

Community Strategic Plan

'Warren Shire 2027'



To pursue excellence to be responsive and pro-active in the promotion and improvement of our community through responsible and innovative leadership.

Adopted: 27th April 2017 – Res No: 104.4.17



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Message to Residents

The Integrated Planning and Reporting framework for NSW Local Government has a requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

This document is Warren Shire Council's Community Strategic Plan. The Plan is a working document that identifies the main priorities, objectives and strategies for the future of the Warren Shire Local Government Area over the next ten years.

Our 'Warren Shire 2027' Plan sets out the Social, Economic, Infrastructure, Environmental, and Governance objectives and strategies for the future of our community. Therefore, it is a **community plan**. These objectives and strategies also outline whose responsibility it is to undertake the actions required. The Council will however be responsible for the Plan's implementation and the ongoing updates to the Plan in the coming years. Where the direct responsibility does not lie with Council, Council will lobby on behalf of the community to ensure the actions are put in place.

The original plan was developed through community stakeholder workshops, a survey and careful analysis of the findings from both. This review has also been undertaken along those lines. The Plan will be delivered as a partnership between Council, State agencies, community groups and individuals and addresses a broad range of issues that are relevant to the whole community.

Warren Shire Councillors support the Plan, believe that it reflects the priorities of our community and look forward to seeing its development and delivery over time.



Regards,

NRF (Rex) Wilson OAM
Mayor
Warren Shire Council

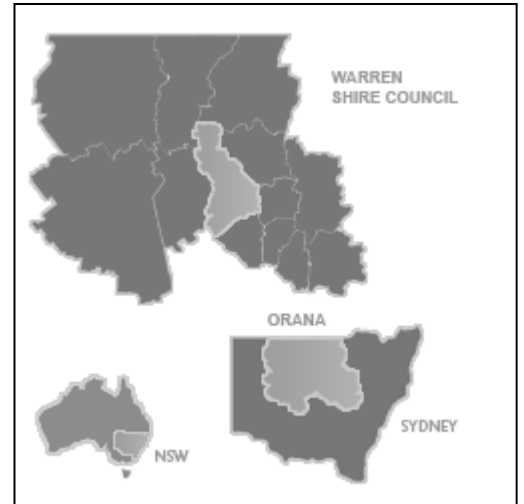
Overview of Warren Shire

The Warren Shire is located in Central Western NSW and covers an area of 10,860 square kilometres. The total estimated population for the Shire as at 2015 is 2,901 (ABS 2015) and the population in Warren is approximately 2,075 (ABS – Census 2011).

Warren Shire includes the town of Warren and the villages of Nevertire and Collie. The main service centre being Warren is situated on the banks of the Macquarie River and is located 120km from the regional centre of Dubbo and 540km from Sydney.

The Shire is economically dependent on agriculture, particularly sheep and cattle, grain and irrigation. Aside from those directly employed by the agriculture industry, there are also significant flow-on economic benefits from this industry to other related enterprises.

The first European settlers moved into the area in the early 1830s taking up land, or “squatting” in the surrounding district, and Warren was gazetted as a town in June 1861. Prior to this settlement the sole owners and occupants had been the traditional custodians of the country, the Wayilwan / Weilwan people.



Local Government Area Map

The area covered by the Warren Shire sits at the convergence of the territories of two Aboriginal language groups, the Wiradjuri to the southeast and the Wayilwan/Weilwan to the north and northwest. Prominent features within the landscape usually defined tribal boundaries and an area from within the Barwon River to the north, the Bogan River to the west and the Castlereagh River to the east is regarded as the Wayilwan territory. Smaller local groups of the Wayilwan lived within the region, including the Waiabara, who lived near the Barwon River and the Kamwabari/ Kawambarai who lived in the area south of Quambone extending towards the Castlereagh River. Approximately 13.31% of people in the Warren Shire were identified as being indigenous (ABS – Census 2011).

