



Walcha 2027

End of Term Report

2016 - 2021

Community Strategic Plan



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Message from the Mayor

Due to the COVID-19 Pandemic that swept the world, Walcha Council, like all others in NSW had a term of five years, three months instead of the standard four years. This pandemic followed other natural disasters that had major influences on the way small Councils operate. An extended period of drought, punctuated by a devastating wind storm in December 2018 that cut a swathe through our shire and the hearts of the landholders affected, was later accompanied by catastrophic bushfires that tested the mettle of many farmers and volunteers. The breaking of this drought bough more issues with the closing of the Oxley Highway east of Walcha for five months curtailing through traffic and putting added pressure on local businesses. The unrecoverable cost to Council of these disasters and the ensuing clean up put more pressure on our tight budget.

The work 'resilience' became the buzz word of a nation. I don't feel that this community dwelled on that word, they just dug in, put one foot in front of the other and moved forward. Looking back many may wonder how they got through these difficult times but you did and overwhelmingly with a positive outlook. Any town is judged by the vibrancy of its CBD and ours came through with flying colours. This is a reflection of our businesses attitude and spirit and your positivity is recognised by locals and visitors alike.

Our community was buoyed by the support shown by both tiers of government that sit above us, but more importantly was the support shown by other communities both near and far. From Terrigal Trotters who bought every child at preschool a present to the Stroud Cricket Club who turned up with truck loads of supplies and every other group that donated, you not only supplied material goods but lifted spirits. Walcha cannot repay you for your kindness and compassion, but we will never forget it.

Enough of the negative impact, let's look at the positives of this five years!

This Council was formed in September 2016 with five new councillors elected and three remaining from the previous Council. I was honoured to be appointed Mayor, with previous term Councillor Clint Lyon taking on the role as Deputy Mayor. My image of running meetings and consuming a few scones was quickly shattered as the reality of the work required sank in. Despite this realisation, the Mayoral role has been one of the most fulfilling duties I have taken on and with the support I have received from politicians down to constituents has been nothing short of amazing and humbling.

I believe that this Council represented a broad cross section of the community bringing a mix of experience, focus, ideas and knowledge. Most of all, every Councillor is committed to the betterment of Walcha. We are blessed to have Councillors whose only focus is to make our shire the best it can be by continuing to work as a group. Historically this stands our Council apart from many others.

Funding came our way from both State and Federal Governments and this Council was tasked with providing infrastructure that was required. The first major project out of the blocks was a new state of the art Preschool. An increasing important part of Councils' role this building will serve young families for decades. Following this, Council's involvement in the Function Centre

at the Showground sees a modern facility that combined with other upgrades in this area lift what is probably the most used public space in town. A new gymnasium, men's shed, park, sporting facility and toilet upgrades along with the continuation of the streetscape program makes Walcha a welcoming place to visit and stay. Our smaller villages benefited from funding that had been allocated to their projects and anyone who has visited these halls and sports grounds will be justifiably proud of the upgrades their members have achieved.

When currently funded bridges are completed only nine wooden bridges will remain to be replaced. Thunderbolts Way is nearing the completion of the \$11M upgrade and continuing funding is being sought. What I consider to be the jewel in the crown, our Off Creek Storage, is currently in the tender phase and should be completed by the end of 2022, shoring up our town water supply. The renaming of both Peter Fenwicke Oval and Shirley Davison Bridge honours two citizens who have done outstanding service to this community. The possibility of renewable energy projects being located in our Local Government Area continues through the approvals process and early 2022 will see an Environmental Impact Study (EIS) released on the first project for public comment. While Council is not the consenting authority for these projects any submission we lodge will reflect the view of our residents and any concerns for Council infrastructure. We must position our community to take advantage of these projects and reap the benefits, should these projects be realised.

Our membership and contribution to the Namoi Joint Organisation of Councils bears fruit in the ability of this group to advocate funding and be a partner in programs we cannot sustain on our own.

With the adoption of both a Youth Strategy and a Heritage Strategy, Council has a way forward and clear direction to focus on these important areas. Looking after the young and old.

Our local members, Kevin Anderson and Barnaby Joyce, deserve much credit for the way they work with and support our community. Your advocacy and accessibility is never taken for granted. You are only ever a phone call away and the access you give us to both Ministers and bureaucrats is a vital link in our direction.

There is always more we would liked to have done, completing the Waste Strategy, tweaking the Ramps Policy and moving forward with a Solar Strategy, but time and resources didn't permit this. A role for the next Council. Probably the most exasperating issue to me was the 'old hospital'. An issue I thought could be easily solved is bogged down in a myriad of legislative red tape and continues to frustrate me. No where near being solved we can only keep pushing ahead.

Despite the positives of the last five years we must always be aware of the ongoing issues that face Councils across the State. Cost shifting by the State Government and rate pegging pose crippling financial issues for councils, right across the board. Financial sustainability will always be a balancing act, the fine line between supplying community needs on a set income and maintaining confidence will require precise strategic planning, budgeting and implementation. The ever present fear of 'amalgamation' hangs over the head of all councils despite evidence that combining the two struggling Councils only lead to a larger struggling council. Our ability

to provide the needs of our constituents will always remain Council's focus and the question will always be "What level of service are we prepared to pay for?"

This term of Council saw the retirement of long serving General Manager, Jack O'Hara and the appointment of Anne Moddero to this role. Anne left to take a higher level role with Transport for NSW and this was followed by the appointment of current General Manager Barry Omundson in June this year. As a highly experienced and capable General Manager, Walcha will continue to develop as a strong and vibrant community with his direction and leadership partnering with the newly elected Council.

I would like to thank my fellow Councillors for their support and foresight through this term, not only to me, but the organisation and the community. On the retirement of Clr's Kealey, Wellings, Heazlett and Blomfield I wish them all the best and I sincerely hope that some of you will return when the time required for the role is easier to find. Your contribution and experience is far too important to lose and will be sorely missed in the interim. To Councillors that recontesting, Clr's Lyon, Ferrier and Kermode best wishes for your re-election as your experience is vital moving forward.

To the Staff at Walcha Council, on behalf of Councillors and the community, thank you for your dedication and hard work. Until you get involved in Council it is difficult to understand and appreciate the work you all carry out in your roles. You sometimes work under intense public scrutiny and rules and regulations that most businesses don't have to endure yet do it with conviction and a positive attitude. Like any business employees are their greatest asset and you are that to Council. Again, thank you!

