



CABONNE COMMUNITY PLAN COMMUNITY STRATEGIC PLAN 2025-2035



DOCUMENT CONTROL

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Author (name, job title, Department)	
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ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, the Cabonne community acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as Cabonne.

The Cabonne community also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect of other Indigenous Australians who are present in the Cabonne area.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters, and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

CONTENTS

2

Our Community

5

Vision for Cabonne

7

About our Cabonne Community Strategic Plan

11

How the Plan was Developed

14

Five Strategic Directions

15

How do we Measure Progress?

16

How to Read the Plan?

18

Leadership

22

Infrastructure

26

Community

31

Economy

37

Environment

43

Delivering the Community Plan

44

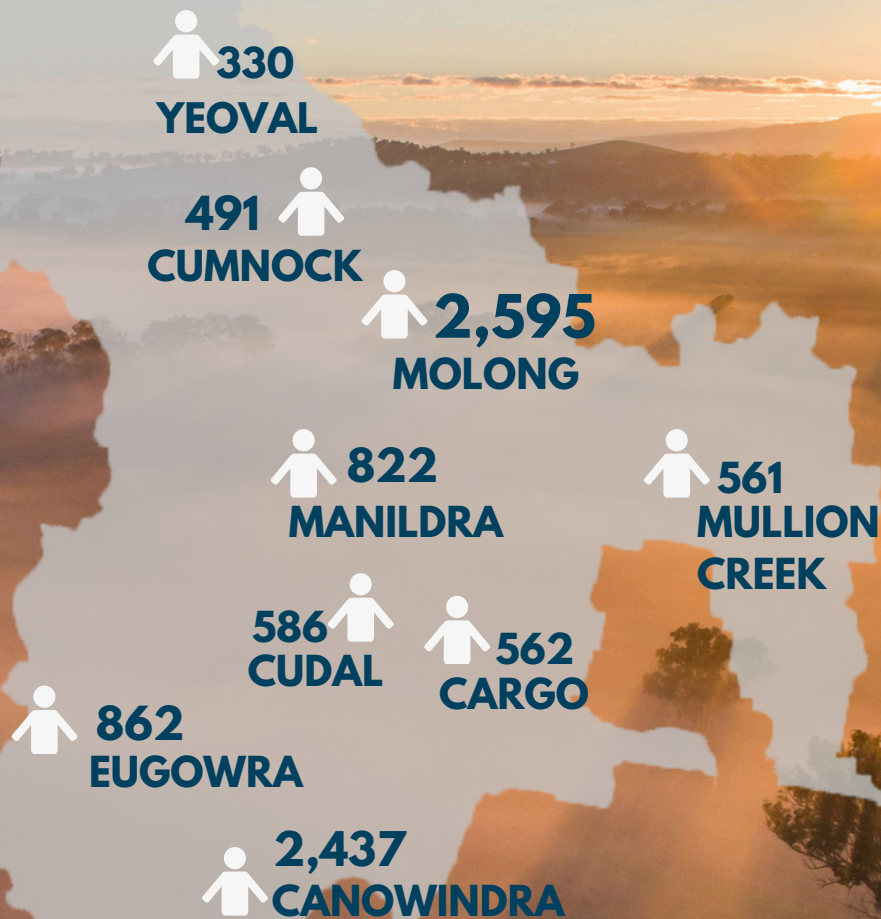
Alignment with State and District Plans

47

Alignment with the Quadruple Bottom Line



OUR COMMUNITY



Cabonne is a rich rural shire in Central West NSW, made up of 11 towns, villages, and localities including: Borenore, Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong, Mullion Creek, Nashdale, and Yeoval.

Cabonne extends from Eugowra in the west, the site of Australia's biggest & most famous gold robbery at Escort Rock by Frank Gardiner, through to Ophir in the east, where Australia's first gold rush was. In the south is Canowindra, the ballooning capital of Australia, a town full of historic pubs, antiques and wine, and to the north is the village of Yeoval, the childhood home of Banjo Paterson, one of Australia's most famous poets.

Australia's Food Basket produces a spectacular variety of foods including; dairy products, beef, lamb, venison, apples, berries, canola oil, wine, flour, eggs, honey and gourmet food products.

The Cabonne Local Government Area (LGA) occupies 6,023 square kilometres with our pristine environment home to some of the most beautiful and bountiful country in New South Wales, including the magnificent Gaanha Bula-Mount Canobolas, Borenore Caves and three National Parks. Gaanha Bula-Mount Canobolas is the highest point in the Shire at 1395m above sea level.

OUR COMMUNITY

Population

13,825

43.7

median age

5%

Aboriginal or Torres Strait Islander

Top Industries of Employment

- 1** Agriculture, Forestry, and Fishing
- 2** Health Care and Social Assistance
- 3** Education and Training
- 4** Construction
- 5** Retail Trade



1,963
businesses

11,492
jobs

\$1B
gross regional product

1.4%
unemployment rate

102
socio-economic average
(1 = poorest)



6,023km
total land area

2.3
persons/km²

1,933.3km
total length of roads

5,899
dwellings

29
hectares of open
public space



4,913
households

\$350,000
median house price

10 medical services

19 schools

8 public halls

7 pools

3 libraries

If Cabonne consisted of **100 people**, there would be:

5

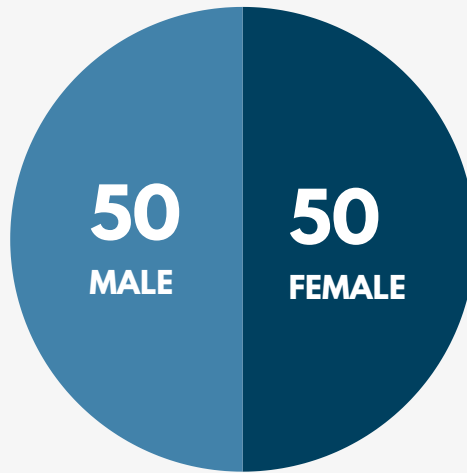
Aboriginal and/or Torres Strait Island peoples

6

born overseas

2

speaking languages other than English at home



13

care for someone with a disability

20

have a disability



74

who own or mortgage a house

14

who rent

43

that completed higher education

30

couples with children

22

live alone



2

unemployed and looking for work

30

that did not complete year 12

22

who volunteer



68

who drove to work

16

work from home

61

working full time

4

who walked to work

32

working part time

VISION FOR CABONNE



The Cabonne Local Government Area is thriving, caring, and vibrant.

Our Cabonne community recognise and acknowledge our rich culture, heritage, and history.

We strive to protect and value our environment, and the rural aspects of the region.

We recognise that we need to ensure all members of our community have access to the services and support required to be successful.

