

LIVERPOOL PLAINS COMMUNITY STRATEGIC PLAN 2017-2027



A postcard around every corner

We acknowledge the traditional custodians of this land; the people of the Kamilaroi nation and their Elders, past and present.

We acknowledge and respect their continuing culture and the contribution they make to the life of the Liverpool Plains Shire.



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A MESSAGE FROM THE MAYOR AND GENERAL MANAGER



Andrew Hope
Mayor

It is with pleasure that Liverpool Plains Shire Council presents the Community Strategic Plan.

The Community Strategic Plan – your plan – delivers an important message to Council, Government, non- government organisations and community groups about where the community would like to see resources – time, energy and money – directed over the next ten years.

It identifies the long term aspirations of our communities, and how we want to get there.

Part of our role in Council is to campaign for our community, to provide information, facilitate solutions, and advocate for a better future. We know it is vital to hear and understand what matters most to the people of the Liverpool Plains.



Ron Van Katwyk
General Manager

It started with the *Fit for the Future* review, which sparked an active conversation and the sharing of many great ideas across the Shire. Through it, Council gained a sense of our priorities and enhanced our links with the community.

It continued with the review of Community Strategic Plan. We had an in-depth consultation with the range of stakeholders right across the Shire, listening to their views and forging new connections.

We found it heartening to see the number of people passionate about championing the best possible future. Residents, businesses, students and community representatives from all across the shire helped to establish this shared vision for our future.

We have a proud and strong foundation in agriculture. We also welcome the emerging tourism and other industries that are developing across the area. These will help to ensure a vibrant and progressive future for the Plains. The Community Strategic Plan will protect and enhance that which we value most about the Liverpool Plains Shire; the fantastic rural lifestyle, strong community spirit, economic growth and environmental sustainability.

Council is committed to delivering the 2017-2027 Community Strategic Plan. We are keen to work with the community, business and residents to ensure that the vision becomes reality.

We really encourage you to take the time to read the Plan.

We have a bright future ahead.

We have a shared vision and a shared plan.

Now we need to work together to achieve it.

STRATEGIC PLANNING FRAMEWORK

The **Community Strategic Plan** identifies the long-term aspirations our communities want to see delivered in the Shire. The Community Strategic Plan stretches beyond the next 10 years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions. It demands strong leadership from Council in working with others to grow our Shire and towns into the future.

The **Four Year Delivery Program 2017 - 2021** including our one year Operational Plan for 2017/18 is Council's commitment to delivering our emerging 10 year vision. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community's objectives.

The annual **Operational Plan** identifies activities that work toward achieving the goals, objectives and strategies outlined in the Delivery Program. The Operational Plan informs the preparation of Council's Annual Budget.

The **Resourcing Strategy** explains how the organisation will meet its obligations now and in the future, taking into account our workforce, our finances and our assets. The Resourcing Strategy enables us to deliver our services to the community in the most sustainable way. It comprises the Long Term Financial Plan, Workforce Management Plan and the Asset Management Plan.



Werris Creek Railway Station

PREPARING FOR THE COMMUNITY STRATEGIC PLAN

The NSW State Government legislated new guidelines in 2009, which were aimed at improving the method that local government plan for the future. The Liverpool Plains Shire Council has always endeavoured to place strong focus on community engagement and the integrated plans that arise from this.

Review

Under *Section 402(5) of the Local Government Act 1993*, it is a requirement for Council to work with the community to review the current Community Strategic Plan and other documents included within the framework i.e. Delivery Program, Resourcing Strategy and Operational Plan. This is to be completed after the commencement of each four-year elected Council term. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new plan as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years. Throughout 2016 and 2017 The Liverpool Plains Shire Council reviewed its entire plan and community engagement process and the following 10 year plan (2017-2027) is the result of in-depth engagement with stakeholders.

Liverpool Plains Shire Council's [Community Engagement Strategy](#), [Communications Policy](#) and results of the [2017 Community Strategic Plan Community Survey](#) can be found on the LPSC Website.

Considerations

In the production of this Community Strategic Plan, consideration and regard was given to many current plans which have effect on our area. These have included the [2021 NSW State Plan](#), [Draft New England and North West Regional Plan](#) and [Liverpool Plains Disability Inclusion Action Plan](#). All community aspirations and objectives reflected in our 10-year Community Strategic Plan emphasise a number of priorities identified in these plans.