A parting thought, one truth I have found is that like football, local government is far easier played from the sideline. It's a harder game on the field. From the sideline it's easier to see the gaps, know what the next play should be or give advice. Mostly, like football the spectators don't know all the rules and the "referee" of Councils hands out far tougher penalties.

Thank you again to our community for all the support shown to our Council over the past five years. It is not taken lightly or for granted and as a combined and united community we will do nothing but thrive.



Clr Eric H Noakes
Mayor of Walcha

Background

In 2009 the NSW State Parliament introduced Integrated Planning & Reporting (IP&R) reforms within the Local Government Act. These reforms have made it compulsory for councils to adopt long term Community Strategic Plans (CSPs) on behalf of the community.



The plans are meant to express the entirety of their community's aspirations for the future, not just those that a Council may be able to satisfy.

Each elected Council is required, under the legislation, to adopt its own four (4) year Delivery Program (DP) which ideally should remain fixed for the length of its term of office. The annual Operational Plans will then support the goals of the Delivery Program.

The intent of this is to ensure that each elected council works out the strategies most likely to make a positive contribution towards the achievement of the community's vision for what life should be like by the end of the long term (10 year) planning period. It is important that CSP's are realistic and the Delivery Program and subsequent annual Operational Plans of each elected council is required to consider what is achievable during the term of the DP to contribute to the long-term goals of the CSP.

Following the 2016 election, the CSP was again reviewed and the Walcha 2027 plan was developed. Walcha 2027 was adopted by Council on 29 March 2017 following community consultation and has been maintained and implemented by Walcha Council on behalf of the community. It is a plan for the future of the Local Government Area and will be a guide for other levels of government, private businesses and non-government agencies.

This end-of-term report is a report on Council's progress in implementing the Community Strategic Plan during its term (Section 428(2) Local Government Act) and is to be presented at the final meeting of the outgoing council and will be incorporated into the 2020-2021 Annual Report.

Our Councillors

Walcha Council's governing body consists of eight Councillors. Walcha currently has four Wards, and each Ward is represented by two Councillors

All Councillors are elected to carry out duties under the Local Government Act 1993, and in doing so have the following roles and responsibilities:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning and Reporting framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body; and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor

Your team of Councillors for the past five years during this term of Council were:

WARD A	WARD B
 Clr Rachael Wellings	 Clr Peter Blomfield
 Clr Eric Noakes, Mayor	 Clr Clint Lyon
WARD C	WARD D
 Clr Jen Kealey, Deputy Mayor	 Clr Scott Kermode
 Clr Bill Heazlett	 Clr Kevin Ferrier

Our Major Achievements – Summary

- Significant roads resealing
 - Kangaroo Flat Road – 1.1km
 - Brackendale Road – 1.5km
 - Chinnocks Road – widen formation over 500m
 - Nuggety Gully – widen formation over 1km
- Bridge Replacement Program
 - Lakes Road Bridge Replacement
 - Replace Old Brookmount Road Bridge located over Emu Creek
 - Dog Trap bridge replacement
 - Wollun Road Bridge Replacement
- Over \$2m in gravel re-sheeting
- Over 5km of rehabilitation works on Thunderbolts Way with a further \$6m secured for further works
- Works with Transport for NSW on State and Regional Roads (Eg: Oxley Highway)
- Walcha Sewerage Treatment Plant Upgrade
- New Preschool facility
- Off Creek Storage Dam – Completion of the design works and preparation for tender
- Secured \$10.5 M for the investigations, design and construction of the off creek storage
- Commencement of the Walcha Waste Strategy 2025
- Youth Hall Renovations – roof and flooring
- Improved Walcha Pathways – 5km to John Oxley Park and connection to the Walcha High School
- Commenced refurbishment of Walcha Pool facilities
- Improved access and facilities at McHattan Park
- Improved Walcha Preschool Access
- Walcha Community Gym commissioned
- Open-Air Gallery winning a Silver medal award
- Preschool playground upgrade
- Increased tourism website hits
- Resilience program to assist with recovery from drought, bushfires and floods
- Cemetery Toilet installed
- Walcha Water – Back up Power Supply for Water Treatment Plant
- Police numbers, vehicles and Walcha Road Station maintained
- Walcha Preschool National Quality Standard Assessment Rating of “Meeting National Quality Standards”
- Upgrade of Lions Park toilets
- Footpath replacement for Streetscape Upgrade
- Organisational Restructure
- Continued review of Ward Boundaries including first round of community consultation
- Walcha Local Strategic Planning Statement
- Over \$5 M in unforeseen funding opportunities linked to natural disasters
- Installation of “Squidish” stone sculpture in Derby Street
- Beautification works at the Mill Hole, old Trout Hatchery and the new Rose Garden

Off Creek Storage Dam

NEW OFF STREAM STORAGE	
<p>Project Scope Design Phase and all approvals for Walcha’s new off-stream storage</p>	<p>Achievement Across 2020 and 2021, Walcha Council commenced the design phase of this project, which when constructed, will provide a new off-stream storage structure for the towns water supply. The scope of the project is a 300ML capacity storage, new pumping station and all of the connecting pipe infrastructure. This project was identified as the number one recommended infrastructure project for the Namoi region in the <i>Namoi Regional Economic Development Strategy for the Southern new England High Country Region 2018-22 (NSW Government)</i>. Council has received funding to undertake all of the related investigation and design phase as well as securing funding from the NSW Government for the majority of the costs for the construction of the dam and is seeking Federal government grants to contribute. This is an exceptional outcome for the Walcha community.</p>
<p>Timeline</p> <ul style="list-style-type: none"> Commenced February 2020 Completion mid 2021 	
<p>Benefits This phase of the project has:</p> <ul style="list-style-type: none"> Developed a detailed design for our new off stream storage; Sourced funding to enable to project to proceed, and Commenced the tender preparation process. 	
<p>Project Details Walcha requires additional water storage capacity to provide increased water security for our community, both residential and business.</p>	