Full demographic information for Warren Shire is available at:

<http://www.communityprofile.com.au/warren/>

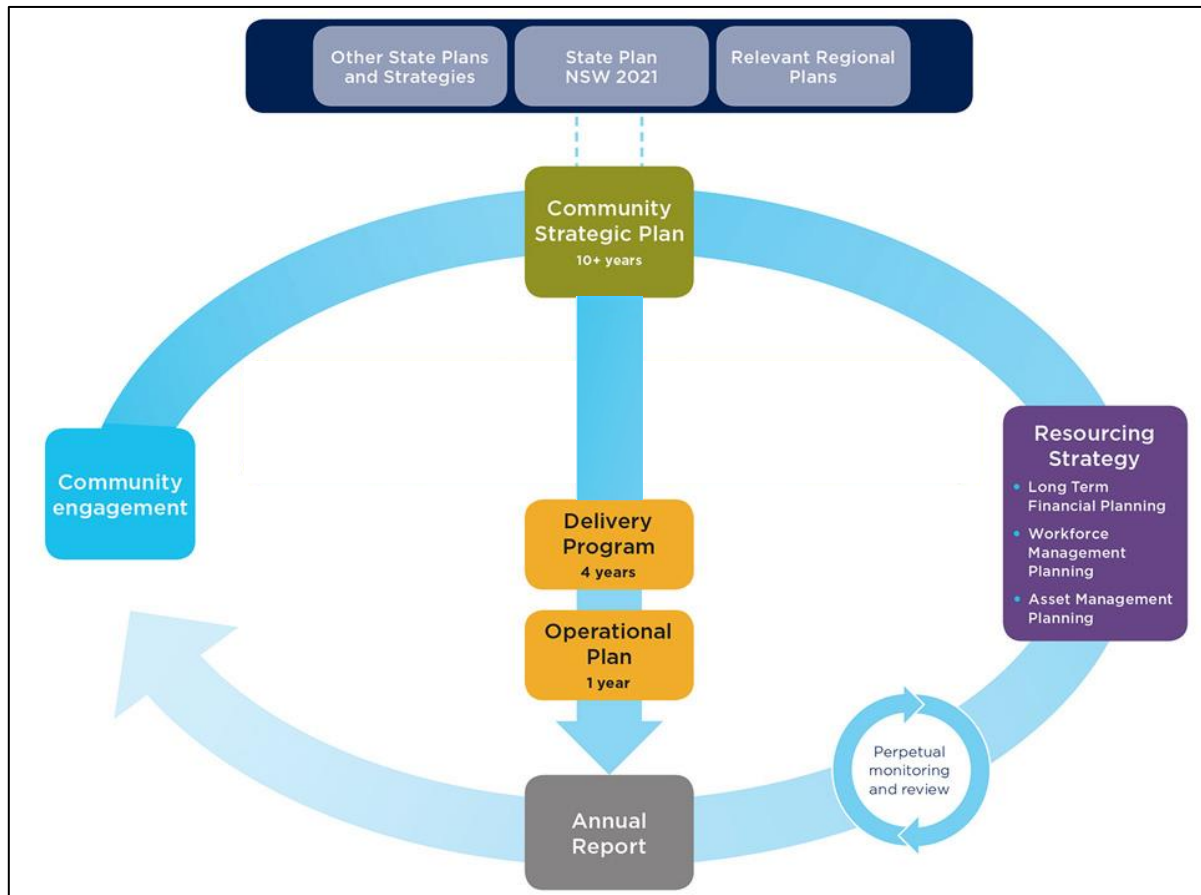
There will be further updates on demographic information once the 2016 Census Data has been released. This will also be available on the above link and Council’s website.

Warren Shire 2027

Local Councils in NSW are required to undertake their planning and reporting activities in accordance with the provisions of the Local Government Act 1993 and the Local Government (General) Regulations 2005.

The Integrated Planning and Reporting framework for NSW Local Government was first introduced in October 2009. This framework is outlined in the diagram below.

Local Government Planning and Reporting Framework



A Community Strategic Plan is a working document that identifies the main priorities, objectives and strategies for the future of the Warren Local Government Area.

In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its goals.

The Plan must:

- Have a long term focus – minimum of 10 years.
- Address key issues – social, economic, infrastructure, environmental and governance.
- Provide for a resourcing strategy – including how community assets will be used for the future, how the council workforce will be managed to deliver up the desired plan outcomes and a financial plan to spell out how aspects of the plan will be funded.
- Outline how progress in implementing the plan will be measured and monitored.
- Provide for the council to progressively report to the community on progress and achievements.