By linking priorities with other government agency departments, the Liverpool Plains Shire Council has a better opportunity to develop stronger partnerships to assist in the positive delivery of outcomes for our community.

Delivery

The Liverpool Plains Shire Council acknowledges its role as the leading facilitator, advocate, information provider and campaigner on behalf of our community.

In delivering the 2017-2027 Community Strategic Plan, Council will commit to its responsibility for key areas of the plan and advocate on behalf of this community in areas that are not directly resourced by Council.

PREPARING FOR THE COMMUNITY STRATEGIC PLAN

Partnerships with residents, government agencies and local organisations will be strengthened as a result of this Plan.

A commitment to the 2017-2027 Community Strategic Plan gives Council a strong foundation to continue with more detailed planning tasks and to help identify future funding priorities and services, in consultation with the community.

Resourcing

The Community Strategic Plan provides a vehicle for each community to express its long term aspirations. However, these aspirations will not be achieved without sufficient resources – time, money, assets and people – to carry them out. The Resourcing Strategy is a critical link when it comes to translating our strategic objectives into actions.

This resourcing strategy includes:

- An **Asset Management Strategy** to align Council’s asset services with the needs of the community,
- The **Long Term Financial Plan** to ensure sufficient funds are available to meet Council’s contribution to achieving the objectives identified and the delivery of asset and related service, and
- A **Workforce Management Plan** which identifies the staff and skills required to resource the four-year Delivery Plan.

Monitoring

It is vitally important that the Liverpool Plains Shire Council monitor our advancement and assess our effectiveness in the achievement of identified outcomes from the community strategic plan. These are continually assessed over the four years of the Delivery Program. The methods for monitoring were identified and developed throughout the engagement process, and the performance of the resulting actions will support the council towards achieving its objectives and purpose of producing positive change within our community.

A review and update is given to Council on an annual basis and reported to the community in the Liverpool Plains Shire Council Annual Report. These reports outline how Council, and other stakeholders, have contributed to shared objectives and any additional initiatives undertaken are identified.



ABOUT THE LIVERPOOL PLAINS REGION

The Liverpool Plains Shire Council comprises of 5,086 square kilometres and is located on the north-west slopes and plains region of New South Wales.

The predominant industry is agriculture, with emerging tourism, mining and support industries developing throughout the area.

The four main urban areas of the Shire, Willow Tree, Quirindi, Werris Creek and Currabubula, contain over 70% of the total shire population.

Demographics from ABS – LGA, 2014 (*unless stated otherwise*)

	Quirindi	New South Wales
Population	7,819	7,518,472
Population – Working Age	60%	65.8%
Living with Disability	25.8% (2012)	
Born Overseas	10.8% (2011)	31.4% (2011)
Aboriginal	10.9% (2011)	2.5% (2011)
Median Age	44.5	37.9
Median Wage	35,291 (2013)	48,322 (2013)
Businesses	975	697,164
Post School Education	43.4% (2011)	57.2% (2011)
Employment	3,082 (2011)	3,334,856 (2011)
Unemployment Rate	6.1% (2011)	5.9% (2011)
Volunteers	26.3% (2011)	16.9% (2011)
Households	2,949 (2011)	2,471,297 (2011)
Average Household Size	2.4 (2011)	2.6 (2011)



Walhallow Songbirds



WHAT OUR COMMUNITY WANTS

The Community Strategic Plan reflects the aspirations and priorities of the people of the Liverpool Plains. It identifies what we can do to achieve these, who we need to work with, and how we will know if we are on track.

It is guided by the Community Engagement Strategy developed by Council in 2016 and the social justice principles of:

- **Equity** – everyone should have a fair opportunity to participate in the future of the community.
- **Access** – all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation** – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights** – equal rights should be established and promoted, with opportunities provided for people from diverse backgrounds to participate in community life.

It is informed by an extensive consultation on the social, economic, environmental and civic leadership issues in the Liverpool Plains region.

“In essence the CSP identifies the community priorities and provides a roadmap for the Councils, State and Federal agencies”
Community member Willow Tree

A Partnership Approach

The Community Strategic Plan recognises that we all have a role to play in our future. Community members, local businesses, community organisations, and State and Federal Governments each have a contribution to make.