Thunderbolts Way Corridor Strategy

THUNDERBOLTS WAY CORRIDOR STRATEGY	
<p>Project Scope Design and construction for the rehabilitation of large sections of Thunderbolts Way</p>	<p>Achievement</p> <ul style="list-style-type: none"> Rehabilitation of 2km section near Glen Morrison Road (sections 4590 & 4600) Rehabilitation of 1km section at Box Hill Rehabilitation of 1km section at Bergen Rehabilitation of 3.3km section near Three Mile Creek
<p>Timeline</p> <ul style="list-style-type: none"> Commenced February 2018 Completion est. 2025 	
<p>Benefits This project will see:</p> <ul style="list-style-type: none"> Safer and higher quality roads 	
<p>Project Details This project will see:</p> <ul style="list-style-type: none"> Improved road conditions, including new line marking, along the rehabilitated sections; Improved stormwater management Sections of new kerb and gutter Sections delivering Improved pedestrian safety 	

Walcha Youth Strategy

WALCH YOUTH STRATEGY	
<p>Project Scope Development of a Walcha Youth Strategy</p>	<p>Achievement</p> <ul style="list-style-type: none"> • Youth Strategy developed and adopted by Council • Youth Advisory Committee established • Commenced input from local youth regarding: <ul style="list-style-type: none"> ○ Workspaces; ○ Parks; ○ Library; ○ Ovals; and ○ Youth Programs and initiatives <p>Funding has been obtained to improve Lions Park and the Skate Park identified as being goals of the Youth Strategy.</p>
<p>Timeline</p> <ul style="list-style-type: none"> • Commenced May 2020 • Completion October 2020 	
<p>Benefits This project has commenced the building of a long term partnership between Council and the local youth that has and will continue to shape future projects and programs that will support our youth into the future.</p>	
<p>Project Details This project has established a Youth Strategy for the youth of Walcha that will see them engaged into how Council can include and develop community facilities with strong input from them.</p>	

Walcha Preschool Upgrade

WALCHA PRESCHOOL UPGRADE	
<p>Project Scope To replace the aged and inadequate preschool building with a new purpose designed preschool in the existing location.</p>	<p>Achievement</p> <ul style="list-style-type: none"> • Enhanced preschool facility allowing for improved services and greater capacity. • Expansion of playground with the purchase of adjoining land during the project
<p>Timeline</p> <ul style="list-style-type: none"> • Commenced February 2018 • Completion December 2019 	
<p>Benefits The community of Walcha now has a purposed designed new facility that has an increased capacity. Preschool attendance positively impacts a child’s performance at school. The capacity of the service has been increased, allowing more children to attend more days.</p>	
<p>Project Details The project was delivered in three stages:</p> <ul style="list-style-type: none"> • Move the current service to relocatable buildings along side the current service to allow use of the playground. • Demolish the existing preschool building 	

<ul style="list-style-type: none"> • Construct the new preschool building • Fit out and move into the new building • Certification and licensing of the building to allow it to be used as an early childhood education and care service • Move into new building and remove temporary buildings. 	
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Walcha Community Gym Upgrade

WALCHA COMMUNITY GYM UPGRADE	
<p>Project Scope</p> <ul style="list-style-type: none"> • Construction of a Class 9b community fitness facility within the existing pool and squash court precinct; a fit for purpose facility that can accommodate the required equipment and can cater for the community’s needs to the grant value of \$942,676 • All work was carried out in accordance with the current edition of the Building Code of Australia together with Australian Standards as applicable to the works being undertaken 	<p>Achievement</p> <ul style="list-style-type: none"> • Enhanced community gym facility allowing for improved services and greater capacity • Instilled values of health and fitness in the community • A space readily available to the community • A safe and friendly centrally located facility • Sufficient space and equipment for a functional facility.
<p>Timeline</p> <ul style="list-style-type: none"> • Project funding was provided by Stronger Country Communities Fund Round 2. Original Funding Deed signed 25 January 2019 • Commenced 01 June 2020 • Completion 31 January 2021 • Facility opened 12 April 2021 	
<p>Benefits</p> <ul style="list-style-type: none"> • A gym complex providing a safe, aesthetically pleasing and centrally located facility; that provides sufficient space and can be easily accessed by the greater community • Delivering local infrastructure projects to regional communities, the kind of infrastructure that improves the lives of local residents • It is operated through Council as a community asset overseen operationally by a Section 355 Committee of Council, providing input and expertise for creating the overall structure for the effective management of the gym 	

<p>Project Details</p> <p>Construction of a Community Gym complex including:</p> <ul style="list-style-type: none">• Formalised access and parking area at the front of the facility• Demolition of adjacent Council owned fence lines and redundant facilities• Construction of footpaths that link the new carpark to the facility and continuing to Middle Street• Extension of the Walcha Squash Court facility to include a new community gym facility with parent space and disabled toilet and shower.	
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Themes & Outcomes

The Community Strategic Plan was broken into the following Themes:

THEMES:	OUTCOMES:
Transport	CSP 1.1: Walcha will be serviced by an integrated and efficient transport network.
Business and Jobs	CSP 2.1: Commercial and tourist development will be promoted and encouraged to grow in harmony with the natural environment, to take maximum advantage of commercial opportunities and to increase local employment
Health	CSP 3.1: Health services and facilities will be provided and where appropriate managed locally to meet the needs of the community. CSP 3.2: The public health and wellbeing of the community will be protected and enhanced.
Education and Training	CSP 4.1: Education and training opportunities will be provided that deliver the skills and knowledge needed to advance the community
Stronger Community	CSP 5.1: Social services will be planned, maintained and coordinated so that they meet the current and future needs of all groups in the community. CSP 5.2: The existing strong community spirit and pride will be protected and promoted. CSP 5.3: Walcha’s cultural identity will be enhanced. CSP 5.4: Walcha’s Aboriginal communities will be supported and strengthened. CSP 5.5: Young people will be retained and supported to live in Walcha. CSP 5.6: People of all ages and abilities will be encouraged to participate in cultural, recreational and sporting activities. CSP 5.7: Community members will be given the opportunity to develop their leadership skills so that they can better participate in the leadership of the community
Local Environment & Liveable Communities	CSP 6.1: Walcha’s distinct and diverse natural and built environment will be protected and enhanced. CSP 6.2: Solid waste will be managed in a sustainable manner with a continuing reduction in waste generation and disposal to landfill. CSP 6.3: Water supply and sewerage services will be physically and environmentally sensitive. CSP 6.4: Walcha will increase the use and production of renewable energy. CSP 6.5: Agricultural activities will be environmentally sustainable. CSP 6.6: The character of Walcha and its surrounding villages will be maintained while protecting the productivity of our rural land
Keeping People Safe	CSP 7.1: Police stations and staff numbers will be provided to effectively control and reduce crime and antisocial behaviour and to keep our community safe. CSP 7.2: Emergency Services will be provided to ensure the safety of our community and visitors
Better Government	CSP 8.1: Walcha Council will exemplify good leadership, mutual respect and trust by being inclusive, ensuring open information and communication and encouraging active participation at all levels. CSP 8.2: Council rate funding for local government projects will be supplemented by income generated from other sources. CSP 8.3: The boundaries of the Walcha Local Government Area will be modified to reflect existing and developing communities of interest

Under these themes a number of Strategic Goals and Outcomes were developed with corresponding strategies to achieve these goals. The following is a list of these, together with the progress achieved to date.

