



CABONNE 2025

Add your piece



COMMUNITY STRATEGIC PLAN



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Message from the Mayor and Councillors

Cabonne 2025 represents the vision, aspirations and priorities of our community for their preferred future.

From the outset of the planning process to develop the Community Strategic Plan we worked together to create a picture of what Cabonne should and could be like in the future. The participation and contributions were positive and productive and the end plan **Cabonne 2025** provides a blueprint for us all to follow.

The purpose of **Cabonne 2025** is to:

- Describe the preferred future of what we want Cabonne to be like in 2025;
- Describe the values to guide future choices and how we will work together as a community;
- Outline the future directions and associated strategic outcomes to achieve the preferred future;
- Provide a long-term focus for decision making and resource allocation of Council's finances, workforce and asset management;
- Provide a basis for measuring our progress;
- Provide opportunities for community participation in decision-making;
- Address social, economic, environmental and civic leadership issues.

We all have a responsibility and role to play in achieving **Cabonne 2025**. Council is only one player. We cannot and should not do everything. We will do the things where we have a role but there are many groups and organisations that will be able to work on the strategic outcomes of the plan and our future.

It has been an informative and enjoyable journey so far and we now look forward to working with you on achieving **Cabonne 2025**.

Thank you

Council would like to offer sincere thanks to all the people who have contributed to the development of **Cabonne 2025: Community Strategic Plan** and **Community Engagement Strategy**. Participants who engaged in workshops, meetings, interviews, filled in survey forms and created postcards were representative of all the groups that have an interest in what happens to Cabonne and the life we enjoy here – Community representatives, Business and Industry, Agriculture, Tourism, Mining, Culture, Sport and Recreation, Education, Health and Well being, Government Agencies, Councillors and Council workforce. All of the engagement processes have given us a deep understanding of what is important to our community and has informed and guided the development of **Cabonne 2025**.

Contact

Cabonne 2025

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The development of the documents of the Integrated Planning and Reporting has been a joint project of the WBC Alliance. All three councils and Central Tablelands Water have undertaken the same engagement and development processes.

It is the intent of the Alliance that a combined strategic plan be developed which will identify future joint projects and resource sharing initiatives.

OUR PRESENT SITUATION

Cabonne - At a Glance

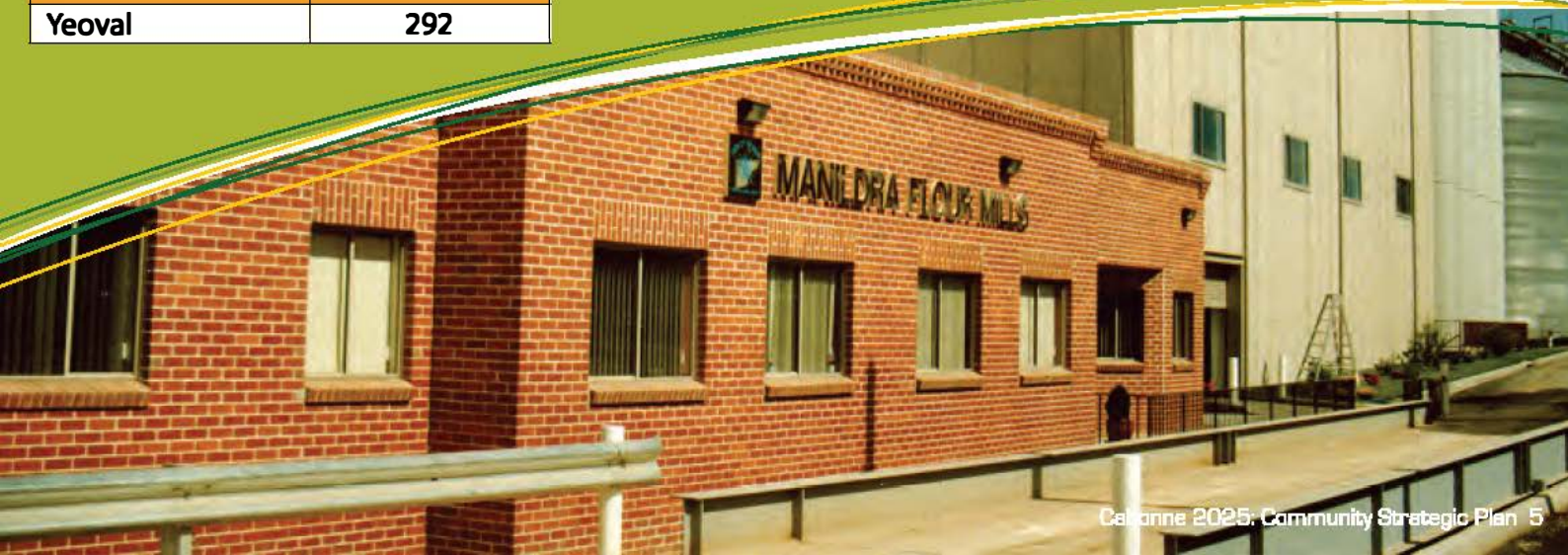
Cabonne Shire "Australia's Food Basket" is a rich rural Shire in the tablelands of Central New South Wales with an area of approximately 6,000 square kilometres. Within the Shire are the villages of Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong and Yeoval. Geographically, Cabonne is about three hours drive respectively between Sydney (290kms west) and Canberra (270kms north).

Location of Cabonne Shire in Central West NSW



The estimated population of the Cabonne Local Government area in 2009 was 13,426 persons equally apportioned between males and females. The median age is 41 years compared to 37 for Australia. 89.6 % of the population are born in Australia and 2.3 % are Indigenous persons. The following table shows the population in the towns and villages.

Urban Centres	Population
Borenore	621
Canowindra	1,499
Cargo	278
Cudal	389
Cumnock	288
Eugowra	634
Manildra	503
Molong	1,569
Mullion Creek	-
Nashdale	361
Yeoval	292



Population Projections 2009 – 2031

Growth in Cabonne is expected to be similar to the nearby regional city of Orange and above average for the Central West Region.

