



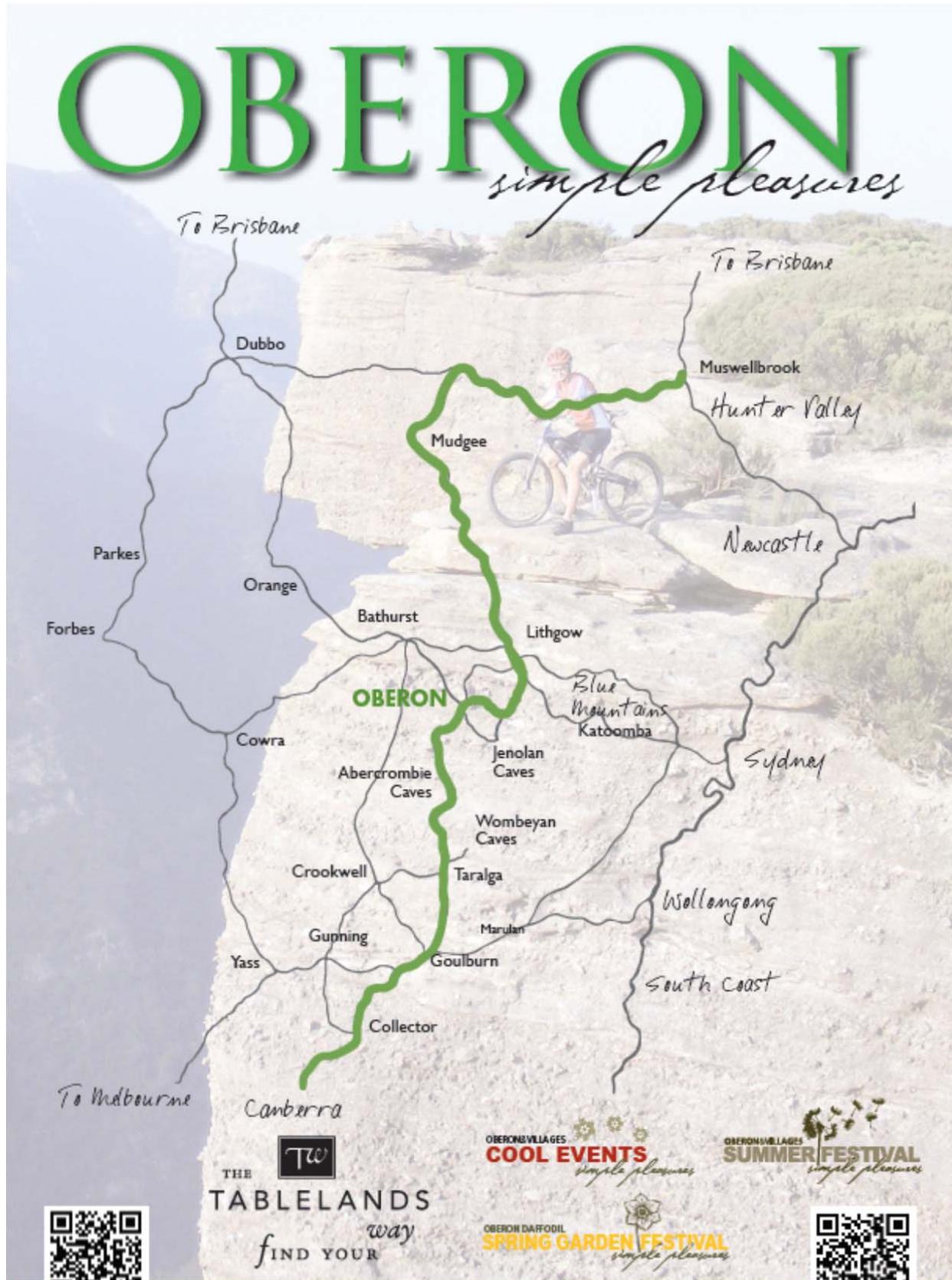
Oberon Community Strategic Plan 2014



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OBERON AND OUR COMMUNITY- A DEFINITION

In this document **OBERON** is used to refer to the whole Local Government Area (LGA).

The terms '**our**' and '**community**' include all those who live in the town, villages and rural communities of the Shire, those who own property here, do business here or visit.

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INTRODUCTION

Our first COMMUNITY STRATEGIC PLAN (CSP) for the Oberon LGA was developed in 2012 and the Oberon CSP 2013 was a review conducted by the current Oberon Council, which was elected in September 2012 for a four year term.

The Oberon CSP 2014 is a further review. The Draft Oberon CSP 2014 was placed on formal Public Exhibition from Monday 26 May to Monday 23 June 2014. Council considered 9 written submissions and adopted the Oberon CSP 2014 at an Extraordinary Meeting held on Thursday 26 June.

The Elected Councillors are:

- John McMahon, Mayor (re-elected in September 2013)
- Kerry Gibbons, Deputy Mayor (re-elected in September 2013)
- Ian Doney
- Jill Evans
- Neil Francis
- Samantha Lord
- Clive McCarthy
- John Morgan
- Kathy Sajowitz

The Mayor and Deputy Mayor is elected each September for the next 12 months. For more details on the workings of Council, including Business Papers and Minutes please visit the Website for Oberon Council:

www.oberon.nsw.gov.au OR scan with a “smart phone” or similar device



The **CSP** is for ALL the people of our area and provides a direction for enhancing community and social wellbeing. The Plan looks at groups within our community who need additional support particularly the Aged and Youth.