Report on Goals, Strategies and Progress

THEME: TRANSPORT

CSP 1.1	Walcha will be serviced by an integrated and efficient transport network.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
1.1.1	Develop and maintain a safe and efficient local road and bridge network	Leader Facilitator Advocate	Transport NSW Aust Govt	<ul style="list-style-type: none"> The overall condition of our roads has been maintained. Major investment in replacing and rehabilitating Timber Bridges Updated Ramps policy reviewed and adopted Review of quarries and their management plans commenced. Plans are in place to reduce the infrastructure backlog. Commenced further staff development in asset management processes. Maintenance Defect Register is now stored electronically.
1.1.2	Maintain safe and efficient regional and state road links to, from and through the Walcha Local Government Area	Leader Advocate	Transport NSW Aust Govt	<ul style="list-style-type: none"> \$12M in funding sourced for the Thunderbolts Way Corridor Strategy with over 5km of road rehabilitation already completed and a further \$6M of works scheduled for completion Increased maintenance works made available through additional state and federal funding Continued efforts to seek additional funding to maintain regional roads to the desired level.
1.1.3	Maintain and increase the rail passenger service and the use of rail for freight.	Advocate	TransportNSW	<ul style="list-style-type: none"> Passenger rail service continues to operate competitively priced. Support for adjacent and regional programs occurring at JO level (eg: inland rail)
1.1.4	Maintain and improve the standard and competitiveness of our regional air services.	Advocate	Aust Govt	<ul style="list-style-type: none"> Aerodrome Management Plan completed and agreement to operate the aerodrome for a 4 year term has been made with Walcha Aero Club Inc
1.1.5	Improve community and public transport.	Facilitator Advocate	TransportNSW	<ul style="list-style-type: none"> Commenced Facebook and media advertising on the introduction of taxi vouchers which led to an increase in usage. Community transport services were reviewed and different days introduced (regular clients were consulted prior to changes).
1.1.6	Provide and maintain facilities for the safe movement of pedestrian and cycle traffic.	Leader Facilitator Advocate	NSW Govt	<ul style="list-style-type: none"> Shared pathways to John Oxley Sportsground and along the Apsley River levee banks provide over 5kms of new pathways. \$500K for the extension of the existing pathway network from Walcha Central School to John Oxley Oval.

THEME: BUSINESS AND JOBS

CSP 2.1	Commercial and tourist development will be promoted and encouraged to grow in harmony with the natural environment, to take maximum advantage of commercial opportunities and to increase local employment	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
2.1.1	Maintain and improve the appearance of the Walcha Local Government Area to increase tourist and commercial activity	Leader	Community Groups, Council Committees	<ul style="list-style-type: none"> • New toilet facility installed at Nowendoc and upgrades at other facilities. • Enhanced the public art display encouraging people to take a walk through the region. • Public toilets continue to be maintained daily and Council regularly receives positive feedback from visitors to the town.
2.1.2	Develop and market tourism products targeting identified markets.	Leader	Destination NSW	<ul style="list-style-type: none"> • Development of the program “Walcha – where the Wild Rivers Run” campaign • New Tourism website • New marking material developed. • National Parks represented on Tourism 355 Committee • Development of new events Eg: motorcycle rally was held in 2021 • Establishment of the Soundtrails attraction.
2.1.3	Develop activities that encourage increased visitation frequency and stay length.	Leader Facilitator	Tourism NSW	<ul style="list-style-type: none"> • Development of new events and opportunities for visitors to extend their stay eg: motorcycle related events; paddock to plate. • Linked to overall regional and local plans including natural disaster recovery plans. • Provide support to local events to increase visitation.
2.1.4	Assist, support and encourage the establishment and/or expansion of local businesses.	Advocate	DTIRIS	<ul style="list-style-type: none"> • The Community Recovery Officer has identified the need of a Business Chamber in Walcha.
2.1.5	Promote Walcha's suitability for the aged care community and associated industries.	Leader Facilitator Advocate	ADHC	Walcha Council Community Care actively advertises to the community the services and support it provides to enable frail aged, and people with a disability and their carers to continue living comfortably within their homes. This services has been established for many years. The funding that maintains this service will be undergoing a major change in 2022.
2.1.6	Develop an environment that will attract technology or internet-based industry to come to Walcha.	Facilitator	DTIRIS, NBN	<ul style="list-style-type: none"> • Completion of the NBN roll-out. • Continued lobbying and application for improved mobile services leading to increased mobile towers across the region.

2.1.7	Provide the services that appeal to “young” workers Eg: childcare, medical, housing, sporting facilities and parks.	Leader Advocate		<ul style="list-style-type: none"> • Council continues to run the Preschool and support youth activities including the establishment of Youth Advisory Committee. • Sporting fields continue to be maintained to a high standard and provided to the many sporting groups free of charge • New Preschool facility was built.
2.1.8	Encourage and promote Walcha as a ‘change of life’ location	Advocate		<ul style="list-style-type: none"> • Extended Preschool hours have been maintained providing more options for new residents. • Establishment of the Walcha Childcare Working Group whose purpose was to review current childcare needs and work towards attracting additional family day care services as well as investigating a before and after school hours service.
2.1.9	Encourage the development of additional rental accommodation in Walcha.			<ul style="list-style-type: none"> • Limited progress has been made in this space. • Council, working with the Namoi JO, are part of the Regional Jobs Precinct that will be focused on jobs and simplifying the planning process to help advance this goal.

