

Appendix 2. Analysis of regional planning documents

Twenty-four regional planning documents were analysed to itemise and understand priorities, determine current actions, and consider complementarities and alignments among these, and with insights from community planning dialogues. Documents analysed included: Federal and NSW State plans, local government strategic plans and economic development plans, community strategic plans, Hunter New England Area Health strategic plan, New England Division of General Practice needs assessments, Catchment Management plans, Shire visions, Land Council economic development plans, UNE strategic plan, Rural and Regional Taskforce plan with priorities for NSW.

Seven key themes were identified, all important. Key Learnings from these Regional Planning documents are outlined in Part 3 above, and expanded upon below.

1. Education and skills training – pathways to employment

A whole of region approach to education, skills training and job pathways is merited. The recentralisation of TAFE and other trade training options has meant that smaller population clusters, which had training facilities have lost them to larger regional hubs, and the larger regional hubs have further recentralised to one city – Tamworth. Localities are aware of their training needs and training capacities, and core areas of expertise. Be it avionics, building, large machinery engineering, cropping or NRM, communities are clear on what they need. In many cases, adequate facilities exist to house trade and training centres but these are under-utilised or resources duplicated. There is need for an audit of existing training and education options and a reconfiguration and decentralisation of the existing options so that smaller communities service their youth and those from other communities in their core areas of education and training expertise – i.e. training clusters.

This merits a re-calculation of the region's potential for collaboration around education, trade training and job pathways. There is great potential for a distributed network of centres of excellence where localities specialise in one or two skill development clusters. For example, Moree is well placed to offer a centre of excellence in heavy machinery, engineering and agricultural innovation; Tamworth in avionics and food processing, Inverell in building skills. The Gwydir Learning Region (GLR) is an excellent example of how training and education can be owned and marketed by a region.

The GLR and other initiatives within the wider region do demonstrate that different models can respond to local need and circumstance and that the connection between education, skills development to support local economic activity, and the local community is critical in achieving sustainable and viable local communities. Education and training and employment options are but one part of the larger system: Tackling youth unemployment, youth retention, and enhancing capacity to shift away from old industries and old agriculture are all very dependent upon the reconfiguration and regeneration of new, and community-aligned, education, cross skilling and training options and facilities, in order to enable a more flexible workforce.

2. Transitions for Regeneration

The erosion of existent industry, the recentralisation of industry and the difficulties of attracting new industry to smaller population centres is a key theme. Many communities recognise the need to attract new forms of industry and agriculture but also recognise their options for doing so are limited due to lack of adequate transport and health systems to service the new industry employees. Even more relevant is the urgent need to access new technologies, particularly broadband, and this is a key theme in every population cluster.

There is potential for the region to become a model for renewable energy – there are already systems in place and the cultural shift is underway. Uralla is leading the regional councils when it comes to shifting to clean and green. The Northern Inland has already been identified as a regional renewable energy precinct by the NSW government. Successful community initiatives such as Farming the Sun can be replicated alongside solar farms in Moree, and the generation of community wind farms in the north of the area – Glen Innes and Tenterfield- are being considered, with potential for the training in installation and maintenance and local production of turbines in the region. Small population clusters are experimenting with new and more sustainable forms of agricultural production for example, Tingha with feijoa, Ashford with hemp; Bundarra with heliculture. Moree is a centre for agricultural innovation particularly in dry land cotton and flexible cropping options.

Opportunities for industry development in the region, according to the NSW Department of Industry and Investment include:

- Advanced manufacturing (water technology innovation, fabrication)
- Food processing, value added agriculture and animal genetics
- Energy (bio-fuels, alternative energy including wind farms, natural gas)
- Transport and logistics
- Continued growth in tourism and events
- Niche food and wine value adding
- Government collaboration on agribusiness R&D with University of New England
- Aviation industry
- Aged care services
- Environmental services (waste, design, sustainability)

The Catchment Management Authorities also have integrated systems of NRM and agricultural production and biodiversity management, and have the potential to provide skills training and employment across the region in new modes of NRM, and biodiversity management.

3. Aboriginal employment, education and industry

All population clusters recognise the rich heritage of their aboriginal communities, and are at a loss to know how best to service their aboriginal populations in terms of access to training, employment and educational opportunities. In many cases the cultural shift has taken place from seeing aboriginal underemployment and social exclusion as a burden to recognising their aboriginal communities as an opportunity and an asset. For example the Myall creek massacre memorial is seen as a key central focus for the Gwydir shire, and the Lands Council offices in Tingha service the rest of the population with Centrelink and related services. Communities are adopting local solutions to honour their aboriginal heritage and explore options for employment. The NALC suggest championing aboriginal businesses and employers in the region.

4. Integrated approach to relocation and tourism

As clearly identified in the community planning dialogues, and reinforced in several planning documents, there is a need to strategise and support relocation to the region by raising the profile and visibility of the region and each regional community within. Many of the smallest population centres have great tourism potential but lack the facilities and transport options to be able to service that potential. For example, Werris Creek lacks accommodation options; Tingha has an inspirational museum but it is solely staffed by volunteers. There is great potential for a regional approach to a tourism corridor where events are synchronised, thus allowing visitors to remain for longer periods within the region. These events should be coupled with relocation marketing strategies.

5. Health

All population clusters, but in particular the smallest localities, identify a lack of access to regular and basic health and community services as one of their greatest needs. This is reinforced by the lack of an integrated approach to health management. Lack of GPs willing to relocate to small population centres coupled with lack of viable and regular transport options has resulted in smaller population centres not being serviced adequately.

