

Towards 5000:

# Community Health Vision

"Growing Healthier Together - Uniting Gilgandra Region through a community-wide commitment to nurturing health and ensuring accessible health solutions that reflect our values of integrity and leadership."



DRAFT HEALTH VISION

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# Executive Summary

The “Towards 5000 Community Health Vision” initiative by Gilgandra Shire Council is strategically designed to enhance the health and well-being of its growing population, aiming to reach a milestone of 5,000 residents. This vision recognises the need for a community-wide effort to support and improve health as Gilgandra expands, reflecting the commitment to inclusive growth and well-being.

This strategy is the culmination of a comprehensive review of existing health services, demographic trends, and infrastructure, alongside significant community and stakeholder engagement. This engagement process included surveys, community workshops, and consultations with healthcare providers, ensuring that the strategy reflects the needs and aspirations of all community members.

The health vision;

*“Growing Healthier Together, uniting Gilgandra Region through a community-wide commitment to nurturing wellbeing and ensuring accessible health solutions that reflect our values of integrity and leadership”*

This statement guides our strategic focus, aligning health initiatives with our broader community development goals.

## Key Findings; The Strategic Health and Wellbeing Focus Areas

1. **Integrated Health Services and Equity:** Disparities in health service access, particularly for disadvantaged groups, underscore the need for integrated services that respond effectively to diverse needs. Strategies include enhancing service integration and fostering partnerships among local organisations to improve health equity.
2. **Mental Health and Wellness:** There is a pressing demand for accessible mental health services, highlighting the need for both preventive and emergency care. Expanding support systems and increasing funding for mental health services are critical to meeting these community-specific needs.
3. **Active Living and Physical Health:** Enhancing infrastructure to promote active lifestyles is crucial as physical inactivity significantly impacts community health. Initiatives such as a multi-use sports complex and public park improvements, coupled with community wellness programs, will encourage regular physical activity.
4. **Community Connectivity and Social Inclusion:** Social inclusion and connectivity are vital for overall health. Improving transportation links and creating inclusive programs will help reduce isolation and build robust social support networks, enhancing community health.
5. **Resilient Communities:** Preparing for potential population growth requires a proactive approach to health and well-being. Strengthening local health infrastructure enhancing healthcare facilities and workforce training, is essential for managing growth and ensuring health services adapt effectively to meet changing needs.

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# 1. Introduction

## Background

Gilgandra Shire Council is taking a strategic perspective with the development of the “Towards 5000: Community Health Vision” (the Vision). This initiative is a direct response to the evolving health and wellbeing needs of its residents and aligns with the Council’s aspiration to nurture a population growth towards 5,000. Recognising the interplay of health, social engagement, and economic development, the Vision has been developed to foster a thriving environment where community health is at the forefront. It identifies community aspirations, drawing on insights from stakeholder and community consultations and reflecting a shared responsibility with various stakeholders, including government and community groups, in delivering long-term strategies for improved health outcomes.

## Scope

The scope of the Vision is to strengthen Gilgandra’s health, well-being, and socioeconomic prosperity. It involves an in-depth analysis of current health services, infrastructure, and community needs, set against the backdrop of local and state priorities. The strategy has been developed through an engagement process, including stakeholder interviews, community workshops, surveys, and a thorough desktop review of existing information about health services and wellbeing enablers in the Gilgandra Region. Key components like healthcare infrastructure, demographic analysis, service directory development, and strategic alignment have also been addressed in the development of the Vision.

## Objectives

The objectives of the Vision is to identify and establish a foundation to support the delivery, advocacy and partnerships required to ensure that the Gilgandra Region is equipped to address population growth and changing demographics into the future. Central to this objective is improving the liveability of the region, providing health services that meet local demands, and supporting a robust and resilient community which is proactive in meeting the health needs of its residents. Additionally, it emphasises preventive health measures, aiming to uplift the physical and mental health of the community.

## Long Term Outlook

Should the proposed major develop projects planned for Gilgandra Region be delivered, demand for housing continue, planned housing development be completed, and the high fertility rate amongst women living in Gilgandra Region remain, there is a potential that the forecast population will increase. These considerations should be built into future scenario forecasts undertaken by the State Government.



## 2. Community Overview

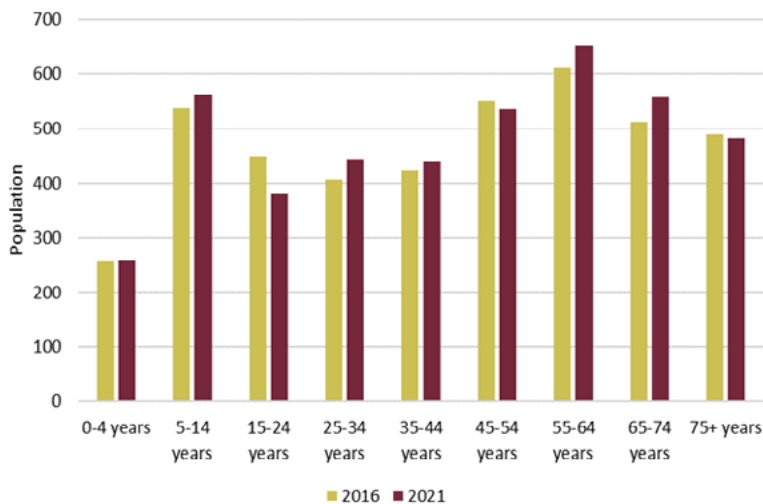
The analysis of the demographic and health data for the Gilgandra Region provides key insights. These insights support the identification of potential opportunities for leveraging the strengths of Gilgandra Region and directing resources, partnerships, and advocacy to improve health and wellbeing outcomes over the next four years.



### Current Population – By Age Group

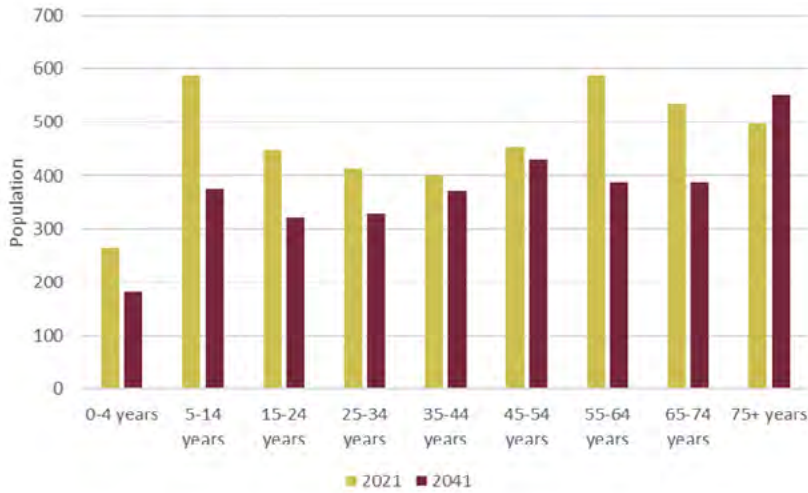
The Gilgandra Region experienced marginal population growth between 2016 and 2021, increasing from 4,234 to 4,295 people. As highlighted in Figure 1, the Region saw a substantial decline in the number of 15 to 24 year olds (70 people). This could be due to young people pursuing education and work opportunities outside of Gilgandra Region.

In comparison, over this time, the strongest growth was seen in 65 to 74 year olds (44 people) and 55-64 year olds (42 people), suggesting that people are choosing Gilgandra Region as a location to age in place.



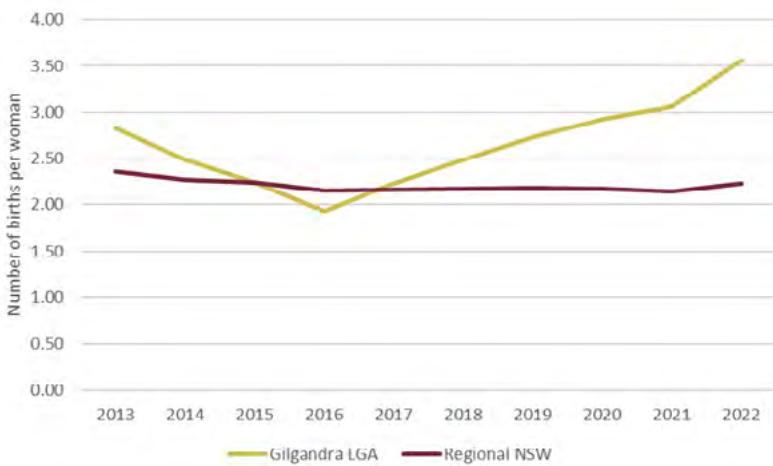
### Forecast Population

The State Government forecast population for Gilgandra Region indicates that it will decrease to 3,353 by 2041. It is forecast that a decrease will occur across all age groups other than people aged over 75 years.



### High Fertility Rate

Despite the forecast decline in population, data indicates that the fertility rate amongst women in Gilgandra Region has been increasing. In 2013, the fertility rate was 2.83 births per women. After a decline in 2016 to 1.93, the fertility rate has continued to increase with the 2022 fertility rate reaching 3.56 births per woman. This was significantly higher than regional NSW rate of 2.23.



