



LACHLAN SHIRE
COUNCIL

Wiradjuri Country

COMMUNITY STRATEGIC PLAN

2022/23 -2031/32

Reviewed: May 2022
Adopted: 29 June 2022



Shared Vision and Shared Responsibility



LACHLAN SHIRE COMMUNITY STRATEGIC PLAN

... is the community's long-term vision and
roadmap for the future of the shire.

It has been prepared in accordance with Section 402
of the Local Government Act 1993.



ACKNOWLEDGEMENT OF COUNTRY

Lachlan Shire Council acknowledges the Wiradjuri people as the Traditional custodians of this land.

We recognise their strength and resilience and pay respect to Elders past, present, and emerging and to all Aboriginal and Torres Strait Islander people who are part of the Lachlan Shire community.

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MESSAGE FROM OUR MAYOR

As a community, it is important for us to have a document that expresses how we want to develop into the future. The Lachlan Shire Community Strategic Plan is important as it guides the next decade of decision making for our Council, leading us closer to our community's vision and priorities.

It is with pleasure that I present the revised Lachlan Shire Community Strategic Plan (CSP) 2022/23-2031/32.

This plan outlines our community's shared vision and aspirations for the future and continues to build on, and consolidate the progress we have made over the past years.

Developed in partnership with the community, this document is the key driver for all Shire activities over the next 10 years.

To undertake the review, Council turned to our communities to ensure we are on the right track, and according to feedback there is no doubt that our people are our greatest asset.

The engagement process, outlined in this Plan provided an opportunity for the community to have their say on the social, environmental and economic future of the Shire.

The consultation helped us to better understand the collective needs, wants and desires of our community. It has allowed us to create a suite of documents under the NSW Local Government Integrated Planning and Reporting framework that aim to deliver achievable outcomes. This includes enhancing community safety, maintaining and improving our road network, footpaths and sharedways, nurturing an environment that allows local businesses and local employment to thrive, improving our communication and advocating to attract and retain health services.

However, we cannot achieve our vision on our own. It will require effective working partnerships with government agencies, non-government organisations, business and of course, our community throughout the implementation.

As the Shire's overarching document, the CSP guides everything we do as a Council.

The relationship between the Community Strategic Plan, Council's Delivery Program and annual Operational Plan is outlined in this document. You can find the full suite on Council's website - www.lachlan.nsw.gov.au

I hope that when you read the Lachlan Shire Strategic Community Plan, you will see your aspirations for our community's future reflected in the priorities and actions.

I have no doubt that together we can achieve this vision, and I look forward to working with my fellow Councillors, Council staff, the community and other stakeholders to build a stronger, sustainable and innovative future for Lachlan Shire.

Councillor John Medcalf OAM
MAYOR



COUNCIL VALUES & COMMITMENT

Lachlan Shire Council has five core values that drive our team and our behaviours.



Lachlan Shire Council's commitments are:

FOR OUR COMMUNITY	<ul style="list-style-type: none">• To maintain principles of democracy, public participation, and fairness in decision making.• To have a positive influence on community attitudes.• To promote, provide and plan for the needs of people of all ages.• To encourage and stimulate economic growth and prosperity in the Shire.• To establish a safe, caring, and clean community environment.• To create a dynamic area sustaining its agricultural and natural heritage.
FOR OUR ENVIRONMENT	<ul style="list-style-type: none">• To maintain and enhance the reputation of the built environment.• To protect and enjoy the natural, built, and cultural environment.• To promote economic sustainability and technological advantage for agriculture and industry.• To develop and maintain effective road transport and infrastructure networks.
FOR OUR RESIDENTS	<ul style="list-style-type: none">• To provide professional, friendly, and innovative service.• To apply principles of access and equity with facilities and services to encourage and promote a strong sense of community.
FOR OUR CUSTOMERS & SUPPLIERS	<ul style="list-style-type: none">• To conduct business with integrity and respect.• To ensure consistency and accountability in service relationships.• To communicate requirements accurately and precisely.• To exercise and expect honesty in business dealings.



SHIRE SNAPSHOT



The Lachlan Shire is a progressive, vibrant and prosperous community in the central West New South Wales.

The three towns of Condobolin, Lake Cargelligo, and Tottenham and the five villages of Albert, Burcher, Derriwong, Fifield, and Tullibigeal provide services to our 6,000 plus residents. The Aboriginal Community Murrin Bridge is a recent addition to our local government area.