Community Consultation and Engagement

Community consultation and engagement are integral aspects of Council's every day activities. Engagement is not an 'add-on' activity. When Council has a good relationship with the community, it is more likely to understand the range of needs and aspirations of the community and to ultimately make better informed decisions.

The Engagement Strategy encourages the community to be informed and to participate in decision-making processes that guide the development of shire-wide service provision.

A Community Survey was undertaken during February 2017 using the following means:

- Creation of an online survey using Survey Monkey.
- Creation of a paper survey delivered via a letterbox drop in Warren, Nevertire and Collie
- mail out to roadside and PO Box addresses.
- Website content.
- Posts to the Warren Shire Council Facebook page.
- Poster for the Community Noticeboard.
- Advertisement for the Warren Weekly.

The survey could be completed online or on paper and submitted to Council.

The question that community members were asked to consider was:

"What do you feel are the most important issues or challenges facing our community in the next ten years?"

Survey Results Summary

- There were 70 survey responses in total.
- 50 of these responses were submitted online.
- 20 responses were written.

Due to the survey question requiring an open-ended response, some survey respondents covered multiple issues within their answer. The total number of issues covered, in fact, 132 separate items were raised by the 70 respondents.

Some of the responses were statements, others were ideas and the remainder were classified under the strategic areas of Warren Shire’s Community Strategic Plan: Social; Economic; Infrastructure; Environmental; Governance. The number of statements and ideas were as follows:

Statements – 34 Ideas – 12

Therefore, 34.8% of items raised were either a statement or an idea and these, where necessary have been put into council’s system

A breakdown of the remaining items is as follows:

Category	Sub-Category	Data	Commentary
Social	Youth	22/132 – 16.67%	Issues focused on activities and education available in Warren. In addition lack of employment opportunities for youth and need to retain youth and families in Warren were mentioned in responses.
	Health	6/132 – 4.55%	Half of these responses were in relation to services for the ageing population.
	Law and Order	19/132 – 14.39%	Of these 19 responses, there were 10 drug-related issues raised.
Economic	Expand economic base	6/132 – 4.55%	Economic Development Strategy will address these issues.
	Enhance experience of visitors	2/132 – 1.52%	Economic Development Strategy will address these issues.
	Employment	13/132 – 9.85%	
	Housing	3/132 – 2.27%	Economic Development Strategy will address these issues.
Infrastructure	Roads	2/132 – 1.52%	
	Footpaths	2/132 – 1.52%	Warren Connections Study addresses these issues.
Environmental	Waste management	2/132 – 1.52%	Recycling.
	Water	2/132 – 1.52%	
Governance	Communication with the community	1/132 – 0.76%	

The collected data has been analysed and used to inform any amendments to the Objectives and Strategies in this Community Strategic Plan.

Community Plans

The development of 'Warren Shire 2027' was also actively informed by recent activities including the review by Council of:

- The Community Strategic Plan – 'Warren Shire 2022'.
- Economic Development Strategy – 2013-2017.
- Other community activities and plans.

State and Regional Plans

The development of 'Warren Shire 2027' has taken into account:

- The Premiers Priorities.
- Regional Plan 2013-2016 Regional Development Australia Orana NSW
- The NSW State Plan, 'NSW 2021'.
- The Regional Plan developed by Regional Development Australia – Orana (RDA Orana) – 'Regional Plan Orana NSW 2010 – 2020'.
- OROC Strategic Plan.

Key issues and challenges for our Community

When considering the key issues and challenges for our community it is important to keep in mind Councils Values -

- A safe and attractive working and living environment that will attract skilled people.
- A Shire that has a diverse and stable economy.
- A Shire that has quality and well-maintained infrastructure.
- A place that encourages vitality and leadership in the community.
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making.
- A community that is inclusive and encourages the development of it's young people.

Key issues and challenges

Community consultation identified key challenges affecting Warren Shire.