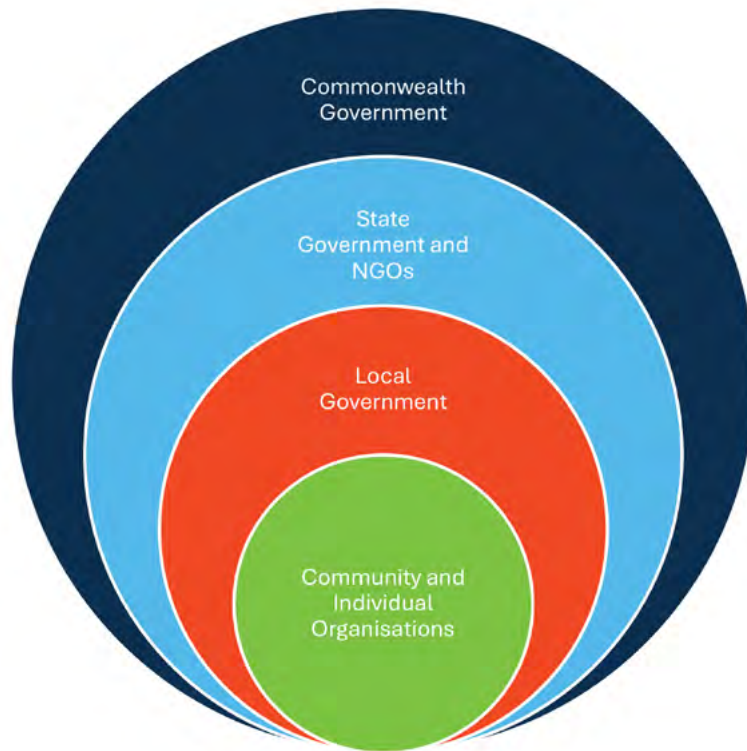
### Lifestyle and Wellbeing Indicators in Gilgandra Region

Indicators	Gilgandra LGA	NSW LGAs
Asthma hospitalisations level (2019-2020)	116.2 rate per 100,000 people	106.8 rate per 100,000 people
Overweight and obesity		
Overweight and obesity attributable hospitalisations (2019-2020)	2,817.8 rate per 100,000 people	730 rate per 100,000 people
Overweight and obesity attributable deaths (2019-2020)	47.6 rate per 100,000 people	39.7 rate per 100,000 people

Indicators	Gilgandra LGA	NSW LGAs
Chronic kidney disease		
Chronic kidney disease hospitalisations (total) (2019/20-2020/21)	10,637.8 rate per 100,000 people	5,537.6 rate per 100,000 people
Chronic kidney disease deaths (2018-2019)	67.5 rate per 100,000 people	50.8 rate per 100,000 people
Other		
Chronic obstructive pulmonary disease hospitalisations (2019/20-2020/21)	430.7 rate per 100,000 people	174.4 rate per 100,000 people
Dementia hospitalisations (65 years+) (2019/20-2020/21)	1,070 rate per 100,000 people	1,641 rate per 100,000 people
Fall-related hospitalisations (total) (2019/20-2020/21)	782.2 rate per 100,000 people	914.3 rate per 100,000 people
Influenza and pneumonia hospitalisations (2019/20-2020/21)	397.4 rate per 100,000 people	278.3 rate per 100,000 people
Interpersonal violence-related hospitalisations (2019/20-2020/21)	84.8 rate per 100,000 people	57.1 rate per 100,000 people
Life expectancy (2020)	At birth: 82.7 years At 65 years: 86.2 years	At birth: 84.5 years At 65 years: 87.7 years
Births per year (2022)	67	91,634
Number of mothers giving birth (2022)	66	90,417
Age of women at the time of giving birth (2022)	35+ years: 7.6% 20-34 years: 86.4% 19 years and under: 6.1%	35+ years: 27.8% 20-34 years: 70.8% 19 years and under: 1.4%
Proportion of low birth weights (2018)	5%	6%

### 3. Strategic Drivers

The strategic delivery of health and wellbeing policy in Australia involves a layered and interrelated approach that spans Commonwealth (federal), state, and local government levels. Each level plays a distinct role in the healthcare ecosystem, with decisions and strategies at the macro (Commonwealth and state) levels significantly influencing outcomes at the micro (local) level. Below is an overview of how these relationships function and the impact they have on community health.



#### Key Strategic Alignment

Strategic Elements	Commonwealth and State Strategies	Towards 5000 Community Health Vision	Alignment and Support
<b>Integrated Health Services and Equity</b>	<p>Future Health Strategic Framework: Ensure equitable outcomes for rural, regional, and priority populations (2.4)</p> <p>National Preventive Health Strategy 2021-2030: Equity-focused health improvements</p>	<p>Emphasises reducing disparities in health service accessibility.</p> <p>Promotion of preventive health measures and community health education.</p>	<p>Enhanced focus on equitable health access aligns with both state and national priorities for rural health equity.</p> <p>Supports national goals for health prevention and aligns with efforts to reduce health inequalities at the local level.</p>



Strategic Elements	Commonwealth and State Strategies	Towards 5000 Community Health Vision	Alignment and Support
<b>Mental Health and Wellness</b>	Future Health Strategic Framework:  Support mental health and wellbeing for the community (3.6)  Zero suicides initiative (3.3)  NSW Rural Health Plan 2021-2031: Mental health services enhancement in rural areas	Plans for enhanced mental health services and community support.	Comprehensive support for mental health aligns with state and Commonwealth focuses on rural mental health care.
<b>Active Living and Physical Health</b>	Future Health Strategic Framework:  Support healthy ageing (3.4)  Invest in wellness, prevention, and early detection (3.8)  PHN Strategy 2023-24: Community-based physical activity programs	Development of a multi-use sports complex and community wellness programs.  Public Park improvements.  Increase public space / equipment for exercise.	Promotes physical activity and wellness through community infrastructure, supporting both Commonwealth and state health initiatives.
<b>Community Connectivity and Social Inclusion</b>	Future Health Strategic Framework: Address social determinants of health (3.7)  Regional Health Strategic Plan: Community Health Integration	Initiatives to improve transportation and create inclusive community programs.	Enhances social connectivity and addresses social determinants, essential for holistic community health improvements.
<b>Resilient Communities</b>	Future Health Strategic Framework:  Environmentally sustainable healthcare (6.2)  Performance measurement adaptations (6.3)  Regional Health Strategic Plan:  Infrastructure resilience and integrated care services  Future Health Strategic Framework: Advance research and innovation with partners (5.1)  Accelerate digital health investments (5.4)	Strengthen local health infrastructure and workforce to support community growth and adapt to changes.  Utilisation of digital health technologies and community health data.	Focus on building a resilient, sustainable health infrastructure that aligns with broader environmental and efficiency goals.  Aligns with state and national strategies for incorporating innovation and technology in health service delivery.

## 4. Live, Enjoy, Grow, Lead – Gilgandra Health and Wellbeing

Health and well-being are central to the strategic future of the Gilgandra Region community, deeply woven into every aspect of its growth and development. Recognising that a healthy community is the backbone of any thriving society, the strategic vision integrates health and wellbeing into its core planning and initiatives, ensuring that these elements are not standalone concepts but rather key drivers of progress and vitality.

At the heart of this integrated approach is the understanding that health extends beyond medical services—it includes the quality of roads and transport for accessing care, the availability of intergenerational spaces that promote active lifestyles, and a culture that values and nurtures mental wellbeing. By embedding health and wellbeing into the framework of Live, Enjoy, Grow, and Lead, Gilgandra is committed to creating an environment that not only cares for its current residents but also attracts new families and professionals, fostering a dynamic community able to meet the needs of population expansion which is related to either short term projects or long term growth.

State and Commonwealth policies influence local health outcomes and opportunities. Funding allocations, health service reforms, and infrastructure investment decisions made at higher government levels have a direct flow-on impact in the Gilgandra Region. These policies can enable the expansion of local health services, enhance preventative health programs, and support innovative healthcare solutions tailored to the community’s needs.

The strategic future of Gilgandra Region, with health and wellbeing at its core, is a forward-looking vision that embraces state and Commonwealth policy impacts to build a resilient, inclusive, and healthy community. It’s a future where every policy, every plan, and every initiative is an opportunity to reinforce the community’s health and wellbeing.

### Strategic alignment of health and wellbeing needs

Strategic Area	Key Focus	Health and Wellbeing Priorities
<b>Live</b>	<ul style="list-style-type: none"> <li>A community with improved roads and transport network.</li> <li>Inter-generational infrastructure and facilities.</li> <li>Services that enhance liveability.</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility to health services.</li> <li>Multi-age friendly facilities like parks and community centres.</li> <li>Enhancements in local healthcare infrastructure.</li> </ul>
<b>Enjoy</b>	<ul style="list-style-type: none"> <li>An active and thriving community.</li> <li>Celebrating culture and heritage.</li> <li>A vibrant tourist destination experience.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of mental health and wellness through community activities leveraging the strong volunteer ethos.</li> <li>Recreational programs for active living.</li> <li>Health education that integrates local culture and heritage.</li> </ul>

Strategic Area	Key Focus	Health and Wellbeing Priorities
<b>Grow</b>	<p>A region with resilient and innovative businesses.</p> <p>Population growing towards 5000.</p> <p>Capitalising on opportunities for economic growth.</p>	<p>Support for health sector growth, including telehealth and innovative health tech solutions.</p> <p>Attracting health professionals to support demographic growth.</p> <p>Economic strategies that include health-related business development.</p>
<b>Lead</b>	<p>An innovative council that is an employer of choice within the community</p> <p>Progressive engagement</p> <p>Valued by the community.</p>	<p>Council initiatives that lead by example in health promotion and preventive care.</p> <p>Leadership in community health education.</p> <p>Advocacy for state and federal health resources and support.</p>

## 5. Service Mapping

Service mapping identifies and catalogues the various health and wellness services available to the community. This includes a broad spectrum of providers and services to ensure a comprehensive understanding of local health services

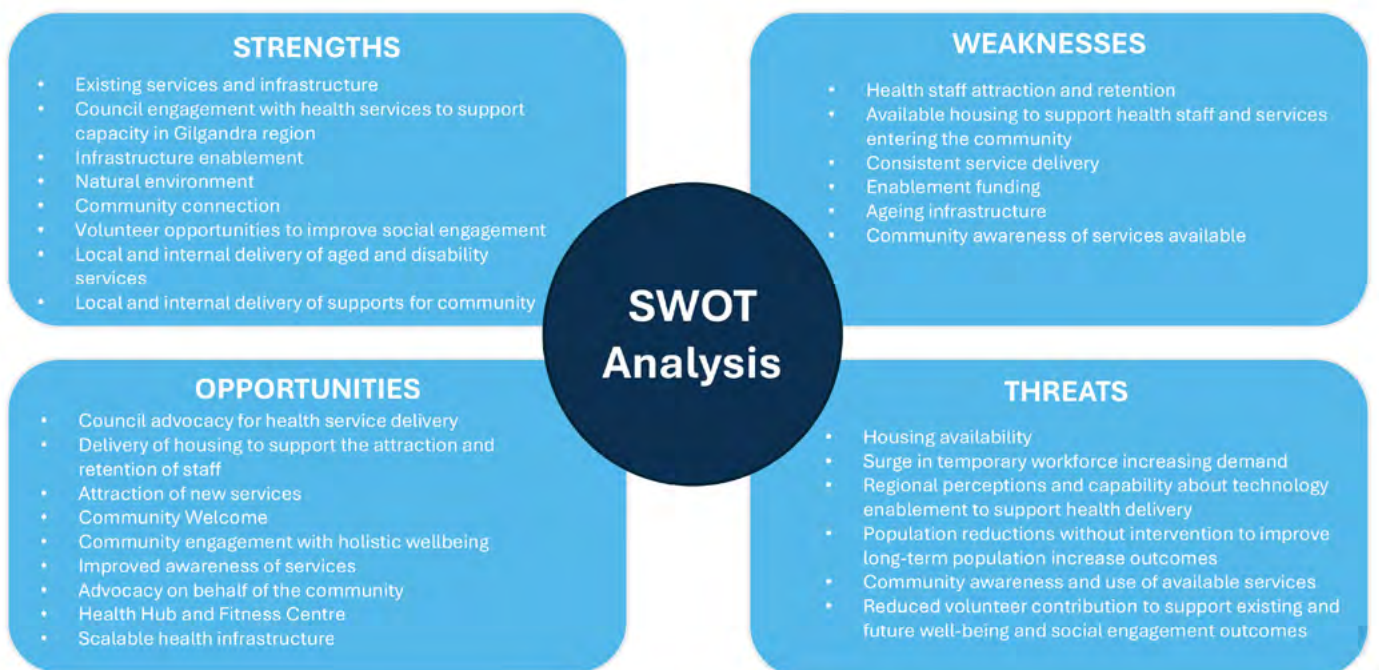
### Stakeholders in Health and Wellbeing