Lachlan Shire is Wiradjuri Country and is valued for its unique setting next to the Lachlan River, its wide-open spaces, and strong connections with bush culture and traditional Aboriginal knowledge.

Lachlan Shire is geographically the Heart of NSW and is home to many traditional and modern farming practices and is one of the largest grain-producing areas of NSW. It is a rich agricultural area and in addition to grain is a significant producer of sheep, wool, beef, and cotton.

Whilst Lachlan Shire represents less than 0.01% of the total population of NSW which now exceeds 8 million, from a productivity perspective in the area of agriculture, Lachlan is a great contributor.

The Agriculture, Fishing and Forestry sector accounts for 25.83% of total output, with a significant contribution from manufacturing and mining. Agriculture is the largest employer with 643 jobs representing 27.54% of total jobs in the Shire.

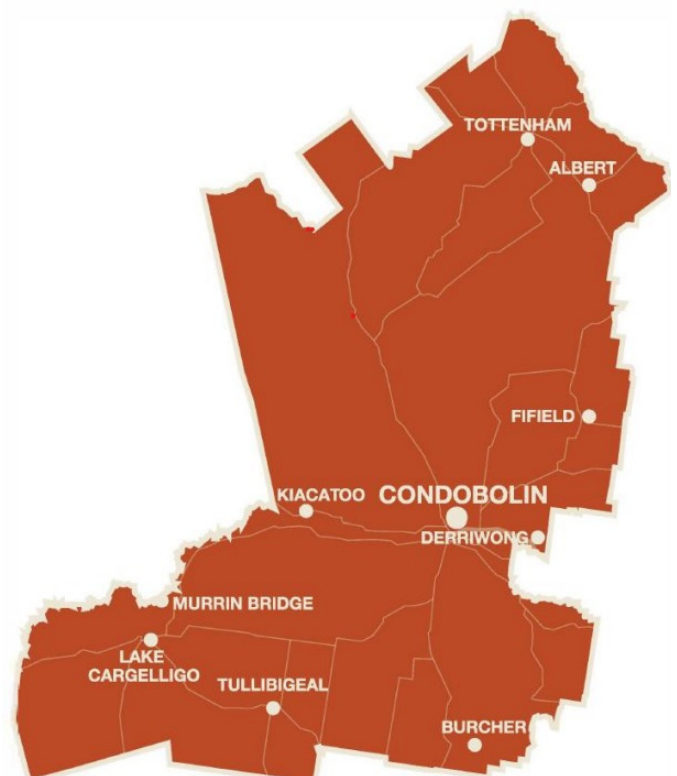
Regional exports generated in the Lachlan Local Government Area are estimated at \$279.6m which accounts for 3.1% of all exports for the Central West Region. Agriculture, Forestry and Fishing contributes the most for regional exports with \$147.54m accounting for 52.8% of all exports, and 9.7% of the industry sector exports for the Central West Region (REMPAN, 2021).

A small but very successful light manufacturing sector has been established in both Condobolin and Lake Cargelligo. Council has also established industrial estates in order to promote further growth.

Tourism is an emerging industry with the natural beauty of the Lachlan River, the picturesque Lake Cargelligo and Gum Bend Lake, Sculptures Down the Lachlan, the Utes in the Paddock, and centres across the shire being recognised as RV friendly.

Council's commitment to growing the tourism sector is evidenced by the construction of a new visitor information centre in 2022.

Lachlan Shire has some of the best free camping spots in Australia in Lake Cargelligo, Condobolin, Tottenham and Tullibigeal.



OUR SHIRE AT A GLANCE



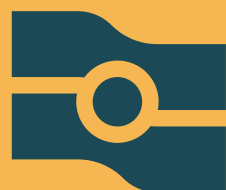
Council area
14,973 km²



Shire population
6,089



20.6% of
population
65 years plus



21.8% of our people
are Aboriginal



90% of the
population live in
the three main
towns



Median age
39.1 years



Ratepayers
86%



Largest Employing Industries

- Agriculture @ 28.1%
- Healthcare and Social Assistance @ 10.8%
- Education and Training @ 10.1%



Gross Regional
Product
\$750m
in 2019-2020

INTEGRATED PLANNING & REPORTING

The Integrated Planning and Reporting (IP&R) framework guides the planning and reporting activities of local councils. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The IP&R framework was introduced by the State Government in 2009 to transform the way Councils develop, document, and report on plans for the future of their communities.