However it takes a whole of community approach to improve community and social wellbeing. The CSP highlights community and social priorities based on consultation with our community, and gives us strategies to **work together** in achieving these priorities.

Please review this document and consider how your group or organisation, or how you as an individual can contribute to making a difference to our community.

OUR PRESENT SITUATION – Overview of Oberon LGA

The information in this overview has been sourced from the 2011 census data, which is the most recently published information by the Australian Bureau of Statistics.

AT A GLANCE

The Oberon Local Government Area (LGA) is located adjacent to the Blue Mountains of New South Wales on the Great Dividing Range, 196 km west (two-hour drive) of Sydney. Much of the area is considered to be sub-alpine with the Oberon township 1,113 metres above sea level.

Our LGA neighbours are Bathurst Regional, Blue Mountains City, Upper Lachlan Shire, Lithgow City and Wollondilly Shire. Within our LGA is the town of Oberon and the villages of Black Springs, Burruga, Edith, Mount David, O'Connell, and Shooters Hill. Jenolan Caves is also in our LGA.



The total land area of the LGA is 3660 square km. This area includes the Kanangra-Boyd National Park, which is approximately 180,000 hectares, and the Jenolan Caves Reserve which is World Heritage listed and a major attraction for visitors to the area.

The population of the LGA at the 2011 census was 5,138 with 54.2% males and 45.8% females. The percentage of Indigenous persons was 3.0% compared with 2.5% for Australia. 84.6% of persons living in Oberon were born in Australia with English spoken by 89.5% of persons compared to 72.5% in NSW.

INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL (the Panel)

At the time of finalising the Oberon CSP 2014 the final report of the Panel had been released by the former Minister for Local Government, Don Page MP.

The Oberon Council response to the final report included opposition to forced amalgamations or mergers and to again suggest boundary adjustments to include in the Oberon Local Government Area (LGA) parts of Bathurst Regional Council and Lithgow City Council, which can be better serviced by Oberon Council and therefore provide further economies of scale to improve the sustainability of all 3 LGA's. This decision was first made in May 2013 and Oberon Council has actively participated in discussions with our neighbouring Council's and also Blayney Shire Council regarding the Upper Macquarie County Council (our local Weeds Authority with the other three Councils).

See Council's website for updated information – www.oberon.nsw.gov.au.



THE BUILDING BLOCKS OF OUR FUTURE - *our strengths and challenges*

One of the key advantages of living in Oberon is its location on the Tablelands Way and its close proximity to the larger cities of Sydney, Canberra and the regional centre of Bathurst.

Oberon enjoys a temperate climate of four distinct seasons. These seasons not only provide scenic beauty but also deliver a rich and diverse range of agricultural produce and products. There are many value adding opportunities that could be explored and developed and also used to build the reputation of the area's productive landscapes.

Although Oberon is connected to other centres, the road network in places, does not adequately meet the needs of industry. Both residents and visitors to the area also use the road network. This potential conflict needs to be understood and where possible managed to assist both safety and efficiency.

The new digital communications throughout the area are not adequate to maintain connections to each other and the rest of the world. The lack of fast, reliable internet connection is a significant barrier to attracting professionals and others to this desirable 'tree-change' destination.

The town, villages and rural communities are spread throughout a beautiful landscape of rolling hills and tablelands. Here there is the potential to live a life that is genuine, relaxed and invigorating. Community spirit is strong and caring and there is a tradition of helping each other in times of need. Newcomers to the area however, sometimes feel resented. This is a tension between continuing to do things as they have always been done and new perspectives and ways of doing things. New people will come to the area and they have different ideas. Our communities need to work towards being welcoming and tolerant.

The community is proud of its health and education assets. There are some services that can only be accessed in larger regional centres. Whilst there is an understanding and acceptance of the relationship between population and economies of scale, the community is keen to maintain and improve the services they have.

There is concern over being able to grow old in the community. The development of aged care facilities will, to some extent address this concern, but successful ageing means being able to remain fit and healthy, living in your own home in your own community, for as long as is possible. Oberon Council welcomes the commitment of Columbia Homes in constructing a 66 bed Aged Care Facility proposed to be completed in early 2015.

There is a full range of sport and recreation facilities. An integrated sport and recreation centre provides a hub for programs and activities. Access to the Oberon swimming pool is being enhanced with the construction of a roof enclosure during 2014/15.

Oberon Shire is home to the iconic Jenolan Caves. The area enjoys a broad range of events that also attract visitors to the area. However we do not want to lose the relaxed rural environment and pace of living we now enjoy. Opportunities and facilities to help young people fully reach their potential and engage in community life need to be provided.



INTEGRATED PLANNING & REPORTING FRAMEWORK



Local Government Planning and Reporting framework

OBERON 2025 - MAKING OUR FUTURE TOGETHER was the working title” for the community consultations that helped in preparing our first DRAFT CSP document in 2012.

From the start of this process we engaged **our community** to help create the picture of what the community wanted the Oberon Shire LGA to be like in the future. In the initial community consultation process we sought to determine:

- a description of the preferred future
- a description of the values guiding our choices and how we will work together
- an outline of the strategic outcomes to achieve the preferred future
- a long-term focus for decision making and resource allocation – including long term financial planning, workforce management planning and asset management planning
- to provide a basis for measuring our progress
- opportunities for community participation in decision making
- ways to address social, economic, environmental and civic leadership issues.