## 6. SWOT Analysis

The SWOT analysis provides a comprehensive overview of Gilgandra Region’s community health and wellbeing landscape. The strengths of the community are evident in its robust healthcare services and solid infrastructure, supported by proactive council engagement to enhance health service capacity. Additionally, the natural environment promotes wellness, and there is a strong sense of community connectedness, demonstrated through volunteer activities and local delivery of aged and disability support services. However, the community faces significant challenges, including difficulties in attracting and retaining health professionals, limited housing to accommodate staff, aging infrastructure, and a lack of awareness about available health services.

Opportunities for growth include advocating for improved health service delivery, expanding housing options to retain staff, attracting new health services, and enhancing community engagement with holistic wellbeing. These initiatives can significantly boost community health outcomes. However, threats such as ongoing housing shortages, potential surges in temporary workforce demands, regional perceptions about technology enablement, population reductions, and decreased volunteer engagement pose risks to long-term health and social cohesion. Addressing these weaknesses and threats strategically can help Gilgandra leverage its strengths and capitalise on opportunities to foster a healthier, more resilient community.



## 7. Community Health Vision Survey Outcomes

The survey results (123 respondents) from the Gilgandra Region community indicate a well-engaged population that appreciates existing healthcare services but is eager for improvements, particularly in emergency services, physical and digital access to health facilities, and enhanced mental health support. These insights are invaluable for local health authorities and planning bodies as they look to optimise health and wellbeing strategies to better serve the community’s needs.

## Key Themes in Health and Wellbeing

Respondents highlighted several key areas for improvement in healthcare services. While scheduled general healthcare services are accessible and well-regarded for quality, there are challenges in obtaining timely care for unexpected medical needs. Emergency services face issues with response times and accessibility, especially in remote areas, and require better equipment and staffing. There is a need for improved physical access to health facilities and more reliable transport services. Additionally, the community desires stronger mental health and support services, better information dissemination, and scalable health infrastructure to meet future population growth and incorporate innovative solutions like telehealth.

### Commentary from Respondents

- "We usually plan ahead for appointments for scripts, [and] blood tests so [we] can access our GP as needed. When needing a GP due to unexpected illness we are usually fitted in."
- "More general practitioners, the books seem to be closed to new patients so sick people have no choice but to go to Dubbo."
- "Availability of suitable parking in close proximity to surgeries for those with mobility issues. To be able to access an appointment with a GP within one week."
- "We need more GPs and allied health services. There are no child mental health supports in town, so this is something required."
- "Access to local doctors is scarce, especially as a new resident to the town."
- "Education for people on Telehealth (thinking aged population with no access/knowledge of how to access)."
- "Training for people to access online medical service and knowledge of what is available."
- "A Hub for existing health, welfare, early intervention, wellbeing organisations. Already existing and services outreaching. I understand the library will have rooms, however, a community hub would provide a culturally, safe, respectful, confidential environment for community member(s)."

## Key Themes in Physical Activity

Community members emphasised the need for better maintenance and accessibility of physical activity facilities like gyms, pools, and walking tracks, along with upgraded equipment and inclusive options for all ages and abilities. There is strong community interest in physical activities, evidenced by the frequent use of these facilities. There is robust demand for community-driven programs promoting physical and mental health, catering to diverse needs, including seniors and those with physical limitations. Feedback suggests a desire for holistic health approaches integrating mental and physical health support, along with better awareness and educational outreach on maintaining a healthy lifestyle. Additionally, there is a call for continued development and investment in infrastructure supporting healthy living, such as parks, sports facilities, and safe, accessible walking areas.

### Sample Commentary from Respondents

- "The local gym has been instrumental in keeping our community fit and active, but we could greatly benefit from updated equipment and extended hours."
- "Our community pool is a hub for family activities and essential for swim training but needs better maintenance."
- "Walking tracks are well-loved; however, improved lighting and signage could enhance safety and usability."
- "Community sports events bring us together and keep us active. More funding for such activities would boost participation rates."
- "Mental health awareness programs are vital, especially in rural areas like ours. Initiatives that integrate physical activity with mental health benefits could have a positive impact."

**Identified Needs – Improved Amenities**

Requested Improvements	Specific Community Feedback
Cost-Effective Gym Access	Community members have suggested free sports sessions and lower costs for gym memberships, highlighting the need for more affordable physical fitness options.
Enhanced Walking and Recreation	There is a desire for linking existing walking tracks for better connectivity and accessibility, along with the introduction of classes like Yoga or Tai Chi to promote wellness.
Pool Amenities and Safety	Feedback indicates a need for a major overhaul of the local pool's amenities and addressing health risks, such as those posed by bats in the vicinity.
Specialised Health Services	Residents have expressed a need for remedial health fund massage therapists and alternate therapists to provide more diverse health options.
Expanded Group Fitness Options	Suggestions include more group fitness classes and the availability of one-on-one personal training to cater to individual fitness goals.
Sports Facilities Improvements	Requests for improvements to the local basketball court, indicating a need for better sports facilities. Additionally, enhancements to soccer facilities were mentioned, emphasising a broad community interest in diverse sporting options.

**Identified Needs – Improved Services and Infrastructure**

Health and Wellbeing Needs	Specific Community Feedback
Mental Health Services	Increased investment and promotion of mental health services to better support the community's needs.
Access to Doctors and Healthcare Services	Residents expressed a need for more face-to-face GP appointments as well as a broader variety of allied services to help reduce waiting times for existing healthcare services in Gilgandra.
Women's Healthcare	There is a noted lack of women's healthcare services, particularly in areas like menopause treatment. Requests also include more community health initiatives such as yoga classes and mental health support.
Expanded Healthcare Options	Feedback includes the need for more allied health services, alternative health options, and remedial health services to diversify and enhance the healthcare offerings in the community.



## 8. Stakeholder Engagement Outcomes

In developing the Vision for the Gilgandra Region, stakeholder engagement has underscored an understanding of health and wellbeing that extends beyond direct medical care. Stakeholders highlighted that health outcomes are deeply interconnected with access to a broad range of services and community experiences. This holistic approach recognises that supporting good health outcomes and primary prevention involves much more than healthcare facilities; it includes access to social services, educational opportunities, recreational activities, and supportive infrastructure.

The stakeholder feedback forms a foundational part of shaping a responsive and inclusive health Vision for the Gilgandra Region. It brings to light the multifaceted nature of health and well-being, emphasising the need for a collaborative approach that spans beyond traditional healthcare. By addressing the broader determinants of health and ensuring the community is equipped to attract and retain essential healthcare staff, the Gilgandra Region can build a foundation for a healthier, more vibrant future. Engagement not only informs the current health strategy but also reinforces the community's commitment to a collective vision for health and well-being.

### Holistic Health and Wellbeing

The Gilgandra Region community recognises that health includes physical, mental, and social well-being. Stakeholders emphasised the importance of integrated services that address all facets of health. This includes the development of recreational facilities such as gyms and parks, access to cultural and educational programs, and enhanced social services that cater to the needs of diverse groups including youth, the elderly, and vulnerable populations. For instance, the expansion of after-school programs and community centres provides safe spaces that contribute to mental and social health, especially for young people.

### Concerns About Healthcare Staffing

A recurring theme throughout the engagement process was the challenge of attracting and retaining healthcare professionals in the Gilgandra Region. Stakeholders expressed concerns that the current limitations in local healthcare services and the broader community infrastructure impact their ability to maintain and enhance healthcare staff levels. The lack of sufficient housing, educational and childcare opportunities for children of healthcare professionals, and recreational activities for families contributes to these challenges. Addressing these issues is critical not only for improving health services but also for ensuring the sustainability of healthcare improvements in the community.

### Community-Driven Solutions

There is a strong desire for community-driven solutions that leverage local knowledge and resources. There is a consensus that initiatives should be community-informed and -led, ensuring that they are not only tailored to the specific needs and preferences of the Gilgandra Region's residents but also that they foster a sense of ownership and responsibility across the community. This approach is seen as key to the long-term success of the Vision.



### Early Years Health Challenges in Gilgandra

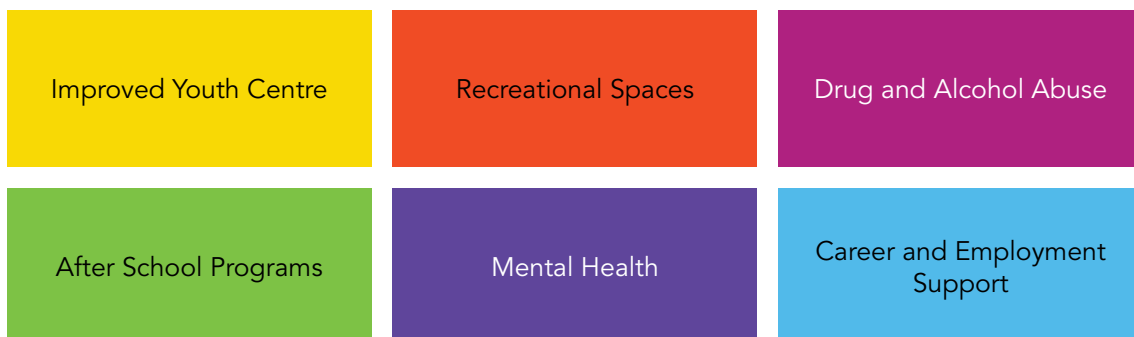
The early years of child development are critical for setting the foundation for lifelong health and well-being. In the Gilgandra Region, several challenges impact the health services available to young children and their families. This summary outlines the key challenges identified.