Despite being made up of a number of towns, villages and localities, we recognise that we need to work together to achieve great things for our wider Cabonne community.

Where one community succeeds - we all succeed.

We are Cabonne.



**SUPPORT
LOCAL**



ABOUT OUR CABONNE COMMUNITY STRATEGIC PLAN

The purpose of the Cabonne Community Strategic Plan is to identify the community's main priorities and aspirations for the future, and to plan strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressure that may affect the community and the level of resources that will realistically be available to achieve the community's aims and aspirations.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

The Cabonne Community Strategic Plan 2022-2032, identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision.

The Cabonne Community Strategic Plan will protect and strengthen what we value about the Cabonne Local Government Area such as our spirit of community, our lifestyle and our diversity of opportunity. It will also enhance our future socially, economically, culturally and environmentally.

The Plan sends a series of important messages to Council, Government, Non-Government Organisations and Community Groups about where the community would like to see valuable resources such as time, energy and money directed over the coming years in order to ensure our long-term wellbeing.

Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, but it is not wholly responsible for its implementation or delivery of all of the outcomes. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

The strategies identified in the Community Strategic Plan cascade down into Council's Delivery Program. Unlike the Community Strategic Plan, which is a community document that all government agencies and organisations should implement, the Delivery Program is specific to Council.

The Delivery Program outlines timeframes, priorities, funding allocations, and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan.

More specific detail is provided in Council's Annual Operational Plan for each financial year. The Operational Plan outlines the actions that Council will undertake in the coming year to achieve the Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

The Operational Plan shows the individual projects and activities that Council will undertake over the year. It also includes Council's annual budget and Statement of Revenue Policy.

COMMUNITY STRATEGIC PLAN



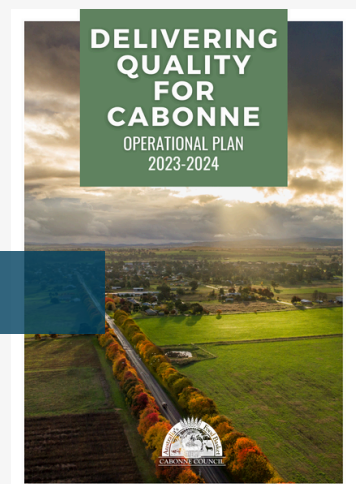
STRATEGIES

DELIVERY PROGRAM



ACTIONS

OPERATIONAL PLAN



STATE OF THE SHIRE REPORT

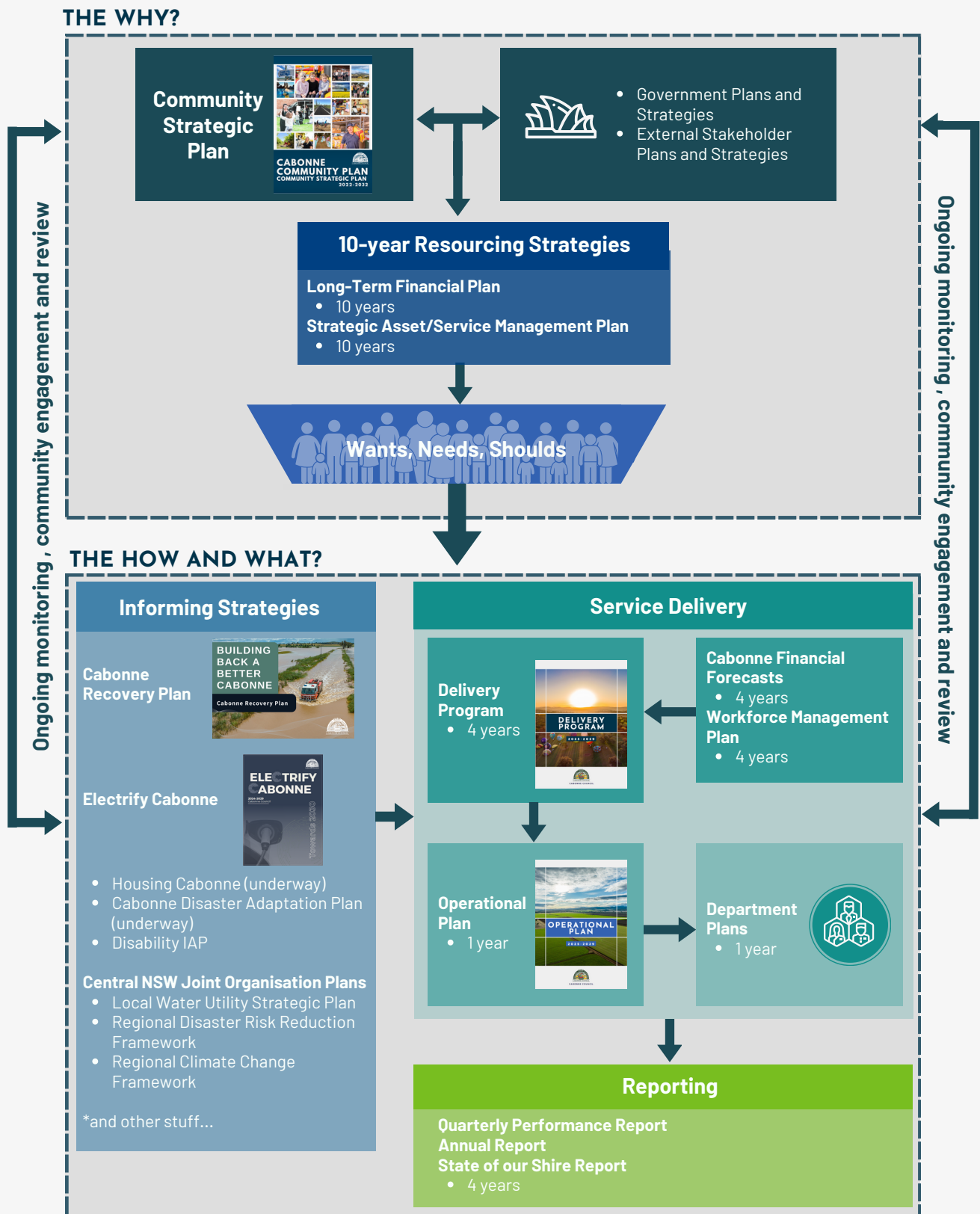
The Community Strategic Plan should be read in conjunction with the State of the Shire Report (the Report) which addresses council's progress in implementing the Community Strategic Plan over the previous four years.

The Report outlines the key achievements of each term of Council. It includes details about our progress against the Community Strategic Plan and key achievements throughout the term. The report also illustrates how we measure our progress towards achieving each goal against community indicators.

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework. The Community Strategic Plan must be prepared in accordance with the Guidelines set by the Local Government Act 1993 and aligns with the Integrated Planning and Reporting Framework.