THE RESOURCING STRATEGY

The initial CSP documents plus the further revisions in 2013 and 2014, provide a mechanism for expressing long-term community priorities. However, these will not be achieved without sufficient resources – **time, money, assets and people**.

The RESOURCING STRATEGY consists of three components:

- Long Term Financial Planning - financial modeling and 10 year plan
- Workforce Management Planning - organisational capability, with a 4 year plan
- Asset Management Planning - asset strategy, with a 10 year plan

The RESOURCING STRATEGY highlights responsibility for issues and directions to be achieved with only some issues the responsibility of Oberon Council. Other issues are the responsibility of the other levels of Government, whilst others require input and action from community groups or individuals.

THE DELIVERY PROGRAM and OPERATIONAL PLAN

The DELIVERY PROGRAM is developed for each elected term of Council. The four year Program that sets out ACTIONS across the full range of Council's Services & Operations.

The DELIVERY PROGRAM is a statement of commitment to the community. This is a single point of reference for activities undertaken by the Elected Council during their four year term. All projects and activities are directly linked to the DELIVERY PROGRAM.

The DELIVERY PROGRAM contains the **Future Directions and Strategic Outcomes** outlined in the **CSP** which are directly Council's responsibility.

The OPERATIONAL PLAN is a one year Plan that supports the DELIVERY PROGRAM and outlines in more detail the individual activities that Council will undertake within each financial year along with a financial budget.

The OPERATIONAL PLAN includes **Council's Revenue Policy** and a **Statement of Council's estimate of Income and Expenditure**. The OPERATIONAL PLAN links directly to the DELIVERY PROGRAM, COMMUNITY STRATEGIC PLAN, and RESOURCING STRATEGY and should not be viewed in isolation.

THE ANNUAL REPORT

The ANNUAL REPORT will focus on Council's implementation of the DELIVERY PROGRAM and OPERATIONAL PLAN. The ANNUAL REPORT will act as a "Report Card" on how Oberon Council performs each year.



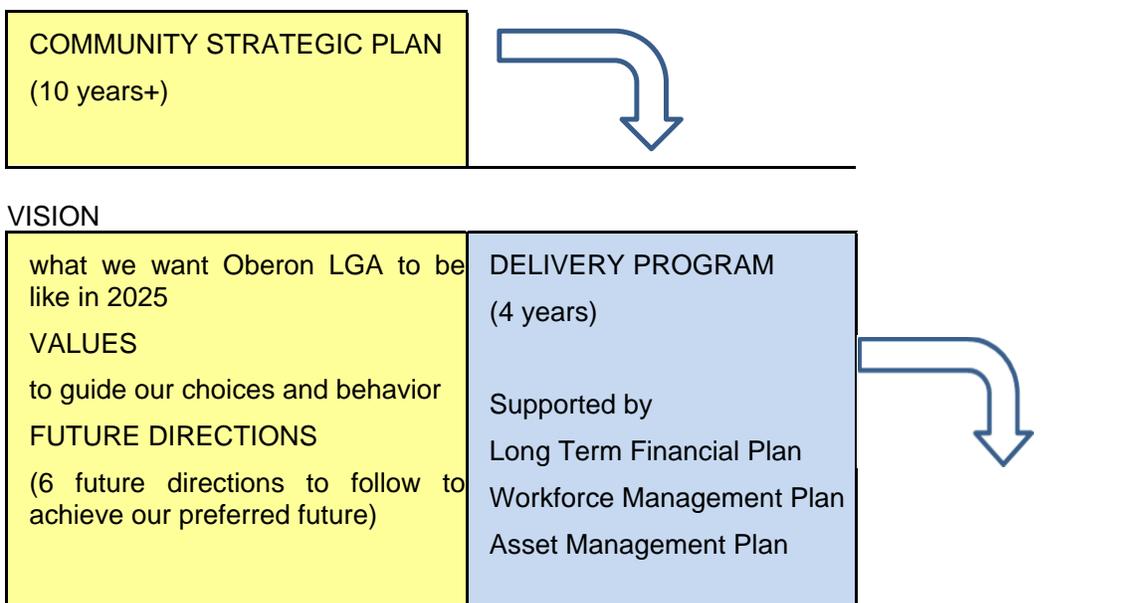
INTEGRATION – CSP and other PROGRAMS, PLANS and REPORTS

The following diagram shows the relationship between the Community Strategic Plan (CSP), the Delivery Program (DP) and Operational Plans (OP).

The CSP is the highest level of planning undertaken by Oberon Council. All other Plans and Programs INFORM the CSP. Underpinning this is the Vision, Values and Future Directions.

The Delivery Program deals with the work Council can do to achieve the CSP and the Strategic Outcomes in the CSP, where Council has a role is an action in the Delivery Program and Operational Plans.

Oberon Council alone cannot deliver all the Strategic Outcomes in the CSP. Many of these will require cooperation from groups and individuals within the Oberon Shire community.