### Youth Health and Wellbeing Challenges in Gilgandra Region

Addressing the health and wellbeing of youth in the Gilgandra Region requires a multi-faceted approach, focusing on both the physical spaces available to them and the services that support their developmental and emotional needs. Several key challenges and needs have been identified that affect the health and wellbeing of the young population.

The health and wellbeing challenges faced by youth in the Gilgandra Region are complex and interwoven with their everyday environments and the services available to them. Enhancing youth health and wellbeing requires investments in physical infrastructure like expanded gym facilities and new youth centres, as well as in services that address substance abuse, provide educational support, and foster social and emotional development.

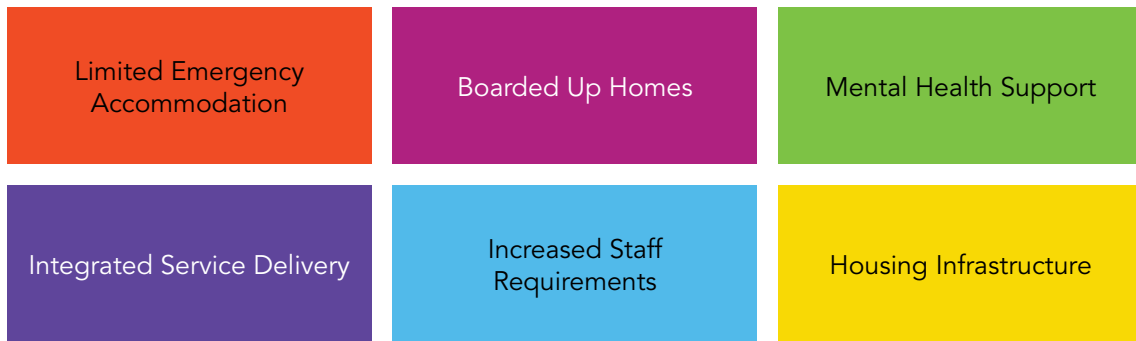


### Homelessness and Housing Challenges in Gilgandra Region

The issues surrounding homelessness in the Gilgandra Region are closely intertwined with broader social and health services. There are several pressing challenges and areas in need of targeted action to support those at risk, of or currently experiencing, homelessness.

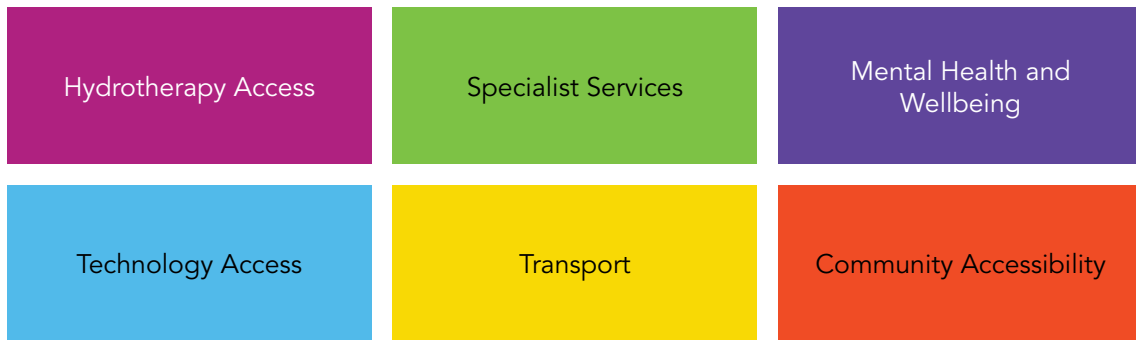
The challenges of homelessness in Gilgandra Region require a multifaceted approach that not only seeks to increase the availability of direct housing but also enhances the support structures around mental health, public infrastructure, and community integration. By addressing these areas comprehensively, Gilgandra Region can better support its most vulnerable residents, ensuring they have access to the necessary services and opportunities to improve their living conditions and overall wellbeing. Effective resolution of these issues will involve collaboration between local government, service providers, and the broader community to create sustainable and supportive environments for all residents.





**Aged Care and Disability Challenges in Gilgandra Region**

Supporting residents with disabilities in Gilgandra Region involves addressing both the direct provision of services and the broader infrastructure that facilitates accessibility and inclusion.



**Dental and Holistic Health Services in Gilgandra Region**

In Gilgandra Region, both dental and holistic health services play a crucial role in the community's overall health and well-being.

Enhancing dental and holistic health services in Gilgandra Region involves addressing both infrastructural needs and service capacity. Expanding dental service availability, both in terms of physical space and the range of services offered, is crucial. For holistic health services, increasing the range of specialised care available locally, improving community educational outreach, and enhancing local infrastructure are key steps toward better service provision. Both sectors would benefit significantly from strategic investments in infrastructure and service expansion to meet the diverse and growing needs of the Gilgandra Region. Collaboration between local health providers, community organisations, and government agencies will be vital in driving these improvements forward, ensuring that all residents have access to comprehensive and effective health care services.



**Aboriginal Health Services in Gilgandra Region**

Aboriginal health services in Gilgandra Region are essential in providing culturally appropriate care that respects the holistic views of health prevalent in Aboriginal communities.

Aboriginal health services in Gilgandra Region exemplify a model of care that is deeply embedded in the community and culturally attuned.. These services not only address medical needs but also encompass broader social and emotional support systems that are essential for comprehensive health and well-being. Continued investment in these services, alongside enhancements in infrastructure and accessibility, will be crucial for sustaining and expanding their impact. Moving forward, it will be essential to maintain the strong community engagement and advocacy that characterise these services, ensuring they continue to evolve in line with the community’s needs and expectations.

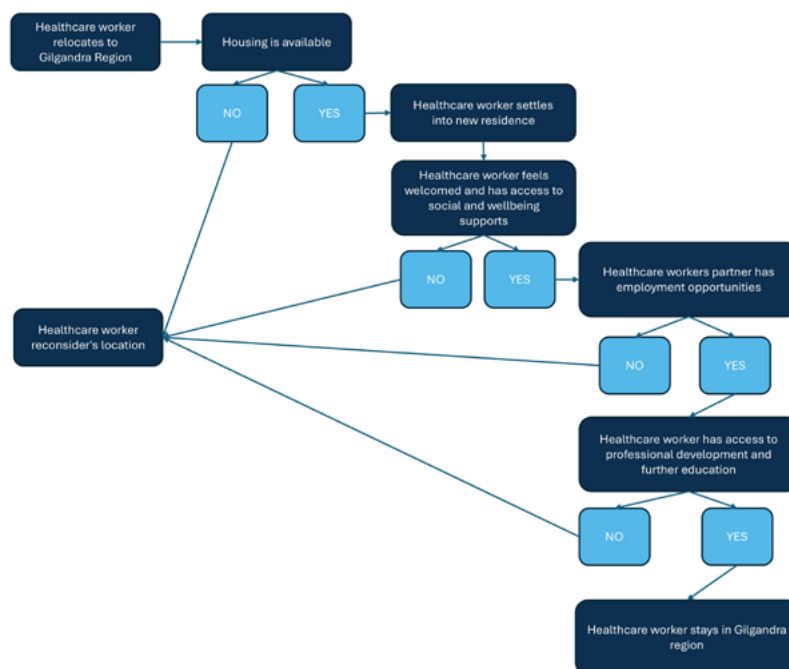


## 9. Attracting Health Care Workers – Journey Mapping

Understanding the journey of healthcare workers as they integrate into the Gilgandra Region community is central to effective attraction and retention strategies. The journey mapping exercise conducted during community engagement sessions illuminated key touchpoints, or ‘in’ and ‘off’ ramps, that influence a healthcare worker’s decision to stay in or leave the community.

‘In’ ramps reflect aspects of the community and services that attract and support new healthcare workers. Conversely, ‘Off’ ramps are the stops which potentially impact the longevity of a health care worker’s relocation because of lack of supports or services.

Figure 1 - Healthcare worker journey



### **'In Ramps' - Meeting New Community Member Needs**

Gilgandra's ability to anticipate and address the immediate needs of incoming healthcare workers is critical. This includes providing essential information and services that help them settle quickly and efficiently.

*Welcoming and Inclusive Community:* A strong community spirit that actively welcomes new members is essential. Inclusive community events and social integration programs help new arrivals feel at home and valued.

*Adequate Housing:* Offering a range of affordable and comfortable housing options is a cornerstone for retention. Adequate housing that meets the needs of individuals and families is non-negotiable for long-term settlement.

*Access to Health and Wellbeing Services:* Healthcare workers need to maintain their own health and wellbeing. Ready access to medical services, mental health support, and wellness programs ensures that they can thrive personally and professionally.

*Partner Employment Opportunities:* The availability of job opportunities for the partners of new residents can significantly influence a healthcare worker's decision to remain in the community.

*Early Childhood Supports:* Ensuring quality early childhood services, from childcare to early education, addresses a crucial family need that can anchor healthcare workers to the community.

*Education Continuity:* Offering a complete educational pathway for children reassures healthcare workers that their family's long-term educational needs can be met within the community.

### **'Off' Ramps' – Addressing the challenges of new residents**

*Lack of Social or Professional Support Networks:* The absence of established networks for new healthcare workers can lead to feelings of isolation and hinder their integration into the community.

*Insufficient or Unaffordable Housing:* Challenges in finding suitable and affordable housing can be a significant deterrent for healthcare workers considering long-term settlement in Gilgandra Region.

*Limited Partner Employment Opportunities:* The scarcity of employment options for the partners of healthcare workers can impede the ability of families to thrive and contribute to the community.

*Inadequate Childcare and Schooling Options:* A lack of quality childcare and education services can prompt healthcare workers with families to seek other communities that better support their children's development.

*Feeling of Exclusion or Non-Belonging:* New residents who do not feel welcomed or find it difficult to integrate into the social fabric of Gilgandra may leave in search of a more inclusive community environment.

By addressing these 'in' and 'off' ramps, Gilgandra Region can bolster its appeal to healthcare professionals, ensuring they not only arrive but also decide to make a long-term commitment to the community. The insights from journey mapping provide a blueprint for developing comprehensive attraction and retention initiatives that span from practical day-to-day living solutions to deeper community engagement and support.



## 10. Infrastructure Planning

Infrastructure plays a critical role in supporting healthy communities and is a significant factor in attracting and retaining essential services in Gilgandra Region. The proactive approach taken by Gilgandra Region, including its collaboration with the Royal Flying Doctor Service and use of council-owned infrastructure to support temporary staff housing or services, underscores the strategic use of infrastructure to meet community needs.