The IP&R Framework begins with the community's, not councils, aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them.

It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.





HOW THE PLAN WAS DEVELOPED

Council's must review their Community Strategic Plan before 30 June in the year following an ordinary election of council. Council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

In 2021, Cabonne Council undertook a major review of the Cabonne Community Strategic Plan.

The Cabonne Community Strategic Plan has been shaped by a large and diverse range of people, across all age groups, geographic areas and cultures.

Commencing in 2021, input from more than 600 people and nearly 500 individual ideas determined the vision and strategic directions of the plan.

In 2024, Council undertook a review of the existing plan.

The process for engaging the community and key stakeholders took place across 3 stages:

01

Began the process of understanding the key ideas from the community and to develop a statement of Vision and Priorities.

This took place in October 2021

02

Build on and confirm the direction of the Statement of Vision and Priorities and develop the long-term objectives, strategies, resourcing and targets to inform the CSP.

This was implemented from February to March 2022.

03

Review of the CSP and determine any additional objectives, strategies and resourcing. Council utilised a number of community engagements and processes in undertaking a review of the CSP including face-to-face workshops, ideas raised in the development of the Cabonne Recovery Plan, and results from two independent surveys of the community.

The face-to-face workshops and community-wide survey were undertaken in April-May 2024, however activities from June 2022 onwards were utilised in the revision of the CSP.



2021-2022 CSP DEVELOPMENT



10

On-line workshops in October 2021

600

Participants for both on-line and face-to-face workshops

50+

Hours of direct community engagement



11

Face-to-face workshops and community BBQ's in February-March 2022



1-1

Discussions with key stakeholders including in health, education and community sectors



135

Contributions through an online "Question of the Week"

465+

Ideas from the community in development of CSP



316

Community members views captured in development of Cabonne Recovery Plan

2024-2025 CSP REVIEW



11

Face-to-face workshops and community BBQ's in April-May 2024

150

Community participants for workshops



253

Views captured in independent community-wide satisfaction survey

100

Residents interviewed in Molong, Cumnock and Yeoval for independent water satisfaction survey



FIVE STRATEGIC DIRECTIONS

The Cabonne Community Strategic Plan has been developed around 5 strategic directions, identified by the community - Leadership, Infrastructure, Community, Economy and Environment.

ALIGNMENT WITH QUADRUPLE BOTTOM LINE

This Plan aligns with the quadruple bottom line - addressing social, environmental, economic and civic leadership (governance) considerations. However, to better reflect the views of the community, infrastructure specific outcomes have been split from economic and social outcomes. A table on page 47 has been included to directly show the alignment of CSP aspirations with the quadruple bottom line.

01

LEADERSHIP

Cabonne's local LEADERS - both elected and community leaders - are unified, focused and work together for the betterment of our region.

02

INFRASTRUCTURE

Cabonne's urban and transport INFRASTRUCTURE is safe and reliable whilst also being connective, responsive, and relevant.

03

COMMUNITY

Cabonne COMMUNITIES are connected to each other, connected to quality services, and connected in wanting to better our Cabonne region.

04

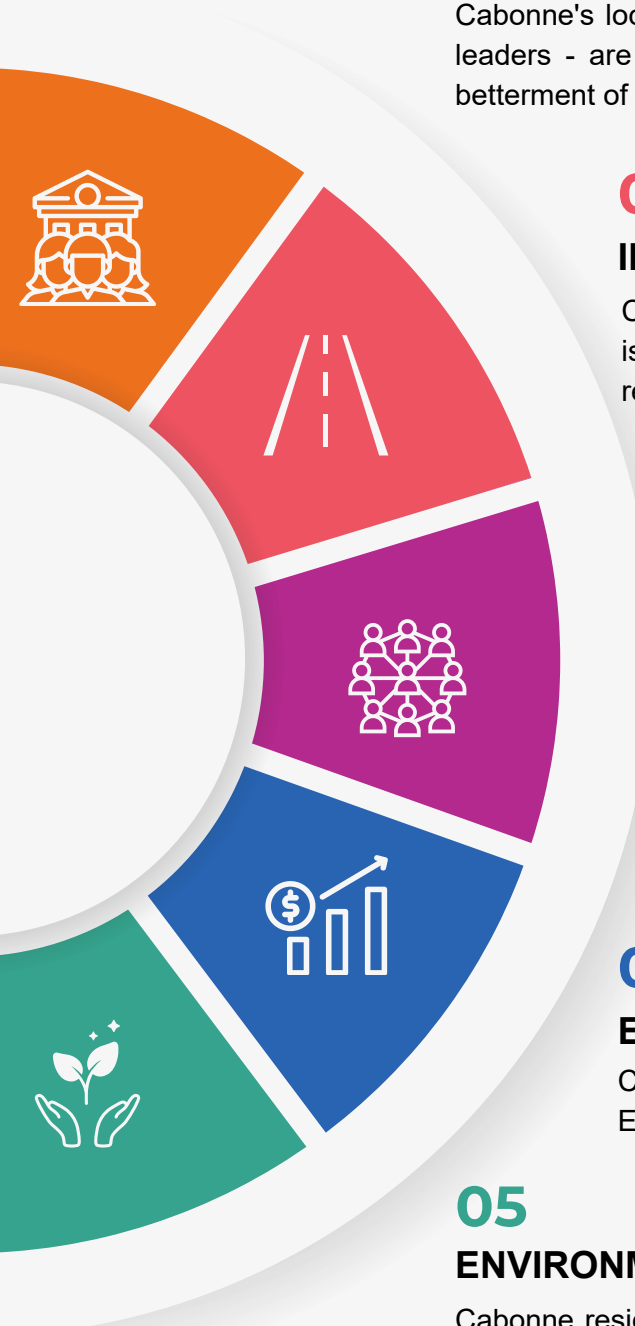
ECONOMY

Cabonne has a thriving, sustainable, and adaptive ECONOMY that builds on our community's strengths.

05

ENVIRONMENT

Cabonne residents value and want to improve our natural and built ENVIRONMENT.



HOW DO WE MEASURE PROGRESS?

It is important to monitor how the community is progressing towards achieving the community aspirations. It is important to note that Council is not responsible for progressing all of the community aspirations.

The wheels, shown below, are used in the CSP help to assess progress towards achieving the outcomes.