STRATEGIC OUTCOMES

COUNCIL'S ROLE Provider, Regulator, Facilitator or Advocate	STRATEGIC OUTCOMES Where Council has a role	OPERATIONAL PLAN Annual (Year 1)
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	ACTIONS Programs & Projects	ACTIONS Programs & Projects & Budget
Performance Measures	Performance Measures	Tasks
<i>What</i>	<i>What and How</i>	<i>How</i>

HOW THE CSP IS ORGANISED

On the following pages there is:

- A VISION STATEMENT of the preferred future for the Oberon LGA. This is written in the present tense as if the ideal has been achieved. This helps express the aspiration and passion for the end destination and the place we call home.
- A VALUES STATEMENT guides future choices and how we will work together.
- Six FUTURE DIRECTIONS and associated STRATEGIC OUTCOMES to achieve our VISION. The FUTURE DIRECTIONS and STRATEGIC OUTCOMES are written in the present tense too. They describe the ideal outcomes that the community want to see happen.
- The role that Oberon Council will play in achieving each of the Strategic Outcomes;
- Those groups and organisations that assist in achieving the Strategic Outcomes;
- Performance Measures to help us know if our efforts are making a difference.

THE ROLE OF OBERON COUNCIL

The CSP is for the whole Oberon LGA and Oberon Council cannot deliver all the strategic outcomes. Council has three roles:

- **Provider** – where Council does the work e.g. road maintenance. Council is also a regulator and this is similar to being the provider. It is where Council undertakes a regulatory responsibility e.g. building inspections and the local planning scheme.
- **Facilitator** – this is where Council will help or work with others to get things done.
- **Advocate** – where Council will proactively support a community initiative or issue.

Where Council is not the Provider or the Regulator, relevant members of our community will need to work on these things, together.



OBERON 2025 - OUR PREFERRED FUTURE (our VISION)

What we want Oberon LGA to be like in 2025

VISION STATEMENT

A prosperous town, villages and rural communities set amongst the rolling hills, rivers, forests, mountains and caves of the Great Divide. A breath of fresh air in a landscape of light, colour and seasonal beauty. Life as it should be!

The town, villages and rural communities throughout the LGA thrive and prosper. Each area has its own identity and together make up 'Oberon'; a place for all ages and aspirations; the place we call home.

Our physical attributes define us. We are inspired by the natural landscape. Here the big rivers of the area have their beginnings; the rolling hills are rich and productive; the forests add to the wealth of our community both economically and culturally. We are home to the iconic Jenolan Caves and Kanangra Walls. People from all over the world come to visit.

You can come up here to Oberon for a breath of fresh air in a clean and healthy environment. Four distinct seasons provide the backdrop for life and living here. Each offering its own colour range, temperatures, spoils of the land and calendar of events.

Here in Oberon we enjoy, a pace of living that is both relaxed and invigorating; a welcome that is warm and genuine; Community life that is caring, full and active. Rural living in a beautiful landscape.



VALUES TO GUIDE OUR CHOICE AND BEHAVIOR

As a Community, in all we do, we will:

VALUES STATEMENT

We respect the past, the future and position of others. We take pride in community achievement, and we work together in an open and co-operative manner.

The knowledge and wisdom of the past guides our present and future. We do for today with tomorrow in mind, aiming to leave a better place for those to come. We seek to understand the thoughts, ideas and ways of others so our own lives are enriched.

We are proud of what our community achieves, the skill and creativity of our people. We take the initiative and don't wait for someone else to do what we can do ourselves.

Working together is the way we approach our challenges and opportunities. We seek to be open to new ideas and ways and to co-operate with each other.

FUTURE DIRECTIONS

There are six FUTURE DIRECTIONS we will follow to achieve our preferred future

OUR COMMUNITY
BASIC SERVICES
ECONOMIC PROPSPERITY
RESPONSIVE and CARING
OPEN COMMUNICATION
NATURAL ENVIRONMENT

FUTURE DIRECTIONS AND STRATEGIC OUTCOMES

For each FUTURE DIRECTION there are identified Strategic Outcomes

PLEASE refer to the following separate documents:

DELIVERY PROGRAM and OPERATIONAL PLANS
Including SCHEDULE of FEES and CHARGES

RESOURCING STRATEGY
Draft Long Term Financial Plan
Workforce Management Plan
Asset Management Plan

FUTURE DIRECTION 1 – OUR COMMUNITY

Background and Issues

Active communities are healthier communities, better able to respond positively and constructively to present and future opportunities and challenges. There are many facilities within our community that can help maximise health and fitness.

The emerging integrated Sport and Recreation Centre is central to this objective. Covering the Swimming Pool so aquatic activities and learning can proceed during summer no matter what the weather is a key issue. Existing facilities need to be promoted to not only encourage participation but also to avoid wasteful duplication of community assets. The Showground and utilization of school facilities can also be used to support active community living.

Activities and programs should be available and appropriate to all ages and capabilities. The work patterns of the community also need to be taken into consideration when setting opening hours and developing programs.

Active communities are also volunteering communities. Volunteer involvement should be encouraged and appreciated. Young people should also be encouraged to participate in volunteering with their ideas and aspirations being listened to and heard. Rules, regulations and requirements can be overwhelming for volunteers and community groups. Understanding the rules and regulations and the reasoning behind them should be communicated, and a whole of community approach to risk management investigated.

The Oberon Library and Community Technology Centre are central to community life. Their use needs to be promoted. Opportunities should be developed and encouraged to showcase our community's creative talents, stories and identities. Performances and activities from outside the area should be facilitated so our community has the opportunity to experience a broad range of cultural endeavours. The Parks and Gardens of our Shire provide many opportunities for recreational and cultural activities.