While Council provides some services directly, there are some issues (such as affordable housing or better health and education facilities) on which Council can advocate, inform and influence but are not within Council’s direct control.

It is essential that community members and groups, and local businesses and services are involved in the development of the Community Strategic Plan. Extensive efforts were made to involve as many people and groups as possible, and Councillors and staff were actively involved in the consultation.

More than 600 people made direct contributions to the Community Strategic Plan. The Plan was developed on the basis of:

- the community survey
- one on one conversations with business
- community events
- community event with our youth
- community forums /pop up stalls in 14 locations, including Wallabadah, Walhallow, Quirindi, Blackville, Werris Creek, Spring Ridge, Premer, Currabubula, Willow Tree, and Warrah Creek.

It also acknowledges the clear preference for the Liverpool Plains Shire Council to remain independent, as identified in the *Fit for the Future* process in 2015.

WHAT DOES THE COMMUNITY STRATEGIC PLAN AIM TO DO?

The Community Strategic Plan captures our vision for the next ten years. It identifies what we want for our Shire's future, and enables us to:

- understand what we value about our community
- explore the challenges and opportunities we face
- agree on the aspirations and priorities for our future
- develop strategies to put us on the right track
- recognise that Council, community groups and business each have a role to play
- inform operational and delivery plans.

Why are we doing it?

A ten-year plan for our community sets the tone for what we want and how we will achieve it. It is the high level plan, setting the agenda for the long term.

All Councils in NSW are required to develop these plans under the Integrated Planning and Reporting (IP&R) legislation introduced by the NSW Government. This framework allows councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

The Integrated Planning and Reporting framework:



2027 VISION FOR THE FUTURE

The Vision of the Liverpool Plains Shire Council - 2017/2027

In 2027 the Liverpool Plains Shire Council aspires to have a great rural lifestyle with access to quality services, strong community, council and business leadership, whilst encouraging a thriving economy and a sustainable environment to carry us on to the future.

To direct our Council forward, we will focus on four strategic target areas which have emerged from the Community Engagement process. These are the dynamic links that the Liverpool Plains Shire Council will plan to meet our social, environmental, economic and civic leadership necessities to foster a more enhanced, engaged community.

A GREAT RURAL LIFESTYLE WITH ACCESS TO QUALITY SERVICES

We value our beautiful landscapes, dynamic towns and villages and safe communities

Our health and education services meet our needs and are available in our local community

We celebrate local events and festivals as a cohesive community

Our transport and telecommunications options support our business and lifestyle

STRONG COMMUNITY, COUNCIL AND BUSINESS LEADERSHIP

We have a strong, sustainable, supported volunteer base

Our council, community and business leaders work together effectively

Liverpool Plains Shire Council represents the community it serves

We encourage our youth to become involved in the community as the leaders of tomorrow

A SUSTAINABLE ENVIRONMENT

Our infrastructure is well planned and maintained and will meet our needs now and in the future

We have access to affordable clean water supplies

We actively manage the impact on our natural environment

Our local farming is sustainable

We actively foster and utilise renewable energy

A THRIVING ECONOMY

Our economy is growing and we offer a diverse range of job opportunities

We foster new business development for our future prosperity

Town planning reflects the diversity of our towns and villages

We embrace tourism

A GREAT RURAL LIFESTYLE WITH ACCESS TO QUALITY SERVICES

“We live in a beautiful place. A great place to raise kids, that offers pretty good services. With the right internet and mobile set up, you can live here and do business anywhere in the country.” Community member Spring Ridge