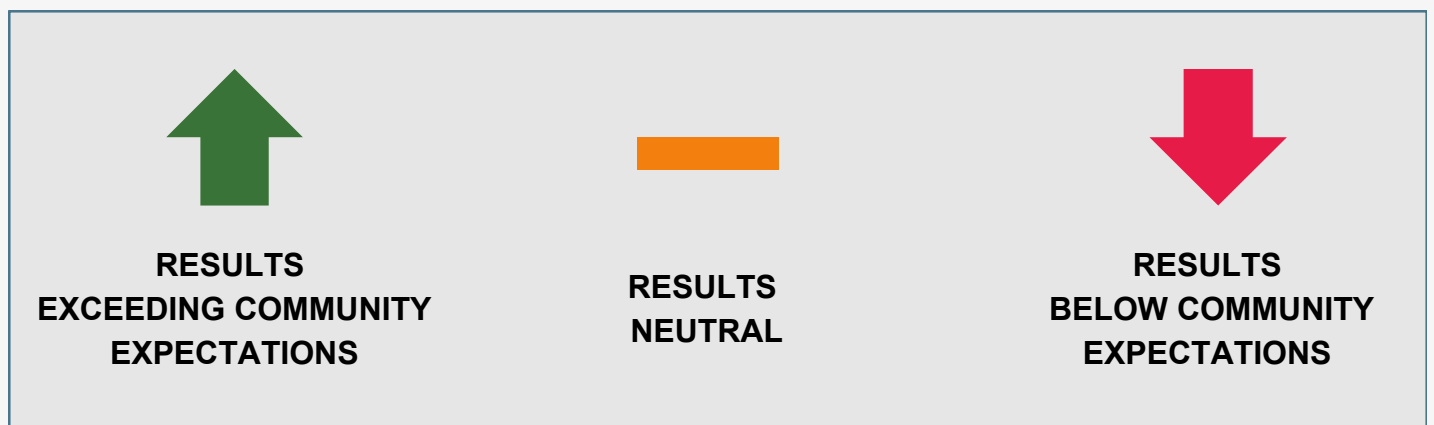


Whilst somewhat subjective, the wheels utilise baseline measures which was included in the CSP to help provide some factual data which substantiates the progress towards achieving outcomes.

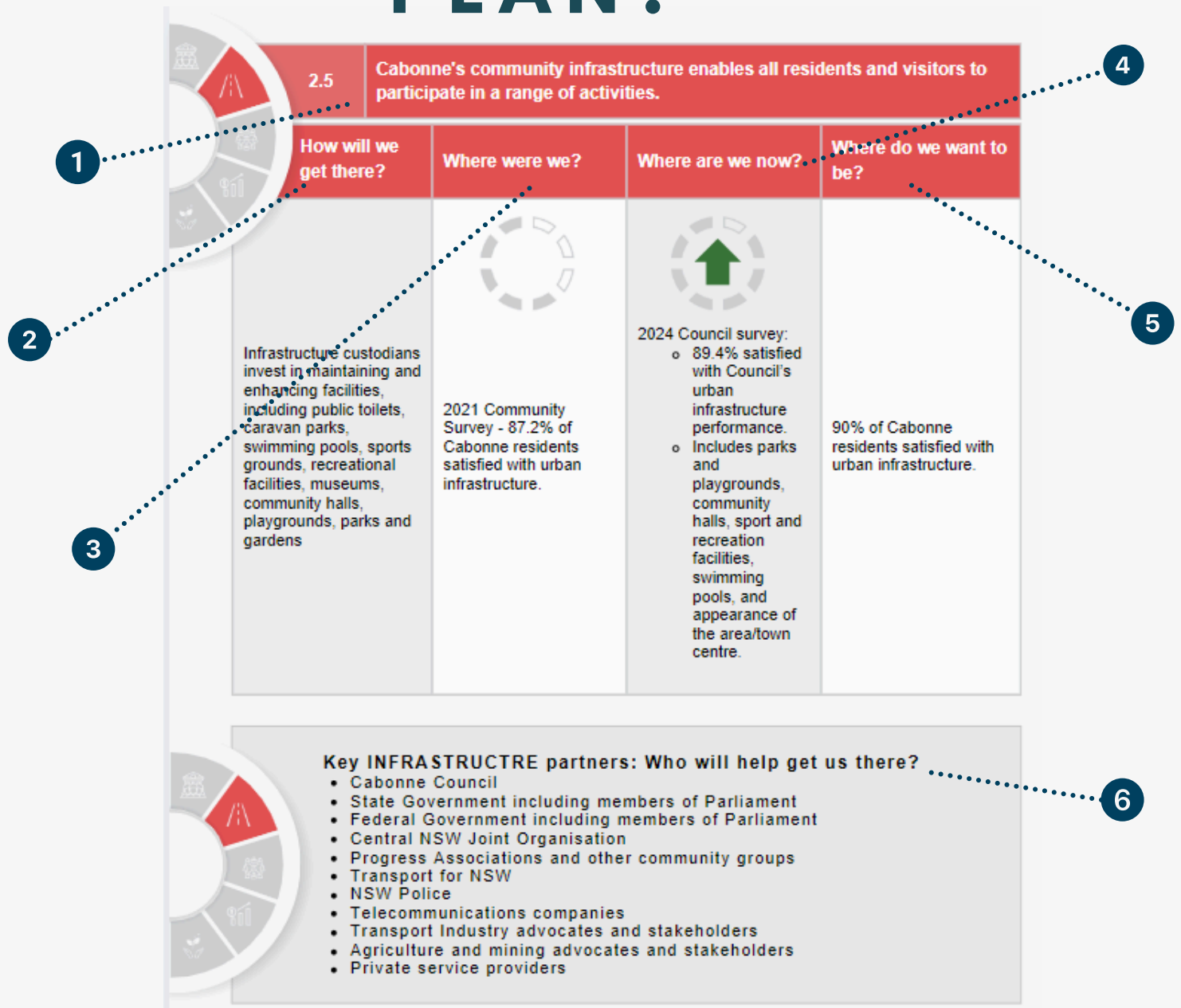
Where no baseline data was available, Council staff have worked with State Government agencies, Central NSW Joint Organisation, Progress Associations, and other key stakeholders in establishing a baseline measure.

Data sources include the Australian Bureau of Statistics, the Census, Council surveys, State and Federal Departments, and other key stakeholders to indicate progress.

Arrows, shown below, are also used against these base measures to determine whether progress is being made towards or away from meeting community expectations.



HOW TO READ THE PLAN?



- 1 COMMUNITY ASPIRATION**
Are the identified ambitions that come out of each strategic direction. They are big picture ideas that represent the community's collective strong desire for advancement.
- 2 HOW WILL WE GET THERE?**
Are the results that come out of each community aspiration. They are more specific but still focus on the end result rather than on how to get there. In this context, an outcome is the realisation of a strategic direction.
- 3 WHERE WERE WE?**
Show progress toward achieving the outcomes as of the release of the CSP in June 2022. Factual baseline measures are described.