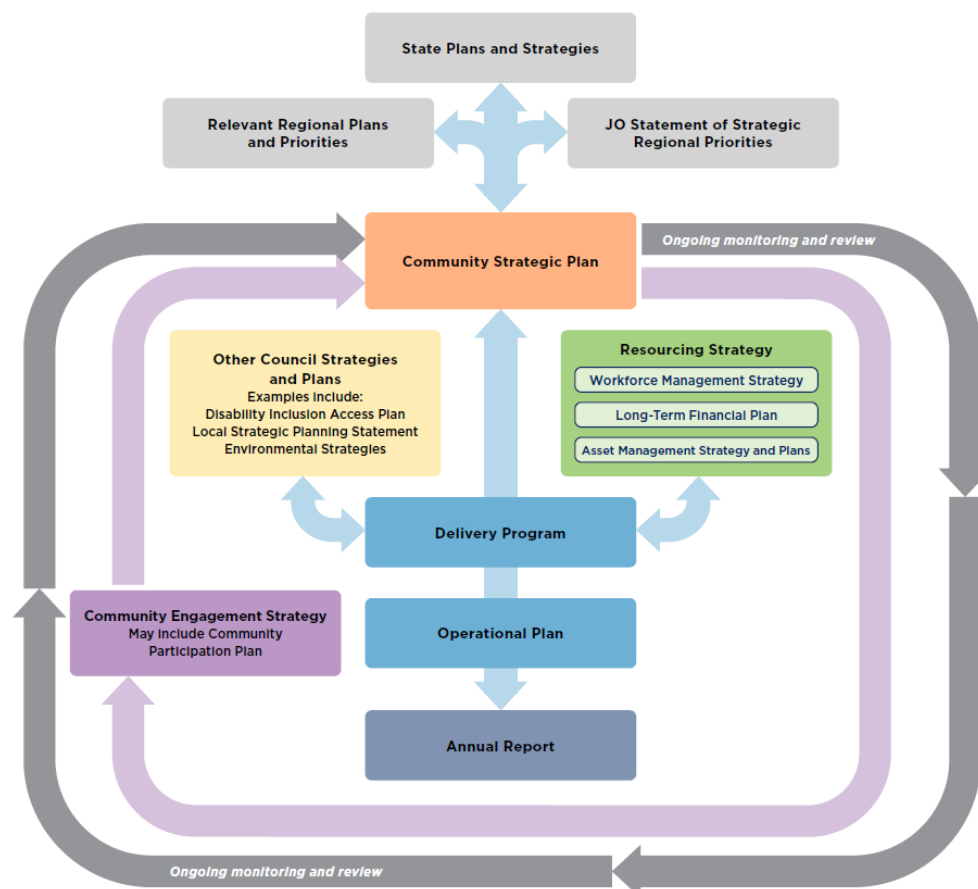
This framework has evolved, but the fundamental assumption is that all Council planning should originate from a sound understanding of the communities' expectations around priorities and services.

The IP&R framework allows council to draw its various plans together, understand how they interact and inform each other, and to the maximum benefit from efforts by

planning holistically for the future ensuring alignment with state and regional priorities.

IP&R is at the centre of all council plans, activities, projects, resourcing decisions, and improvement strategies.

The IP&R cycle is aligned with the NSW local government elections, with each newly elected council required to review the Community Strategic Plan before 30 June following the election.



COMMUNITY STRATEGIC PLAN PURPOSE

At the heart of the Integrated Planning and Reporting framework is the Community Strategic Plan. The Community Strategic Plan is the highest level strategic plan that a council will prepare on behalf of the community.

The Lachlan Shire's Community Strategic Plan 2022/23-2031/32 addresses social, economic, environmental, and governance factors through seven Themes: Community Services, Tourism and Economic Development, Transport, Governance and Financial Control, People and Environment, Recreation and Service Infrastructure.

The purpose of the Plan is to:

- Review the community's main priorities and aspirations
- Support community and stakeholders to play an active role in shaping their future
- Work with other governments and agencies to achieve community priorities
- Outline Council's role in delivering these priorities
- Assign resourcing to support delivery while balancing affordability
- Maintain accountability and transparency in reporting on progress.