THEME: HEALTH

CSP 3.1	Health Services and facilities will be provided and where appropriate managed locally to meet the needs of the community	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
3.1.1	Maintain a viable, state-of-the-art Multi Purpose Service in Walcha	Advocate	HLHD, DOH	<ul style="list-style-type: none"> • Council has representation on the Walcha Health Committee and continues to work closely with the Hunter New England Local Health District (HNELHD) in the delivery of health services.
3.1.2	Reinstate and maintain the blood donor collection facility in Walcha	Advocate	HLHD, Red Cross	<ul style="list-style-type: none"> • Council has unsuccessfully lobbied for the reintroduction of this Service.
3.1.3	Maintain the Lavery Pathology Service in Walcha	Advocate	HNEAH	<ul style="list-style-type: none"> • The service is currently maintained in Walcha.
3.1.4	Provide general practitioners and allied health workers commensurate with the community's need.	Advocate	HLHD	<ul style="list-style-type: none"> • Council, the Walcha Health Committee and General Practitioners are working together to ensure adequate GP numbers are maintained.
3.1.5	Ensure adequate transport is provided for community members to access local, regional and State services.	Leader Facilitator Advocate	HLHD, DOH, NSW Transport	<ul style="list-style-type: none"> • Council continues to provide Community Transport in Walcha funded from the Federal and State Government.
CSP 3.2	The public health and wellbeing of the community will be protected and enhanced.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
3.2.1	Foster preventative health systems and activities that promote, physical, mental and social health.	Leader Facilitator Advocate	HLHD, DOH	<ul style="list-style-type: none"> • Council assist with the transport of the Life Education Van and also pays for every child in Walcha LGA to visit the van.
3.2.2	Promote the benefits of and provide the opportunities for all children to be immunized.	Facilitator	HLHD, DOH	<ul style="list-style-type: none"> • This service is now fully delivered by Hunter New England Health.
3.2.3	Maintain the availability and quality of water for use in rural areas.	Leader Facilitator	HLHD, DOH	<ul style="list-style-type: none"> • Council ensure through the development application process that activities conducted in the rural area do not have a negative impact on water quality.
3.2.4	Ensure that the disposal of liquid waste in rural areas is carried out in a healthy manner without negative environmental impact.	Leader	OEH, NOW	<ul style="list-style-type: none"> • Council ensure that all new and upgrades on-site waste disposal systems are inspected by Council. • Resources have limited Council's ability to complete the full strategy in this area.

3.2.5	Maintain cemeteries in accordance with the community's needs and expectations.	Leader		<ul style="list-style-type: none"> Cemeteries are maintained in accordance with past service levels. The development of a cemetery management plan has commenced.
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THEME: EDUCATION and TRAINING

CSP 4.1	Education and training opportunities will be provided that deliver the skills and knowledge needed to advance the community.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
4.1.1	Provide quality and accessible preschool and early intervention facilities for children in a safe and supportive environment.	Leader Facilitator Advocate	DFCS	<ul style="list-style-type: none"> Walcha Preschool National Quality Standard Assessment rating of meeting National Quality Standards The preschool continues to operate at near capacity levels and options are being reviewed to increase capacity. Additional funding has been received to allow for 2 days of free preschool for 4 year old children.
4.1.2	Ensure access to education for all children in outlying villages.	Advocate	Transport NSW DEC, Schools	<ul style="list-style-type: none"> Bus services continue to provide services that cater for this. Funding was obtained to pay for 2 years of operation.
4.1.3	Support education, training and employment programs for trainees and apprentices.	Leader Facilitator Advocate	DEC	<ul style="list-style-type: none"> Council has been active in supporting School Based Trainees and has had a number of trainees, apprentices and school-based trainees. Host school children for work experience.
4.1.4	Provide financial incentives for local children who study and work locally in an area of identified skill shortage for an agreed number of years.	Leader Advocate		<ul style="list-style-type: none"> \$250 Scholarship annually to Senior Student at Walcha Central School.
4.1.5	Promote Council as a viable and rewarding career choice.	Leader Facilitator Advocate		<ul style="list-style-type: none"> Limited attendance at forums however continued employment of trainees, apprentices and school-based trainees.

THEME: STRONGER COMMUNITY

CSP 5.1	Social services will be planned, maintained and coordinated so that they meet the current and future needs of all groups in the community.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
5.1.1	Provide and support Community Care and Meals on Wheels programs so that they reach the appropriate clientele.	Leader Facilitator	ADHC	<ul style="list-style-type: none"> • Council continues to provide and support community care and meals on wheels programs. With an aging population and an increase in extreme events we are seeing increased demand for these services.
5.1.2	Support activities that provide meaningful engagement and social interaction.	Leader Facilitator	Community Groups	<ul style="list-style-type: none"> • Regular social functions including morning teas and group outings are provided for the Groups. • A number of joint outings have also been held when possible, noting the effects of COVID-19 have severely impacted these opportunities.
5.1.3	Support current volunteer efforts and increase volunteer participation.	Leader Advocate	Community Groups	<ul style="list-style-type: none"> • Council acknowledges the wonderful volunteers have for the community with some Council services unable to operate without their support. • Council continues to recognise the importance of volunteers and seeks to regularly acknowledge and thank them for their input and dedication to the service. • COVID-19 did reduce the ability of volunteers to participate at times through 2020 and 2021.
5.1.4	Employ and support local social and youth workers to assist the community.	Leader Facilitator Advocate	DFCS	<ul style="list-style-type: none"> • Council has expanded its school holiday program providing increased employment. • Council also supports the Youth Workers from the Anglican Church providing non-denominational programs for local youth.
CSP 5.2	The existing strong community spirit and pride will be protected and promoted.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
5.2.1	Support and promote participation in community events.	Leader Facilitator	Community Groups	<ul style="list-style-type: none"> • Council supported many community groups and events to operate through in-kind, financial and marketing support including: <ul style="list-style-type: none"> ○ Maintaining facilities in an operational presentable manner, ○ Provision of rent-free parks and sporting grounds, ○ Providing letters of support in grant funding applications, ○ The creation of an event budget to provide additional financial support on a case by case basis, and ○ Promotion on Council websites of local community events.