- 4 WHERE ARE WE NOW?**
Shows progress made towards the community aspiration since 2022. Indicator arrows are used as a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the aspiration.
- 5 WHERE DO WE WANT TO BE?**
Guides the specific actions and targets to achieve the desired outcomes. These actions are in no means exhaustive. They are the primary way in which to measure success in reports to the community.
- 6 WHO WILL HELP GET US THERE?**
Are the key partners, stakeholders, agencies, and groups that will help achieve the community aspiration.







Cabonne's local LEADERS - both elected and community leaders - are unified, focused and work together for the betterment of our region.





1. LEADERSHIP



1.1 All levels of government make responsible decisions in the best interests of the Cabonne community, now and into the future.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Make local government more accessible by holding Council/community meetings in various locations across the LGA.</p>	 <p>Council currently hosts and participates in a range of community meetings across the LGA.</p>	 <p>The CSP set a target to increase Council/community meetings held across our towns, villages and localities per annum.</p>	<p>Increase in Council/community meetings held across our towns, villages and localities per annum.</p>

1.2 There is a clear, agreed strategic direction for Cabonne, where we know about major projects, delivery timeframes and local impacts ahead of time so we can plan for and benefit from these.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<ul style="list-style-type: none"> • State and local government work together (through the Joint Organisation) to identify and plan for major projects proposed for our region • Governments and local community committees work together to develop and implement Town/Village Plans 	 <p>Baseline measure to be established.</p>	 <p>A baseline measure has not been established. Despite this Council has undertaken a number of activities to position the LGA well to capitalise from funding programs.</p>	<ul style="list-style-type: none"> • 100% of State Government projects delivered with local participation during proposal stage. • All Cabonne Town/Village's have master plans in place. • 50% of scheduled and prioritised master plan actions actioned.







1.3

All levels of government make responsible decisions in the best interests of the Cabonne community, now and into the future.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>All levels of government communicate regularly with the community about proposed plans, projects and programs that will have local impacts.</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> • 78% satisfaction with Council communication. • 87% satisfaction with Council performance. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 83% satisfaction with Council communication. • 87% satisfaction with Council performance. 	<ul style="list-style-type: none"> • Community satisfaction with government decision-making. • At least 85% satisfaction with Council performance and communication.

1.4

Cabonne has a thriving and proactive volunteer network, that encourages and recognises all community members, and their contributions to the wider community.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<ul style="list-style-type: none"> • Encourage local volunteering through 'community raffles' with prizes that celebrate local businesses, and tickets being earned through hours volunteered. • Establish a local 'volunteer clearinghouse' identifying volunteering opportunities and volunteers wanting to contribute. • Provide support to community groups who rely on volunteers, including grant writing and legislative compliance. 	 <p>2016 ABS Data:</p> <ul style="list-style-type: none"> • 17.7% of Cabonne community regularly volunteer. 	 <p>In Cabonne Council 21.7% of the population reported doing some form of voluntary work in 2022.</p>	<ul style="list-style-type: none"> • Increase by 20% in number of residents who volunteer. • Improved communication of volunteer opportunities across LGA. • Increase in % of volunteer roles filled. • \$ value of community grant applications funded.



Key LEADERSHIP partners: Who will help get us there?

- Cabonne Council
- State Government including members of Parliament
- Federal Government including members of Parliament
- Central NSW Joint Organisation
- Progress Associations and other community groups





Cabonne's urban and transport **INFRASTRUCTURE** is safe and reliable whilst also being connective, responsive, and relevant.





2. INFRASTRUCTURE





2.1

Cabonne's towns and villages have access to a safe and modern active transport network that encourages walking and cycling.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Local and State Government work together to plan for and fund our footpath and cycleway network to enable access by people of all abilities</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> • 71% satisfaction with footpaths. • 61% satisfaction with cycleways. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 70% satisfaction with footpaths. • 60% satisfaction with Council performance. <p>This result is a 1% reduction on the 2021 results.</p>	<p>Community satisfaction with footpaths and cycleways increased to:</p> <ul style="list-style-type: none"> • Footpaths: 75% • Cycleways: 65%

2.2



The Cabonne LGA is a digitally connected LGA, with appropriate and reliable mobile and internet connectivity.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Identify and take action to address gaps in our community's digital access, including in emergency periods.</p>	 <p>ABS data - Cabonne digital access:</p> <ul style="list-style-type: none"> • 69.1% (2011) • 74.1% (2016) 	 <p>The 2021 ABS census removed a question regarding household internet connections, however from available data it is estimated that 80% of households in Cabonne have access to internet.</p> <p>The 2024 Community Survey found that 3% of respondents identify internet/phone coverage a priority for the LGA in the next 5-years. A reduction from 5% in 2021.</p>	<ul style="list-style-type: none"> • 90% of community with access to internet at home. • Increase in phone connectivity across the LGA.



2.3



The Cabonne LGA is connected by a road network that is safe and maintained - including for both sealed and unsealed roads.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Local and State Government work together to plan and fund maintenance and enhancements to our road network, and enforce traffic and parking regulations.</p>	 <ul style="list-style-type: none"> • 2020-21: \$6.6m on road construction (Cabonne Annual Report 2021/22) • TfNSW stats 2016 to 2020: <ul style="list-style-type: none"> ◦ 14 fatal accidents ◦ 312 accidents total 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 70% satisfaction with footpaths. • 60% satisfaction with Council performance. <p>This result is a 1% reduction on the 2021 results.</p>	<ul style="list-style-type: none"> • Increased \$ value of roads investment per annum. • Ongoing reduction in # of motor vehicle accidents/fatalities per annum.



2.4


Planning is undertaken to ensure that the Cabonne road network can support the safe movement of freight and other heavy vehicles.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Identify and take action to address gaps in our community's digital access.</p>	 <p>Baseline measure to be established.</p>	 <p>TfNSW data shows there were 11 accidents involving heavy vehicles from 2021-22 (data available) compared with 22, including 2 fatal accidents, from 2016-2020.</p>	<ul style="list-style-type: none"> • Heavy Vehicle Planning Strategy agreed. • At least 75% of scheduled Strategy actions completed.



2.5

Cabonne's community infrastructure enables all residents and visitors to participate in a range of activities.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Infrastructure custodians invest in maintaining and enhancing facilities, including public toilets, caravan parks, swimming pools, sports grounds, recreational facilities, museums, community halls, playgrounds, parks and gardens</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> • 87.2% satisfaction with urban infrastructure. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> ◦ 89.4% satisfaction with Council's urban infrastructure performance (includes parks and playgrounds, community halls, sport and recreation facilities, swimming pools, and appearance of the area/town centre). 	<p>90% of Cabonne residents satisfied with urban infrastructure.</p>



Key INFRASTRUCTURE partners: Who will help get us there?