Council acknowledges that it cannot deliver on all of the community's priorities and must partner or advocate to other levels of government, state agencies, community groups, businesses, and more to achieve these.

How we can deliver?

Delivery Program and Operational Plan

Council's role in delivering on what it can for the Plan is outlined in the Delivery Program, Operational Plan, and Resourcing Strategy.

- Delivery Program - is a 4-year program that Council commits to delivering within the resources available. It translates the Plan's key directions and goals into clear actions. Progress of the Delivery Program is reported every six months.

- **Operational Plan** - is Council's annual action plan that includes the budget and activities that Council will carry out to achieve the commitments of the Delivery Program. Achievements of the Operational Plan are reported in the Annual Report.

How will we resource it? What we can do?

Resourcing Strategy

The Resourcing Strategy outlines how Council will resource (with people, assets, and finance) the community's long-term vision and aspirations (Community Strategic Plan). It's Council's commitment to delivering quality services and infrastructure to our community.

The Resourcing Strategy consists of three (3) inter-related components:

- Long Term Financial Planning
- Workforce Planning
- Asset Management Planning

The Resourcing Strategy focuses on items that are Council's responsibility in terms of finances, assets, and workforce. Council is however not the only source of funds for programs.

Council funds are used to seed or match a range of other funding contributions such as developer contributions, commercial profits, and government grants which are not always guaranteed.





LACHLAN SHIRE
COUNCIL

Wiradjuri Country

OUR THEMES

OUR THEMES



This Community Strategic Plan has been divided into seven key themes which are reflected in Council's Delivery Program and Operational Plan. Each theme is linked to a range of strategic outcomes.

This is the guiding document for Council's four-year delivery plan and annual operational plan. The strategic outcomes stated in this Plan guide the actions in the Delivery Program and Operational Plan.

COMMUNITY SERVICES	Council provides community services to enhance the lives of all people in the Shire. All residents and visitors have the opportunity to access services such as libraries, child care, home and community care, youth services, and arts and culture, as well as services for those with disability.
TOURISM & ECONOMIC DEVELOPMENT	This theme supports with the economic viability of the Lachlan Shire. Its aim is to encourage and increase business investment, employment and retail activity.
TRANSPORT	Transport is the most significant area of expenditure for Council. It involves the provision of a high standard network that includes adequate, roads, footpaths, public transport, and general infrastructure for the transport of goods and services and aims to meet the needs of the community.
GOVERNANCE & FINANCIAL CONTROL	Governance & Financial Control ensures that Council can deliver on its strategic objectives while still remaining financially sustainable. It also ensures Council is democratic, and leads the community in a responsible manner.
PEOPLE & ENVIRONMENT	This theme ensures that Council provides a safe and healthy environment for residents and visitors and supports the preservation of our natural environment. Strategic outcomes in this area involve waste management, the control of animals and noxious weeds, community safety and preservation of our heritage.
RECREATION	This theme enables residents and visitors to undertake recreational and cultural pursuits through the provision of infrastructure and services including the supply and maintenance of community buildings, streetscapes, recreational grounds, and the areas surrounding lakes and rivers.
SERVICE INFRASTRUCTURE	Council provides community services to enhance the lives of all people in the Shire. All residents and visitors have the opportunity to access services such as libraries, child care, home and community care, youth services, and arts and culture, as well as services for those with disability.



COMMUNITY SERVICES

Vision

That everyone in Lachlan Shire has access to the services that they require to support a rich and diverse lifestyle.

Community Contribution

The community has identified the following areas:

1. Increased access to childcare.
2. Expanded services for people with disabilities.
3. Services to support our aging community.
4. Reliable access to community transport.
5. Additional youth activities.
6. Improved access to health services.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
1.1	Connecting with our Aboriginal communities.	Advocate Facilitator	Social Civic Leadership	<ul style="list-style-type: none"> Local Aboriginal groups & organisations NSW & Federal Government Community groups Volunteers Not for profit organisations Regional Development Australia Service clubs State & volunteer emergency services & organisations Child, youth & family services Education & training providers Disability support services & advocacy groups Arts sector & representative groups Neighbouring Councils Chambers of Commerce & business sector Mining industry Health providers & advocacy groups Sporting associations Transport providers
1.2	Successful transition from school, to training to employment.	Facilitator Advocate	Social Economic	
1.3	Council supported strategic education and training.	Provider Facilitator Advocate	Economic	
1.4	Childcare services and facilities that meet the needs of families and care givers.	Provider	Social	
1.5	Increase community participation in arts and cultural activities.	Advocate	Social Economic	
1.6	Improved health care for the community.	Provider Advocate Facilitator	Social Economic	
1.7	Improved social outcomes for people with disability.	Facilitator Advocate	Social Economic Civic Leadership	
1.8	Wellbeing of youth.	Provider Advocate Facilitator	Social Economic Civic Leadership	