5.2.2	Encourage and support outlying communities to have their own identity through the development of community infrastructure.	Leader Facilitator		<ul style="list-style-type: none"> • Council was successful in helping local groups with grants applications. • Resilience NSW Funding has allowed for many community activities to be held in outlying village areas during 2020 and 2021.
5.2.3	Support service, sporting and other community groups.	Leader	Community Groups	<ul style="list-style-type: none"> • Council facilitated community group meetings. • Council assisted local groups with grant applications.
CSP 5.3	Walcha’s cultural identity will be enhanced.	Council’s Role	Other Stakeholders	Progress at the end of term – November 2021
5.3.1	Promote the history and current strength of Walcha as the premier agricultural area of the New England.	Leader Facilitator Advocate		<ul style="list-style-type: none"> • In October 2019 Council adopted the Local Strategic Planning Statement which identifies clear planning priorities for the Walcha LGA to address the planning and development issues of strategic importance as well as support and develop our local identity, values and opportunities. Council. Through the LSPS, supports a growing and diversifying local economy that is sustainable and resilient. Strengthening local businesses; capitalising on opportunities associated with agricultural production, agri-business, freight logistics and renewable energy; growing visitation to the area and attracting new residents, businesses and investment have all been pivotal in Walcha LGA continuing to be an attractive alternate lifestyle option.
5.3.2	Make the “Open Air Gallery” theme an integral part of the development of the Walcha LGA.	Leader	Arts NSW	<ul style="list-style-type: none"> • Council continued to expand the Open Air Gallery with the installation of additional works. • Established Soundtrails associated with the Open Air Gallery. • Continued with the Arts Advisory Committee to ensure professional and community input to the Open Air Gallery.
5.3.3	Support the activities of cultural organisations.	Leader Facilitator		<ul style="list-style-type: none"> • Council provides rate relief for the local Historical Museum • Council has representation on the Historical Society Committee. • Council hosts the Local History Centre within Council’s library.
5.3.4	Preserve, support and promote the history of Walcha.	Leader		<ul style="list-style-type: none"> • Council continues to manage a schedule of heritage items specified in Walcha LEP 2012 that have additional development control requirements in accordance with the Heritage Act 1977. • In June 2019 Council adopted the Walcha Strategic Heritage Action Plan, the Plan identifies that Walcha has positioned itself to be known for its art culture, national parks, indigenous heritage buildings, stories and artefacts. While listing these achievements and challenges, the Plan identifies a number of actions, which

				directly seek to address those challenges and community aspirations over the next 10 years.
CSP 5.4	Walcha’s Aboriginal communities will be supported and strengthened.	Council’s Role	Other Stakeholders	Progress at the end of term – November 2021
5.4.1	Increase effective partnerships with, and develop the capacity of Aboriginal communities.	Leader Facilitator	Amaroo LALC	<ul style="list-style-type: none"> • Council has regular contact with the Amaroo Local Aboriginal Land Council particularly through the provision of Walcha Community Care Services. • Council also continues to work with the HNELHD workers in providing services and programs to the Aboriginal community. • Establishment of the Aboriginal Advisory Committee in 2017.
5.4.2	Support improvements in the quality, availability and suitability of Aboriginal housing.	Advocate	Northern Tablelands RALC, Amaroo LALC	<ul style="list-style-type: none"> • There have been major renovation to the majority of aboriginal houses within the LGA in previous terms of Council and Councils to work with the aboriginal community and relevant state and federal agencies to provide quality housing.
5.4.3	Manage the water and sewerage systems at Summervale.	Leader		<ul style="list-style-type: none"> • Systems managed by Council in accordance with agreements with NSW Office of Water.
5.4.4	Ensure that Aboriginal children have access to early childhood education and early intervention services.	Facilitator		<ul style="list-style-type: none"> • All attempts continue to be made to ensure that Early Intervention and Preschool services are available to Aboriginal children. • The ATSI preschool fee has been maintained at the lowest rate possible and; • Council has applied for funding to create a Yarning Circle in the Preschool playground.
5.4.5	Increase and support meaningful, long term and equal opportunities for Aboriginal employment.	Leader Facilitator		<ul style="list-style-type: none"> • A funded position for an Aboriginal Water & Sewer Trainee resigned last year, and the position has not been re-advertised as the training plan structure for the trainee was inadequate and not relevant to the works at Walcha Council. • The position of Aboriginal Liaison Preschool Educator is currently being revised as it is a vacant position. The revised position will be an Aboriginal trainee Preschool Educator. Revised to trainee so that a local aboriginal person can be successful, and trainee means the position isn’t on-going, and allows for future aboriginal trainees
CSP 5.5	Young people will be retained and supported to live in Walcha.	Council’s Role	Other Stakeholders	Progress at the end of term – November 2021
5.5.1	Seek, monitor and respond to requests from the youth population.	Leader Facilitator Advocate		<ul style="list-style-type: none"> • Council has established a Youth Advisory Committee and their meetings have led too meaningful actions being undertaken for the benefit of the local youth. • The Youth Strategy was adopted by Council in 2021.

CSP 5.6	People of all ages will be encouraged to participate in cultural, recreational and sporting activities.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
5.6.1	Maintain and improve library, sporting and recreational facilities.	Leader		<ul style="list-style-type: none"> • The library collection is updated weekly along with increased online and access from home services. • Sporting fields continue to be provided free of charge. • Council has built and commissioned a new gym. • Learn to swim continues to be operated. • Council was successful in obtaining a \$1M grant for works to the swimming facility. • Outdoor exercise trail established along the levee bank.
5.6.2	Strengthen organisations and groups providing cultural, recreational and sporting activities.	Leader Facilitator		<ul style="list-style-type: none"> • Donations are made to many local sporting organisations to assist with costs and sponsorship of junior coaching clinics. • School holiday activities are hosted by local community groups such as Walcha Handmade and local sporting organisations.
CSP 5.7	Community members will be given the opportunity to develop their leadership skills so that they can better participate in the leadership of the community.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
5.7.1	Encourage and support community members to develop leadership skills.	Leader Advocate	Community Groups	<ul style="list-style-type: none"> • Council continues to provide support and encourage as opportunities allow.
5.7.2	Identify and support community members and activities that have the capacity to improve people's quality of life.	Leader	Community Groups	<ul style="list-style-type: none"> • Council continues to provide support and encourage as opportunities allow.
5.7.3	Provide opportunities for community members to become involved in the management of the community.	Leader	Community Groups	<ul style="list-style-type: none"> • Council maintains a group of S355, advisory and specialised committees to ensure the community has input and transparency into the running of Council.