No.	Strategic Outcome	Council Role	Who should collaborate
1.1	Healthy Active Community Members	Facilitator Advocate	Health care professionals Community groups Personal trainers Schools Village communities Sporting groups and PCYC Oberon Neighbourhood Centre
1.2	Integrated well utilised and appropriate facilities for sporting, arts and community activities including the Library and Community Centre	Provider Facilitator Advocate	Churches and Schools Clubs Showground Trust PCYC NSW State Departments Charitable trusts Village Associations Oberon Neighbourhood Centre Community Groups

1.3	Young people prepared for and involved in community life	Facilitator Advocate	PCYC Schools Church groups Service and sports clubs Library and Community Technology Centre Men's Shed Oberon Neighbourhood Centre
1.4	Well maintained and utilised Parks and passive recreation opportunities	Provider Facilitator Advocate	State Government Agencies Private gardens Jenolan Caves Oberon Arts Council Service Clubs Men's Shed Oberon Plateau Tourism Association
1.5	Strong community participation in Arts & Cultural activities	Provider Facilitator Advocate	Arts Out West Oberon Arts Council Schools Men's Shed Craft groups Service Clubs Oberon Neighbourhood Centre Friends of Oberon Library Inc.
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Attendance at community events • Number of volunteers • Number of young volunteers • Health statistics • Facility usage • Participation in sporting activities • Youth employment statistics • Grant funding achieved • Library usage • Community Centre usage 			

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

FUTURE DIRECTION 2 – BASIC SERVICES

Background and Issues

Physical infrastructure is the skeleton of the community. A functional and strong skeleton will support and promote social, economic and environmental activities.

Providing functional physical infrastructure requires adequate funding to make sure what is needed is not only developed but also well maintained.

Water quality and security are major social, economic and environmental issues. Road and adequate road maintenance is essential to all activities that occur in, out and around the Shire. Good roads will assist in decreasing the conflict between economic transportation and the movement of residents and visitors throughout the Shire.

The new infrastructure and highways of the 21st Century are digital in nature. The terrain of Oberon Shire is challenging to achieving comprehensive communication technology coverage. To make sure that the entire Shire has the opportunity to be connected to the world and the world to them, communication coverage and access to new technologies needs to be assured. This is also a key issue in the Shire's ability to present itself as an attractive alternative for new business and people relocating.

The financial capacity of a community is linked to population. Investigating how to increase capacity and diversify the Shire's potential funding mix will help build an understanding and realisation of how future infrastructure can be provided.

No.	Strategic Outcome	Council Role	Who should collaborate
2.1	Ongoing and secure water supply for domestic and industrial use	Provider Facilitator Advocate	State Water Fish River Water CENTROC Save Water Alliance NSW Office of Water Industry
2.2	Effective collection and treatment of Sewage	Provider Regulator	Office of Environment and Heritage Environment Protection Authority
2.3	Continue Council management and control of water and sewerage systems	Facilitator Advocate	State Water State Treasury CENTROC
2.4	A useful and safe local, regional and state road network that connects communities	Provider	Roads and Maritime Services Forestry and Industry Local Members of Parliament
2.5	Full coverage and access to wireless, NBN and mobile communication technologies	Advocate	Federal Government Telco's NBN Co. Local Members of Parliament
2.6	An effective public transport system between communities	Facilitator Advocate	State Government Agencies Community user groups Transport companies

2.7	An effective commercial and domestic waste management including recycling initiatives, kerbside collection for bulky goods and free tip days.	Provider Facilitator	Office of Environment and Heritage Environment Protection Authority Netwaste Land owners and Industry
2.8	Effective Plant and Fleet Management	Provider	Local Dealers Local Government Procurement Industry
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Funds to provide water for future growth • Number of breakdowns in the water supply • Benchmarked costs for providing services • Non Compliance events with water and sewer • Road accident statistics • Road usage data • Per-capita water consumption • Water restrictions • Water system loss • Coverage of technology • Public transport availability and usage • Volumes of waste collected and transferred to landfill • Asset management plan data • Customer satisfaction and complaints 			

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

FUTURE DIRECTION 3 – ECONOMIC PROSPERITY

Background and Issues

Agriculture and forestry are integral to the prosperity of our community. International influences, external costs, generational and community expectations affect the viability of both farming and forestry. Strategies need to be developed to innovate and value add to these economic pillars. We also need to ensure that our agricultural land is maintained.

The produce and products of the area should be easily recognized as coming from Oberon. In this way, the reputation of our Shire will grow. There is a potential for mining activity in the area and this needs to be managed to ensure harmony between community aspirations and mining endeavours.

Tourism is also an important and continually emerging economic activity. Oberon is home to the Jenolan Caves, an iconic Australian attraction. This attracts visitors from around the world. The physical attributes of the area – rolling hills, rivers, forests, mountains and caves facilitate activities for the visitor to experience.

The town, villages and rural communities of the Shire also offer the visitor the opportunity to experience authentic rural life. Showcasing local produce, products, arts and culture is integral to this experience.

Customer Service levels need to be continually improved. An active program to 'buy local and locally' can be a way of supporting existing businesses. Encouraging new businesses, particularly in areas where there are gaps will also help ensure business is vibrant and prosperous.