- The hollowing out of the population:
 - Trend toward increases in older, less skilled, more welfare dependent population.
 - Need to boost the population (and skill levels) by attracting and retaining working families and employed young adults.
- Reliance on agriculture industry:
 - Need to attract new industry and enterprises to reduce reliance on agriculture industry and help boost employment.
- Provision of community services and facilities:
 - Such as health services and law enforcement, to service existing residents and attract new residents.
- Infrastructure and services across the Shire:
 - Need to be of an adequate standard to support local business and the community – e.g. local and rural roads, water supply, waste management and drainage.
- Youth issues:
 - Need to support the youth of the community and encourage their development, education and ensure there are adequate facilities and services to meet their needs.

These issues will be addressed under the following categories:

- Social
- Economic
- Infrastructure
- Environmental
- Governance

1. Social

Concerns

- Hollowing out of the population
 - The exit of school-aged and post-secondary youth.
 - The relative ageing of the community.
- Projected population decline.
- Lack of employment opportunities.
- Decline in quality of essential services/infrastructure such as health, education and housing.
- Challenge of maintaining essential local services and ensuring these services continue to be provided locally rather than as out-reach services.
- The need to support young people and encourage their development.
- Continuous improvements in education.

Our 2027 Social Strategies:

Objective 1.1: Improve social well-being to offer attractive lifestyle				
Strategies		Responsible	Support	Timing
1.1.1	Local access to essential services and less out-reach of these essential services	Council	Community	Ongoing
1.1.2	Maintain high levels of community cohesion and community spirit	Community	Council	Ongoing
1.1.3	Provide leadership and coordination of the Warren Shire Interagency group	Council, Interagency	Community	Ongoing
1.1.4	Ensure a high standard of education for Shire residents	Schools, TAFE, Department of Education and Training	Council	Ongoing
1.1.5	Retain and develop housing for skilled people	Government and local businesses	Community	Ongoing
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community.	Council	Community	Ongoing
1.1.7	Investigate initiatives in attracting and retaining working families	Council, local business community	Community	Ongoing

Our 2027 Social Strategies:

Objective 1.2: Support young people and encourage their development				
Strategies		Responsible	Support	Timing
1.2.1	Investigate options available looking to develop a solution that can provide leadership and coordination of actions to assist all youth	Council, Community	Interagency	Ongoing
1.2.2	Promote to youth Warren facilities and activities available	Council, Schools	Community	Ongoing
1.2.3	Development of traineeship programs to retain youth	Council, local business community	Community	Ongoing
1.2.4	Investigate initiatives in creating employment for youth.	Council, local business community	Community	Ongoing

Objective 1.3: Improved health outcomes for the community				
Strategies		Responsible	Support	Timing
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Government	Council	Ongoing
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Private enterprise	Council, Government	Ongoing

Objective 1.4: A safe and clean community				
Strategies		Responsible	Support	Timing
1.4.1	Continually liaise with NSW Police on law and order issues within community	Council, NSW Government	Community	Ongoing
1.4.2	Continually monitor the use of illicit drugs within the community	NSW PF, NSW Government	Council, Community	Ongoing
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	Council & Emergency Management Services	Community, NSW Government	Ongoing
1.4.4	Help ensure safe and sustainable development	Council	Community, Government	Ongoing
1.4.5	Maintain high standards of street cleanliness, vacant block management	Council	Community	Ongoing
1.4.6	Maintain town streets and footpaths	Council		Ongoing
1.4.7	Provide animal control services to meet the demands of the community			

2. Economic

Concerns

- Heavy reliance on agricultural industry.
- Shortage of skilled labour.
- Water reform.
- Extreme weather incidents.
- Government policy and the unintended consequence of policy.
- Rejuvenation of Warren town centre.
- Information and facilities for visitors.

Our 2027 Economic Strategies

Objective 2.1: Expand existing economic base and diversification into sustainable industries

Strategies		Responsible	Support	Timing
2.1.1	Continue implementation of existing Economic Development Strategy Goal 5 until 2016 Census Data released	Council	Community	2017
2.1.2	Review and update Economic Development Strategy	Council	Community	2017-2020
2.1.3	Implement updated activities of the Strategy's Action Plan	Council	Community	2017-2020

Objective 2.2: Enhance the experience of visitors to Warren Shire

Strategies		Responsible	Support	Timing
2.2.1	Continue implementation of existing Economic Development Strategy Goal 6 until 2016 Census Data released	Council	Community	2017
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities.	Council	Community	Ongoing
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Council	Great Western Plains Destination Management Group	Ongoing
2.2.4	Liaise with RiverSmart in line with Council's Economic Development Strategy	Council RiverSmart	Chamber of Commerce	Ongoing

3. Infrastructure

Concerns

- Maintain effective transport networks including Shire roads.
- The need for the introduction of long-term planning into asset management procedures to ensure that future needs can be planned for and current infrastructure is supported.