There is need for an audit of existent health and community services across the region, and calculating their reach and presence in the smallest population clusters. There is also a recognised potential for the generation of one stop access points in mid-size population clusters so that communities can have one point of information access and referral for all health and community services. Even if services exist many people do not know because the system is not integrated or visible.

The 2010 'A New Direction for Health Services in Rural and Regional NSW' Health Policy Document recommends a co-ordinated partnership approach with governments, individuals, communities and government agencies and the corporate sector through a Regional Health Authority approach. To effectively address rural and regional health issues, a Regional Health Authority would adopt the following operating principles:

- i. Empowering people to make healthy choices: A good health system encourages people to be more aware and active in managing their own health, helps promote healthy environments, and works with others to mobilise community support for healthy choices.
- ii. Working together to create better health care experiences and outcomes: A good health system provides services that are matched to people's needs, and enables the whole community to participate in creating the best possible experiences and outcomes for those using the system.
- iii. Integrating regional planning, funding and services: A good health system uses an integrated approach to planning, funding and service provision that considers health care within the broad range of factors affecting health and wellbeing.
- iv. Improving value, economy and sustainability in health care: A good health system makes the most effective use of available resources and ensures that costs are kept under control to promote sustainability. The services provided to meet the health needs of the community are appropriate and cost-efficient.
- v. Ensuring the availability of a flexible, skilled health workforce: A good health system plans and uses its workforce creatively and intelligently to ensure an adequate supply and distribution of high quality health care workers. Health workers will be equipped with the right education and skills for the different roles they are asked to perform.
- vi. Staying at the forefront: A good health system is alert to the changes in the world around it, and quick to respond to new issues as they emerge. It will be flexible enough to adapt to new circumstances, and robust enough to sustain itself in the face of external pressures.

6. Transport infrastructure

Transport needs are identified in many of the key documents. The recentralisation of train and airline services, the lack of choice in providers, and lack of frequent access to regional hubs, and metropolitan areas from smaller population clusters and a lack of choice of when to travel are all persistent themes. Communities that used to have access to large centres through train, air and bus travel have seen an erosion of those systems with train and air services halted and large bus companies no longer servicing small towns. Even large centres have experienced a shrinking of transport options, for example, planes to Brisbane or Sydney in Armidale and Inverell and regular bus services to Brisbane and Sydney have become non-existent or infrequent. The most extreme example is Walcha, which does not even have a taxi service so the Walcha community is particularly limited when it comes to public transport options.

The erosion or non-existence of transport infrastructure has spin-off effects on many other areas of community life: the lack of and/or limited transport options have severe ramifications for the servicing of education, employment and health. Communities with no resident health services have to travel to regional hubs even for the most basic of health services; and if the transport options are non-existent or infrequent then they are reliant upon their own private cars or the kindness of friends. This makes accessing health services a costly and time-consuming option.

Because of the centralisation of education options to the larger cities and regional hubs, people are forced to travel out to attend school, training and tertiary education. This eventuates in the out migration of youth to larger cities in order to access training and employment opportunities. Because transport options are limited, youth relocate instead of commuting. This is evidenced in Moree, Inverell, Tingha, and Walcha to name but a few. There is potential for a whole of region transport audit, to be undertaken in a collaborative process with input from all local regional stakeholders.

7. Partnerships and Champions

Addressing these priorities requires an innovative and collaborative approach. Explicitly mentioned in many planning documents, and reinforced and extended in the community planning dialogue sessions, is the idea of strategic, integrated, regional and sub-regional partnerships between localities, sectors and councils. The formation of strategic partnerships – whether this be at a regional or sub regional or community level reduces duplication and increases visibility in health and community services, aligns and extends education and transport priorities and allows a whole of region and sub region approach to addressing priorities.

The partnership approach is recommended in the Rural and Regional taskforce report and the NSW Aboriginal Land Council Northern Region report. RDANI could provide a partnership brokering service (it does already in reality), which links up communities along regional and sub-regional corridors, and links up sectors. This can be done face to face or through an e-portal. Furthermore, many communities recognise that they have local champions who are leaders in their field or have innovative approaches to industry, training, community services etc. There is great potential to support these local champions or local solutions and to create mechanisms for cross fertilisation of ideas and approaches across the region in order to help communities replicate solutions that are applicable in their context.

Existing Regional Planning Documents – summary of key points

Region	Priorities	Progress	Complementarity	Needs / Gaps
Gwydir Shire Council Social Plan	(1) to be the recognised leader in Local Government through continuous learning and sustainability thru Gwydir Learning Region To encourage and assist a cultural change for our region that will occur when each individual fulfils his or her potential through positive social interaction and participation in the community (2) to consider ways of supporting young people to stay on in rural towns or if they leave, to encourage them back after they have completed training in larger centres. (3) Investigate models of Rural child care centres and out of hours child care; (4) Support for Women's health and well being (5) Provide adequate range of services to older	(1) Increase the skills of local unemployed persons to increase opportunities for employment 'School Based Apprenticeship' scheme; Transition program for all high schools in region to be investigated Heavy Plant and Truck Operators' School; Promote and support the GLR through Neighbourhood Centre, Youth Service, Schools, Centrelink and other community organisations to heighten awareness of the importance of a learning community (2) Establishment of Youth Council; investigate auspicing community technology centre in Warialda (3) Early intervention worker in Bingara (4) Ongoing support for MPC in Warialda and Bingara and source funding to continue healthy lifestyles	Transport; Health; employment; training and skills development opportunities	<ul style="list-style-type: none"> •The need for community harmony after amalgamation and the need for a new Shire Identity which encompasses all our towns and villages •The application of the 'user pays' doctrine in an area with relatively low household incomes and how to make this workable •The need for an expansion of the available housing stock to accommodate the rental market, new home builders and the possibility of 'lifestyle' choice blocks •The on-going use of the existing community buildings and recreational facilities to align uses and needs and eliminate duplication or under-utilisation; •The need to increase peoples awareness of the available services both within this Shire and the surrounding region and to increase the links with services located outside of the towns. This area does