TOURISM & ECONOMIC DEVELOPMENT

Vision

That Lachlan Shire is a desirable location and offers a range of employment options.

Community Contribution

The community has identified the following areas as priorities:

1. A vibrant tourism industry.
2. Increased business activity through tourism.
3. Increased local employment opportunities.
4. Encourage retail activity.
5. Improved appearance of each town.
6. Increased promotion of local events.
7. Inviting town and CBD presentations.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
2.1	A vibrant tourism industry.	Provider Facilitator	Economic	<ul style="list-style-type: none"> • NSW & Federal Government • Community groups • Volunteers • Not for profit organisations • Regional Development Australia • Service clubs • Local Aboriginal groups & organisations • Creative arts sector & representative groups • Tourism providers & Destination NSW • Centroc • Education & training providers • Chambers of Commerce & business community
2.2	A diverse range of employment opportunities.	Provider Advocate	Economic Social	
2.3	Encourage business activity.	Provider Facilitator Advocate	Economic Social	
2.4	Access to reliable current technologies.	Provider Facilitator Advocate	Economic Social	
2.5	Improve the appearance of each town.	Provider Facilitator	Economic Social	
2.6	Attract and retain residents to the Shire.	Facilitator	Economic Social	





TRANSPORT

Vision

To have a transport network that enables the community to be where they want to be, when they want.

Community Contribution

The community has identified the following areas as priorities:

1. The need for improved road networks which are reliable.
2. The need for improved footpaths and cycling/walking tracks.
3. Linked walking tracks to key locations.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
3.1	Improved transport networks that meet community and business needs.	Provider Advocate Facilitator	Social Economic	<ul style="list-style-type: none">• NSW & Federal Government• Community• Transport for NSW• Central West Joint Organisation• Service NSW• Energy providers• Service clubs• Local Aboriginal groups & organisations• Chambers of Commerce & business community
3.2	Improved pedestrian and cycle paths.	Provider	Social	
3.3	Upgrade street lighting.	Provider	Social	



GOVERNANCE & FINANCIAL CONTROL

Vision

A responsive and sustainable Council with community focus and a can-do attitude.

Community Contribution

The community has identified the following areas as priorities:

1. Active community groups that are well supported.
2. A Council that is responsive to the community's needs.
3. Better communication between Council and its residents.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
4.1	Involved and active community groups.	Provider Advocate Facilitator	Social Civic Leadership	<ul style="list-style-type: none">• NSW & Federal Government• Office of Local Government• Community groups• Sect 355 Committees• Volunteers• Not for profit organisations• Service clubs• Local Aboriginal groups & organisations• Other councils• Chambers of Commerce• & business community
4.2	Strong effective and responsive Council.	Provider Facilitator	Civic Leadership	
4.3	Enhanced communication with residents.	Provider	Social Economic	
4.4	Strategic management of villages and Crown Reserves.	Provider	Social Economic Civic Leadership	



Vision

Lachlan Shire is clean and green and a safe place to live.

Community Contribution

The community has identified the following areas as priorities:

1. Safe environment for recreational water activities.
2. Recycling services.
3. Sustainable environmental practices.
4. Control of weeds.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
5.1	Modern waste management system including recycling and rationalisation of waste management facilities.	Provider Facilitator Advocate	Social Civic Leadership	<ul style="list-style-type: none"> • NSW & Federal Government • Statutory agencies • Waste management groups • NetWaste • Contractors • Police • Local Land Services • Local Aboriginal groups & organisations • Community groups • Volunteers • Not for profit organisations • Other councils • Chambers of Commerce & business community • Sporting groups & organisations • Environmental groups • Sect 355 Committees & advisory groups
5.2	Care for our community land.	Provider	Social	
5.3	Ensure that animals are properly controlled.	Provider Facilitator	Social	
5.4	Community safety.	Provider Enforcer	Social	
5.5	Celebrating and preserving our heritage.	Provider Facilitator	Social Civic Leadership	

RECREATION

Vision

Foster the needs of our citizen's recreational and cultural pursuits.