The presence of adequate infrastructure such as housing, healthcare facilities, gyms, pools, social centres, and sports facilities not only enhances the quality of life but also serves as a key element in stabilising and growing the local population. This is particularly important given the demographic trends and challenges outlined, including an aging population and the migration of younger cohorts.

Infrastructure that promotes wellbeing, such as recreational and social facilities, contributes to the overall attractiveness of the community. These facilities not only serve the physical health needs but also enhance social connectedness and community resilience, which are essential for a vibrant community.

### Infrastructure Review

The mapping illustrates the clustering of health services around the existing hospital and along the main street in Gilgandra. Wellbeing services and spaces are scattered across the Gilgandra township and are representative of previous planning strategies, the current land use zoning in the Gilgandra LGA and historical development. Commercial development is co-located along the main street providing a centralised area of commercial activity and opportunity for additional future health infrastructure.

### Opportunities for increased population growth - Economic activity

Gilgandra Region mostly consists of land zoned as primary production, with pockets of national parks, nature reserves, and forestry. The local population is largely serviced by the Gilgandra township where there is a greater mix of zones (such as residential, industrial, infrastructure, employment, and recreation).

Feedback from Council indicates that one of the key barriers in attracting staff for local employment opportunities is access to housing. Council is actively working with the Department of Housing, Department of Health, and the Department of Education to support the delivery of diverse housing options.

Outside of Gilgandra township, there have been a couple of new businesses open in Tooraweenah. Furthermore, the Tooraweenah Public School has increased from approximately five students to 13 students in 2024, resulting in this school continuing to be operational.

Outside of the local community there are several large-scale economic projects approved which are likely to influence the Gilgandra Region and the economy. These include the Gilgandra Solar Farm near Eumungerie (although currently on hold), Gilgandra Solar Farm at 361 Oxley Highway, and the Narromine to Narrabri section of the Inland Rail, which stretches from Melbourne to Brisbane. The Narromine to Narrabri Section (N2N) of the Inland Rail project which was recently approved in January 2024 and anticipated to be completed by 2027, is expected to temporarily inflate the population within the 40-49 years age group during construction.

Gilgandra Region is part of the Central-West Orana Renewable Energy Zone (REZ), this means that there is potential for the development of more renewable energy projects particularly with the NSW Government seeking to increase its intended network capacity from 3 to 6 gigawatts. These projects will generate demand for jobs, housing, and services from short term workers and their families, and ultimately influence how land is used.

### Housing capacity

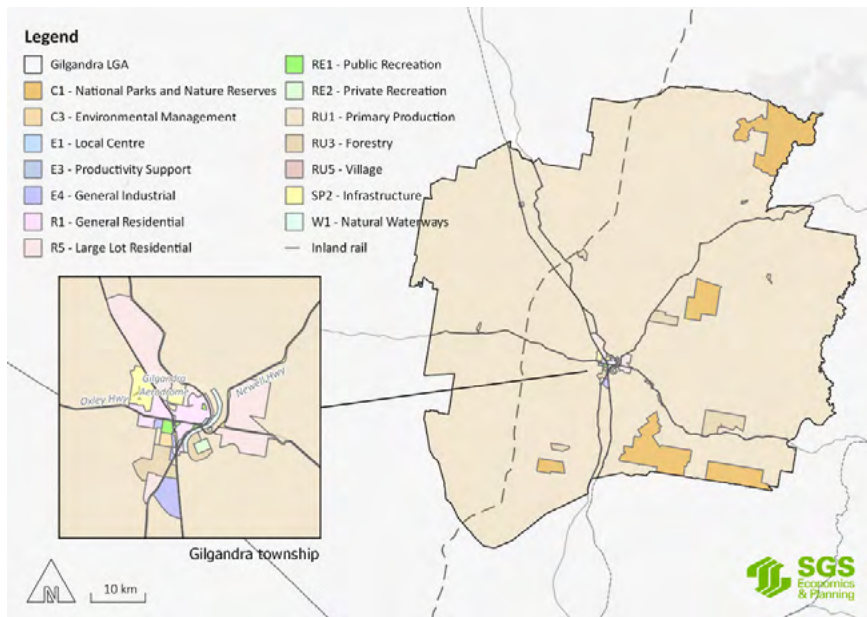
Gilgandra township is where majority of current residential land is located, and future development will occur. Figure 5 shows the land use zoning across Gilgandra Region, including the diversity of land use in Gilgandra township. As noted in the figure, Gilgandra Township has residential land – R1 General Residential land in the town centre, and R5 Large Lot Residential located in the northwestern and eastern parts of the town.

R1 zones have a minimum lot size of 700 sqm, while R5 zones have a minimum lot size of 2ha. The two zones have different objectives, with R1 zones aiming to provide a variety of housing needs, types, and densities for the

community. R5 zones seek to minimise environmental impacts and land use conflict with reasonable increased demand for public services and facilities.

According to the Gilgandra Housing Strategy 2022, in mid-2021, there were 35 vacant residential properties in Gilgandra Township in R1 zones. In areas zoned R5, a small number of lots were identified to have potential to be further subdivided. Council has noted that since this study, majority of these properties have now been developed and or have an approved planning application.

Figure 2 - Land use zoning in Gilgandra LGA



Key areas for future development are within the Aero Park (Council land), Wrigley Street, and Cooee Drive. A development application for the Aero Park to subdivide and create 57 lots was approved several years ago, with Stage 1, the subdivision and construction of 22 new fully serviced residential lots of various sizes (between 1,034 to 1,800 sqm) underway. The intention of this project is to increase the housing capacity of the Gilgandra Region

### Development approvals

There has been a small number of new residential buildings approved in Gilgandra Region, with eight development approvals in 2022-23. This number has however increased since 2018-19 when no applications were approved.

Council noted that there has been an increase in townhouse applications, which have been supported to ensure that there is a diversity of housing options available for community members and key workers.

### Households

In 2021 Gilgandra Region had 1,911 households. On average, there were 2.3 people per household, and 1.9 children per households that had families with children.

The most common household types were couple family with no children households (27%), followed by lone person households (25%), couple family with children households (20%), and one parent households (11%). This is similar to the family household composition of regional NSW, with Gilgandra Region having slightly more lone person households and couples with no children households.

Figure 3 - Household Type

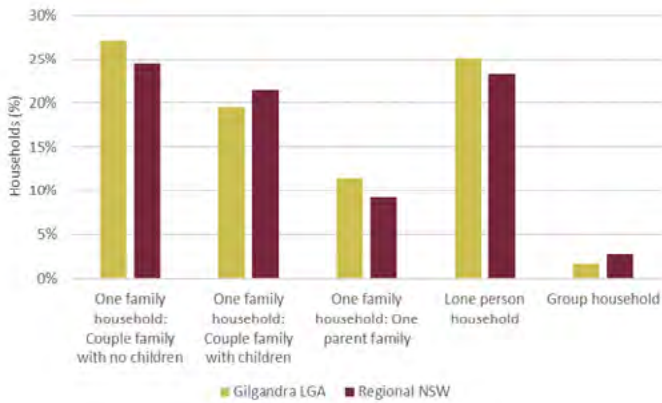


Figure 4 - Housing Ownership



### Health Service Heat Map - Gilgandra 2024

Figure 7 - Health Infrastructure Heat Map



## Current Infrastructure Gap Analysis

The current health and wellbeing infrastructure offering is outlined below with a gap analysis based on existing needs, future needs and level of existing support for any surge capacity in health services.

Government Facilities - Council	
<b>Aged care – nursing home</b>	Gilgandra Lifestyles provides FTE for local employment, permanent and casual. A number of facilities are located within the town with a high level of patronage including Cooee Lodge and Jack Towney. Review of external universally accessible footpaths, adequate pedestrian crossings and night lighting may provide a higher level of amenity for clients, carers and family.
<b>NDIS Facilities</b>	Orana Living provides FTE for local employment, permanent and casual. A number of facilities are co-located within the town in a high needs service cluster with a high level of patronage. Review of external universally accessible footpaths, adequate pedestrian crossings and night lighting may provide a higher level of amenity for clients, carers and family. Facilities are usable however a refresh of internal and external spaces have been identified to enhance services. This includes the introduction of outdoor shading for year-round use of external spaces.
<b>General Practitioner</b>	Due to a constrained market for medical practitioners, Council has developed a GP Infrastructure service for the local community. These services operate from Council owned and managed facilities and have been fitted-out as fit for purpose medical facilities. Upgrades to facilities are undertaken on an as needs basis. Current patronage from the community is high. Surge capacity would be accommodated through new premises, co-location, or expansion of existing facilities. Ideally any surge works undertaken could be reversed and spaces used for multi-purpose uses.
<b>Dental Services</b>	Similarly, Council has filled the dental infrastructure and service needs for community. As with GP services, dental surge capacity would require additional space and investment to create fit for purpose facilities. It is anticipated this would occur in close proximity to the MPS or the main street.
<b>Pool</b>	The existing pool facility provides an outdoor pool and access hours vary. The current facility has a limited offering with Council undertaking the design of the Hunter Park Sports and Recreation Precinct including a 50m pool and infants splash pool. Only open summer months.
<b>Walking Trails</b>	Small number of defined walking trails. There are limitations on accessibility for prams, scooters and bikes. No lighting for night use. Increased use of the river for walking trails will also tie in with the new library facility.
<b>Parks with play equipment</b>	Gilgandra has five parks have play equipment or exercise equipment. The type of equipment is limited to play equipment for small children. There is limited shade and shelter for BBQ's and picnic activities. Public BBQ stations are limited along with bubblers and taps for cleaning up after BBQ's and functions. Consideration for additional shading, structures and lighting for day and night use to allow for health and wellbeing activities to be conducted by a wide range of groups.  Tooraweenah has a public park for children to play and adults to meet and socialise.