	<p>people</p> <p>(6) Provide support to small aboriginal population</p> <p>(7) to provide multi purpose health services to all residents</p> <p>(8) Transport around region and to major centres</p> <p>(9) Housing needs</p>	<p>program; Liaison between both Medical centres and community services as well as Hunter New England Health Service Women's Health Nurse to promote importance of regular health checks and ensure women have choice of service; Integration of services</p> <p>(5) Aged care management plan; Consider partnerships with youth Centre around activities</p> <p>(6) Continue support to Myall Creek Massacre site</p> <p>(7) Council to work with Hunter New England Health Service and other levels of government to determine if there are other sources of funding to support the Council's provision of medical services; Continued support and contribution to the Primary Health Care Network is essential. This will help to ensure that information is reaching rural and remote communities in the North and South of the Shire;</p> <p>(8) Develop integrated transport plan showing current transport options; Develop a plan for better use of community buses</p> <p>(9) Develop a housing plan to determine needs of current community</p>		<p>not possess all the social capital required to meet its needs, co-operation within the region is imperative; and</p> <ul style="list-style-type: none"> •The willingness to evaluate the genuine needs of this Shire and co-operate in a communal manner to meet the defined need
--	---	---	--	---

Region	Priorities	Progress	Complementarity	Needs
Liverpool Plains Shire Council Strategic Plan 2009-2020	<p>(1) To develop strategies that facilitates growth and guide Council toward ecological sustainability through responsible management of both the natural and built environments. To be recognised as a leader in environmental management</p> <p>(2) To maximise the tourism and economic development potential of the Shire and facilitate increased growth and sustained development.</p> <p>(3) To provide a fair and equitable distribution of social and community services that are developed in consultation with the stakeholders and to act as facilitator in the provision of new and expanded services. To facilitate, support and provide opportunities for our community to participate in activities that will assist in maintaining and improving their well-being.</p>	<p>Council will report to its community on the environmental quality of its area by the preparation of the State of the Environment Report and a Regional SOE through Namoi CMA</p> <p>Council will seek to ensure that new or expanding business enterprises in the Shire are capable of generating employment in an environmentally responsible manner.</p> <p>Any new development in the Shire will be in accordance with policies designed to protect natural resources with appropriate sensitivity to the local environment. Develop best practice waste management strategies including chemical collection, green waste and recyclables</p> <p>(2) Consider the development and preparation of Council owned land for business enterprise purposes inclusive of provision of services, access and marketing in conjunction with the Land Projects Committee; Consider fast-tracking mechanisms and streamlined approval processes in relation to economic development opportunities; Establish regular forums with local business in conjunction with the promotion and marketing of Shire attributes; Consider and establish incentives and flexible policy appropriate to business enterprise; Examine opportunities for joint ventures involving public and private sectors; Identify and pursue sources of funding for infrastructure development linked to investment and economic growth</p> <p>(3) Council will establish a partnership culture between the Council and its</p>	<p>Attracting enterprise; developing community private public sector partnerships</p>	

		residents through conducting community workshops for both plans; Maintain and enhance existing community consultation processes such as youth forums; Identify gaps in current service provision; Council will monitor and advocate for the provision of health services to ensure residents have access to quality services and facilities that meet community expectations		
Region	Priorities	Progress	Complementarity	Gaps
Guyra Shire 2020	(1) Aged care expansion (2) Sports complex (3) Community precinct for allied social, community and health services (4) Residential housing development (50 blocks) (5) Alternative waste technologies (6) Playground upgrades	(1) Grants applied for (2) Nearing completion (3) Council to undertake feasibility study, lobby government and grants applied for (4) Under construction (5) Research and Analysis stage (6) In progress	With TINGHA: Sealing of roads in Tingha residential area, and Sewage support *Continued co-operation with Ben Lomond and Ebor *Playground upgrade	
Region	Priorities	Progress	Complementarity	Gaps
Inverell Strategic Plan 2009 - 2029	(1) Transport infrastructure (2) High Quality Water supply (3) Retain and attract business (4) Cost effective access to communication services (5) Equitable access to health and community services (6) Sustainable agricultural practices		Transport plan priority One stop access point for health and community services	
Region	Priorities	Progress	Complementarity	Gaps
Gunnedah Shire Management plan 2009/10	(1) To attract new jobs and entrepreneurs (2) Community and Business engagement and empowerment (3) Community wellbeing (4) Continue the development of environmental initiatives (5) Undertake infrastructure projects that will deliver a return on investment; build on the assets of the community (6) Develop local cultural, social, sporting community and environmental partnerships	(1) Continued support for local airline service; Liaison with Gunnedah District development board; Business partner program (2) Survey community; integrated approach to communication; Community consultation (3) Community scholarship fund to support local students; council trainee scheme (4) Improvements to gardens; representations on CMA, Landcare etc (5) Integrated asset management; upgrade of rail infrastructure (6) Strategic alliances with neighbouring councils and NAMOIROC	Trade training integrated scheme	