What does our community want?	How will we get there?	Who can help?
1.1 We value beautiful, landscapes, dynamic towns and villages and safe communities	<ul style="list-style-type: none"> • Acknowledge and preserve our history and our unique heritage where appropriate. • Promote and support the businesses, clubs, community organisations and social hubs that make our region great. • Support the police and emergency services which keep our community safe and actively lobby for adequate funding for these services. 	<ul style="list-style-type: none"> • LPSC • NSW Government • Local business • Community groups • Police and Emergency services • Service providers • Building owners
1.2 Our health and education services meet our needs and are available in our local community where possible	<ul style="list-style-type: none"> • Lobby our Government and organisations to maintain and improve health and education services that are vital for our future. • Actively seek to attract and retain doctors and other health professionals in town. • Support visiting services, and promote access to specialist advice in person and online. • Facilitate a range of face to face and online education and training options for our children, youth and adults. • Attract retirees by promoting the lifestyle, communities and services of the Liverpool Plains. 	<ul style="list-style-type: none"> • LPSC • NSW Government • Australian Government • Community organisations • Service providers • Department of Health • Department of Education
1.3 We celebrate local events and festivals as a cohesive community	<ul style="list-style-type: none"> • Support our local groups, including our sporting, youth and recreational organisations. • Explore the potential for new events which celebrate our sporting, family, and cultural life. • Encourage our community members and visitors to participate in the events in our region. Identify opportunities for new events which can bring us together. 	<ul style="list-style-type: none"> • LPSC • NSW Government • Australian Government • Community members and organisations • Tourism NSW • Sporting organisations
1.4 Our transport and telecommunications options support our business and lifestyle	<ul style="list-style-type: none"> • We will explore affordable public and community based transport options within our region. • Actively lobby State Government organisations for direct rail to Newcastle through Sydney Rail and services to Tamworth. • Investigate options to better utilise the rail network to support freight, transport and communication. 	<ul style="list-style-type: none"> • LPSC • NSW Government • Australian Government • Community members and organisations • Transport for NSW • NSW Telco

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- Support high speed, accessible and sustainable mobile and internet telecommunications as a key resource for a vibrant community.
 - Support well maintained infrastructure across the region.
- Authority
 - Roads and Maritime Services
 - Australian Railway Track Corporation (ARTC)
 - Telecommunication service providers
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HOW WILL WE KNOW IF WE ARE ON TRACK?

We know we are moving in the right direction in a number of ways. Some indicators might be:

- Adherence to the suggestions in the Local Environment Plan for heritage, utilisation of buildings
- We have lower crime statistics and an increase in police numbers
- Our school enrolments increase
- There are more doctors and other health professionals available in our region
- We use our recreational facilities and buildings more effectively
- We have a vibrant calendar of local and nearby events with increasing numbers of people in attendance
- There are a greater range of transport services available and increased public transport usage
- There are fewer blackspots and better access to reliable high speed internet and services.



“We need to work together. To take pride in our shire, and our area’s future.” Community member Willow Tree

What does our community want?	How will we get there?	Who can help?
<p>2.1 We have a strong, sustainable, supported volunteer base</p>	<ul style="list-style-type: none"> • Recognise the contributions of volunteers in the sporting clubs, community organisations, emergency services and charities and churches that make our shire great. • Actively recruit and promote people to participate as volunteers. 	<ul style="list-style-type: none"> • LPSC • Local business and schools • NSW Volunteering • Clubs and community organisations • Charities and churches
<p>2.2 Our council, community and business leaders work together effectively</p>	<ul style="list-style-type: none"> • Ensure Council planning is guided by the community aspirations as identified in this Plan. • Work hard to ensure genuine relationships between community groups, and clubs, local businesses and council by fostering a transparent approach. • Actively reduce red tape and promote flexible proactive approaches to resolve issues and negotiate solutions quickly. • Ensure all guidelines and resources are in laymen’s terms and clearly communicate key decisions. 	<ul style="list-style-type: none"> • LPSC • Local Business • Clubs • Community organisations
<p>2.3 Liverpool Plains Shire Council represents the community it serves</p>	<ul style="list-style-type: none"> • Build awareness of the role of Council and Councillors in our schools and communities. • Ensure community members are listened to with respect and consultations are inclusive and meaningful. • Council’s strategies, plans and decision making will have a strong focus on financial, economic, social and environmental sustainability. • Encourage young people to be involved in the plans and decisions that affect them. • Support an equitable approach across the towns in the region in regard to costs and access to services, facilities and infrastructure. • Acknowledge community contributions and achievements. • Invest in developing the data to make strong business cases to use to lobby for funding, goods and services. • Manage our finances wisely. 	<ul style="list-style-type: none"> • LPSC • Clubs • Schools • Community organisations • NSW Government

2.4 We encourage our youth to become involved in the community as the leaders of tomorrow

- Support youth focused services, such as mental health support, community groups and clubs.
 - Support places for young people to go and things for young people to do.
 - Identify learning and mentoring opportunities, and job opportunities to keep our young people in our community.
 - Young people
 - LPSC
 - Schools
 - Community groups
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HOW WILL WE KNOW IF WE ARE ON TRACK?