Area	POPULATION (No)			AVERAGE ANNUAL GROWTH	
	2009	2021	2031	Persons	%
Cabonne	13,246	14,773	16,055	2809	0.9
Orange	38,685	44,458	48,475	10,187	1.1
Central West	179,592	196,772	210,569	30,977	0.7

Source: AEC Group (2010)

Relative Age Profile

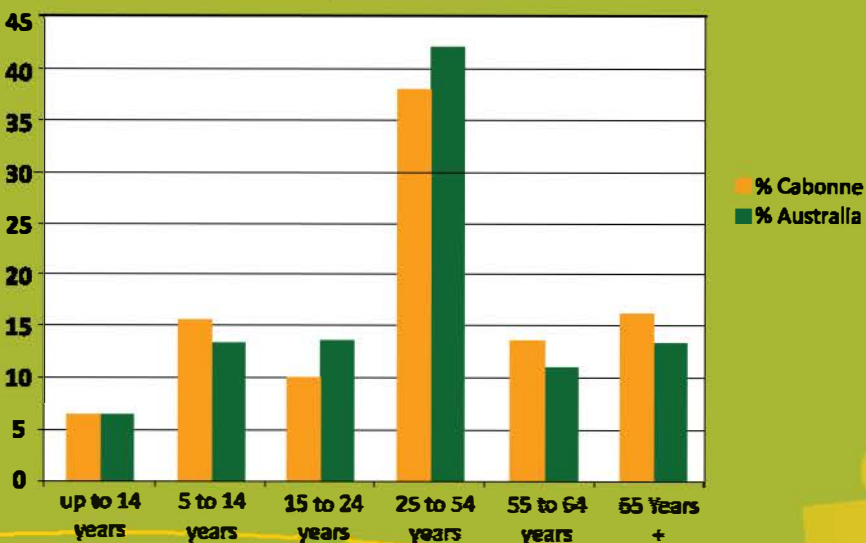
The following table and graph compares Cabonne's age profile with that of Australia as a whole. It shows that Cabonne has fewer persons in the 25 to 64 year age range.

It has a higher percentage (%) of young persons up to 14 years and older persons 55 years and above.

Age group	% Cabonne	% Australia
up to 14 years	6.4	6.3
5 to 14 years	15.6	13.5
15 to 24 years	10	13.6
25 to 54 years	38.1	42.2
55 to 64 years	13.6	11
65 Years +	16.3	13.3

ABS 2006 Census Data

Percentage of persons by age range:



Labour Force, Industry of Employment and Income

At the 2006 Census, 5,950 people aged 15 years and over in Cabonne were in the labour force. The following table's show that farming is the predominant industry and there is a high level of full time employment.

Unemployment at the time of the 2006 census was lower than that for Australia.

Median weekly incomes are lower than Australia as a whole.

Labour Force	% of Persons	
	Cabonne	Australia
Employed full time	63.9	60.7
Employed part time	25.9	27.9
Unemployed	3.7	5.2

Industry of employment	% of Persons 15+	
	Cabonne	Australia
Sheep beef cattle and grain farming	17.7	1.5
School Education	4.9	4.5
Hospitals	4.5	3.3
Local government	3.1	1.4
Grain mill and cereal product	2.5	0.1

\$ Weekly	Cabonne	Australia
Median individual income	411	466
Median household income	861	1,027
Median family income	1,054	1,171

Household Composition

In Cabonne there is a relatively high level of family households when compared to lone person households:

Household composition	Cabonne %	Australia %
Family household	73.4	67.4
Lone person household	22.3	22.9
Group household	1.5	3.7



Education

Schools

- Cabonne has a total of 17 schools and 5 preschools across the district. This compares favourably to the nearby city of Orange, which has 18 schools and 2 preschools.
- Two of the 17 schools in Cabonne provide for the full duration of schooling (Kindergarten to Year 12) and are located in the villages of Molong and Yeoval.
- According to the latest NSW Department of Education and Training Government School Census (2007), Cabonne schools had a total of 1741 enrolments.

Tertiary education

- The proportion of tertiary educated residents in Cabonne is above the average for the Central West region, at the Postgraduate, Bachelor and Diploma level.
- Cabonne has the second highest percentile of residents across the whole of the Central West that have obtained Postgraduate qualifications, second only to Bathurst (2.5%) and exactly equal with Orange, two of the largest major centres in the Region.

Health

- Hospital facilities across Cabonne include Canowindra Soldiers Memorial Hospital (public), Eugowra Multi Purpose Service Centre (public) and Molong District Hospital (public).
- Cabonne has an additional seven (7) health care facilities across the Shire, including Waluwin Health One (Molong) which also offers a range of well being programs.

STRENGTHS, WEAKNESSES, OPPORTUNITIES and CHALLENGES

The communities of Cabonne are caring and supportive. We are country people with country values who are passionate about country living. Our other great advantage is that we are centrally located in the tablelands of Central New South Wales and close to major regional centres. In Cabonne you can enjoy rural living with easy access to the range and choice offered by the surrounding larger regional cities. It is a potent combination.

Our economy is diverse and so too is agriculture. There is, in fact, not much you can't grow here. Our area also offers a range of destinations and experiences for visitors to our Shire. We could however, do more about promoting and building our reputation as a place to live, work, invest, play and stay.

Sometimes our parochial perceptions hold us back. Parochialism is a barrier to successfully working together towards common goals. It needs to be constantly checked.

Maintaining our services and facilities, particularly roads, can be challenging and sometimes service expectations are unrealistic.

More opportunities for young people to fully engage in community life need to be created so they can experience the full benefits of living in Cabonne. Similarly older people living in the community need opportunities to continue to contribute. Taking this approach with older residents has the potential to not only enrich community life but also attract aged specific developments and associated professionals to the area.