Region	Priorities	Progress	Complementarity	Gaps
Uralla Draft Management Plan 2010-2011	(1) Lighthouse model of adaptability to Climate change (2) Become Carbon Neutral (3) Promote renewable energy (4) Transport infrastructure (5) Water usage (6) Manage native vegetation and re-vegetate (7) Landfill (8) Communication and Education around sustainability	(1) Included in Council's Mission statement and In LG charter (2) Included in Council's Mission statement ; Annual Carbon Audit to become part of SOE report; Energy taskforce established (3)Investigation of replacement of electric hot water systems ; Solar panels installed on council buildings; Ongoing support of Farming the Sun; Lobby state government to expand solar schools program and feed in tariff (4) Lobby state government to expand and improve system; councillors to undertake analysis of freight rail/ road usage; Council moving fleet vehicles to green and clean; research and analysis on improving and expanding cycleways (5)Investigate water tank rebate scheme; audit of council's water usage; (6) Adopted weed management practices (7) Funding for e waste processing and computerbank set up (8) let's talk garbage; rocky river vegetable gardens	Lighthouse model Youth and employment generation around environmental initiatives; Alternative energy efficiency	

Region	Priorities	Actions	Complementarity
Tamworth Industry SWOT analysis final report	Food Processing Industry Regional service centre Transport and Distribution Education Equine Tourism Aviation industry	Attraction of new food processing and packaging enterprises. • Timely export of high value processed goods from the region utilising the Tamworth Regional Airport. • Expansion of existing industry to meet growing demand. • Further preparation/ packaging of products to meet increasingly specific retailer and consumers needs, such as increased processing of products, potentially to table ready portions. • Research and development of new food processing and packaging procedures to improve food quality. Servicing regional agricultural and mining sector operations from Tamworth as a base. Development and expansion of industry to meet service opportunities presented in the region. Expansion of business services and finance sector to assist expansion in business activity in the region. Engineering, maintenance and service sector for the mining sector. Engineering, maintenance and service sector for the agricultural sector. Expansion of the transport sector for the service of the mining industry (e.g. the timely transport of goods and equipment in servicing breakdowns on high opportunity cost equipment and processes). Concentration/ rationalisation and expansion of the Tamworth regional transport sector businesses. Development of containerised freight (domestic and export). Development of a transport service centre for the New England North West region. Expansion of containerised freight (domestic and export). Timely export of high value agricultural/ horticultural production from the region utilising the Tamworth Regional Airport. Development and expansion/ clustering of transport and distribution related businesses. Leverage industry presence to develop equine specific research and development initiatives (proximity to and leveraging UNE). Develop the region as a centre of equine and country music education and training. Export of education and training services via web based training provision. Research and development in avionics (partnerships with key manufacturers). Attraction of the ADF and Singapore Airforce, Air 5428 training contract (2015 on) and the training contract from approximately 2010-2015 Commercial flight training to compliment military flight training. Development of a centre of excellence in aviation engineering and training centred on APAC. Expansion of skills development and training provided.	Trade training

Region	Priorities	Actions	Complementarity
Narrabri Community Economic Development Strategic Plan	Develop the Crossing Theatre , VIC, and Tourism Precinct Pro,mote and instigate and Celebrity walk of fame Lobby council to make it easier for new businesses to establish and promote entrepreneurial business culture; website for local businesses Lobby for development of parks and gardens Drive the development of aged care units Develop an indoor sporting complex Employment generating programs for youth	Promote a business skills development program Establish a local mentoring program for new businesses Provide assistance with government regulations Support the youth council; promote collaboration between local businesses and education providers; promote provision of on the job training facilities; target youth employment generating schemes; Undertake an audit of existing local businesses	Integrated employment, youth training network setup

Narrabri Shire council 2008/2011 management plan	Facilitate Business and residential growth Facilitate tourism development Sustainability of natural environment Effective control of built environment Sustainable environmental Impact of waste water Maintain and develop existing cultural resources Support community groups Increase community health Increase community safety		
---	--	--	--

Region	Priorities	Progress	Complementarity	Needs
Southern New England Community and Social Plan - Walcha	(1) Transport for all and particularly for aged people especially as there is no taxi service (2) Health and Community care service co-ordination (3) Public housing (4) Alternatives to declining rural industries	(1) Investigate coordination of services; develop community transport plan; assess need for and incentives that might be offered to attract taxi service (2) Investigate coordination of services; Investigate coordinated provision of transport to health services ;Investigate coordination of dementia services ; Investigate with HNEHS a community guide showing all the services, drug, alcohol, counselling etc services available (3) Ascertain level of demand for public housing	Transport; coordination of health and other services	There is a wide range of services available to older people of Walcha but many of these are provided on a visiting basis or residents need to travel to the larger towns of Tamworth or Armidale. The co-ordination of these services is important to ensure residents receive the appropriate assistance., particularly older and aboriginal residents