Community Contribution

The community has identified the following areas as priorities:

1. Improved health opportunities.
2. More activities for the youth in all communities.
3. Improved sporting facilities.
4. Improved community halls.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
6.1	Increased recreational use of the lakes and rivers.	Facilitate Provider Advocate	Environment Social	<ul style="list-style-type: none"> • NSW & Federal Government • Sect 355 Committees & advisory groups • Contractors • Local Aboriginal groups & organisations • Community Volunteers • Not for profit organisations • Other councils • Chambers of Commerce & business community • Sporting groups & organisations • Environmental groups • Tourism organisations
6.2	Upgrade community buildings.	Provider	Social Civic Leadership	
6.3	New and visually appealing streetscapes	Provider	Social	
6.4	Improved parks, gardens and sporting ovals.	Provider	Social Environmental	
6.5	Provision of neat, accessible and respectful cemeteries.	Provider	Social	
6.6	Community gardens in the towns.	Provider	Social	



SERVICE INFRASTRUCTURE

Vision

Provision of water and sewerage systems in each town in the shire.

Community Contribution

The community has identified the following areas as priorities:

1. Water availability.
2. Access to quality water, sewer & energy services.
3. Improved drainage.



CSP No	Strategic Outcome	Council role	Bottom line Impacts	Who can help us deliver the Plan?
7.1	Water, sewer and energy utilities meet best practice standards with up to date technology.	Provider Advocate	Social Economic	<ul style="list-style-type: none"> • NSW & Federal Government • Office of Water • Public Works • Energy providers • Consultants • Local Aboriginal groups & organisations • Central West Joint Organisation
7.2	Ensure water security for all towns and villages.	Provider Advocate	Social Economic	
7.3	Adequate town drainage.	Provider	Social Economic	



SWOT ANALYSIS

STRENGTHS

- Road network supports local/regular freight
- Agriculture productivity
- Gravel/Quarry management
- Access to rail network
- Delivery of Children's Services to most communities
- Successful hosting of tourism events
- High volunteer participation
- Isolation from major towns
- The Wiradjuri Cultural Centre
- High quality free camping sites
- Recreational lakes
- Improve water security at Condobolin with Borefields 2 project

WEAKNESSES

- Water Treatment Plant - Condobolin
- Water security - Tottenham, Burcher, Fifield
- Long-distance to regional centres (base hospitals and tertiary education providers)
- Mobile/NBN network coverage
- Electricity network capacity
- High cost of operating regional sports
- Attracting sufficiently skilled employees to the shire
- Lack of rural residential lifestyle land
- Lack of tourist accommodation
- Water security



LACHLAN SHIRE
COUNCIL

OPPORTUNITIES

- Road building/making capability
- Mining development
- Solar power generation
- Increased tourism/RV visitation
- Indigenous tourism
- Fluctuating commodity prices
- Resource sharing
- Youth services
- New tourism facilities
- Changing of LEP

THREATS

- Water availability (drought)
- Ageing infrastructure (water and sewer)
- Projected population decline
- Recruitment/Retention
- Loss of skilled workers/corporate knowledge due to ageing workforce
- Fluctuating commodity prices for agricultural and mining products
- Town businesses closing due to online shopping
- People accessing services in larger regional towns
- Town businesses closing due to competition from major retail centres

COMMUNITY ENGAGEMENT

The community played an integral role in the initial development of the Lachlan Shire Community Strategic Plan 2017/18 to 2026/27 and the recent review for the 2022/23-2031/32 Plan.

The review process included activities to inform, engage and consult the community and key stakeholders between January 2022 and March 2022.

Engagement activities included:

- Online and paper-based community survey
- Telephone conversations
- Community pop-up sessions in Condobolin, Lake Cargelligo, Tottenham and Tullibigeal
- Workshops with Councillors
- Street walks to businesses
- Written submissions
- Social media posts
- Newspaper promotion
- Individual meetings

This type of direct consultation encouraged participants who wouldn't normally speak up at a public meeting to have their say.