Our challenge is to strengthen our towns and villages, retain our social and physical infrastructure, create new jobs and use technology to spread the word about the advantages of living and working in Cabonne Country.



THE COMMUNITY STRATEGIC PLAN STRUCTURE

Integrated Planning and Reporting

The following diagram shows the relationship between **Cabonne 2025: Community Strategic Plan (CSP)**, Council's Delivery Program and Council's Annual Operational Plan.

The Delivery Program deals with the work Council can do to achieve the CSP. Those strategic outcomes in the CSP where Council has a role comes across into the Delivery Program, a 4 year program.

Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Delivery Program – The individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program. It will also include Council's operational budget for the year.

It needs to be stated that Council alone cannot deliver all the strategic outcomes in the CSP. Many will require cooperation across the various sectors of the community. Many other groups and organisations will be able to work on the plan and achieving the preferred future.



How CABONNE 2025 Community Strategic Plan is Organised

Cabonne 2025 has the following components:

- A vision of the preferred future for Cabonne Shire;
- A values statement to guide future choices and how we will work together as a community;
- Five (5) future directions and associated strategic outcomes to follow to achieve the preferred future. The future directions and strategic outcomes are written in the present tense as if they have been achieved. This is to describe and emphasise the community's aspirations and ideals.
- The role Council will play in achieving each of the strategic outcomes;
- Those groups or organisations that could or should collaborate around the strategic outcomes;
- Performance measures to help us know if our efforts are making a difference and helping achieve the preferred future.

Council's roles

The CSP is for the whole Cabonne Shire and Council cannot deliver all the strategic outcomes. Council will be able to contribute where there is a role. Broadly speaking, Council has three roles:

- **Provider:** Council does the work.
- **Facilitator:** Council will help out or work with others to get things done.
- **Advocate:** Council will speak up for and support a community initiative or issue.

Our Community - definition

Throughout **Cabonne 2025** the terms 'our', 'we' and 'community' are used. Whilst the primary concern will always be the residents of our Shire, we acknowledge that 'our community' includes all those who live here, own property here, do business here and visit Cabonne Shire.



VISION STATEMENT

What we want Cabonne Shire to be in 2025



Passionate people

In a world where we yearn for a more genuine life Cabonne offers a pace of living that is both relaxing and invigorating. Those of us who live here are passionate about the place we call home and others recognise this immediately.



Thriving villages and caring communities

There is a thriving heartbeat to Cabonne. The social and economic life of our villages is vibrant; our communities supportive and welcoming.



Respecting and sustaining our environment

We care for and respect our environment making sure our rivers, waterways, soils, vegetation and air are clean and healthy for all living things.



With an agricultural heart

The heart of Cabonne is found in our beautiful and productive landscapes. The land nurtures and sustains us and at the same time provides the inspiration for us to strive and reach our full potential.

VALUES STATEMENT

These are the values that will guide future choices and the way we work together as a community



FUTURE DIRECTIONS

These five future directions will guide us toward our preferred future:

1. Connect Cabonne to each other and the world
2. Build business and generate employment
3. Provide and develop community facilities
4. Grow Cabonne's culture and community
5. Manage our natural resources

The future directions are detailed in the following tables. Each table summarises the issues, strategic outcomes sought, Council's role, who should collaborate to make things happen and performance indicators to measure progress.

Quadruple Bottom Line

The quadruple bottom line approach is a way to ensure that the CSP is balanced. The CSP needs to adequately address social, environmental, economic and civic leadership considerations. The following table show the relationship of the strategic outcomes in each future direction to the quadruple bottom line framework. Some strategic outcomes address more than one area of the quadruple bottom line framework. The plan has twenty (20) social, thirteen (13) economic, six (6) environment and three (3) civic leadership alignments.

Key Stakeholders Abbreviations:

Abbreviation	Organisation Name
BEC	Business Enterprise Centre Cabonne, Orange & Blayney
II NSW	Department of Industry & Investment NSW
TAFE NSW	NSW Technical and Further Education Commission
EDM Group	Economic Development Managers Group
DPI	Department of Primary Industries
BOM	Bureau of Meteorology
SES	State Emergency Services
DEH	Department of Sustainability, Environment, Water, Population and Communities
LHPA	Livestock, Health and Pest Authorities
RFS	Rural Fire Service
LCMA	Lachlan Catchment Management Authority
RMS	Roads & Maritime Services
CENTROC	Central NSW Councils
NBN Co	National Broadband Network Co
DLG	Department of Local Government
IPC	Information and Privacy Commission

FUTURE DIRECTION 1:

Connect Cabonne to Each Other and the World

Future Direction 1: Connect Cabonne to each other and the world

Quadruple Bottom Line

Cabonne is geographically large and dependent on transport, road and rail infrastructure to move goods and people into, out of and around the Shire. It is a challenge maintaining the road network and retaining services.

Mobile coverage across the Shire is inconsistent. There needs to be equitable and affordable access to modern information and communication technology. Technology has the potential to facilitate engagement between businesses, towns and villages and the outside world.