<p><b>Parks without play equipment</b></p>	<p>Four parks are without play equipment or exercise equipment. These limit use and leads to over subscription of gym and pay for use exercise services. These enhancements also provide a level of surge capacity in the future.</p> <p>Armatree does not have a park.</p>
<p><b>Sporting Oval</b></p>	<p>McGrane Oval is the main sporting oval utilised by a range of sporting groups from grassroots through to seniors within the Gilgandra Region. In 2018 a number of upgrades were undertaken responding to community needs.</p> <p>There is space for future infrastructure here and Ernie Knight Oval to be deployed to facilitate community health and wellbeing needs.</p>
<p><b>Showground</b></p>	<p><b>Gilgandra</b></p> <p>The Showground Reserve is the home for various activities throughout the year including the Gilgandra Show, Gilgandra Pony Club and the Gilgandra Men’s Shed. The facilities at the Showground include display pavilions, a dining hall with a kitchen, a kiosk, three amenities’ blocks, sheep and cattle yards, four horse stable blocks, and a main arena with a perimeter trotting track.</p> <p>Further community use of the open space is possible for sporting style events and health and wellbeing activities.</p> <p><b>Tooraweenah</b></p> <p>The Tooraweenah showground is located within the Tooraweenah township. It accommodates various activities throughout the year including an annual show, various local farmer events such as sheep dog training and car and truck exhibitions. Like Gilgandra it has a dining hall with a kitchen, a kiosk, amenity block, sheep and cattle yards and horse stable blocks. Further community use of the open space is possible for sporting style events and health and wellbeing activities.</p>
<p><b>Tennis Courts</b></p>	<p>The existing tennis courts are co-located with existing swimming pools with social and formal tennis matches played.</p> <p>Upgraded tennis facilities are planned as part of the proposed Hunter Park Sports and Recreational Precinct development. Tooraweenah has tennis courts that are fit for purpose.</p>
<p><b>Fitness Centre</b></p>	<p>The Gilgandra Fitness Centre is located within the Gilgandra Youth Services complex. The gym includes weights and machines as well as running regular classes. Classes are run during the week with 7 days a week keyless entry for members. Bookings are required for classes with a maximum of 10 people per class. Class times are predominately during working hours limiting access for those working full time.</p> <p>Options for extended or alternative class times should be considered along with shared space options for smaller classes and other wellbeing activities based on community interest and support.</p>



Government Facilities - State	
<b>Local Hospital</b>	<p>In the Gilgandra District Hospital is located in town and is defined as a Multipurpose Health Service. The MPS is managed by The Western NSW Local Health District and provides the following services:</p> <ul style="list-style-type: none"> <li>• Emergency department, inpatient beds, and a residential aged care facility.</li> <li>• Medical imaging, renal dialysis, dental care, an Opioid replacement program, community midwifery, Aboriginal health services, and physiotherapy.</li> <li>• Visiting services include podiatry and mental health drug and alcohol services.</li> </ul> <p>The existing MPS provides the community with co-located health facilities adjacent to the hospital, along with a telehealth capability. Existing hospital and medical infrastructure is provided and maintained by NSW Health.</p> <p>While this is able to support the existing population with basic medical services there are still gaps in the provision of specialist medical providers, with most specialist services located in Dubbo. It is not evident if there is sufficient space to accommodate specialist services at the MPS. However, co-location at the adjacent MPS facilities or at commercial premises on the main road may be an option. Adequate services infrastructure and the ability to limit dust and vibrations may be required depending on any specialist medical equipment requirements.</p>
<b>School sporting ovals/facilities</b>	<p>The Gilgandra Public School and High School both have a sporting fields and amenities provided by the NSW Department of Education. The extent of use of these facilities by communities is varied and is often based around community needs and access to both open space and school spaces as appropriate.</p> <p>Dual use of these spaces may provide surge capacity for playing areas and training pitched for local clubs due time of population expansion. Consideration of any other co-use school/community facilities should occur when any upgrades are proposed to maximise the benefit to the community. Council can play a key role in advocacy for additional facilities and services with the Department of Education and Schools Infrastructure. Models of shared use can be explored with the Gilgandra School Principals. This may include hiring out of halls and multi-purpose spaces for after or before school yoga and complementary health and wellbeing classes.</p>
Non Government Facilities	
<b>Gym – class size and room use</b>	None
<b>Golf Club – Gilgandra</b>	<p>The golf club is a membership organisation and is co-located with the racetrack. Gilgandra Golf Club is a 10-hole, 18-tees, grass greens golf course. Competition days are Saturday and Sunday. The golf clubhouse is open on Friday evenings.</p> <p>The golf clubhouse has potential to be used for health and wellbeing purposes outside of key competition and weekend opening hours.</p>
<b>Golf Club - Tooraweenah</b>	<p>The Tooraweenah Golf Club is a community club that caters to players of all grades. The Golf Club has a pavilion building used for community events. Options for infrastructure upgrades should be considered to allow for broader community, health and wellbeing use.</p>

# 11. Transformation – Identifying Opportunities and Locations

## Health Hub

There is strong demand for a large and more comprehensive Health Hub to support health and wellbeing across the community. While there is a co-location model of health-based services at the hospital site this could be expanded to offer specialist and complementary services. The provision of these services will act as an attractor to increase and retain health care workers and the broader community. As a support structure this should be investigated for increased specialist offerings, clinics on a rotation basis and a suite of programs for wellbeing. The expansion of services at this location will retain health services in a cluster model and leverage existing infrastructure. The inclusion of supplementary and complementary services may require new or modified facilities and there appears to be sufficient space for this to occur in close proximity to existing health facilities.



Other sites near the main street (Miller Street) should be considered to allow for increased demand and night activity to support and enhance the nighttime economy that is anticipated to benefit from the new library facility. Any infrastructure projects adopted for the main street would also enhance daytime activation. A cluster approach could be developed around the existing wellbeing and health providers on the main street. This would require some acquisition of space through property purchases or leasing arrangements depending on the type of fit-out required. Enhanced servicing along the main street will provide a greater likelihood of successful operations and public use as this is the social spine of the Gilgandra township. Sites located directly behind the main street could be considered if there is direct access from the main street.

In both cases there is existing site service infrastructure available making both viable options for the development of medical suites, clinical rooms and multipurpose spaces to accommodate wellbeing activities and practitioners. The scale of infrastructure anticipated would utilise a Council approved planning pathway.

Rationalisation and co-location opportunities would be assessed as part of any future health/wellbeing infrastructure project. A shared operational model that services both aspects should be considered to reduce Council's operational costs.

### **Hunter Park Sports and Recreational Precinct**

Council has developed a design for the proposed Hunter Park Sports and Recreational Precinct at Castlereagh Street and Warren Road, on the existing community swimming pool site. The proposed facility has been designed to include:

- 50m swimming pool, all abilities access, separate learn to swim and water splash pool.
- Shaded viewing areas, generous grassed seating areas.
- Amenities.
- Multipurpose Club House.
- Two full size multipurpose basketball courts and spectator area.
- A modern indoor gymnasium and fitness spaces.
- A youth centre including a "chill out" youth space.
- Office and administration areas.
- Provide a central access and egress point and shared kiosk and canteen area facilities.
- Four new tennis courts.
- Extensive on-site parking.
- External lighting and CCTV.

The proposed design is based on recreation use. Complementary health and wellbeing spaces could be included such as a small indoor hydrotherapy pool and clinical spaces for expanded health service such as physiotherapy and occupational therapy. The operational model for the facility could also include aqua aerobics and programming for seniors as part of a well being program. If the pool is heated during the winter months, this would extend the programming beyond the summer months.

No funding is currently in place for the construction of the facility, noting when built this will provide greater amenity for the community and cover surge capacity issues from the Inland Rail and the Central Orana REZ development. The new facility will provide opportunities for permanent and casual employment. Operational hours and nighttime usage are also a consideration in providing greater access to the community.

### **Gilgandra Health Hub and Wellbeing Locations**

The location for the Hunter Park Sports and Recreational Precinct has already been established by Council at the existing community pool location. Services at this site could be amplified to provide additional wellbeing and clinical services depending on operational planning and potential reconfiguration of the design.

An existing health hub at the hospital site can also be amplified to provide additional medical and clinical services and potentially a medical centre assist with triage and treatment for medical issues not requiring hospitalisation. The

amalgamation of services at this location should create cost efficiencies. The inclusion of a range of wellbeing options could be included at this site, however this would deprive the main street retail of additional and sustained dwell times. Additionally, the establishment of the GLAMS hub at one end of the main street, and the RFDS sight at the other, there is an opportunity to locate key services in the main street and support economic engagement.

A combined medical and wellbeing cluster location on Miller Street would complement the health hub at the hospital site whilst activating the main street and providing a range of GP, dental, physio and other clinical services. The co-location with wellbeing practitioners including acupuncture, yoga, massage services will provide a space dedicated to a holistic approach to health and wellbeing.

Providing two core clusters will provide consolidation at the hospital site creating a more attractive proposition for medical professionals and allow for activation of the main street with a range of wellbeing services.

### **Outreach spaces – Armatree and Tooraweenah**

The Vision identified opportunities for multi-purpose outreach spaces. These would be commercial office spaces with wi-fi and fitted out to allow for medical services to run pop-up medical consultations, skin cancer screening, immunisations, breast cancer screening clinics and the like. When spaces are not being use for medical purposes they can double as yoga, mat Pilates, meditation and relaxation spaces along with other wellbeing activities.



## 12. Key Health and Wellbeing Strategies

Community Health and Wellbeing Area	Key Outcomes
<p><b>Integrated Health Services and Equity</b></p>	<ul style="list-style-type: none"> <li>• Comprehensive access to a range of health services for all community members, regardless of socio-economic status.</li> <li>• Reduction in health disparities across different demographic groups within the community.</li> <li>• Enhanced coordination and integration of health services to provide seamless care.</li> <li>• Increased community satisfaction with local health services through continuous feedback and improvement.</li> <li>• Implementation of targeted programs to address the specific health needs of vulnerable populations.</li> </ul>
<p><b>Mental Health and Wellness</b></p>	<ul style="list-style-type: none"> <li>• Increased community awareness and reduction of stigma associated with mental health issues.</li> <li>• Expanded access to mental health resources and support services, including crisis intervention and ongoing therapy options.</li> <li>• Development of preventive mental health programs in schools and workplaces.</li> <li>• Stronger support networks and peer-led initiatives promoting mental wellness.</li> <li>• Regular community events and workshops focused on mental health education and support.</li> </ul>
<p><b>Active Living and Physical Health</b></p>	<ul style="list-style-type: none"> <li>• Enhanced public and recreational facilities promoting regular physical activity among all age groups.</li> <li>• Increased participation rates in community sports and fitness programs.</li> <li>• Reduction in lifestyle-related health issues through active living campaigns.</li> <li>• Development of trails, parks, and green spaces that encourage outdoor activities.</li> <li>• Community-wide health challenges and initiatives that incentivise active lifestyles.</li> </ul>
<p><b>Community Connectivity and Social Inclusion</b></p>	<ul style="list-style-type: none"> <li>• Stronger social networks and increased community bonding activities.</li> <li>• Programs and initiatives that foster inclusiveness and integration for all community members, especially new residents.</li> <li>• Enhanced community resilience through regular social gatherings and support groups.</li> <li>• Improved access to cultural and community events that reflect the diversity of the community.</li> <li>• Development of platforms that facilitate community engagement and participation in local governance.</li> </ul>