No.	Strategic Outcome	Council Role	Who should collaborate
3.1	A Diverse Economic Base	Facilitator Advocate	Section 355 Committees Oberon Timber Complex Essential Energy PGL State Water Forest NSW Roads and Maritime Services Oberon Business Association Employment Agencies Oberon Plateau Tourism Association
3.2	A diverse and viable agricultural industry with a strong brand	Facilitator Advocate	NSW Farmers Federation Section 355 Committees Oberon Business Association Sydney University Ag. College Farming businesses Rural suppliers
3.3	Customer responsive businesses and services	Provider Facilitator Advocate	Oberon Business Association Oberon Plateau Tourism Association Service clubs Training organisations Business owners

3.4	A value adding Timber Industry	Facilitator Advocate	State Government Timber companies Oberon Timber Complex Roads and Maritime Services Environment Protection Authority State Water Community groups National Timber Council Association
3.5	A thriving tourism sector	Provider Facilitator Advocate	Oberon Business Association Oberon Plateau Tourism Association Blue Mountains Lithgow and Oberon Tourism Oberon Tarana Heritage Rail Mayfield Garden Highland Steam and Vintage Fair Oberon Show Jenolan Caves Forest NSW National Parks Accommodation and experience providers
3.6	Lake Oberon to be developed as a Recreational Asset utilising the Reef Reserve access	Advocate Facilitator	State Water Lake user groups Acclimatisation Society Fishing Clubs Oberon Plateau Tourism Association
Key Performance Indicators <ul style="list-style-type: none"> • Visitor numbers and yield • Employment data • New industry start ups • Development applications Local output data • Customer service satisfaction • Brand recognition • Customer service satisfaction 			

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

FUTURE DIRECTION 4 – RESPONSIVE and CARING

Background and Issues

Social infrastructure and services provide the support within a community and should be based on need. The people of Oberon Shire should be able to go from birth to ageing well in their communities with services to support their changing life circumstances and abilities.

The provision of health services through the hospital and health professionals delivers certainty to the community and needs to continue to respond to changing community needs. Policing services however need to be more consistent with an officer located in the Shire at all times. Other emergency services need to be maintained and the skills and knowledge of locals on emergency responses developed.

Our schools are important to our children and the community's future. The young people of Oberon Shire should have the same educational opportunities as young people anywhere else in the nation. The standards of education and learning need to help each and every child reach their full potential.

The entire community can play a role as well, encouraging our young people, mentoring them, seeking to understand their world and perceptions and celebrating their achievements. Activities and programs for young people of all ages will help keep them engaged in community life.

No.	Strategic Outcome	Council Role	Who should collaborate
4.1	Responsive, local and well trained emergency services	Facilitator Advocate	Police Ambulance service Rural Fire Service State Emergency Service State Government Agencies
4.2	Local schools providing quality education services and facilities	Advocate	Local Schools Dept. of Education Parents and Friends Teachers and staff
4.3	Locally available vocational and adult learning, facilities and opportunities	Provider Facilitator Advocate	Central West Community College TAFE Local Business Distance learning providers Dept. of Education Dept. Corrective Services CTC & U3A
4.4	Locally available core health and medical services	Facilitator Advocate	Greater Western Area Health Service HACC Ageing Disability and Home Care Dept. of Health and Ageing Medical Centre Health professionals
4.5	Ageing well in Oberon	Facilitator Advocate	Columbia Homes HACC Section 355 Committees State Agencies Aged service providers Churches Oberon Neighbourhood Centre

4.6	Utilised after school and holiday programs for young people	Facilitator Advocate	Parents and friends Schools Education Dept. Service groups Parkview Family Day Care Library
4.7	A safe community with a high standard of public health	Provider Facilitator Advocate	Police Health professionals Food shops and restaurants Pet owners Oberon Neighbourhood Centre

Key Performance Indicators

- Emergency service response times
- Emergency services coverage hours
- School retention rates
- Enrolment in adult training and learning courses
- NAPLAN results
- Health services usage stats
- Participation in after school and holiday programs
- Number of retirement living places.

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

FUTURE DIRECTION 5 – OPEN COMMUNICATION

Background and Issues

The strength of a community will be gauged on their ability to agree and plan where they want to be in the future and their capacity to do the things they need to do to get there.

This will require leadership and the knowledge and skills to work together on projects. Often these skills need to be learnt. Building the capacity and capabilities of community members is central to success.

Communication and engagement in community life across the Shire needs to be strengthened. This is also part of building strong, connected communities. When we know what is going on we are better able to participate and contribute. Different communication mediums can be used to make sure all areas and sectors of the community have the opportunity to be listened to and heard.

The preservation and celebration of the built, social, oral and natural heritage of our area is important to the community.

Within our heritage are 'our stories' which help define who we are and how we relate to the rest of the world. Part of the presentation of our unique identity is planning and implementing beautification programs for our town, villages and rural communities. We all have a role to play in this.

No.	Strategic Outcome	Council Role	Who should collaborate
5.1	Vibrant connected and engaged villages	Provider Facilitator Advocate	Progress Associations Community groups Oberon Arts Council Section 355 Committees Oberon Business Association Schools Government providers Oberon Neighbourhood Centre Friends of Oberon Library Inc. Oberon Plateau Tourism Association
5.2	Conserved and valued heritage	Provider Facilitator Advocate	Heritage Office Local committees Owners National Trust Library
5.3	Well planned, presented and maintained towns, villages and rural localities	Provider Facilitator Advocate	Land use planning agencies Service groups Industry and property owners Progress Associations Tidy Towns Keep Australia Beautiful Oberon Business Association Oberon Plateau Tourism Association

5.4	Well-informed communities whose views are heard.	Provider Facilitator Advocate	Service groups Oberon Business Association Oberon Plateau Tourism Association Progress Associations Section 355 Committees Media Government Agencies Schools Oberon Neighbourhood Centre
5.5	A community with contemporary governance and civic leadership	Provider Facilitator Advocate	Business Community groups

Key Performance Indicators:

- NBN connection
- Articles and media coverage
- Website statistics
- Heritage projects funded and completed
- Attendance at community events
- Population statistics
- Development applications
- Awards won
- Community satisfaction
- Compliance with planning requirements.