CSP No.	Strategic outcome	Council Role	Who should collaborate	Social	Economic	Environment	Civic Leadership
1.1	A safe, efficient and quality urban and rural transport system for vehicles and pedestrians on Council's local, regional and state road network.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • RMS • Australian Government • Drivers • CENTROC • Lobby groups • Orange Council 				
1.2	Everywhere in Cabonne has access to contemporary information and communication technology.	Provider Facilitator	<ul style="list-style-type: none"> • NBN Co • State and Australian Governments • TELCO's • CENTROC 				
1.3	A range of transport options in to, out of, and around Cabonne are affordable and available .	Provider Facilitator Advocate	<ul style="list-style-type: none"> • Private transport operators • Volunteers • State Government • Community transport • Taxi companies 				
1.4	Transport infrastructure meets agricultural needs to get goods to and from market.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • State and Australian Governments • RMS • Agricultural producers 				
1.5	Access to major metropolitan markets enables the growth of tourism.	Advocate	<ul style="list-style-type: none"> • RMS • Airlines • Tourism operators • Bus transport companies 				

Performance indicators:

- Community surveys
- Asset management plans
- Vehicle counts
- Number of IT connections
- Mobile coverage
- Broadband speed
- Tourism numbers
- Transport usage

FUTURE DIRECTION 2:

Build Business and Generate Employment

Future Direction 2: Build business and generate employment

Quadruple Bottom Line

Many Cabonne residents work outside the Shire. Local jobs are needed but at the moment there is a lack of employment opportunities. Business skills also need to be developed. A lack of critical mass in the sector is an issue and many local businesses need to work on how to value add to their present range and offerings.

On-line competition is having an impact and local retail is not always as well supported as it could be. There needs to be an emphasis on buying 'local' and 'locally'.

Tourism attractions are fragmented. The Shire is home to much of the region's famous food and wine. These two things - the location and production - provide opportunities to leverage off the well-developed brand and tourism marketing of the regional centre. Visitors can meet the makers and experience first hand where the food and wine of the region is grown and produced.

Social	Economic	Environment	Civic Leadership
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CSP No.	Strategic outcome	Council Role	Who should collaborate	Social	Economic	Environment	Civic Leadership
2.1	A strong and vibrant local business sector.	Provider Facilitator	<ul style="list-style-type: none"> • BEC • Ill NSW • Progress Associations • TAFE • Community College • Local business operators • Community 				
2.2	Coordinated tourism product and a thriving visitor industry in Cabonne.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • Local business operators • Central NSW Tourism • Destinations NSW • Neighbouring Councils • Local Tourism Advisory Body • Brand Orange • Community • Age of Fishes Museum 				
2.3	Increased viable, sustainable and value adding businesses in Cabonne.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • Ill NSW • Other operators • Business groups • EDM Groups • Community • Local business operators • Distributors • Consumers • Research organisations 				
2.4	Jobs for Cabonne people in Cabonne.	Provider Facilitator	<ul style="list-style-type: none"> • Employers • TAFE • Universities • BEC • State Traineeships • Centrelink • Ill NSW • Community 				

Performance indicators:

- Unemployment statistics
- Number of businesses
- Business closures
- Level of council assistance (incentives)
- Tourist numbers
- Number of households
- Tourist stays
- Real estate statistics
- VIC Statistics

FUTURE DIRECTION 3:

Provide and Develop Community Facilities

Future Direction 3: Provide and develop community facilities

Quadruple Bottom Line

Social infrastructure includes education opportunities and facilities, pre schools, play groups, before and after work childcare, aged care accommodation and services, mobile health services, sporting and recreational facilities, community buildings, halls, parks and play grounds.

If Cabonne is going to attract new residents these services and facilities need to be maintained and developed according to community needs.

CSP No.	Strategic outcome	Council Role	Who should collaborate	Quadruple Bottom Line			
				Social	Economic	Environment	Civic Leadership
3.1	Pre-school, playgroup, childcare and youth facilities are available across the Shire.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • State and Australian Governments • Schools and Parents • Community organisations • Private sector • Church • Volunteers 				
3.2	Health and aged care facilities meet local community needs.	Provider Facilitator	<ul style="list-style-type: none"> • State and Australian Governments • Community organisations • Private sector • Church, • Volunteers • Division of GP's 				
3.3	Sporting, recreational, Council and community facilities and services are maintained and developed.	Provider Facilitator Advocate	<ul style="list-style-type: none"> • State and Australian Governments • Users • Community organisations • Private sector • Church • Volunteers 				
3.4	Cabonne has the education services and facilities to be a contemporary learning community.	Facilitator Advocate	<ul style="list-style-type: none"> • Schools • State and Australian Governments • Community groups • Industry • Churches 				

Performance Indicators:

- Number of pre school and childcare facilities
- Usage and enrolments
- Waiting lists for facilities and services
- Number of aged care beds available
- Number of health care professionals and volunteers
- Number of teams

- Participants using the facilities
- Level of maintenance
- Number of new facilities provided

FUTURE DIRECTION 4:

Grow Cabonne's Culture and Community

Future Direction 4: Grow Cabonne's culture and community				Quadruple Bottom Line			
<p>Cabonne offers quality country living. Well-supported cultural events and activities will make Cabonne an even better place to live and visit. Capacity and capabilities need to be encouraged and developed so communities are able to work together and be self-reliant.</p> <p>Cabonne's heritage assets also need to be cared for. They not only help characterise and beautify the towns, villages and localities throughout the Shire but they contain the stories of our most recent and distant past and therefore bring meaning to the place we live in and call home.</p>				Social	Economic	Environment	Civic Leadership
CSP No.	Strategic outcome	Council Role	Who should collaborate				
4.1	A successful balance of village and rural living.	Provider Facilitator Advocate	<ul style="list-style-type: none"> Community players and associations Business operators State and Australian Government (funding) 				
4.2	A network of viable, relevant and cultural facilities exists in Cabonne.	Provider Advocate	<ul style="list-style-type: none"> State and Australian Governments (funding) Interest groups Volunteers, Schools Business operators Community 				
4.3	Beautiful towns and villages with historic assets are cared for and preserved.	Provider Facilitator Advocate	<ul style="list-style-type: none"> Interest groups Schools Volunteers Business operators State Government Community Age of Fishes Museum 				
4.4	Community events build visitation, generate investment and strengthen community well being.	Provider Facilitator	<ul style="list-style-type: none"> Community groups Business groups Central NSW Tourism 				
4.5	A Council that is effective and efficient.	Provider	<ul style="list-style-type: none"> Council Community DLG State Government Information & Privacy Commission State Records 				

Performance indicators:

- Community feedback mechanism
- Visitation
- Calendar of events
- Heritage listings
- Participation levels / uptake
- Increased demand

FUTURE DIRECTION 5:

Manage our Natural Resources

Future Direction 5: Manage our natural resources				Quadruple Bottom Line			
CSP No.	Strategic outcome	Council Role	Who should collaborate	Social	Economic	Environment	Civic Leadership
<p>Agriculture is the mainstay of Cabonne and this has been affected by climate variability and urban encroachment. Conventional farming methods may have contributed to loss of biodiversity, erosion, run off and pollution. Future farming needs to participate more fully in natural resource management.</p> <p>Water use, quality, efficiency and security are a key environmental concern. Other issues include waste management, flood mitigation, alternative energy sources, vegetation management.</p>							
5.1	All villages have a secure and quality water supply.	Provider Advocate	<ul style="list-style-type: none"> State and Australian Governments Central Tablelands Water Community 				
5.2	Flood mitigation processes are in place.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments BOM SES DEH Community 				
5.3	Sustainable solid and liquid waste management practices are in place across Cabonne.	Provider Facilitator	<ul style="list-style-type: none"> Private landowners Industry providers State Government (gross feed in tariff) Research organisations Community 				
5.4	Primary producers use best practice methods and systems that respect the environment.	Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Landcare groups Educational institutions Farmers group Landholders Research organisations LCMA 				
5.5	All natural resources are managed sustainably in a planned way.	Provider Facilitator Advocate	<ul style="list-style-type: none"> State and Australian Governments Landholders Landcare Groups Community groups LHPA LCMA Age of Fishes Museum 				
5.6	Risk management processes are in place for natural disaster events.	Provider Facilitator Advocate	<ul style="list-style-type: none"> SES RFS Landholders Community 				
5.7	Alternative energy development is considered and utilised where appropriate.	Advocate	<ul style="list-style-type: none"> Energy providers State and Australian Governments Community Landholders Environmental groups 				
<p>Performance indicators:</p> <ul style="list-style-type: none"> Landscape monitoring Water testing Management of waste sites Level of recycling 				<ul style="list-style-type: none"> Plans in place Reviews of management plans are undertaken Agricultural sales Number of homes connected to water Number of alternative energy sources & usage Number of land managers engaged 			

THE PRINCIPLES OF SOCIAL JUSTICE AND SUSTAINABILITY

The principles that underpin **Cabonne 2025** are social justice and sustainability. All future directions and strategic outcomes seek to achieve sustainability and aspire for equity, access, participation and equal rights particularly for the disadvantaged and vulnerable within our community.

Social Justice

- Equity:** Decisions will reflect equality in prioritising and allocating resources
- Access:** All people should have access to services, resources and opportunities to maintain and improve their quality of life.
- Participation:** Everyone should have the opportunity to genuinely participate in decisions that affect their lives.
- Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Sustainability

Sustainability describes the integration of environmental, social, economic and governance goals, processes and performances. However, these elements are not always in harmony.

Cabonne Shire has many competing elements and a balance is required to ensure that the environment, agriculture, natural resources, population growth and economic development is considered at a local, state and national level; and that our Shire remains attractive to live in and visit.



LINKS to the NSW STATE PLAN: NSW 2021

NSW 2021 is the ten-year strategic plan for the State of New South Wales. It is based around five strategies. The table below shows the linkages between the future directions and strategic outcomes of **Cabonne 2025** and NSW 2021. There are many areas where the State and **Cabonne 2025** share directions and support each other.

Goal Number	NSW 2021 Strategies	Cabonne 2025 CSP No	Cabonne CSP future directions and strategic outcomes
Goal: Rebuild the economy		Future Direction 1: Connect Cabonne to each other and the world Future Direction 2: Build business and generate employment	
1	Improve performance of the NSW economy	2.1	A strong and vibrant local business sector.
2	Rebuild State finances	2.2	Coordinated tourism product and a thriving visitor industry in Cabonne.
3	Drive economic growth in regional NSW	2.1 2.2 2.3 2.4	A strong and vibrant local business sector. Coordinated tourism product and a thriving visitor industry in Cabonne. Increased viable, sustainable and value adding businesses in Cabonne. Jobs for Cabonne people in Cabonne.
4	Increase the competitiveness of doing business in NSW	1.2 2.4	Everywhere in Cabonne has access to contemporary information and communication technology. Jobs for Cabonne people in Cabonne.
6	Strengthen the NSW skill base	2.3 2.4	Increased viable, sustainable and value adding businesses in Cabonne. Jobs for Cabonne people in Cabonne.
Goal: Return quality services		Future Direction 1: Connect Cabonne to each other and the world Future Direction 3: Provide and develop community facilities	
7 to 10	Transport	1.1 1.3	A safe, efficient and quality urban and rural transport system for vehicles and pedestrians on Council's local, regional and state road networks. A range of transport options in to, out of and around Cabonne are affordable and available.
11 to 12	Health	3.2	Health and aged care facilities meet local community needs

Goal Number	NSW 2021 Strategies	Cabonne 2025 CSP No	Cabonne CSP future directions and strategic outcomes
13 to 14	Family and community services	3.1 3.2	Pre school, play group, child care and youth facilities are available across the Shire. Health and aged care facilities meet local community needs.
15	Education	3.4	Cabonne has the education services and facilities to be a contemporary learning community.
Goal: Renovate infrastructure		Future Direction 1: Connect Cabonne to each other and the world. Future Direction 4: Grow Cabonne's culture and community. Future Direction 5: Manage our Natural Resources	
19	Invest in critical infrastructure	1.1 1.2 1.5 5.1	A safe, efficient and quality urban and rural transport system for vehicles and pedestrians on Council's local, regional and state road networks. Everywhere in Cabonne has access to contemporary information and communication technology. Access to major metropolitan markets enables the growth of tourism. All villages have a secure and quality water supply.
20	Build liveable centres	4.1 4.3 4.4	A successful balance of village and rural living. Beautiful towns and villages with historic assets are cared for and preserved. Community events build visitation, generate investment and strengthen community well being.
21	Secure potable water supplies	5.1	All villages have a secure and quality water supply.
Goal: Strengthen our local environment and communities		Future Direction 3: Provide and develop community facilities Future Direction 4: Grow Cabonne's culture and community. Future Direction 5: Manage our Natural Resources	
22	Protect our natural environment	5.4 5.5	Primary producers use best practice methods and systems that respect the environment. All natural resources are managed sustainably in a planned way.
23	Increase opportunities for people to look after their own neighbourhoods and environments	5.5	All natural resources are managed sustainably in a planned way.