THEME: LOCAL ENVIRONMENT

CSP 6.1	Walcha's distinct and diverse natural environment will be protected and enhanced	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.1.1	Maintain and strengthen partnerships with organisations responsible for natural resource management.	Leader Facilitator Advocate	Transport NSW Aust Govt	<ul style="list-style-type: none"> • Council regularly attends and participates in meetings of other organisations such as SNEL to maintain working partnerships to resources management initiatives.
6.1.2	Promote sustainable development and protection of our natural resources through the planning system.	Leader Advocate	Transport NSW Aust Govt	<ul style="list-style-type: none"> • Council has included natural resource management requirements and has worked with relevant government departments in the preparation of the LEP. • Each Development Application is assessed under Section 4.15 of the EP&A Act 1979 taking into consideration relevant planning controls and ensuring compliance.
6.1.3	Promote activities that reduce the volume of greenhouse gases emitted into the atmosphere.	Advocate	TransportNSW	<ul style="list-style-type: none"> • Upgrade of streetlighting to LED lights. • Review and increased use of solar energy.
6.1.4	Develop policies that address the impact of climate change on the community.	Advocate	Aust Govt	<ul style="list-style-type: none"> • Review and update of the Roadside Vegetation Policy • Significant Roadside Environmental Area signage has been installed. • Researched commenced on the use of recycled water.
6.1.5	Protect and enhance biodiversity, native vegetation, river and soil health.	Facilitator Advocate	TransportNSW	Council has been successful with funding applications that enable onground works that directly improve biodiversity, native vegetation, improve water and soil health. These programs include the Apsley River and Walcha Woodlands Project, Koala & Bird connectivity on Road Reserves and funding to reduce aquatic weeds in the Apsley River.
6.1.6	Provide the framework for improvements in efficiency and liveability of a range of compatible land uses and development types.	Leader Facilitator Advocate	NSW Govt	Council work with Southern New England Landcare and local Landcare groups on individual projects.
6.1.7	Manager Land Contamination through the planning and development control process.	Leader	DPI, NEWA, NPWS	Council is directly involved in the management and direction of controlling invasive species in the Walcha LGA through representation on the New England Weeds Authority, which Council financially contribute to.

CSP 6.2	Solid waste will be managed in a sustainable manner with a continuing reduction in waste generation and disposal to landfill	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.2.1	Develop and promote programs that increase the participation of the community in recycling.	Leader	EPA, NIRW	<ul style="list-style-type: none"> • Council continues to promote recycling via the kerbside collection and at the local CRC. Whilst this has improved there is additional works to be done in this area seeking regular service to optimise the recycling opportunities for the region.
6.2.2	Implement alternate and affordable processes that reduce waste going to landfill	Leader	EPA	<ul style="list-style-type: none"> • The increased swap services at the local CRC have resulted in more recycling with less going to landfill. Whilst there has been interest in a buy back centre, the investigations to date have shown this is not feasible at this time.
6.2.3	Monitor and oppose any move to apply the Waste and Environment Levy on the Walcha LGA	Advocate	EPA	<ul style="list-style-type: none"> • Council continues to monitor this situation and advocate accordingly.
6.2.4	Manage solid waste in an efficient affordable and sustainable manner.	Leader	EPA	<ul style="list-style-type: none"> • Council has reduced additional bin collections with the waste being transported to more efficient processing sites in Uralla and Tamworth. • Council continues to seek the benefits of being part of the NIRW.
CSP 6.3	Water supply and sewerage services will be physically and environmentally sensitive	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.3.1	Implement the recommendations of the Integrated Water Cycle Management Strategy and other Water and Sewer Management Plans.	Leader	NOW, NRCMA, NCMA	<ul style="list-style-type: none"> • Annual DWMS report completed October 2018.
6.3.2	Provide additional off creek storage capacity to drought proof Walcha while minimising the impact of Water extraction from the Macdonald River.	Leader	NOW, NRCMA, NCMA	<ul style="list-style-type: none"> • Council was successful in obtaining \$1.5M grant and completed the Yield Study for the Macdonald River and has entered a MOU with three landholders to further explore opportunity to supplement Council's Off Creek Storage capacity. • A site has been located and further \$9M sourced from the State Government towards the construction of a 300MI dam that is expected to be built during the next term of Council.
6.3.3	Identify possible new water sources.	Leader	NOW, NRCMA, NCMA	<ul style="list-style-type: none"> • The Apsley Dam Feasibility was completed March 2018 and the Macdonald River Off Creek Storage options were investigated on security of funding from Infrastructure NSW.

CSP 6.4	Walcha will increase the use and production of renewable energy	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.4.1	Establish (with partners) alternate renewable energy supplies that will exceed the energy needs of our community.	Facilitator	Aust Govt	<ul style="list-style-type: none"> • Council is reviewing options for use of renewable energy for Council operations however Council have not entered into an arrangement beyond that scope. • Council is a party in the New England Renewable Zone (NEREZ) that will look at how renewables are established I the region.
CSP 6.5	Agricultural activities will be environmentally sustainable	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.5.1	Protect and promote farming practices that are environmentally friendly.	Facilitator	DPI, Landcare, NCMA, NRCMA, HCRCMA	<ul style="list-style-type: none"> • No action taken on this item.
CSP 6.6	The character of Walcha and its surrounding villages will be maintained while protecting the productivity of our rural land	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
6.6.1	Maintain the character of the Walcha LGA through orderly development of the natural and built environment.	Leader Facilitator	DPI	<ul style="list-style-type: none"> • Development Control – Council ensures development complies with the LEP and other planning legislation. • Building Control – Council ensures development complies with codes, regulations and policies. • Council investigates reports of illegal building work and takes appropriate enforcement action.
6.6.2	Endure that sufficient land is available to meet the demand for appropriate land uses.	Leader Advocate	DPI	<ul style="list-style-type: none"> • Council provide housing and employment land data to the DPIE to assist in preparation of the NENW Land & Housing Monitor Report, which is reviewed regularly to assist in the next comprehensive review of the WLEP.
6.6.3	Prevent agricultural land from being developed in ways that reduce its productivity.	Leader Facilitator	DPI, DTIRIS, LLS	<ul style="list-style-type: none"> • The LEP complements the LLS Strategic Land Use Plan. • The LLS Strategic Land Use Plan is taken into consideration when assessing Development Applications.
6.6.4	Enhance the Walcha LGA so that it continues to be an attractive place to live, work and visit.	Leader Advocate		<ul style="list-style-type: none"> • Public toilets continue to be maintained to a high standard. • Public parks continue to be maintained to a high standard. • Enhancements to the pool and gym to improve liveability.