- Cabonne Council
- State Government including members of Parliament
- Federal Government including members of Parliament
- Central NSW Joint Organisation
- Progress Associations and other community groups
- Transport for NSW
- NSW Police
- Telecommunications companies
- Transport Industry advocates and stakeholders
- Agriculture and mining advocates and stakeholders
- Private service providers



Cabonne **COMMUNITIES** are connected to each other, connected to quality services, and connected in wanting to better our Cabonne region.



3. COMMUNITY



3.1

Elderly residents can age-well in Cabonne.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
Provide services within the community that support our older residents, including: residential care, social activities, opportunities for intergenerational connection, community transport, respite for carers and volunteer visiting services.	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> • 78% satisfaction with aged care services and facilities. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 82% satisfaction with services for older people. 	Community satisfaction with aged care services and facilities increased to 80+%.

3.2

Cabonne's community clubs, groups and organisations are sustainable and provide access to activities for all age groups and abilities.



How will we get there?	Where were we?	Where are we now?	Where do we want to be?
Support community organisations to provide a range of services, sport, recreation and cultural activities that meet community needs.	 <p>Baseline measure to be established.</p>	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 90% satisfaction with sporting facilities and grounds. 	Increase in State Government vouchers/subsidies utilised across the LGA (e.g. Active Kids, Creative Kids, Discover Vouchers, etc) per annum.





3.3

Cabonne's youth are engaged and contributing members of their communities.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Encourage young people to be engaged in creative and sporting activities to enhance their wellbeing and social connection through activities that utilise Active Kids and Creative Kids vouchers.</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 85% satisfaction with facilities and services for youth. <p>NSW Office of Sport and Recreation 2021 Active Kids population uptake:</p> <ul style="list-style-type: none"> 74% 2,554 vouchers 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 62% satisfaction with facilities and services for youth. <p>NSW Bureau of Crime Statistics and Research:</p> <ul style="list-style-type: none"> 20% of offences in a 10-year period carried out by youth under 19 years old. <p>2024 NAPLAN Results:</p> <ul style="list-style-type: none"> LGA average results are 8% lower than NSW average. LGA average results are 7% lower than the National average. 	<ul style="list-style-type: none"> 90% of eligible population of Active Kids vouchers redeemed per annum. # of Creative Kids vouchers redeemed per annum. 90% of eligible population of Active Kids vouchers redeemed per annum. # of Creative Kids vouchers redeemed per annum. % reduction in the number of offences carried out by youth under 19 years old. % increase in the average NAPLAN results across the LGA.

3.4



Residents feeling connected, safe, valued, and that they are able to contribute to the Cabonne community.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Provide services, facilities and activities that promote inclusion across the community, including: New residents' information kits, community gardens, intergenerational activities, sharing community spaces and celebrating our diverse community (eg Harmony Day activities).</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 95% of residents rated their quality of life as 'good' to 'excellent' in the Cabonne LGA. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 97% of residents rated their quality of life as 'good' to 'excellent' in the Cabonne LGA. 	<p>At least 95% of residents rate quality of life in Cabonne as "good" to "excellent".</p>




3.5

Cabonne's children have access to childcare and children's services that meet the needs of our local families.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Provide a range of children's services with adequate childcare places to meet demand, including: Family Day Care, Before & After School Care, Vacation Care, Pre-Schools and parenting groups.</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 83% satisfaction with childcare services across the LGA. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 86% satisfaction with childcare services across the LGA. 	<p>85+% of Cabonne residents satisfied with childcare services across the LGA.</p>

3.6

The history and heritage of Cabonne - including our Indigenous culture - is valued and protected.



How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<ul style="list-style-type: none"> Document our local Wiradjuri history and sites. Maintain our heritage buildings for future generations to enjoy. 	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 77% satisfaction with protecting heritage values and buildings across the LGA. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 82% satisfaction with protecting heritage values and buildings across the LGA. 	<ul style="list-style-type: none"> Ongoing updating and completion of documentation. 80+% of Cabonne residents satisfied with protecting heritage values and buildings across the LGA.






3.7

Cabonne residents have access to a wide range of quality and reliable health services - including in-community access to specialist services.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
Provide health services that meet community needs (including telehealth, outreach GP and counselling services to outlying villages and health promotion programs) and provide incentives to health service providers to live and work in Cabonne.	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 82% satisfaction with healthcare services across the LGA. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 81% satisfied with healthcare services across the LGA. 	85+% of Cabonne residents satisfied with healthcare services across the LGA.

3.8

Cabonne has a thriving, vibrant arts and culture scene that promotes local endeavour and encourages local participation.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
Collate and publish a "What's on" calendar that invites and promotes performing, visual and literary arts, cultural events and community participation.	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 84% satisfaction with arts and culture across the LGA. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 84% satisfaction with arts and culture across the LGA. 	85+% of Cabonne residents satisfied with arts and culture across the LGA.

Key COMMUNITY partners: Who will help get us there?

- Cabonne Council
- State Government including members of Parliament
- Federal Government including members of Parliament
- Central NSW Joint Organisation
- Progress Associations and other community groups
- Western NSW Local Health District
- GP's and local healthcare providers
- Aged care service providers
- Sporting clubs
- Art and cultural organisations/groups
- Local schools and early childhood centres/providers
- Wellington Valley Wiradjuri Aboriginal Corporation
- Orange Local Aboriginal Land Council
- Building and business owners



4. ECONOMY





Cabonne has a thriving, sustainable, and adaptive **ECONOMY** that builds on our community's strengths.





4.1

Cabonne is recognised as a region where businesses - both large and small - thrive and are supported by their community.



How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Promote and provide options for business activity and innovation, including pop-up shopfronts, remote working options, adaptable leasing arrangements, home-based industries, flexible business loan arrangements, mentors to support start-ups and identification of land for manufacturing expansion.</p>	 <ul style="list-style-type: none"> • 1,855 businesses in Cabonne (2021, RDA) • +3 Nett business growth/decline. (2021, ABS) <p>2021 Community Survey:</p> <ul style="list-style-type: none"> • 85% satisfaction with supporting and growing business. 	 <ul style="list-style-type: none"> • In 2024 there were 1,963 businesses in Cabonne, and a +112 Nett business growth. <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 75% satisfaction with supporting and growing business. 	<ul style="list-style-type: none"> • Increase in number of businesses in Cabonne to 2,000. • +50 Nett business growth/decline.