Goal Number	NSW 2021 Strategies	Cabonne 2025 CSP No	Cabonne CSP future directions and strategic outcomes
24	Make it easier for people to be involved in their communities	3.1	Community events build visitation, generate investment and strengthen community well being.
25	Increase opportunities for seniors in NSW to fully participate in community life	3.3	Sporting, recreational, council and community facilities and services are maintained and developed.
26	Fostering opportunity and partnership with the Aboriginal People	3.3	Sporting, recreational, council and community facilities and services are maintained and developed.
27	Enhance cultural, creative, sporting and recreation opportunities	4.2	A network of viable, relevant and cultural facilities exists in Cabonne.
28	Ensure NSW is ready to deal with major emergencies and natural disasters	5.6	Risk management processes are in place for natural disaster events.
Goal: Restore accountability to Government		Future Direction 4: Grow Cabonne's culture and community	
31	Improve government transparency by increasing access to government information	4.5	A Council that is effective and efficient.
32	Involve the community in decision making on government policy, services and projects	4.5	A Council that is effective and efficient.



CABONNE COMMUNITY ENGAGEMENT STRATEGY

The process of engaging the community in the development of the **Cabonne 2025: Community Strategic Plan** began in 2009 with two key activities. Extensive surveying was undertaken of the towns, villages and localities throughout the Shire to gain an understanding of the present situation and future priorities of each of these communities.

A vision setting activity involving school children, community and Councillors was also undertaken. Here participants were asked to create a 'Postcard of the Future' illustrating their preferred future for Cabonne in 2025. Thousands of community members and children engaged in these two activities which set the scene for further planning.

In 2011, the community engaged in the development of the **Cabonne 2025: Community Strategic Plan**. The process began with identifying the 'whole system' of Cabonne Shire: the complex network of groups, organisations and networks that have an interest in what happens in the Shire.

The following groups were identified:

- Council
- Business and Industry
- Agriculture
- Mining
- Tourism
- Culture, Sports and Recreation
- Health, Well being and Emergency Services
- Education and Learning
- Community Representatives
- Government Agencies

Representatives from each of these groups were invited to participate in a major, day long planning workshop to reflect on

- the area's past,
- explore the present situation – internal strengths and weaknesses,
- external opportunities and threats - and design the preferred future.

On 19th July 2011 in the Cargo Community Hall, 82 passionate community members, representative of the Shire's 'whole system', demographic profile, cultural backgrounds and geographic locations came together to create the framework of what became **Cabonne 2025 : Community Strategic Plan**. Using this comprehensive representational approach, all views and perspectives were presented and heard.

Almost a month later on 16th August 2011, a smaller representative group of Community Members, Councillors and Council Management came together for a day to 'shape' the Community Strategic Plan from the unedited outputs of the engagement and planning activities, other relevant local, regional, state and national plans, and a deep understanding of the Shire's present situation.

The draft **Cabonne 2025: Community Strategic Plan** was then distributed for comment to all those who had participated in the engagement processes including all planning workshop attendees, Councillors and Council Management. Modifications were made based upon comments received. The plan was placed on public exhibition during December 2011 and January 2012.

Again, minor modifications were made based on comments received during the exhibition period. **Cabonne 2025: Community Strategic Plan** was formally adopted by Council on behalf of the entire Cabonne Shire Community in March 2012.

Community engagement with the development and review will be ongoing throughout the life of the Plan.

CABONNE COMMUNITY ENGAGEMENT STRATEGY continued...

Process Overview

Below is an overview of the processes undertaken when engaging with the Cabonne community to develop the **Cabonne 2025: Community Strategic Plan**:

Step	Activity	Output/Outcome
1. Planning to Plan	<ul style="list-style-type: none"> · Design survey questions · Develop resources for the visioning/postcard activity · Planning workshop involving Councillors and Council Management 	<ul style="list-style-type: none"> · Community survey · Postcard template · Identification of Cabonne Shire's whole system groups · Identification of relevant groups within each whole system group · Development of key message to engage the community in the process...'<i>Add your piece</i>' · Communication plan
2. Communication and Recruitment	<p>Communication and recruitment activities:</p> <ul style="list-style-type: none"> · Community Survey · Postcards · Direct mail – letter of invite and registration form to planning workshop · Advertising – local newspapers · Publicity – media releases, radio segments, community newspapers and newsletters · Council website · Presentations to raise awareness at village and community group meetings. 	<ul style="list-style-type: none"> · Participants in planning process · Comments on what is important to the community
3. Consultation	<ul style="list-style-type: none"> · Community Survey results · Postcard montage of things that are important to the community about their future · Future planning workshop – day long workshop involving representatives from each of the whole system groups working together · Meetings · Individual interviews and contributions 	<ul style="list-style-type: none"> · Cabonne Shire's present situation · Preferred future · Guiding values · Future directions · Differentiation
4. Shaping the Community Strategic Plan	<ul style="list-style-type: none"> · Planning workshop with Community Members, Councillors and Council Management · Working with the survey results, unedited outputs of the planning workshop, present situation information, other relevant plans e.g. Social Plan, LEP, regional, state and national plans and policies 	<p>Draft Community Strategic Plan</p> <ul style="list-style-type: none"> · Vision · Values · Future Directions · Strategic Outcomes · Council's role in achieving each of the strategic outcomes · Others who could collaborate to achieve the strategic outcomes · Performance measures

CABONNE COMMUNITY ENGAGEMENT STRATEGY continued...