We know we are moving in the right direction in a number of ways. Some indicators might be:

- There are more volunteers involved and more volunteering options available
- The planning process and community applications are easier to understand and take less time on average
- We have increased membership of community groups including the LPSC Community and Local Advisory Groups
- There is an increase in community feedback, and feedback from a diverse range of sources
- There is an increased traffic in the Council's website and social media platforms
- The targets we set in strategic plans are being met
- We have introduced Community Recognition Awards for volunteers
- The Shire's costings are seen to be transparent
- We make our costings more accessible and easier to understand
- The number of traineeships in the Shire has increased
- The number of youth events and services has increased.



“We live in one of the most beautiful places in Australia, as a community we need to look after it.” Community member Blackville

What does our community want?	How will we get there? As a community, we will:	Who can help?
3.1 Our infrastructure is well planned and maintained and will meet our needs now and in the future	<ul style="list-style-type: none"> • Ensure planning for our infrastructure and maintenance is integrated, well planned and timely. • Work in partnership to explore long term solutions for our infrastructure and costs, and develop business cases for further funding. • Support cost effective, well maintained water, sewerage and waste systems. 	<ul style="list-style-type: none"> • LPSC • NSW Government • Roads and Maritime Services • Local business
3.2 We have access to affordable clean water supplies	<ul style="list-style-type: none"> • Promote healthy waterways through the responsible management of water licences, weed control and water contamination. • Improve water supply through additional storage, water tanks, and adopting better water utilisation practices. • Work in partnership with other agencies to assist in reducing water consumption. 	<ul style="list-style-type: none"> • LPSC • Schools • Community members • Landholders • Local land services • State and Federal Governments • NSW Office of Water • NSW Department of Primary Industry
3.3 We actively manage the impact on our natural environment	<ul style="list-style-type: none"> • Provide opportunities and education for waste management. • Review service fees and delivery for waste. • Manage wildlife, feral pests and vermin responsibly. • Manage noxious weeds and pests. • Monitor air quality in areas of concern, for example, near mining and trains. • Ensure our land (both private and public) and roadsides are free of rubbish and waste. 	<ul style="list-style-type: none"> • LPSC • Local business • Community members and organisations • Landholders • NSW Parks and Wildlife • Mining Companies
3.4 Our local farming is sustainable	<ul style="list-style-type: none"> • Promote biodiversity through research, job opportunities and a continual quality improvement approach. • Review the existing farming and grazing practices and identify areas where we can value add. 	<ul style="list-style-type: none"> • LPSC • Community members and organisations

- Balance our mining industry with our prime agricultural land and promote the Liverpool Plains as a food bowl.
- Improve skills and efficiency.
- Farming community
- Mining
- Grains Research Development Corporation
- Cotton Research Development Corporation

3.5 We actively foster and utilise renewable energy

- Explore renewable energy sources such as wind and solar for future energy requirements.
- LPSC
- Community members and organisations
- Renewable Energy Advocate

HOW WILL WE KNOW IF WE ARE ON TRACK?

We know we are moving in the right direction in a number of ways. Some indicators might be:

- Review our assets and develop best practice management and maintenance for infrastructure
- Strategic partnerships are identified and developed
- There is increased household waste recycling and reduced household waste generation
- There is increased access to waste management facilities and services
- We have identified new sources of grant funding
- There is a triple bottom line benchmarking approach to our Water and Sewerage services
- Water storage has increased and the quality and quantity of water meets demand
- Household water consumption is reduced
- We have uniform waste charges introduced
- We have agreed levels of access to waste management facilities and services with the community
- We adhere to State Water policies and agreements
- We meet the targets under the NSW Invasive Species Plan and Weed Action Objectives
- There is improved pest management and reduced number of notices issued
- Educational activities are well attended
- Data demonstrates that our air quality is improved
- Online reports Illegal Dumping data demonstrates an improvement
- There are reduced waste pick ups and reduced numbers of compliance orders and infringements
- We have increased employment in the farming sector due to value-adding
- Household energy consumption is reduced
- Greenhouse gas emissions decrease and renewable energy use increase.