Region	Priorities	Progress	Complementarity
Moree 2030 Community Strategic Plan for Moree Plains Shire	(1) A sense of place where people are proud of where they live (2) Vibrant economy built on strong agricultural base (3) Environmental role model for the region (4) Co-ordinated and committed leadership (5) Improve access to service and facilities	(1) develop positive media stories; develop shire health care strategy; develop wellbeing model for aboriginal people; revise and implement crime prevention plan; develop incrementally services for region in a co-ordinated way (2) Revise Economic development plan; Undertake skills and employment audits; develop and attract investments; establish agricultural research college; implement more trade courses at TAFE; provide educational support for unemployed through TAFE courses (3) Develop CC adaption strategy; ensure all developments are sustainable ; develop green corps (4) Form community steering group ; Form leadership group for aboriginal, migrant , Sports and rec clubs and other service providers (5) Co-ordinate public transport	Image of Moree and the shire; Recognizing strength and vibrancy of agricultural innovation

Region	Priorities	Complementarity
Tenterfield	(1) Sustainability, especially with regards to the improvement of the natural environment to ensure inter-generational equity	Integrated service

Draft Community Strategic Plan Popn 3130	(2) Appropriate service delivery (3) Broadband and technology (4) Health services – to facilitate and maximise govt assistance for health service infrastructure (5) Youth service infrastructure (6) Aged care infrastructure (7) Educational facilities (8) Business retention and expansion	delivery – youth, health, community services Broadband and attracting investment
---	--	---

Region	Priorities	Progress	Complementarity
Glen Innes Severn Council 2009 – 2012 Management Plan	(1) Build a one council culture to coordinate service delivery (2) Monitor emerging climate change trends (3) Integrated water management strategy with community input (4) Engage community in integrated planning (5) Develop and expand services available to children and aged and disability services (6) Promote aboriginal cultural visibility and understanding and support employment opportunities for aboriginal people (7) Develop a youth support package including an fund; a worker position and support youth council		Aboriginal employment Broadband Integrated waste management and clean and green

Region	Priorities	Actions	Complementarity
Manilla Matters Community Strategic Plan 2006	(1) Develop opportunities to expand business, marketing and events; (2) upgrade and beautify the built and natural environments; (3) establish facilities and activities for youth, sport, health and the elderly Beautification of town gateways, parks and main street Develop youth facilities Marketing and signage Upgrade built environment Develop tourism projects Develop uses for empty buildings Business development	Establish a working bee to clean up the main street, renovate garden beds, establish shrubs/pots and regular maintenance Establish a Tourism Marketing and Signage Plan Establish a Tourism Map with Signage and Business Information at town entries Establish a Tourist Information Centre – possible Courthouse use Establish regular Farmers and Craft Markets Develop a Walking Track incorporating nature and history plaques Establish a tour of aboriginal drawings Lobby businesses for longer weekend trading; establish rent pricing' conduct audit; investigate business funding opportunities; develop retirement village; establish business network; coordinate events calendar	Tourism investment; coordinated event calendar

Region	Priorities	Actions	Complementarity
Armidale Dumaresq Council New England Development Strategy	Facilitate the provision of quality development activity in an economically efficient and environmentally sustainable manner, including urban water and sewerage services, road links and telecommunications Support and facilitate economic development and a diverse economy (including agriculture and rural development, industry, and tourism) while maintaining and, where possible, enhancing environmental qualities Allow for an increase in the resident population of the Sub-region and maintain a balanced Sub-regional demographic structure Identify a policy framework, land use and settlement structure that recognises existing land uses, makes adequate provision for growth, maintains Armidale's role as a Sub-regional centre, and maintains and enhances the towns and villages, and Support social and cultural development and the protection of heritage values, and foster the educational excellence of the Sub-region.		

Region	Priorities	Actions	Complementarity
--------	------------	---------	-----------------

Armidale Dumaresq Economic Development Strategy	(1) Multimedia and E-Commerce Strategy (2) Industry Development (3) Infrastructure and Services	<p>(1) Redevelop existing economic development, tourism, events, conferences and marketing websites into one or more functional website/s for Armidale Dumaresq Council. Develop an online ticketing and sales (E-Commerce) function that will increase revenue opportunities for Armidale Dumaresq Council. Develop an online communications strategy for the tourism, marketing and economic development functions of Armidale Dumaresq Council by 30.12.10</p> <p>(2) Continue quarterly meetings with the education sector to facilitate the development, implementation and management of projects designed to attract educational income into the Armidale Dumaresq Local Government Area. Continuing working with the Southern New England Vignerons Association (SNEVA) and New England Wine Growers Association (NEWGA) to develop and implement a strategy for the wine industry in Armidale; Implement food and wine initiatives into the overall marketing of Armidale.</p> <p>(3) Investigate the potential of developing a Natural Gas Infrastructure Pipeline for Armidale for use by the business and general community. This may be part of the Industrial Land Project. Continue discussions and negotiations with relevant carriers (airlines) to possibly develop the Armidale – Brisbane route. Continue discussions and negotiations with relevant carriers (airlines) to possibly develop additional services (including jet services) on the Armidale – Sydney route. Investigate the opportunity for the development of major tourism infrastructure including a 1000 seat performing arts and conference centre, attraction and development of a major 4-5 star hotel (may be in conjunction with performing arts and conference centre) and attraction and development of a low-impact eco luxury resort / day spa within the Armidale Dumaresq Local Government Area. Investigate and secure funding opportunities for the redevelopment of the Armidale Visitor Information Centre.</p>	
--	---	--	--