Step	Activity	Output/Outcome
5. Public exhibition and comment period	<ul style="list-style-type: none"> · Draft plan circulated to all who engaged in the process · Circulated to Councillors and Council management · Placed on website · Made available to town and village associations and community groups. · Advertised 	<ul style="list-style-type: none"> · Comments on the draft plan · Modifications to the draft plan
6. Adoption of the Community Strategic Plan	<ul style="list-style-type: none"> · Council meeting of March 2012 	<ul style="list-style-type: none"> · Cabonne 2025: Community Strategic Plan.

Language and Meaning

Community Engagement

- Community Engagement is a term that covers all the ways a Council and its Community come together to improve decision-making, build relationships and partnerships, raise awareness and complement representative democracy. It is a way of working side-by-side and building support for the shared goal of making the community a better place to live. Community engagement is an outcome.

Consultation

- The process of developing understanding of the issues and boundaries around a particular topic or issue before decisions are made. We consult with one another when the boundaries around a decision are *not* understood.

Communication

- The exchange of information. We communicate with each other when the boundaries around a decision *are* understood.

Capacity building

- The development of knowledge, skills and attitudes to achieve a purpose.

Communities of interest

- All those who have an interest in a particular proposed project, program, issue or action.



PLANNING together for Successful Future Cabonne Community Engagement

The benefits of community engagement

The benefits of engaging with Cabonne communities are:

- **It is central to participatory democracy**

Communities rightfully expect to have input into matters that affect them and seek involvement and engagement beyond the election of their political representatives. Community engagement complements the official electoral process and is a key method of participatory democracy.

- **Decision-making is improved**

Better decisions are made when information and all points of view are heard and understood. Where feasible and desirable, Council's decisions need to match the needs and aspirations of the community. If the needs and aspirations cannot be achieved then the reasons why, need to be communicated.

- **It builds trust**

Trust and understanding are likely to grow in an environment where engagement and involvement are taken seriously and processes well done.

- **It builds networks**

When we work together we build relationships and have the opportunity to form purposeful networks and partnerships. In this environment collaboration occurs more easily.

- **It helps build resilience and stronger communities**

Trusting, confident and involved communities tend to be stronger and able to respond to change and circumstances 'together', combining expertise, experience and resources.

The risks associated with community engagement

The possible risks associated with community engagement are:

- **The costs of poor engagement processes and tools**

Communities recognise poor engagement processes and tools. Poorly managed community engagement will lead to scepticism and loss of trust.

- **Managing expectations**

Engagement does not give decision-making powers to non-elected representatives. Sometimes engagement can raise unrealistic expectations of both Council and community. Again, this is usually a product of poor practices.

- **Balancing the act**

More is not necessarily better. You need to know what process to use, when and why. Delivery also needs to be well done.

- **Budget and project management**

Community engagement is 'part of' not an 'add on' to any project or program.

- **The cost of not collaborating or sharing resources**

Working on things that matter to the community without engagement, can lead to conflict and costly rework.

PLANNING Together for Successful Future Cabonne Community Engagement continued...

The principles to guide our community engagement

The design and development of engagement activities for the Cabonne communities will be guided by the following principles. Council will strive to make all engagement – communication, consultation, involvement, collaboration and partnerships:

- **Informative and Relevant**

Each interaction provides the opportunity to be a learning experience where all participating gain a greater understanding of the challenges and opportunities facing the Shire and Council.

- **Genuine and Honest**

Engagement activities also provide the opportunity to build trust between Council and community. Through building trust, reliability and credibility, genuine and honest relationships have the best chance of developing and being maintained.

- **Inclusive and Supportive**

All relevant communities of interest including demographic and geographic representation should be given the opportunity to be part of engagement activities around issues that affect them. Also, participants need to be supported so they can fully contribute to the process.

- **Dynamic and Enterprising**

Engagement activities need to be delivered in a way that acknowledges the changing nature of issues, challenges and opportunities. A positive attitude will greatly benefit all interactions. Enterprising outcomes that are creative and innovative should be the aim.

- **Effective and level-headed**

Interactions should not be combative but purposeful and lead to agreed outcomes.

Our Rules of Engagement

To undertake successful community engagement, the following 'Rules of Engagement' will guide and inform how we design, implement and provide feedback on the outputs and outcomes of our community engagement activities. The Rules of Engagement involve:

1. **Engage around purpose, communicate progress and provide feedback.**

Engagement activities should be around purpose and that purpose needs to be clearly stated from the outset so there is no confusion or unrealistic expectations. Similarly how the engagement input will be used should also be stated from the outset. Feedback on the progress and end result of input should be provided to close the loop.

2. **All groups and organisations that have an interest in the engagement topic or issue should have the opportunity to contribute**

This will include all communities of interest, demographics, cultural backgrounds and geographic representation.

3. **Create safe space and a positive atmosphere**

Engagement should be seen as part of community life where people come together to discuss issues, opportunities and challenges. The atmosphere needs to be positive and welcoming, not combative. Respect for one another and actively listening to understand the different points of view will help create a safe space. For those participating and enough time is given for discussion, comment capture and agreeing outcomes and actions.

PLANNING Together for Successful Future Cabonne Community Engagement continued...