“We want to prosper and to grow. Jobs and tourism are the most important things for a viable future.” Community member Werris Creek

What does our community want?	How will we get there? <i>As a community, we will:</i>	Who can help?
4.1 Our economy is growing and we offer a diverse range of job opportunities	<ul style="list-style-type: none"> Review the existing businesses, infrastructure and industry and identify areas where we can value add. Review the use of current assets, affordable housing and land availability to support a prosperous future. Develop a strategic plan to attract new residents including young professionals, young families and retirees to live in our region. Support a range of local job opportunities for tradespeople and health and education professionals. 	<ul style="list-style-type: none"> LPSC Community organisations Local business Property developers
4.2 We foster new business development for our future prosperity	<ul style="list-style-type: none"> Build an identity focused on unity, enterprise, and growth. Bring together people with the skills, experience and knowledge to facilitate, inspire and drive business development. 	<ul style="list-style-type: none"> Local Business Community Groups State Government
4.3 Town planning reflects the diversity of our towns and villages	<ul style="list-style-type: none"> Recognise that overarching planning guidelines and frameworks need to be adapted to our local needs. 	<ul style="list-style-type: none"> LPSC Local business Community members and organisations.
4.4 We embrace tourism	<ul style="list-style-type: none"> Value our cultural, community and recreational facilities. Work together to take stock of facilities we no longer use and identify where they may be re-purposed to meet our needs. Explore new facilities and opportunities. Actively promote vibrant local events through a proactive communication strategy. Support partnership approaches, mentoring and business think tanks to develop strategic approaches to encourage tourism and business. Work with RV groups to promote our community as ‘RV friendly’ and support caravan parks. Work together to build on current events in the Shire and surrounding areas that attract tourists. 	<ul style="list-style-type: none"> LPSC NSW Government Heritage Grants program Tourism NSW Visitor Information Centre RV organisations and groups Local business Community members and organisation

A THRIVING ECONOMY

HOW WILL WE KNOW IF WE ARE ON TRACK?

We know we are moving in the right direction in a number of ways. Some indicators might be:

- Employment is increased
- Our regional skills audit identifies a desirable workforce profile and participation
- There is an increase in new business registrations, apprenticeships and vocational training enrolments
- A Think Tank established to facilitate, inspire and drive business development
- There is an increase in the number of school leavers staying in the region
- There is an increased number of local community and business events and festivals
- Our achievements are identified in the Economic Development Strategy
- There are increased numbers of visitors to our region
- We have developed tourism and venue strategies
- Our RV strategies has achieved its goals
- We review regularly and update our Town Planning including the Local Environment Plan and Development Control Plan.



LPSC Visitor Information Centre

COUNCILLOR PRIORITIES

Councillors of the Liverpool Plains Shire Council have considered the outcomes of a Community Engagement process that was undertaken in early 2017. Following are the priorities that have been identified, in order of significance –

A GREAT RURAL LIFESTYLE WITH ACCESS TO QUALITY SERVICES

- 1 Support and endorse opportunities for quality of life services (education, health and recreation) working in partnership with key stakeholders such as the Department of Health, Department of Education and private investors.
- 2 Lobby for improved services and infrastructure (i.e. rail and road) and develop a regional strategy for improved services.
- 3 Develop a local transport strategy to address needs of the community. Liaise and partner with other government representatives and organisations to facilitate optimum, achievable transport outcomes.
- 4 Identify, seek and obtain grant funding for various community social needs. Develop a funding program with selection criteria and parameters.
- 5 Advocate for a mix of affordable housing and identify investment opportunities in partnership with community, i.e. aged care.
- 6 Lobby relevant authorities and organisations and support partnerships (i.e. Safe Communities). Facilitate safety initiatives.
- 7 Develop and implement methodologies to ensure preservation and conservation of community heritage (indigenous, cultural and structural).
- 8 Increased personal engagement with community through promotion of two way information and feedback hubs to maintain their support in decision making activities.
- 9 Lobby for improved educational services.