HEALTH PLANS

Region	Priorities	Strategic Initiatives
HNE Health Service Strategic Plan 2006-2010	<p>By 2010, HNE Health will have made significant progress towards achieving our vision of Healthier communities: Excellence in healthcare. We will have:</p> <ul style="list-style-type: none"> (1) communities that feel empowered in relation to health (2) improved health and wellbeing for all reduced gap in health and wellbeing (3) between Aboriginal and non-Aboriginal people (4) improved equity of access to services (5) a quality health service experience (6) reduced health disadvantage. (7) Engaging our partners in improving the health of our communities (8) Person-centred care and continuous service review (9) Effective Clinical Networks (10) Safe and Evidence-based healthcare (11) Disease Prevention and Health Promotion across all service areas 	<ul style="list-style-type: none"> (1) Involve Local Health Advisory Committees, Health Forums and Area Health Advisory Council in all relevant service initiatives including consumer/community engagement training for staff and health advocacy training for community members Involve disadvantaged groups, geographically isolated communities, Aboriginal, and culturally and linguistically diverse groups in health services development and delivery Educate patients to enhance their capacity to self manage and make decisions about their own health Implement the HNE Health Chronic Disease Services Plan (2) Increase the focus on disease prevention and health promotion through service and resourcing strategies Develop strategies to address socio-economic causes of ill-health, especially for disadvantaged groups and those from culturally and linguistically diverse backgrounds Implement the Area-based Services Strategic Implementation Support Trial (ASSIST) Child Obesity Project. Establish programs to address the mental health and psychological wellbeing of the population Participate in intersectoral programs and activities that contribute to improved health and wellbeing eg, environmental initiatives, social impact assessments Develop and implement the HNE Health Children, Young People and Families Services Plan (3) Develop, implement and evaluate an Aboriginal Health Plan, in consultation and partnership with the local Aboriginal people, to effectively meet prioritised needs in a culturally appropriate manner Develop partnership agreements and communication processes with Aboriginal communities to enhance working together to achieve our objectives Establish a management and reporting framework that delegates accountability for Aboriginal health to facility, program and service level (4) Develop and implement service plans to increase access to services according to identified priority needs

		<p>Identify appropriate opportunities to increase outreach to specialty services as close as possible to where people live</p> <p>Improve health-related transport provision and involvement in interagency strategies that impact on access to services</p> <p>Identify the potential for greater flexibility in provision of health services to meet lifestyle needs, working patterns and geographical location of our communities</p> <p>Expand community services in areas expected to have a significant population growth particularly in those aged 65 years and older, and, where access to health services is limited, the community is isolated and/or the population is socio-economically disadvantaged</p> <p>Expand community based programs for Aboriginal people, for people with chronic conditions and for people with mental health problems</p> <p>Implement the HNE Health Critical Care and Emergency Services Plan</p> <p>Implement the HNE Health Mental Health Services Plan</p> <p>(5) Continue to develop and implement programs aimed at redesigning healthcare delivery systems and patient journeys to improve the quality of the health service experience</p> <p>(6) Ensure that each service plan considers and develops specific strategies to reduce the health differential for identified disadvantaged groups, including rural/remote, low socioeconomic status, culturally and linguistically diverse (especially refugees), and others as relevant to the service</p> <p>Ensure initiatives relevant to Aboriginal health are implemented</p> <p>(7) Increase strategic involvement in whole-of-government approaches to health related issues</p> <p>Develop new partnerships to improve the provision of health services and address complex health care issues eg, provision of post-discharge support services</p> <p>Establish formal plans for joint developments and activities with relevant partners including: • Divisions of General Practice • Non-government organisations • Other government agencies (commonwealth, state and local government) • Other healthcare and aged care providers • Tertiary institutions</p> <p>(8) Develop, implement and evaluate innovative sustainable models of care for delivering more effective services</p> <p>Continue the rollout and evaluation of the Maggie and Clinical Services Redesign Programs</p> <p>(9) Implement Area Clinical Networks for aged care/rehabilitation, cancer, children and young people, critical care services, mental health/drug and alcohol and others as decided</p> <p>Build relationships and communication systems to ensure effective interfaces between acute facilities and clusters</p> <p>(10) Continue implementing programs to manage clinical risk, complaints and compliance with Hunter New England Health safety and quality policies, including full implementation of Incident Information Management System (IIMS) and management of Root Cause Analysis (RCA) recommendations</p> <p>Contribute to the evidence-base through research and evaluation</p> <p>Apply best practice principles in the development of clinical and non clinical protocols, through Area Clinical Networks and service planning</p> <p>(11) Incorporate disease prevention and health promotion in service plans and business initiatives</p> <p>Focus on early identification and intervention programs, such as screening and internal opportunistic processes</p> <p>Establish a management and reporting framework that delegates accountability for the provision of preventative care to facility, program and service levels.</p>
--	--	---