The levels of engagement

There are four levels of engagement. Each level comes with the promise Council makes to its Community. The levels are:

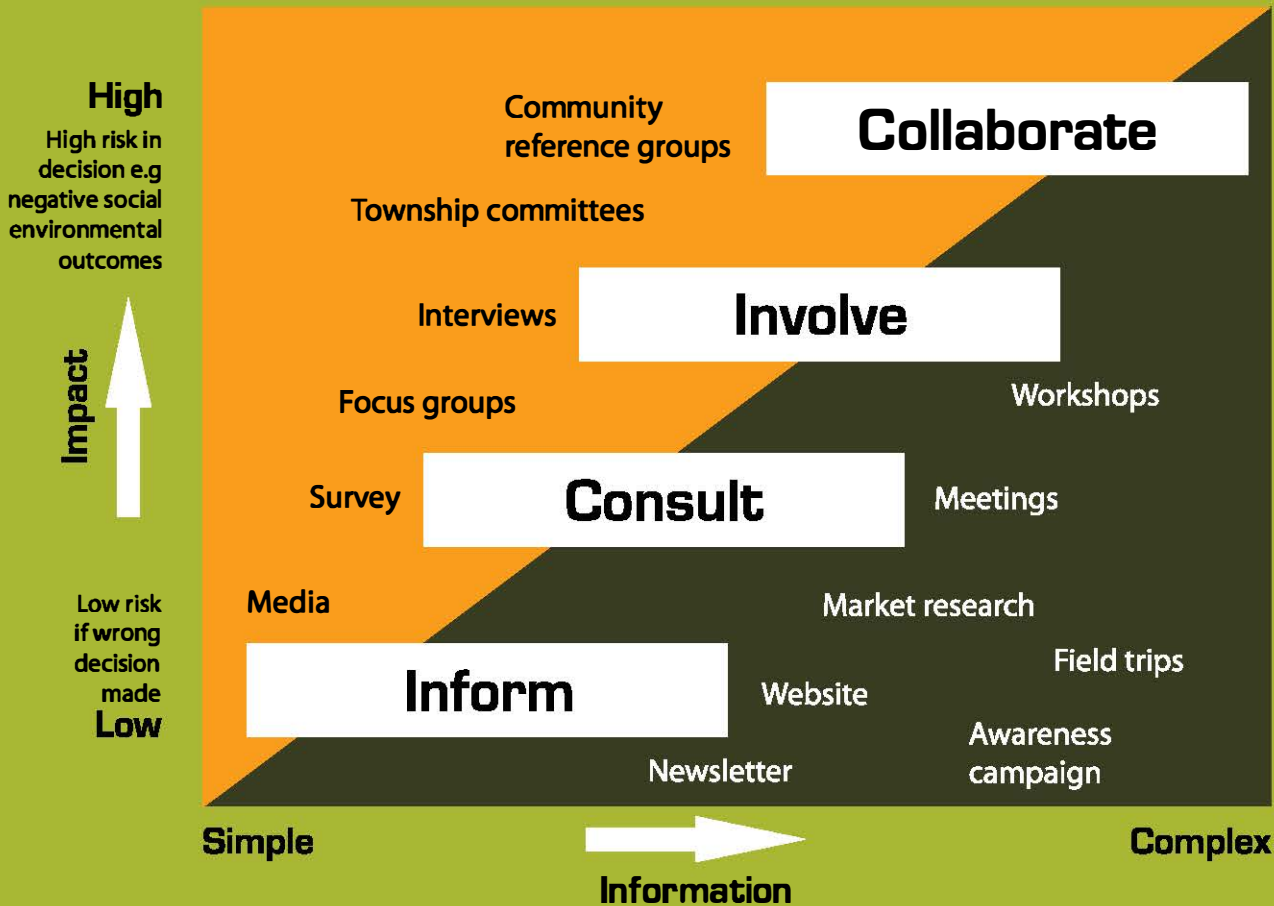
Levels of community engagement	
Level	Our promise
Inform	We will make sure you have the information you need and that the implications of the information are explained.
Consult	We will work with you to understand the issues and boundaries associated with a particular decision before the decision is made.
Involve	We will explore options and priorities together so we all know what is the preferred.
Collaborate	We will work together and share the responsibility.

What level to use

The level of engagement to be used is directly related to the complexity of the information needed and the degree of impact a project, program or action might have on the community. The higher the impact and more complex the information, the greater the potential risk within the decision and therefore the more engagement needed.

The following Impact/Complexity Matrix links the likely impact and complexity of information with the type of engagement that might be considered.

Impact/Complexity Diagram



PLANNING Together for Successful Future Cabonne Community Engagement continued...

Steps in planning community engagement and questions to ask

When undertaking community engagement, Council will follow six steps and ask a series of associated questions.

1. Establish the level of impact and complexity of the project, program or action.

Council will ask:

- What is the likely impact of the project, program, issue or action on the community? High? Low? Or somewhere In-between?
- Is it localised or does it involve the broader community?
- Is the issue or project straightforward and easy to understand or is it and the implications, complex?
- Where does it sit on the Risk/Complexity Matrix?

2. Identify all those communities of interest who have an interest in or ability to influence a particular issue.

Council will ask:

- Who has an interest in this project, program, issue or action?
- List all the individuals, groups and organisations.
- Make sure those who engage are 'representative' of all the relevant communities of interest.

3. Plan the engagement process and gather or develop relevant information and resources.

Council will ask:

- What is the purpose of the engagement?
- What processes are relevant to the purpose and those engaging?
- What information do people need to engage well?
- If there is an engagement event, what are the logistics of the event we have to organise e.g. venue, catering, materials and technology?

4. Engage the relevant and identified communities of interest.

Council will ask:

- Have we given people enough notice?
- Does it clash with another event or priority in the community?
- Have we considered the convenience of participants?
- Are we fully prepared for the engagement?
- Have we made it clear what the purpose of the engagement is?
- Does everyone know how their input will be used?

5. Feedback results of engagement and decision making.

Council will ask:

- Have we let participants know and got agreement over how their input will be used?
- Have we let them know the outcome of their input?

6. Evaluate the process.

Council will ask:

- What would we do differently next time to improve the process?



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