Community Health and Wellbeing Area	Key Outcomes
<b>Resilient Community</b>	<ul style="list-style-type: none"> <li>• Strategic community planning and development initiatives that align with the goal of growing the population to 5000, ensuring that infrastructure and services scale appropriately with growth.</li> <li>• Proactive adaptation of health services to meet the demands of an increasing population, including the expansion of facilities and the introduction of new health technologies.</li> <li>• Enhanced recruitment and retention strategies for healthcare professionals to ensure that health service quality keeps pace with population growth.</li> <li>• Development of partnerships with educational institutions, businesses, and government agencies to create a robust economic and social environment that supports a growing population.</li> <li>• Implementation of community engagement and feedback mechanisms to continuously assess and respond to the health needs of an expanding and diverse population.</li> </ul>

Communities working together to achieve holistic health and wellbeing in Gilgandra Region	
Function	Responsibility
<b>Deliver</b>	Delivery of health and wellbeing related services and projects
<b>Partner</b>	Partnerships for advancing the health and wellbeing needs of the community
<b>Advocate</b>	Advocating on behalf of the community to support investment and resource allocation

## Strategic Vision 1: Integrated Health Services and Equity

### Access to Health and Wellbeing Services

Access to Health Services emphasises the need for community-wide access to health facilities, especially in underserved areas. The Council's role here is crucial in initiating and supporting the development of local health services that cater to all community members. The Council is also involved in lobbying for increased funding, which is essential for maintaining and expanding health services. Community involvement includes volunteering and advocacy for more local health facilities, helping to educate the public and facilitate greater outreach. By partnering with various stakeholders, both the Council and the community work towards a shared goal of improving health service access, ensuring that every resident receives the care they need.

### Core Strategic Goals

- **Develop Comprehensive Health Service Access** - Ensure all community segments, particularly vulnerable groups, have access to essential health services.
- **Enhance Service Integration** - Foster collaborations between healthcare providers, community organisations, and governmental agencies to streamline service delivery and improve health outcomes.
- **Implement Targeted Health Programs** - Launch initiatives specifically tailored to address the needs of disadvantaged populations to reduce health inequities.

### The Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Provide infrastructure (where available) to support community health services in underserved areas.	Lobby for state and federal funding for local health clinics.	Collaborate with private healthcare providers to expand service availability (as demonstrated by the partnership with Royal Flying Doctors Service – RFDS).
<b>State and Commonwealth Government Health Services</b>	Implement policies and allocate resources to support public health infrastructure and services in Gilgandra.	Advocate at national and regional levels for health initiatives that align with regional needs.	Partner with local councils, NGOs, and community organisations to deliver a cohesive health service experience.
<b>NGOs</b>	Provide targeted health and wellbeing services	Campaign for policy changes and increased funding for health services.	Work with the Council and community groups to implement and expand health programs.
<b>Community</b>	Volunteer in community programs that support health outcomes (such as community transport etc).	Advocate for the establishment of more local health facilities.	Partner with health advocacy groups to support health services initiatives.

### Reducing Health Disparities

Reducing Health Disparities focuses on tailoring health initiatives to meet the needs of the most vulnerable populations within the community. The Council undertakes the development of specific health programs and policies that target these disparities, often caused by socio-economic factors. Advocacy efforts are directed at shaping policies that tackle the root causes of health disparities. Community members play a significant role by leading awareness campaigns and facilitating educational programs that highlight the importance of equitable health solutions. The collaboration with NGOs to deploy resources like mobile health clinics further exemplifies a joint effort to reduce health disparities.

### The Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Provide insights into the key challenges within Gilgandra	Advocate for policies that address social determinants of health.	Work with NGOs to identify need and support programs entering Gilgandra that are able to address health determinants.
<b>State and Commonwealth Government Health Services</b>	Oversee and manage the implementation of health programs in Gilgandra.	Advocate for and implement policies that aim to reduce health disparities and improve access to health services at the national and state level.	Partner with local councils and NGOs to ensure that state and national health initiatives are effectively localised and address specific community needs.
<b>NGOs</b>	Conduct health screenings and provide health education in underserved areas.	Support initiatives and policies that focus on reducing health disparities.	Partner with the council to align efforts in targeted community health initiatives.

Role	Delivery	Advocating	Partnering
<b>Community</b>	Organise and lead community health awareness campaigns (breast cancer awareness etc)	Speak out in local forums about the need for equitable health solutions.	Form coalitions with local businesses to sponsor health improvement initiatives (such as charity and awareness initiatives)

### Strategic Vision 2: Mental Health and Wellness

Mental Health Awareness and Education seeks to elevate community knowledge and sensitivity regarding mental health issues. The Council has a role to play in advocacy and dissemination of materials from commonwealth and state government initiatives which will impact the community. NGOs enhance these efforts by providing specialised training and workshops tailored to meet the needs of specific groups, including vulnerable populations. Community involvement is crucial, as members actively participate in and promote mental health awareness through various platforms and activities. This collective effort ensures a well-informed community where mental health is openly discussed and supported.

#### Core Actions Strategic Goals

- **Expand Mental Health Resources** - Increase the availability of mental health services, including crisis intervention and ongoing support.
- **Educate and Engage the Community** - Organise workshops and events to raise awareness and educate residents about mental health, reducing stigma and promoting wellness.
- **Strengthen Support Networks** - Develop peer-led support systems and community-based programs to provide continuous support for mental wellness.

#### This Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Develop and disseminate materials on available services within the community.	Advocate for increased mental health funding and policy support at higher government levels.	Collaborate with schools and workplaces to ensure distributed materials about local services are available as widely as possible.
<b>State and Commonwealth Government Health Services</b>	Implement mental health initiatives and distribute educational resources aligned with national and state mental health strategies.	Lobby for robust mental health policies and adequate funding at the state and national level.	Establish partnerships with local councils, NGOs, and community organisations to facilitate integrated mental health services.
<b>NGOs</b>	Provide specialised mental health training and workshops for specific groups. (such as mental health first aid)	Campaign to change public perceptions about mental health and push for policy reforms.	Partner with healthcare providers and community centres to reach a broader audience.
<b>Community</b>	Engage in and promote community-driven mental health programs and events.	Use platforms like social media to share stories and informative content on mental health.	Volunteer in NGO and community led activities which seek to promote mental health and wellbeing



### Strategic Vision 3: Active Living and Physical Health

Active Living and Physical Health is centred on encouraging all community members to engage in regular, diverse physical activities to improve health outcomes and foster a culture of health and wellness. The council facilitates this by developing and maintaining public recreational facilities and organising community sports events. NGOs support these efforts by providing programs that cater to different age groups and physical abilities, ensuring inclusivity. Community members are instrumental in participating in and promoting these activities, helping to maintain a vibrant, health-conscious community. This collaborative approach aims to make physical activity an integral part of daily life, accessible to everyone, thereby enhancing the community's overall health.

#### Core Strategic Goals

- **Enhance Recreational Infrastructure** - Upgrade parks, sports complexes, and public spaces to encourage active lifestyles among all age groups.
- **Promote Community Fitness Programs** - Support and expand local sports and fitness activities to increase community participation and physical health.
- **Organise Health Challenges** - Initiate community-wide health events and challenges that motivate residents to engage in healthy practices.

#### The Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Build and maintain parks, sports complexes, and walking trails.	Advocate for policies and funding to support public recreational spaces and programs.	Collaborate with local schools and sports clubs to enhance sports facilities and programs.
<b>State and Commonwealth Government Health Services</b>	Develop statewide initiatives and provide funding for public recreational infrastructure.	Lobby for comprehensive public health policies that encourage physical activity.	Establish partnerships with local governments to ensure the sustainability of physical activity programs.
<b>NGOs</b>	Provide specialised fitness programs tailored to different demographics, including seniors and people with a disability.	Campaign for increased awareness of the health benefits of regular physical activity.	Partner with healthcare providers to integrate exercise into preventive care measures.
<b>Community</b>	Lead community group activities like walking clubs and dance classes.	Promote the benefits of active living through community networks and social media.	Work with local government and NGOs to plan and host community-wide health and fitness days.



### Strategic Vision 4: Community Connectivity and Social Inclusion

Community Connectivity and Social Inclusion focus on strengthening the interconnectedness of community members to enhance overall health and wellbeing. A well-connected community provides a supportive network that can greatly enhance the mental and physical health of its members, including attracting and retaining key workers into the Gilgandra Region. This interconnectedness helps in retaining valuable health professionals by fostering a sense of belonging and support. The Council plays a key role by creating spaces and initiatives that encourage community engagement. NGOs support these efforts by facilitating programs that cater to various community needs, promoting both inclusivity and connectivity. Community members, including health professionals, are crucial in actively participating and nurturing these connections, enhancing the community’s overall vitality and cohesiveness.

#### Core Strategic Goals

- **Improve Accessibility** - Develop infrastructure to enhance connectivity between different areas of the community, making health services more accessible.
- **Cultivate Inclusive Programs** - Create initiatives that encourage social inclusion, reducing isolation by integrating diverse community groups into the social fabric of the Gilgandra region.
- **Build Robust Social Networks** - Foster community bonding through regular social gatherings, support groups, and inclusive cultural and recreational events.

#### The Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Develop and maintain public spaces that foster community interactions, such as parks, community gardens, and recreational centres.	Advocate for policies that enhance community wellbeing through connectivity and engagement.	Collaborate with local businesses and organisations to fund and support community wellness programs.
<b>NSW Health</b>	Provide comprehensive healthcare services and promote health education across the community.	Advocate for state-wide health initiatives that benefit local communities, including funding and resources.	Partner with local councils, NGOs, and community groups to ensure a coordinated approach to health service delivery and promotion.
<b>NGOs</b>	Implement programs that enhance social bonds, such as community sports leagues, health workshops, and social clubs.	Promote the health benefits of community engagement and social support networks.	Partner with healthcare providers to integrate social health benefits into their services.
<b>Community</b>	Engage in community activities and initiatives, fostering strong networks and support systems.	Use platforms to share information and advocate for a community-focused approach to health and wellbeing.	Work with the council, NGOs, and local businesses to create events and programs that boost community health and cohesion.