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

FUTURE DIRECTION 6 – NATURAL ENVIRONMENT

Background and Issues

The environment surrounds us and is the source of both the beauty of the area and our economic prosperity. It is an inspiring environment, a productive environment and a defining environment. Ensuring it remains healthy is a responsibility we all have. We need to be good at balancing the protection of our natural resources with the needs of industry particularly farming and forestry. This is our challenge and it is also an opportunity to show the rest of the world how it can be successfully achieved.

Food production through our agricultural efforts is well known. There is growing consumer demand for organic food production and our Shire can respond and further its reputation by producing organic foods.

Each of us within our daily lives can take responsibility for reducing our impact on the environment. This can begin with learning more about how to care for our environment as well as conserving, reducing and recycling. Also, as a community we need to eradicate noxious weeds and pest species.

There will be both the need and the opportunities to develop and use alternative energies more widely in the future. All future planning and developments should take this into consideration.

No.	Strategic Outcome	Council Role	Who should collaborate
6.1	Compliance with environmental legislation and guidelines	Provider	State Gov't agencies Industry Developers Community members Contractors
6.2	Scenic beauty and landscapes are protected	Provider Advocate	Developers Forests NSW Land owners Industry Contractors
6.3	An environment free of weeds and feral animals	Provider Facilitator Advocate	National Parks Upper Macquarie County Council Landcare and National Resource Management groups Land owners Farmers Livestock Health and Pest Authority
6.4	Responsible management of natural resources	Provider Facilitator Advocate	State Government Agencies Landowners Environment Protection Authority Landcare and NRM groups Farmers Industry

6.5	Diversified energy sources and usage	Facilitator Advocate	Essential energy Energy suppliers and retailers Industry Emerging technology developers
<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Breaches of environmental requirements • Loss of scenic areas • Participation in recycling and volumes • Landfill reduction Removal of pest species • Health of waterways • Loss of agricultural land • Alternative energy usage • Community involvement in environmental activity 			

Additional details including ACTIONS and Performance Indicators along with a Financial Budget has been prepared (see the Delivery Program and Operational Plans)

LINKAGES

PRINCIPLES OF SOCIAL JUSTICE AND SUSTAINABILITY

The principles that underpin the **Community Strategic Plan** 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.

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

THE QUADRUPLE BOTTOM LINE

The quadruple bottom line approach ensures that the CSP is balanced. It needs to adequately address **social, environmental, economic and civic leadership considerations**.

The following table shows the relationship of the **Strategic Outcomes** in each **Future Directions** to the quadruple bottom line framework. Some Strategic Outcomes address more than one area of the quadruple bottom line framework.

Future Direction	Strategic Outcome	Social	Environmental	Economic	Civic Leadership
OUR COMMUNITY	Healthy active community members				
	Integrated well utilised and appropriate facilities for sporting arts and community activities including Library and Community Centre				
	Young people prepared for and involved in community life				
	Well maintained and utilised Parks and passive recreation opportunities				
	Strong community participation in Arts & Cultural activities				
BASIC SERVICES	Ongoing and secure water supply for domestic and industrial use				
	Effective collection and treatment of Sewage				
	Continue Council management and control of water and sewerage systems				

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Future Direction	Strategic Outcome	Social	Environmental	Economic	Civic Leadership
	A useful and safe local, regional and state road network that connects communities				
	Full coverage and access to wireless, NBN and mobile communication technologies				
	An effective public transport system between communities				
	An effective commercial and domestic waste management including recycling initiatives, kerbside collection for bulky goods and free tip days				
	Effective Plant and Fleet Management				
ECONOMIC PROSPERITY	A diverse economic base				
	A diverse and viable agricultural industry with a strong brand				
	Customer responsive businesses and services				
	A value adding timber Industry				
	A thriving tourism sector				
	Lake Oberon to be developed as a recreational asset utilising the Reef Reserve access				
RESPONSIVE AND CARING	Responsive, local and well trained emergency services				
	Local schools providing quality education services and facilities				
	Locally available vocational and adult learning, facilities and opportunities				
	Locally available core health and medical services				
	Ageing well in Oberon				
	Utilised after school and holiday programs for young people				
	A safe community with a high standard of public health				
OPEN COMMUNICATION	Vibrant connected and engaged villages				
	Conserved and valued heritage				
	Well planned, presented and maintained towns and villages and rural localities				
	Well-informed communities whose views are heard				
	A community with contemporary governance and civic leadership				

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Future Direction	Strategic Outcome	Social	Environmental	Economic	Civic Leadership
NATURAL ENVIRONMENT	Compliance with environmental legislation and guidelines				
	Scenic beauty and landscapes are protected				
	An environment free of weeds and feral animals				
	Responsible management of natural resources				
	Diversified energy sources and usage				

NSW STATE PLAN

NSW 2021 is the ten-year strategic plan to make New South Wales number one in the nation. It is based around five strategies.

