1.4 Respect the heritage of the region and highlight and enhance our unique characteristics
- 1.1.5 Support, encourage and celebrate community participation and volunteerism
- 1.1.6 Work with other agencies and service providers to deliver community programmes, services and facilities which complement and enhance Council's service provision and quality of life

GOAL

C 1.2 *A safe, active and healthy Shire*

STRATEGIES:

- 1.2.1 Partner with health agencies and community organisations in promoting healthy lifestyles and better health outcomes
- 1.2.2 Support agencies and local organisations to address the availability of emergency services, affordable housing, disability and aged services and employment for people with disabilities
- 1.2.3 Work with key partners and the community to lobby for adequate health services throughout our region
- 1.2.4 Provide, maintain and develop childrens' play and recreational facilities that encourage active participation
- 1.2.5 Provide, maintain and develop passive recreational facilities and parklands to encourage community greater utilisation and active participation
- 1.2.6 Partner with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety
- 1.2.7 Provide effective regulatory, compliance and enforcement services for the community
- 1.2.8 Provide and maintain accessible quality sport and recreation facilities that encourage community participation

GOAL

C 1.3 *A diverse and creative culture*

STRATEGIES:

- 1.3.1 Provide enhanced and innovative library services that encourage lifelong learning
- 1.3.2 Work with the community and other agencies to develop major cultural and community events
- 1.3.3 Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal youth and ageing communities
- 1.3.4 Support the development of programs which offer alternative education programs and opportunities that meet the needs of specific community sectors



ECONOMIC DEVELOPMENT

Building a strong local economy

2 Economic Development

GOAL

E 2.1 An attractive environment for business, tourism and industry

STRATEGIES:

- 2.1.1 Implement tools to simplify development processes and encourage quality commercial, industrial and residential development
- 2.1.2 Develop the skills of businesses to maximise utilisation of new technologies and the emerging broadband and telecommunications networks
- 2.1.3 Lobby the Government to address needed infrastructure and services to match business and industry development in the region (education, transport and health)
- 2.1.4 Promote the Walgett Shire to business and industry and increase recognition of the area's strategic advantages
- 2.1.5 Provision of caravan support facilities throughout the Shire

GOAL

E 2.2 Employment opportunities that supports local industries

STRATEGIES:

- 2.2.1 Identify partnerships and innovative funding approaches to provide for new and upgraded infrastructure for event hosting and tourism expansion
- 2.2.2 Provide land use planning that facilitates employment creation
- 2.2.3 Support and encourage existing business and industry to develop and grow
- 2.2.4 Develop and implement an economic development strategy which identifies potential projects and/or industries that build on the Shire's attributes and/or natural resources
- 2.2.5 Encourage and support youth employment initiatives

GOAL

E 2.3 An efficient network of arterial roads and supporting infrastructure; town streets and footpaths that are adequate and maintained

STRATEGIES:

- 2.3.1 Provide an effective road network that balances asset conditions with available resources and asset utilisation
- 2.3.2 Maintain, renew and replace Council bridges and culverts as required
- 2.3.3 Ensure road network supporting assets are maintained (signs, posts, guardrails etc.)
- 2.3.4 Maintain existing footpaths in Shire towns and villages
- 2.3.5 Lobby the Government to provide needed funds to maintain and expand regional networks

GOAL

E 2.4 Communities that are well serviced with essential infrastructure

STRATEGIES:

- 2.4.1 Implement Council's strategic asset management plans and continue to develop asset systems
- 2.4.2 Ensure adequate public car parking and kerb and gutter infrastructure is provided and maintained
- 2.4.3 Provide the infrastructure to embellish public spaces and recreation areas
- 2.4.4 Continue to lobby Government to provide incentives that appeal to airline companies to service the region



GOVERNANCE AND CIVIC LEADERSHIP

Being accountable and transparent

3 Governance and Civic Leadership

GOAL

G 3.1 An accountable and representative Council

STRATEGIES:

- 3.1.1 Provide clear direction for the community through the development of the community strategic plan, delivery program and operational plan
- 3.1.2 Engage with the community effectively and use community input to inform decision making
- 3.1.3 Provide strong representation for the community at regional, state and federal levels
- 3.1.4 Undertake the civic duties of Council with the highest degree of professionalism and ethics
- 3.1.5 Councillors represent the interests of the whole of the Shire area

GOAL

G 3.2 Implement governance and financial management process that support the effective administration of Council

STRATEGIES:

- 3.2.1 Develop processes that ensure that legislative and financial standards are actioned in a timely manner

GOAL

G 3.3 Promote community involvement in Government decision making

STRATEGIES:

- 3.3.1 Engage with the community through effective consultation and communication processes
- 3.3.2 Develop and implement community feedback systems that provides for community input on Council amenities projects and activities

GOAL

G 3.4 Deliver the goals and strategies of the Community Strategic Plan

STRATEGIES:

- 3.4.1 Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan
- 3.4.2 Implement and maintain a performance management framework to enable clear reporting on progress in Councils strategic planning documents



SUSTAINABLE LIVING

Caring for the our environment

4 Sustainable Living

GOAL

SL 4.1 Operate an urban waste management system that meets the community needs and environmental standards

STRATEGIES:

- 4.1.1 Develop and implement a Shire Wide Waste Management strategy that includes recycling services
- 4.1.2 Implement initiatives to reduce illegal dumping and provide community education to prevent litter

GOAL

SL 4.2 Provide potable and raw water supply systems that ensures enhanced water security and meets health standards

STRATEGIES:

- 4.2.1 Improve and upgrade the water supply infrastructure through an appropriate asset management framework
- 4.2.2 Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally - sound sewerage services
- 4.2.3 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed

GOAL

SL 4.3 A sustainable environment that recognises our rivers, natural environment, ecological systems and biodiversity

STRATEGIES

- 4.3.1 Promote and raise community awareness of environmental and biodiversity issues
- 4.3.2 Protect and maintain healthy catchments and waterways
- 4.3.3 Protect the Shire's historic buildings and sites recognising their value to the community

GOAL

SL 4.4 Maintain a healthy balance between development and the environment

STRATEGIES:

- 4.4.1 Retain open space that are accessible to everyone
- 4.4.2 Ensure that Walgett Shire is sufficiently prepared to deal with natural disasters
- 4.4.3 Educate the community about sustainable practices



INFRASTRUCTURE

Management and provision of assets

5 Infastructure

GOAL

1 5.1 Provide and maintain an effective road network that meets the community needs and expectations

STRATEGIES:

- 5.1.1 Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices
- 5.1.2 Develop a strategy that addresses transport options for the local community
- 5.1.3 An effective complaints management process that effectively responds to residents issues regarding roads and other infrastructure assets

GOAL

15.2 A Regional and State Road network that is appropriately supported and resourced by the Government

STRATEGIES:

- 5.2.1 Ensure that the road network is maintained to a standard that is achievable within the resources available
- 5.2.2 Maintain an effective operational relationship with the Roads and Maritime Services
- 5.2.3 Lobby the Government to provide needed funds to maintain and upgrade regional and state road networks

GOAL

1 5.3 Maintain and improve Council's property assets to an optimal level

STRATEGIES:

- 5.3.1 Manage all assets in accordance with Council Asset Management Plan

GOAL

1 5.4 Provision of facilities and communication services

STRATEGIES:

- 5.4.1 Provide a range of recreational and community facilities that enhance our natural resources
- 5.4.2 Represent the community with regard to external services including energy, communication, water, waste management and resource recovery
- 5.4.3 Advocate to utility and communication providers regarding the capacity and reliability of infrastructure across the Shire

Monitoring Reporting and Review

Councils are required to report on the progress of their Delivery Programs twice a year under the Integrated Planning and Reporting framework. This regular reporting helps ensure that the programmes and actions being undertaken are in fact moving Council towards achieving the strategies, and ultimately the goals of the Community Strategic Plan.

Council will effectively monitor and report to the community on whether or not the strategies and goals are being achieved and if not, the programmes and actions can be reviewed to maximise the chances of realising our goals over the longer term and achieving quadruple bottom line sustainability (QBL).

The quadruple bottom line approach was chosen to ensure that the Community Strategic Plan would be balanced and take a holistic view, rather than favouring one particular aspect. Our Community Strategic Plan has been designed to meet the quadruple bottom line requirements through the key themes of Community, Economic Development, Governance and Civic Leadership, Sustainable Living and Infrastructure



***regular reporting
helps ensure
that the
programmes and
actions being
undertaken***

LINKAGE TO THE NSW STATE PLAN

The NSW 2021 state government plan sets the governments' agenda for change in NSW. It is a 10 year plan to;

- Rebuild the Economy
- Return quality services
- Renovate infrastructure
- Restore Accountability to Government
- Protect our Environment and Communities



RELATED DOCUMENTS

- 1** Walgett Shire Council Resourcing Strategy: Long Term Financial Plan, Workforce Management Plan and Asset Management Plan
- 2** Walgett Shire Council Delivery Plan
- 3** Walgett Shire Council Operational Plan

The Community Strategic Plan provides Council with a way to express long-term community aspirations. However, these will not be achieved without sufficient resources — time, money, assets and people to actually carry them out, which leads us to Council's Resourcing Strategy; Long Term Financial Plan, Workforce Management Plan and Asset Management Plan.

The Resourcing Strategy consists of three components: Long Term Financial Planning, Workforce Management Planning and Asset Management Planning.

Once Council has defined its Resourcing Strategy it is then able to develop the Delivery Plan and Operational Plan which is the point where the community's strategic goals are systematically translated into actions that Council has determined they have the resources available to undertake and deliver successfully.



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