## Strategic Vision 5: Resilient Communities

Resilient Communities in Gilgandra Region focus on the capability of the local infrastructure and social systems to adapt and thrive amidst changing demographic and economic conditions. This involves preparing for both immediate population surges, driven by large projects, and sustained long-term growth. The council, commonwealth and state government, NGOs, and the community play crucial roles in building resilience by enhancing infrastructure, supporting economic diversification, and fostering a robust community network that can handle increased demands on services and resources. The emphasis is on proactive planning and flexible response strategies that ensure Gilgandra not only copes with but also capitalises on growth opportunities, maintaining a high quality of life for all residents.

### Core Strategic Goals

- **Proactive Infrastructure Development** - Align infrastructure projects with community growth, ensuring scalability and sustainability as the population increases.
- **Enhance Workforce Attraction and Retention** - Develop strategies to attract and retain healthcare professionals, vital for sustainable health service delivery.
- **Strengthen Community Engagement** - Implement community feedback mechanisms to continually adapt health services to meet evolving needs.

### The Sector in Delivery

Role	Delivery	Advocating	Partnering
<b>Council</b>	Develop infrastructure projects that can scale with population growth including health and wellbeing infrastructure and housing related initiatives.	Lobby for state and federal support for growth-related infrastructure and economic development initiatives as well as proactive funding to ensure services are able to cater for changing population needs	Collaborate with private developers and regional planners to ensure cohesive health and wellbeing development.
<b>State and Commonwealth Government Health Services</b>	Implement policies and programs that support infrastructure development and ensure service scalability in response to population changes.	Advocate for sustainable development practices and support funding models that facilitate long-term planning and growth.	Partner with local councils, NGOs, and community organisations to ensure an integrated approach to community development.
<b>NGOs</b>	Implement community support programs that adjust to changing demographics, such as flexible childcare and health services.	Promote the importance of sustainable practices and resilience in community planning.	Partner with government and community organisations to achieve the best possible outcomes through shared services and resources
<b>Community</b>	Engage in community planning and development initiatives, providing feedback and local insights.	Advocate for inclusive growth that considers the needs of all community segments.	Work with local government, NGOs, and businesses to support initiatives that impact the wellbeing of the whole community

## 13. Strategic Actions Summary

Live, Enjoy, Grow, Lead	Action	Deliver	Partner	Advocate	Challenge/Opportunity	Measures of Success	Budget	Strategic References
<i>Enjoy</i>	Provide Cost-Effective Gym Access	Gilgandra Shire Council	Partner with community to understand needs and expectations	Community to advocate for the services and programming needed	<b>Challenge:</b> Making gym access economically feasible for all community members. <b>Opportunity:</b> Increased physical activity reduces long-term healthcare costs.	Increased memberships and improved health statistics.	\$	DP/OP 2.1.1.1, 2.1.1.4
<i>Live</i>	Continue to provide infrastructure solutions which encourage health services to enter Gilgandra	Gilgandra Shire Council	Partner with health providers (as exemplified by the RFDS and dentist)	Council to advocate on behalf of the community to NSW Health for increased services	<b>Challenge:</b> Health provision requires appropriate infrastructure <b>Opportunity:</b> Commit to the delivery of appropriate infrastructure	Health Services are attracted to Gilgandra and are able to establish effectively within council owned assets	\$\$	LTFP, DP/OP - 2.1.1.1, 2.1.1.2
<i>Live</i>	Establish outreach Spaces in Tooraweenah and Armatree – including feasibility study for appropriate outreach location and configuration	Gilgandra Shire Council	Partner with health providers to utilise outreach space	Community to advocate to council and identify service needs	<b>Challenge:</b> Outreach requires physical spaces where services can occur <b>Opportunity:</b> Council can expand service reach by providing outreach appropriate spaces in outlying towns	Increased service usage by people in surrounding townships	\$\$	LTFP, DP/OP - 2.1.1.1, 2.1.1.2
<i>Lead</i>	Continue Aged and Disability Services	Gilgandra Shire Council	With service providers in the local region to ensure full spectrum supports	Council to advocate to the Commonwealth and seek grants to expand and improve services	<b>Challenge:</b> Meeting the growing needs for aged and disability care. <b>Opportunity:</b> High-quality services enhance life quality and dignity.	Service expansion and user satisfaction.	\$	DP/OP 1.3.1, 1.3.2
<i>Live</i>	Promote Volunteerism and Community Participation including promoting volunteer roles on behalf of community organisations	Gilgandra Shire Council, Community	Council to work with community and community organisations to identify opportunities to advertise for increased volunteering	Community organisations and council to advocate on behalf of volunteering to the community	<b>Challenge:</b> Engaging a diverse range of community members in volunteer activities. <b>Opportunity:</b> Volunteerism enhances community bonds, supports social inclusion, and improves individual well-being.	Increased volunteer participation and enhanced community	\$	DP/OP 2.1.2
<i>Enjoy</i>	Encourage Mental Health Services to enter Gilgandra and deliver services	Gilgandra Shire Council to work with NSW Health to encourage	Gilgandra Shire Council, NGOs, Mental Health Orgs	State and Commonwealth Health Departments	<b>Challenge:</b> Expanding mental health resources in the region. <b>Opportunity:</b> Enhanced services strengthen community resilience.	Increased service availability.	\$	CSP 1.3.4, 1.3.5, DP/OP 1.3.5.1 - 1.3.5.3

Live, Enjoy, Grow, Lead	Action	Deliver	Partner	Advocate	Challenge/Opportunity	Measures of Success	Budget	Strategic References
	Support the community to understand the role of telehealth and online mental health providers and GPs	Gilgandra Shire Council	Gilgandra Shire Council, NSW Health and Online Providers such as PHSYC2U and PyschHelp	Community and health services to advocate for the needs mental health needs of Gilgandra LGA. Gilgandra Shire Council to support local GPs to engage with the benefits of remote mental health support	<b>Challenge:</b> Access to mental health support is not accessible in regional communities <b>Opportunity:</b> An increasing market in online and zoom based psychologists increases options for people to access supports remotely	Decreased rates of mental health	\$	CSP 1.3.4, 1.3.5, DP/OP 1.3.5.1 - 1.3.5.3
Live	Provide space for people to access telehealth services (potential inclusion in health hub)	Gilgandra Shire Council	Gilgandra Shire council and health NSW	Gilgandra Shire Council advocate for the needs of increased access to telehealth services to address gaps in community need	<b>Challenge:</b> Community members may not have access to the technology required to access remote services <b>Opportunity:</b> Provide a safe space for members of the community to access services remotely	Increase access to services	\$\$	CSP 1.3.4, 1.3.5, DP/OP 1.3.5.1 - 1.3.5.3
Grow	Attract and Retain Health Professionals	Health Providers, Health NSW, Gilgandra Shire Council	Educational Institutions	Federal and State Health Education Departments	<b>Challenge:</b> Attracting skilled healthcare professionals to rural areas. <b>Opportunity:</b> Enhanced healthcare workforce improves service quality.	Increase in healthcare services and professionals.	\$\$	CSP 1.3.4, 1.3.5, DP/OP 1.3.5.1 - 1.3.5.3
Enjoy	Actively Promote and Partner on Specific Health Campaigns for mental health. This might include organisations like the black dog institute	Gilgandra Shire Council, Community	Health Service Providers, Local Businesses, Educational Institutions	Local government, healthcare associations	<b>Challenge:</b> Effectively addressing diverse and evolving mental health challenges. <b>Opportunity:</b> Utilising council and community partnerships to enhance public health education and services, fostering a healthier community environment.	Increased community engagement in mental health campaigns and measurable improvement in public health outcomes.	To be determined based on specific campaigns and initiatives	DP/OP 4.3.5
Grow	Transformative Project 1: Investigate Hunter Park Multipurpose Youth & Sports Facility	Gilgandra Shire Council	Sports Clubs, Private service providers	Local business sponsorship, state and federal funding	<b>Challenge:</b> Securing substantial funding and community backing. <b>Opportunity:</b> To create a state-of-the-art sports facility including hydrotherapy for enhanced mobility and rehabilitation.	Completion of a feasibility study and securing funding.	\$\$\$	LTFP, DP/OP - 2.1.1.1, 2.1.1.2

Live, Enjoy, Grow, Lead	Action	Deliver	Partner	Advocate	Challenge/Opportunity	Measures of Success	Budget	Strategic References
<i>Enjoy</i>	Fix And/or Connect Walking Paths within Gilgandra	Gilgandra Shire Council	Local Businesses	State Government, local businesses, Community	<p><b>Challenge:</b> Ensuring safety and accessibility for all users.</p> <p><b>Opportunity:</b> Enhanced paths promote active lifestyles and community well-being.</p>	Positive community feedback and completed path renovations.	\$\$	DP/OP 2.1.4.1, CSP 1.2.2, LTFP
<i>Grow</i>	Welcome Events for New Residents	Community Groups	Local Businesses, Real Estate Agents	Local government	<p><b>Challenge:</b> Integrating new residents into the community.</p> <p><b>Opportunity:</b> Fosters a welcoming atmosphere and community solidarity.</p>	Attendance rates, and feedback from new residents.	\$	DP/OP 1.3.5.1
<i>Grow</i>	Community Inclusion Programs for Healthcare Workers	Health Providers and Gilgandra Shire Council	Local Businesses, Educational Institutions	Local government, healthcare associations	<p><b>Challenge:</b> Ensuring healthcare workers feel supported and valued.</p> <p><b>Opportunity:</b> Strong community support can improve retention and satisfaction.</p>	Satisfaction levels among healthcare workers, retention rates.	\$	DP/OP 1.3.5.1
<i>Live</i>	<p>Transformative Project 2: Investigate Health Hub (including feasibility study)</p> <p>Inclusion of early childhood service capability – identified in early childhood strategy</p>	Gilgandra Shire Council	Health Service Providers	Local business sponsorship, state and federal funding	<p><b>Challenge:</b> Centralising health services to increase accessibility.</p> <p><b>Opportunity:</b> A health hub can streamline services, improving efficiency and patient care.</p>	Completion of a feasibility study and funding acquisition.	\$\$\$	CSP 1.3.4, 1.3.5
<i>Live</i>	Release Land to Address Housing Shortage	Council	Real Estate Developers	State Housing Authority, Local Government	<p><b>Challenge:</b> Balancing growth with sustainable development. Council advocacy role with state agencies to support and potentially unlock sites and funding to support housing developments</p> <p><b>Opportunity:</b> Expanding housing supports demographic growth and economic stability.</p>	Number of new housing units built.	\$\$	CSP 1.3.6



WELCOME TO  
**GILGANDRA**



**GILGANDRA  
SHIRE COUNCIL**

*Live > Enjoy > Grow*



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