The table below shows the linkages between the Future Directions and Strategic Outcomes of the Oberon Community Strategic Plan and the NSW 2021 Strategies. There are many areas where the NSW State Plan and Oberon CSP share directions and outcomes.

NSW 2021 STRATEGIES	OBERON CSP FUTURE DIRECTIONS AND STRATEGIC OUTCOMES
<p>Rebuild the Economy</p> <ul style="list-style-type: none"> ▪ Improve performance of the NSW economy ▪ Rebuild State finances ▪ Drive economic growth in regional NSW ▪ Competitiveness of doing business in NSW ▪ Downward pressure on the cost of living ▪ Strengthen NSW skill base 	<p>ECONOMIC PROSPERITY</p> <ul style="list-style-type: none"> ▪ A diverse economic base ▪ A diverse and viable agricultural industry with a strong brand ▪ Customer responsive businesses and services ▪ A value adding timber Industry ▪ A thriving tourism sector ▪ Lake Oberon to be developed as a recreational asset utilising the Reef Reserve access
<p>Return Quality Services</p> <ul style="list-style-type: none"> ▪ Transport ▪ Health ▪ Family and community services ▪ Education ▪ Police and justice 	<p>RESPONSIVE AND CARING</p> <ul style="list-style-type: none"> ▪ Responsive, local and well trained emergency services ▪ Local schools providing quality education services and facilities ▪ Locally available vocational and adult learning, facilities and opportunities ▪ A safe community with a high standard of public health <p>BASIC SERVICES</p> <ul style="list-style-type: none"> ▪ An effective public transport system between communities
<p>Renovate Infrastructure</p> <ul style="list-style-type: none"> ▪ Invest in critical infrastructure ▪ Build liveable centres ▪ Secure potable water supplies 	<p>BASIC SERVICES</p> <ul style="list-style-type: none"> ▪ Ongoing and secure water supply for domestic and industrial use ▪ Effective collection and treatment of Sewage ▪ Continue Council management and control of water and sewerage systems ▪ A useful and safe local, regional and state road network that connects communities ▪ Full coverage and access to wireless, NBN and mobile communication technologies ▪ An effective commercial and domestic waste management including recycling initiatives, kerbside collection for bulky goods and free tip days. ▪ Effective Plant and Fleet Management

<p>Strengthen our local environment and communities</p> <ul style="list-style-type: none"> ▪ Protect local environment ▪ Opportunities for people to look after their own neighbourhoods and environments ▪ Easier for people to be involved in their communities ▪ Increase opportunities for seniors ▪ Opportunity and partnership with the Aboriginal People ▪ Cultural creative sporting and recreation opportunities ▪ Prepared for major emergencies and natural disasters 	<p>OUR COMMUNITY</p> <ul style="list-style-type: none"> ▪ Healthy active community members ▪ Integrated well utilised and appropriate facilities for sporting arts and community activities including Library and Community Centre ▪ Young people prepared for and involved in community life ▪ Well maintained and utilised Parks and passive recreation opportunities ▪ Lake Oberon a recreational asset ▪ Strong community participation in Arts & Cultural activities <p>RESPONSIVE AND CARING</p> <ul style="list-style-type: none"> ▪ Locally available core health and medical services ▪ Ageing well in Oberon ▪ Utilised after school and holiday programs for young people <p>OPEN COMMUNICATION</p> <ul style="list-style-type: none"> ▪ Vibrant connected and engaged villages ▪ Conserved and valued heritage ▪ Well-informed communities whose views are heard. <p>NATURAL ENVIRONMENT</p> <ul style="list-style-type: none"> ▪ Compliance with environmental legislation and guidelines ▪ Scenic beauty and landscapes are protected ▪ An environment free of weeds and feral animals ▪ Responsible management of natural resources ▪ Diversified energy sources and usage
<p>Restore Accountability to Government</p> <ul style="list-style-type: none"> ▪ Confidence and integrity in the planning system ▪ Trust in State and Local governments as service providers ▪ Government transparency and access to government information ▪ Involve the community in decision making 	<p>OPEN COMMUNICATION</p> <ul style="list-style-type: none"> ▪ A community with contemporary governance and civic leadership ▪ Well planned, presented and maintained towns, villages and rural localities



COMMUNITY ENGAGEMENT

THE PROCESS USED TO DEVELOP THE CSP

The process for **engaging** with the community for the development of our first Community Strategic Plan (CSP 2012) began with identifying the complex network of groups, agencies, organisations and others that are influenced by what happens in the Shire.

The following broad groupings were identified

- Council, government and neighbours
- Agriculture, Forestry
- Business Groups, and individual businesses
- Education, training and learning
- Arts and culture
- Health and Well being
- Transport and Infrastructure
- Sports and Recreation
- Emergency Services

Representatives from each of these groups attended a **planning workshop** to consider our internal strengths and weaknesses, external opportunities and threats; and then to “design” a preferred vision for our future. The “working title” for this community consultation process is **“OBERON 2025 - MAKING OUR FUTURE TOGETHER”**

Councillors and key staff (General Manager and the Departmental Directors) held informal discussions and made formal presentations to our community at meetings in Blacks Springs, Burruga, Oberon and O’Connell for the review of the inaugural CSP and the development of the CSP 2013. This process continues for the Oberon CSP 2014 and an updated COMMUNITY ENGAGEMENT STRATEGY is included on the following pages.