STRONG COMMUNITY, COUNCIL AND BUSINESS LEADERSHIP

- 1 Investigate opportunities to streamline approval processes.
- 2 Establish an engagement platform such as a Youth Council to involve our youth.
- 3 Promote open and shared communication throughout entire organisation and improve staff knowledge, practices and processes, whilst investigating opportunities for traineeships.
- 4 Provide a State of the Shire report to measure LPSC progress including financial management towards the goals of the Shire every 12 months.
- 5 Ensure organisational review is in line with providing efficient services and staff to meet the needs of the community, whilst investigating opportunities to streamline council processes.
- 6 Facilitate the formation of a Business Improvement Association for the revitalising of the Shire.
- 7 Engage with community effectively and target communication, ensuring a transparent approach.
- 8 To obtain funding for specific community projects and review current community funding arrangements.
- 9 Council to support their own local community groups, such as Community Advisory Groups.
- 10 Continue recognition events for volunteers committees. Include Australia Day Recognition for Volunteers.
- 11 Demonstrate support of SES/VRA/RFS.
- 12 Review Current Community Engagement Policy to ensure it is understood and adhered to.

- 13 Complete, implement and deliver the local planning strategy and plans that is focused on being delivered in a practical manner.

A SUSTAINABLE ENVIRONMENT

- 1 Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations.
 - 2 Develop long term strategies to plan and maintain current and future infrastructure and finances required.
 - 3 Endorse best practice regulated operation of water and sewerage systems.
 - 4 Identifying and benchmarking waste management systems to ensure best practice and consistent fees.
 - 5 Identify and recognise a balance between mining and farming.
-
- 6 Encourage farmers to investigate value adding opportunities for their business.
 - 7 Advocate for adoption of sustainable energy within Shire.
 - 8 Develop Asset Management Plans in line with community priorities.
 - 9 Develop partnerships and manage waste effectively.
 - 10 Investigate and review recycling options for community.
 - 11 Increase awareness of infrastructure responsibilities and costings.
 - 12 Advocate education and awareness in relation to land use and practices.
 - 13 Continue relationship with Northern Inland Regional Waste.
 - 14 Develop enforcement campaigns to ensure our natural environment, (both publicly and privately owned) are well managed.
 - 15 Investigate and develop energy efficiency within Council.
 - 16 Collectively identify opportunities to source external expertise from other Government organisations and external businesses.
 - 17 Advocate for air quality monitoring.
 - 18 Increase awareness of costs Involved in managing community assets due to poor environmental practices (i.e. vandalism, illegal dumping, poor land management).
 - 19 Increase education on water conservation and practices.
 - 20 Increase awareness of the environment impact of poor waste management.
 - 21 Identify sustainable energy opportunities and possible partnerships.

A THRIVING ECONOMY

- 1 Identify and advocate for job opportunities with both Council and local businesses and organisations.
 - 2 Review of LEP and DCP.
 - 3 Review Council commercial activities and identify under-performing commercial practices.
 - 4 Encourage business and community members to work together to drive business development as a whole Shire.
 - 5 Identify opportunities and lobby to reduce red tape to make investments viable in our Shire.
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- 6 Review and identify disposable assets and implement management plan.
 - 7 Identify opportunities for partnerships in housing and investment.
 - 8 Review existing business, infrastructure and industries, to identify opportunities to value-add.
 - 9 Actively promote cultural, community and recreational facilities.
 - 10 Develop a marketing strategy encouraging professionals and lifestyle.
 - 11 Further development of Destination Management Plan. Review current community funding with view to focus on major annual events.



THE LIVERPOOL PLAINS COMMUNITY STRATEGIC PLAN WAS ADOPTED BY COUNCIL ON 28 JUNE 2017.

The draft plan was exhibited for community feedback and submissions from 25 May 2017 to 22 June 2017.

Published and distributed in 2017 by Liverpool Plains Shire Council, 60 Station Street, Quirindi NSW 2343. ABN 97 810 717 370.

Council would like to offer sincere thanks to all of the people that contributed to the development of the Community Strategic Plan. Participants in these processes included residents, community groups, school children, business leaders and business groups. We also thank representatives of state and federal government agencies and other organisations who provide services to our community for their contributions. We look forward to collaborating with you all to attain our community's future goals.

Photography: Alice Elsley - front cover. Sally Alden - inside front cover and pages 5, 13, 15 and 22. Brooke Stevenson - contents photo. Kim Jones – page 7 and back cover. Page 8 - with permission Walhallow Public School. Sophia Fitzgerald – page 19.

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