4.2

Cabonne has a wide range of affordable and quality housing options that cater to the diverse needs of our community.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Develop and implement a Housing Strategy for Cabonne that responds to the need for affordable housing, crisis accommodation, ageing accommodation, and visitor accommodation.</p>	 <ul style="list-style-type: none"> • 4.7% of community experiencing rental stress (2016, Census). • 6.2% of community experiencing mortgage stress (2016, Census). • 25 homeless persons (ABS, 2016). 	 <ul style="list-style-type: none"> • 35.7% of the LGA are experiencing housing stress (2021, Census), an increase from 6.2% of community experiencing mortgage stress in 2016 (2016, Census). • 12 homeless persons as at 2021, compared with 25 homeless persons in 2016 (ABS, 2016). <p>Note: Interest rates at the 2021 Census were at a record low in Australia. Interest rate rises began an upward cycle from May 2022. Mortgage payment data should be read with caution as data from the 2021 Census pre-dates all official rate rises in the current cycle.</p>	<ul style="list-style-type: none"> • Reduction below 4% of community experiencing rental stress. • Reduction below 5% of community experiencing mortgage stress. • Reduction in number of homeless - below 10.





4.3

Cabonne is recognised as a top tourist destination - with a wide range of offerings, appealing to a broad audience.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
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Provide appropriate, modern and well maintained facilities that provide tourists with opportunities to experience all Cabonne has to offer: food, wine, agriculture, heritage, history and our environment.



- 160,000 annual visitors to Cabonne (2021, Tourist Tracka)
- Average stay
 - 3 nights(2019, LG Area Profiles)
- Average spend
 - \$97/night (2019, LG Area Profiles)
- 2021 Community Survey:
 - 94% satisfaction with tourism.



- 160,000 annual visitors to Cabonne (2021, Tourist Tracka)
- Average stay 3 nights (2019, LG Area Profiles)
- Average spend \$97/night (2019, LG Area Profiles).
- \$47m in spend (Tourism Research Australia)
- 2024 Community Survey:
 - 92% satisfaction with tourism.

Note: The data available for tourism is identical to the data recorded in the CSP (tourism data was averaged out pre and post-COVID to provide a more accurate set), therefore there is no change.



- Increase in number of tourists to 200,000 visitors.
- Increase in average night stay to 4 nights.
- Increase in average spend/night to over \$100.







4.4

The Cabonne community celebrates what we have to offer through community events that bring people together (locals and visitors alike).

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Work in partnership with our neighbouring Councils - particularly Orange and Blayney Councils - to establish a calendar of events that caters to diverse community tastes.</p>	 <ul style="list-style-type: none"> • Baseline measure to be established. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> • 91% satisfaction with community events. 	<ul style="list-style-type: none"> • Increase in number of tourists to 200,000 visitors. • Increase in average night stay to 4 nights. • Increase in average spend/night to over \$100.

4.5



Cabonne is a leader in attracting and retaining workforce by providing a wide range of employment opportunities, that suit a wide range of skills.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Create and provide opportunities for apprenticeships, traineeships and tertiary 'work placement' in key skills areas across Cabonne.</p>	 <p>Unemployment rate (2020):</p> <ul style="list-style-type: none"> • 2% (NSW Government - Your Council) 	 <p>In 2022 the unemployment rate in Cabonne was 1.4%, below the average Central West NSW rate of 1.8% and well below the national rate of 4.0% (2024).</p>	<ul style="list-style-type: none"> • Maintenance of unemployment rate at or below 2%. • Increase in number of new employees to LGA.



4.6

Students of all ages across Cabonne have access to quality educational opportunities.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Provide incentives to attract and retain quality educators in our local communities.</p>	 <p>ABS Data - 10.5% of students completing Year 12.</p>	 <p>There is an increase in number of children who complete Year 12 from 37.3% to 41.1%.</p>	<ul style="list-style-type: none"> • Increase in number of children who complete Year 12 to 15+%. • Local NAPLAN results on average with rest of NSW.



Key ECONOMY partners: Who will help get us there?

- Cabonne Council
- State Government including members of Parliament
- Federal Government including members of Parliament
- Central NSW Joint Organisation
- Progress Associations and other community groups
- NSW Small Business Commissioner
- Business operators and local employers
- Chambers of Commerce
- Financial Institutions
- Housing NSW
- Reconstruction NSW
- Tourism operators
- Ornage360 and Destination NSW
- Local schools and early childhood centres/providers
- TAFE and Universities



5. ENVIRONMENT





The Cabonne community values and wants to improve our natural and built ENVIRONMENT.





5.1

Cabonne's natural beauty and landscapes- lookouts, rivers, creeks, lakes, parks - are healthy and preserved for the enjoyment of our community and visitors to Cabonne.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<p>Continue to enhance key natural locations with wayfinding signs, guided tours, pathways, landscaping, camping, seating and other amenities that support community access.</p>	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 86% satisfaction with protection of the natural environment. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 86% satisfaction with protection of the natural environment. 	<p>Increase in % of satisfaction of protection of the natural environment across the LGA.</p>

5.2

The natural Cabonne environment is protected from pest and weeds.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
<ul style="list-style-type: none"> Implement mitigation programs to remove noxious weeds and pests from our natural environment. Pet and livestock owners responsibly manage their animals to minimise environmental and community impacts, and have access to information to support them to understand their responsibilities. 	 <p>2021 Community Survey:</p> <ul style="list-style-type: none"> 69% satisfaction with weed/vegetation control. Baseline measure to be established for ranger call outs, and impounding. 	 <p>2024 Community Survey:</p> <ul style="list-style-type: none"> 61% satisfaction with weed/vegetation control. 	<ul style="list-style-type: none"> Community sentiment recognises that the natural environment is being protected from invasive species. Reduction in number of impounded animals, and ranger call outs.



5.3

The Cabonne community are working responsibly to mitigate and, where necessary, adapt to the impacts of climate change.

How will we get there?	Where were we?	Where are we now?	Where do we want to be?
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- Reduce our carbon emissions through accessing renewable energy sources and taking up options such as electric vehicles.
- Reduce our waste production and increase recycling and re-use to decrease amount of waste that ends up in landfill.
- Implement and adopt legislative requirements in relation to climate change adaptation measures.
- Develop and implement disaster adaptation planning, to reduce impact of natural hazards on Cabonne.

UPDATE



- CO2 emissions in LGA 2019-20:
 - 504,000 tonnes (Snapshot climate 2019-20)
- % of waste that ends up in landfill:
 - 74.6% (Cabonne State of the Environment 2018-19)
- By 2030 maximum temperatures are projected to rise by 0.7°C (Adapt NSW).
- Severe fire weather is projected to increase in the west during spring and summer (Adapt NSW).



- CO2 emissions in LGA 2021-22 (most recent data):
 - 780,000 tonnes (Snapshot climate 2021-22), up from 870,000 tonnes in 18-19.
- 80% of domestic waste ends up in landfill, with 20% recycled, up from 74.6% in 18-19.
- There are currently 5 EV charging stations across LGA, located on private properties.