Our 2027 Infrastructure Strategies

Objective 3.1: Quality transport infrastructure				
Strategies		Responsible	Support	Timing
3.1.1	Ensure local roads and bridges are maintained/constructed to acceptable community standards in a cost effective, efficient and safe manner	Council, Government	Government, Community	Ongoing
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Roads and Maritime Services	Government, Council	Ongoing
3.1.3	Maintain and enhance the local aerodrome and promote its use	Council	Government	Ongoing
3.1.4	Maintain and enhance local pathway networks to meet needs of all sections of community	Council	Government	Ongoing

Objective 3.2: Quality community infrastructure and facilities				
Strategies		Responsible	Support	Timing
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Council	Community	Ongoing
3.2.2	Monitor pool management and implement maintenance and upgrades	Council	NSW Government, Community	Ongoing
3.2.3	Provide a high quality library service that meets the needs of the community	Council	Community	Ongoing
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Council	Community	Ongoing
3.2.5	Maintain and service the villages of Collie and Nevertire	Council	Community	Ongoing
3.2.6	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Council		Ongoing

4. Environmental

Concerns

- Impacts of extreme weather.
- Impacts of water reform.
- Management of waste in the Shire with no recycling program currently in place.
- Need for ongoing management of water supply, drainage and sewerage in Warren, Nevertire and Collie.

Our 2027 Environmental Strategies

Objective 4.1: Management of the local environment				
Strategies		Responsible	Support	Timing
4.1.1	Monitor Warren Shire Council LEP	Council	NSW Government	Ongoing
4.1.2	Actively participate in the Environment and Waterways Alliance	Council	Central West LLS	Ongoing
4.1.3	Management of noxious plants	Castlereagh Macquarie County Council, Council	NSW Government, Landowners	Ongoing
4.1.4	Maintain involvement and support of Local Land Services (LLS)	Council	Central West LLS	Ongoing

Objective 4.2: Resource use, waste disposal and management				
Strategies		Responsible	Support	Timing
4.2.1	Ewenmar Waste Depot – new management regime	Council	Community	2017 - 2018
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Council	Community	Ongoing
4.2.3	Ensure the efficient and cost effective operation of Council's road making materials (e.g. gravel pits.)	Council		Ongoing

Our 2027 Environmental Strategies

Objective 4.3: Management of water/wastewater				
Strategies		Responsible	Support	Timing
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Council	NSW Government	Ongoing
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Council	NSW Government	Ongoing
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Council	NSW Government	Ongoing

5. Governance

Concerns

- The hollowing out of the population (trend toward increases in older, less skilled, more welfare dependent population) resulting in an increased burden on existing community leaders and stock of volunteers.
- Ensuring the Council continues to remain strong and financially sound and is pro-active in the promotion and improvement of the community through sound and responsible leadership working as partners with the community in decision-making.
- Long term governance and community leadership is vital for the future of Warren Shire. Leadership skills need to be fostered to encourage the development of future community leaders and volunteers within the community.

Our 2027 Governance Strategies

Objective 5.1: A community that partners with Council in decision making				
Strategies		Responsible	Support	Timing
5.1.1	Implementation of Council's Community Engagement Strategy	Council	Community	Ongoing
5.1.2	Implement as required agreed community actions	Council	Community	Ongoing
5.1.3	Promote timely and quality dissemination of information to the community.	Council	Community	Ongoing
5.1.4	Convey community issues to Government	Council	Community	Ongoing

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers				
Strategies		Responsible	Support	Timing
5.2.1	Quality customer service focus by Council staff	Council	Community	Ongoing
5.2.2	Timely and accurate reporting for efficient management and accountability	Council	Community	Ongoing
5.2.3	Effective staff training and development processes in place	Council	Community	Ongoing