Region	Priorities	Progress	Complementarity	Gaps
NEDGP Needs Assessment	<p>(1) Need to improve the availability of maternal and child health care through the establishment of a maternal and Child Program</p> <p>(2) Need to improve the prevention, early detection and management of chronic disease by linking the Aboriginal community, AMs, GPs and health professionals, to increase the number of chronic disease management care plans developed</p> <p>(3) Need to improve the Aboriginal health workforce through the employment and training of Aboriginal HealthLink Officers and improving the cultural competence of GPs, General Practice staff and health professionals</p> <p>(4) Improve the long-term health outcomes for Aboriginal Australians</p>	<p>(1) NEDGP Aboriginal Health Services Program is providing a coordinated and collaborative approach to improving the health and care of Aboriginal people across the NEDGP region.</p> <p>(2) NEDGP Aboriginal Health Services programs predominately employs NEDGP Aboriginal Health Workers are located in Armidale/Uralla, Glen Innes, Guyra, Inverell, Tenterfield, Tingha.</p> <p>(3) NEDGP Aboriginal Health Workers provide transportation and support to patients attending primary health care appointments.</p> <p>(4) The majority of Aboriginal patients within Armidale and Inverell attend two General Practices, providing an opportunity to target the practices to become models for Aboriginal health care. Aboriginal staff.</p>		<p>(1)Lack of female GPs in country towns</p> <p>(2)General practice and Allied Health services are not uniformly spread across the NEDGP area, and GPs minimise referrals to other health professionals due to low attendance rates.</p> <p>(3)Bulk-billing is available at only two NEDGP General Practices</p> <p>(4)There is a lack of affordable transport options available to patients, who are often required to travel large distances across the NEDGP area, as health services are primarily located in larger townships, particularly Armidale.</p>

CATCHMENT MANAGEMENT PLANS

Region	Priorities	Progress	Complementarity
Namoi CMA Plan	<p>(1) Awareness, Attitude and Knowledge thru engagement with stakeholders; communication and awareness campaigns around NRM</p> <p>(2) Skills, Incentives and Participation thru education and training; building partnerships; investing in staff; improving capacity of people to adopt and manage change.</p> <p>(3) Socio and Economic Considerations thru understanding contextual environment; providing programs that support sustainable land management; including socio-economic indications in all aspects of program design; Mitigating negative impacts of Programs and activities</p>	<p>(1) establish benchmarks on current attitudes and awareness; have designated communication strategy; identify key community engagement triggers and apply them; identify local champions using best practices;</p> <p>(2) Engage stakeholders in community planning around CMA targets; Establish reference groups; maintain a network of CMA staff and partners; train aboriginal support staff; train around managing change;</p> <p>(3) Establish current Socio- Economic indicators; coordinate partnerships for integrated system of S-E indicator collection; investigate clean and green uses of land; investigate eco tourism options; provide employment opportunities for unemployed and indigenous people thru NRM</p>	<p>(1)Champions of best practice Case studies of best practice; manuals of best practice for crops and animal husbandry developed for the region; provide skills training in best practice through field days, classes etc</p> <p>(2) Training around adaptability and training of indigenous staff; establish partnerships and liaise activities- vegetation corridors; riparian zones etc; provide incentives for waste management; water management etc</p> <p>(3) Investigate clean and green options for land use; investigate eco tourism options; provide employment opportunities for unemployed and indigenous people through NRM</p>

Region	Priorities	Progress	Complementarity
BR-Gwydir Catchment plan	<p>(1) By 2015 a well informed and productive community that values natural resources as shown by a continual increase in the number of people engaged or involved in natural resources management with the BR-GCMA. By 2015, facilitate the engagement of the community in collaborative actions that will improve natural resource management and productivity across the catchment.</p> <p>By 2015 through education and awareness programs, 500 landholders adopt contracts with the BR-GCMA for on-ground work.</p> <p>By 2015 increase the number of BR-GCMA projects that incorporate Aboriginal participation and Aboriginal cultural and heritage values.</p>	<p>stakeholder database developed and updated; partnerships being built; community engagement strategy developed; Employ a community engagement officer; training and skills awareness packages designed and delivered; landholders who are able to take up incentive contracts identified ;</p>	<p>(1) training and skills awareness in NRM best practice for region; Champions identified; Aboriginal reference group to be established; training in cultural heritage</p>

	<p>(1) By 2015 maintain the current extent of native vegetation in the catchment and improve the condition of an additional 50,000 hectares. By 2015 increase the area actively managed for conservation by 25,000 hectares ensuring that priority is given to high conservation value vegetation and the recovery of threatened species, populations, communities and their habitats consistent with the TSC Act Priority Action Statement and EPBC Act. By 2015 re-establish an additional 5,000 hectares of native vegetation in the catchment through replanting and or natural regeneration (with priority given to improving the condition of remnant native vegetation within priority sub-catchments). (3)By 2015 maintain or improve the condition of all sub-catchments across the catchment based on the scores from the 2001 Riverine Condition Assessment (RCA) index. By 2015 improve river systems through the rehabilitation of 100 kilometres of stream to decrease the rate of erosion and sedimentation in priority locations as identified through the Riverine Condition Assessment Index. By 2015 maintain or improve the condition of 5,000 hectares of land comprising or influencing wetlands, with priority given to regionally significant wetlands and Ramsar listed sites. (4) Soils and land use: Catchment Target By 2015 increase by at least 50,000 hectares, the area of the catchment that is managed to produce a net improvement in soil condition. By 2015 an additional 15,000 hectares of land will be sustainably managed using industry agreed best management practices in accordance with the Land and Soil Capability system. Property plans and implementation. By 2015 1,500 farmers will have developed property plans and at least 500 of these will have implemented improved farm management measures.</p>	<p>Aboriginal reference group to be established; training in cultural heritage</p>	
--	---	--	--