THEME: KEEPING PEOPLE SAFE

CSP 7.1	Police stations and staff numbers will be provided to effectively control and reduce crime and antisocial behaviour and to keep our community safe	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
7.1.1	Lobby to ensure that the existing number of police stations is maintained and that they are staffed with fully active officers.	Advocate	NSW Police	<ul style="list-style-type: none"> • Services continue to be maintained at the Walcha Road Station
7.1.2	Minimise crime and antisocial behaviour.	Advocate	Liquor Accord, Walcha CCC	<ul style="list-style-type: none"> • Council maintain its membership with the Liquor Accord Committee. • Funding has been obtained for CCTV cameras within the Skate Park funding project. • Council is preparing a draft Alcohol Free Zone Policy • Council has developed a consultation protocol between Walcha Council and the NSW Police (Oxley Local Area Command) for development types for which a formal crime risk assessment should be undertaken. A MOU has been signed by both parties. • All developments are assessed against the CPTED Strategy and referred to NSW Police where relevant as specified in MOU.
CSP 7.2	Emergency services will be provided to ensure the safety of our community and visitors	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
7.2.1	Maintain viable and state-of-the-art emergency services in Walcha capable of adequately dealing with local needs.	Facilitator Advocate	NSW Police, SES, RFS, FRNSW, Ambulance, Westpac Rescue, Angel Flight, Careflight	<ul style="list-style-type: none"> • Rural addressing continues to be updated to simplify access for emergency services. • Appropriate signage included in development consent conditions. • Regular meetings held with emergency services provided, particularly RFS.
7.2.2	Develop and promote responsible ownership of animals.	Leader Facilitator	OLG	<ul style="list-style-type: none"> • Council administers the Companion Animals Act 1998 and: <ul style="list-style-type: none"> ✓ responds to complaints relating to animal behaviour. ✓ provides information on animal ownership responsibility and management of animals.

				<ul style="list-style-type: none"> • Council continues to offer companion animal owners the opportunity to have their pets desexed, microchipped and registered at a discounted rate to encourage responsible pet ownership when program funding is available in collaboration with the RSPCA. • Council administers and keeps up to date Companion Animals Management Plan.
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THEME: BETTER GOVERNMENT

CSP 8.1	Walcha Council will exemplify good leadership, mutual respect and trust by being inclusive, ensuring open information and communication and encouraging active participation at all levels	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
8.1.1	Councillors will exhibit leadership on Council and regional committees as well as in community organisation.	Leader	OLG	<ul style="list-style-type: none"> • Council continues to have a number of Councillors and Staff involved in community organisations as well as regional committees.
8.1.2	Provide a framework for the efficient and effective administration of Council.	Leader	OLG	<ul style="list-style-type: none"> • Council has completed all Statutory Plans required under the NSW Governments Integrated Planning and Reporting regime.
CSP 8.2	Council Rate funding for local government projects will be supplemented by income generated from other sources	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
8.2.1	Maintain a stable and secure financial structure for Council.	Leader		<ul style="list-style-type: none"> • Council is currently heavily reliant on grant funding. • Whilst Council currently has positive financial indicators, Council's infrastructure data is quite aged. • Council needs to update its asset management and long term financial plans and put in place tactical and long term strategies to ensure it remains financially secure.
8.2.2	Encourage and support entrepreneurial activities	Leader Facilitator		<ul style="list-style-type: none"> • Council continually support all entrepreneurial activities that it can with low risk to rate payer funds.

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8.2.3	Identify surplus Council owned assets for development or possible sale to be invested in infrastructure reserve.	Leader		<ul style="list-style-type: none"> There has been limited opportunity in this space. Increased focus on asset management plans, including this aspect, is expected to be a major focus of the new Council.
8.2.4	Maintain and improve Council owned building and assets.	Leader		<ul style="list-style-type: none"> There has been limited opportunity in this space. Increased focus on asset management plans, including this aspect, is expected to be a major focus of the new Council.
8.2.5	Involve the community in the identification of infrastructure projects	Leader		<ul style="list-style-type: none"> Council continually encourage the community to identify these projects and will seek to increase the community's opportunities.
CSP 8.3	The boundaries of Walcha Local Government Area will be modified to reflect existing and developing communities of interest.	Council's Role	Other Stakeholders	Progress at the end of term – November 2021
8.3.1	Modify the boundaries of the Walcha Local Government Area to reflect existing and developing communities of interest.	Leader	TRC, USC, OLG	<ul style="list-style-type: none"> This process commenced in 2019, however due to a lack of resourcing the impacts of COVID-19 and the delay in local government elections this project is currently on hold. It is expected to be reviewed in 2022.

Glossary

ADHC	Ageing, Disability and Home Care
ALGA	Australian Local Government Association
CCC	Community Consultative Committee
CMA	Catchment Management Authority
CNRL	Central Northern Regional Libraries
DAA	Aboriginal Affairs NSW
DAGJ	Dept of Attorney General and Justice
DEC	Dept of Education and Communities
DFCS	Dept of Family and Community Services
DOH	Dept of Health
DPIE	Dept of Planning, Infrastructure & Environment
DPC	Dept of Premier and Cabinet
DPI	Dept of Primary Industries
EPA	NSW Environmental Protection Authority
HACC	Home and Community Care
HCRCMA	Hunter-Central Rivers Catchment Management Authority
HLHN	Hunter Local Health Network
IMMI	Dept of Immigration and Citizenship
LALC	Local Area Land Council
LGA	Local Government Area
LLS	Local Land Services
LGNSW	Local Government New South Wales
NCMA	Namoi Catchment Management Authority
NEWA	New England Weeds Authority
NIRW	Northern Inland Regional Waste
NRAR	Natural Resources Access Regulator
OEH	Office of Environment and Heritage
OSR	Office of Sport and Recreation
PWA	NSW Public Works Advisory
NPWS	National Parks & Wildlife Service
NRCMA	Northern Rivers Catchment Management Authority
OLG	Office of Local Government
RFS	Rural Fire Service of NSW
TfNSW	Transport for New South Wales
SES	State Emergency Service of NSW
SNELC	Southern New England LandCare
TRC	Tamworth Regional Council
USC	Uralla Shire Council