The community engagement had a dual purpose to both create awareness about the Community Strategic Plan, and to seek feedback on the goals and strategies outlined in the current document.

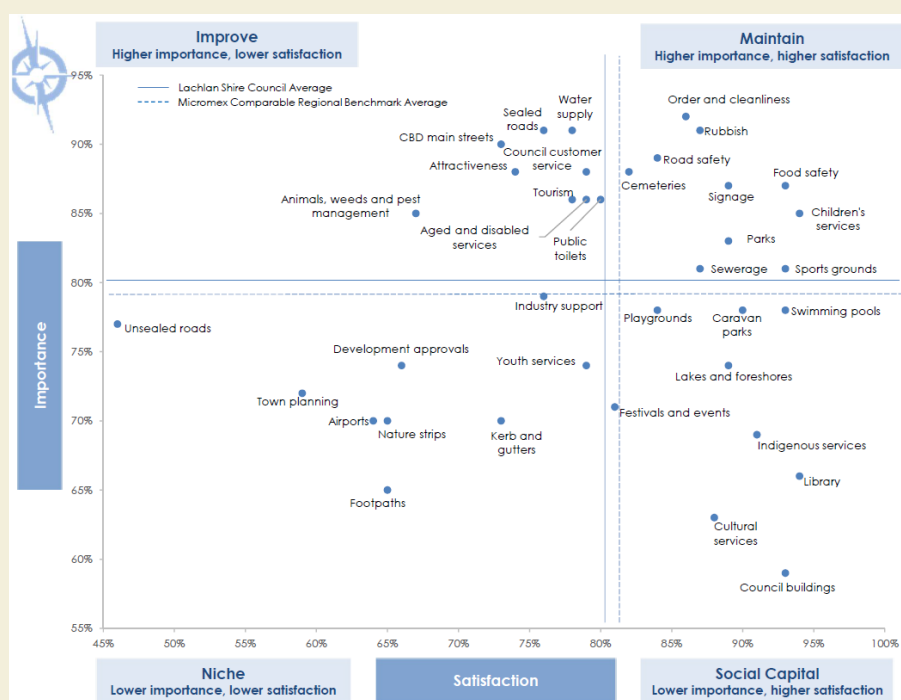
During consultation, we asked the community what they liked about the shire now, what they would like the region to look like in the future, and what they see as the key priorities for Council to investigate.

As part of the community strategic planning review process, Council also utilised information contained in the May 2021 Lachlan Shire Community Research document to inform the actions.

The comments that came out of the consultation were considered by Councillors at a workshop, included in this Community Strategic Plan, and further detailed in the Delivery Program where appropriate.

Micromex Survey

The Micromex survey identified the issues of importance and identified satisfaction levels. The results of the survey can be seen below. From the results, you can see the issues identified as high importance to the community but low satisfaction (in the top left hand corner of the quadrant). These include, sealed roads, attractiveness in the towns and villages, tourism, industry support, tourism and animals, weeds, and pest management.



WHAT CAN YOU DO TO HELP ?

There are many ways that individuals can get involved and ensure responsible governance and civic leadership. You can help support by:

- Participating in planning for the future of the area.
- Talking to your local councillors about your ideas and suggestions for improving the shire.
- Attending council meetings.
- Participating on a Council Advisory Committee as a community representative.
- Participating in community forums, information sessions, and surveys to provide feedback on policies, processes and to develop strategies for the future growth and development of the shire.
- Regularly visiting Council's website and social media pages, and reading local media.
- Providing input into Council's financial planning as part of the development of the four-year Delivery Program and annual Operational Plan process.
- Promoting the benefits of working at Council as an employee.
- Utilising information systems and processes to engage with Council effectively.

OUR THANKS AND OUR COMMITMENT

Lachlan Shire Council would like to thank the many community members and stakeholders who have provided valuable input into the review of this Community Strategic Plan.

Lachlan Shire Council will continue to monitor and evaluate the plan to ensure it continues to reflect our community's priorities and aspirations.

Each six months Council will present a report card to the community outlining achievements against the strategic outcomes of the Community Strategic Plan, and progress on actions contained in the four-year Delivery Program.

PUBLIC EXHIBITION PERIOD

These documents were on public exhibition from 26 May 2022 to 22 June 2022 as required by legislation.



**LACHLAN SHIRE
COUNCIL**

Wiradjuri Country

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