Region	Priorities	Actions	Complementarity
<p>New England Tablelands Renewable Precinct</p>	<p>Establish a New England Precinct advisory committee.</p> <ul style="list-style-type: none"> • 	<p>To provide advice to Councils on regionally appropriate and consistent approaches to key wind development assessment issues that are not covered in the national guidelines; disseminate and promote the economic and environmental benefits of wind energy generation; help Councils within each Precinct to develop regionally appropriate and consistent approaches to developer contributions into community enhancement programs; identify and facilitate renewable energy opportunities within the Precinct; identify and discuss issues of concern at the Precinct-level in relation to the uptake of renewable energy opportunities.</p> <p>Provide input and assistance with the development and implementation of the renewable energy education and information campaign for the Precinct; provide input to the development of community enhancement guidelines; explore the feasibility and interest of community cooperatives in the Precinct; 'trouble-shoot' issues that arise related to attracting and developing renewable energy within the Precinct; provide information for reports to the Minister for Climate Change and the Environment and to the Minister for Planning on community involvement and renewable energy issues related to the Precinct, including any policy and regulatory issues that cannot be resolved at the regional level.</p>	

Region	Priorities	Actions	Complementarity
NSW Aboriginal Land Council Northern Region Local Aboriginal Land Councils Regional Economic Development Strategy and Implementation Plan	<p>(1) In conjunction with NSWALC identify and prioritise strategically selected land claims with economic development potential and/or Markey value for each LCA, and negotiate for early assessment in order to strengthen existing land holdings into a productive asset base.</p> <p>(2) Through REDSIP task TRU with researched options for co-ordinated mobilising of economically significant assets at regional and sub regional levels. Take direction from broad business development agenda defined by CLBPs and REDSIP</p> <p>(3) Establish TRU as a contribution of one new Aboriginal owned business to the Property and Business Services industry</p> <p>(4) Lobby NSW and Federal and Local governments to create environment for improved wealth generation through macro economic reform in mainstream economy which increases level of investment; increases nature and value of outputs; raises productivity; improves economic participation through innovation and diversification and building non agricultural business activity thru for example establishing an IT software development industry; encourages employment creation ; retains skill base thru stabilising population flows.</p> <p>(5) Thru implementation of REDSIP initiative, position Land Councils to take advantage of opportunities for value adding, diversification and creation of satellite industry across the region in all sectors including Forestry, Fishing and diversify into projected growth sectors such as Construction, Manufacturing and Health and Community Services.</p> <p>(6) Partner with specialist R&D entities to consider options for entry into agricultural niche markets with boutique ventures</p> <p>(7) Devise a number of showcase projects which shopfront aboriginal businesses and employees as a means of demonstrating that dreams can become reality</p> <p>(8) Implement community initiated strategies which provide local Aboriginal communities members with skills, experience, entrepreneurial capacity and resources to engage m ore actively in local economies</p> <p>(9) Pursue opportunities for managing key long term established family businesses for which there is no succession but a sustainable future</p> <p>(10) Conduct review of revised CLBPs and prioritise and co-ordinate</p> <p>(11) Identify and engage sources of venture capital and micro credit to enhance access to capital for targeted business start ups</p>		<p>Lobby NSW and Federal and Local governments to create environment for improved wealth generation through macro economic reform in mainstream economy which increases level of investment; increases nature and value of outputs; raises productivity; improves economic participation through innovation and diversification and building non agricultural business activity thru for example establishing an IT software development industry; encourages employment creation ; retains skill base thru stabilising population flows.</p> <p>Devise a number of showcase projects which shopfront aboriginal businesses and employees as a means of demonstrating that dreams can become reality- Champions</p> <p>Implement community initiated strategies which provide local Aboriginal communities members with skills, experience, entrepreneurial capacity and resources to engage more actively in local economies</p>

Region	Priorities	Actions	Complementarity	Gaps
UNE Strategic Plan 2007 - 2010	<p>Leadership, Advantage</p> <p>Achieve Distinction,</p> <p>Create 'Regional to Global' Impact</p> <p>Focus and align all activities</p> <p>Harnessing advanced technologies</p> <p>Fostering rural innovation</p> <p>Supporting rural educators</p> <p>Access to professional services</p> <p>Effective rural health networks</p>	<p>Harness and build regionality focus; commercialise expertise</p> <p>Learn with regional communities: local, national, global</p> <p>Engage productively with surrounding areas, and with alumni</p> <p>Develop new paths though national and international collaboration</p> <p>Form partnerships between UNE, research collaborators, rural communities and professional organisations concerned with rural people.</p> <p>Target feasible areas where improved access to different forms of knowledge can have a powerful impact on reducing social exclusion.</p> <p>Through research, industry, government, professional and community partnerships, implement this research and ensure its application in rural communities.</p> <p>Invest in communication and education as well as discovery to ensure that knowledge is transferred between researchers, as well as between researchers and those who will benefit from its use; and</p> <p>Using a 'continuous improvement' approach, embark on a process of refinement of this programme in partnership with researchers, industry, government, professional and rural communities</p>	<p>Regional coordinated focus</p>	

Region	Priorities	Actions	Complementarity	Gaps
Rural and Regional Taskforce report 2008	Access to services Better access to transport services Increasing knowledge about available services Enhancement of Telecommunication services Enhance capacity of Local councils Develop local holistic models of health services Better co-ordinate and provide access to Transport services Support for inland Melbourne to Brisbane Rail concept Support Liquor accords Local Integration of educational facilities and regional development needs and facilities Employment, Education and training for aboriginal people Regional Investment attraction and relocation marketing initiatives			