- Reduction in overall CO2 emissions across LGA - less than 350,000 tonnes
- # of EV charging stations across LGA.
- Reduction in landfill across LGA.
- Disaster Adaptation Plan developed and implemented for LGA.

UPDATE





5.4

Cabonne residents have access to secure, quality and reliable water supply.

How will we get there?

Where were we?

Where are we now?

Where do we want to be?

Future-proof our water resources through preparing for droughts, building a sustainable water network and being responsible water users.



230L of water usage per person, per day (2020-21).

- Average water usage consumption in NSW was 180L per person, per day. (Dept Planning NSW).



212L of water usage per person, per day (2023-24).

- Average water usage consumption in NSW was 247L per person, per day (Dept Planning NSW).

- Reduction in overall water consumption across the LGA to 180L per person, per day - in line with NSW average.
- All towns and villages have access to a secure and reliable potable water supply.
- Provide sewer and water services to the community in a financially responsible and affordable way.

UPDATE

UPDATE 5.5

The Cabonne built environment is functional, sustainable and meets the needs of our growing community

How will we get there?

Where were we?

Where are we now?

Where do we want to be?

- Manage our built environment in line with the Local Environmental Plan (LEP) and relevant legislation.
- Improve our existing floodplain/stormwater and overland flow water management systems with measures to reduce the impact of intense rainfall/flooding events.



This is a new community aspiration in the revised CSP.

2021 Community Survey:

- 69% satisfaction with stormwater and flood management.



2024 Community Survey:

- 52% satisfaction with stormwater and flood management.

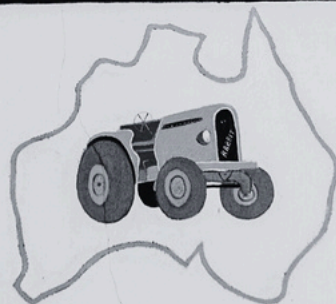
- Overarching reduction of impact of future flood and rainfall events on built environment.
- Increase in community satisfaction in stormwater and flood management.
- Early warning systems and preparedness measures implemented across LGA.

Key ENVIRONMENT partners: Who will help get us there?

- Cabonne Council
- State Government including members of Parliament
- Federal Government including members of Parliament
- Central NSW Joint Organisation
- Progress Associations and other community groups
- National Parks and Wildlife Service
- NSW State Parks
- Crown Lands
- Local Land Services
- RSPCA
- Landholders
- Pet Owners
- Private Vets
- Energy/Climate providers
- Central Tablelands Water



HOLDEN





DELIVERING THE CABONNE COMMUNITY PLAN

Council is committed to working with other levels of government to advocate for the community on issues of concern.

Jointly and separately, the Commonwealth and State governments are responsible for many critical services and policies impacting our community; including social security, public housing, health, public transport and traffic management, environmental regulation, education, and policing.

The Cabonne Community Strategic Plan identifies many issues and needs in which Council has only a limited role, or minimal ability to influence. What Council is responsible for and able to deliver can be viewed in Council's four-year Delivery Program and annual Operational Plan.

The Intergovernmental Agreement 2013 guides the strategic partnership between State and local governments and is underpinned by the Premiers Priorities for NSW, the NSW 2021 State Plan (noting this Plan is nearing its expiry), the Destination 2036 Action Plan for local government in NSW, and local community strategic plans.

Aligning the strategies

Aligning relevant strategies will create synergy that contributes to successful outcomes. Many of the outcomes outlined in this plan align with the following priorities:

- The NSW 2021 State Plan
- The Premier's Priorities
- The Central West and Orana Regional Plan 2036
- The NSW State Infrastructure Strategy 2022-2042

The Cabonne Community Strategic Plan should be integrated in future decision-making processes for the Cabonne LGA, and Central NSW.



ALIGNMENT WITH STATE AND DISTRICT PLANS



NSW Premier's Priorities

A strong economy	Orange			Blue	
Highest quality education				Blue	
Well connected communities with quality local environments		Red	Purple		Green
Putting the customer at the centre of everything we do	Orange		Purple		
Breaking the cycle of disadvantage			Purple	Blue	

NSW 2021 - A Plan to Make NSW Number One

Rebuild NSW's economy	Orange			Blue	
Return quality services	Orange	Red	Purple	Blue	Green
Renovate infrastructure	Orange	Red		Blue	
Strengthen our local environment and communities			Purple	Blue	Green
Restore accountability to Government	Orange				



Central West and Orana Regional Plan 2041

Region-shaping investment	Orange	Red	Purple	Blue	Green
A sustainable and resilient place	Orange	Red	Purple	Blue	Green
People, centres, housing and communities	Orange	Red	Purple	Blue	Green
Prosperity, productivity and innovation	Orange	Red	Purple	Blue	Green

NSW 2040 Economic Blueprint

A two-trillion dollar economy after 2040	Orange			Blue	
Healthy, productive people			Purple	Blue	
Liveable and connected cities		Red	Purple	Blue	Green
Productive, vibrant regions		Red	Purple	Blue	
Innovative world-class businesses	Orange			Blue	
Sustainable environmental and resources management	Orange				Green
Better government performance	Orange				



State Infrastructure Strategy 2022-2042

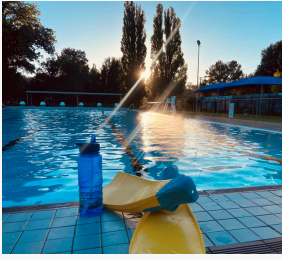
Boost economy-wide productivity and competitiveness	Orange	Red	White	Blue	White
Service growing communities	White	Red	Purple	Blue	White
Embed reliability and resilience	White	Red	White	White	Green
Achieve an orderly and efficient transition to Net Zero	Orange	White	White	White	Green
Enhance long-term water security	White	White	White	White	Green
Protect our natural endowments	White	White	Purple	White	Green
Harness the power of data and digital technology	Orange	White	White	Blue	White
Integrate infrastructure, land use and service planning	Orange	Red	Purple	Blue	White
Design the investment program to endure	Orange	Red	White	White	White



ALIGNMENT WITH THE QUADRUPLE BOTTOM LINE

This Plan aligns with the quadruple bottom line - addressing social, environmental, economic and civic leadership (governance) considerations. However, to better reflect the views of the community, infrastructure specific outcomes have been split from economic and social outcomes. A table has been included to directly show the alignment of CSP aspirations with the quadruple bottom line.

Social	Environmental	Economic	Civic Leadership
2.1	5.1	2.2	1.1
2.3	5.2	2.4	1.2
2.5	5.3	4.1	1.3
3.1	5.4	4.3	1.4
3.2	5.5	4.5	
3.3			
3.4			
3.5			
3.6			
3.7			
3.8			
4.2			
4.4			
4.6			



Prepared for the community by Cabonne Council