

COMMUNITY
STRATEGIC
PLAN
'WARREN SHIRE 2027'



Warren Shire Council

DRAFT

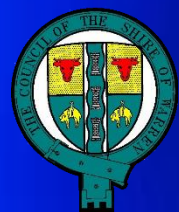


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Message to residents

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

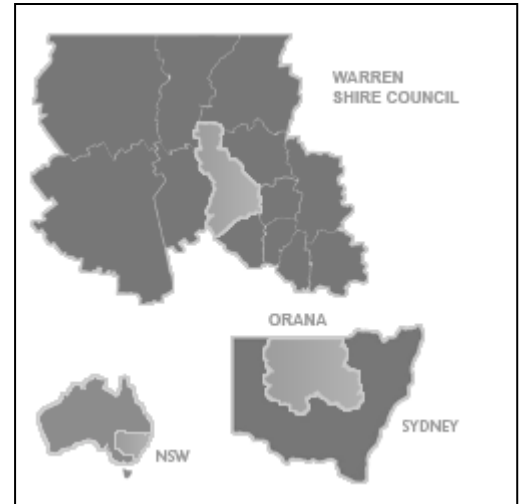
Overview of Warren Shire

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/>

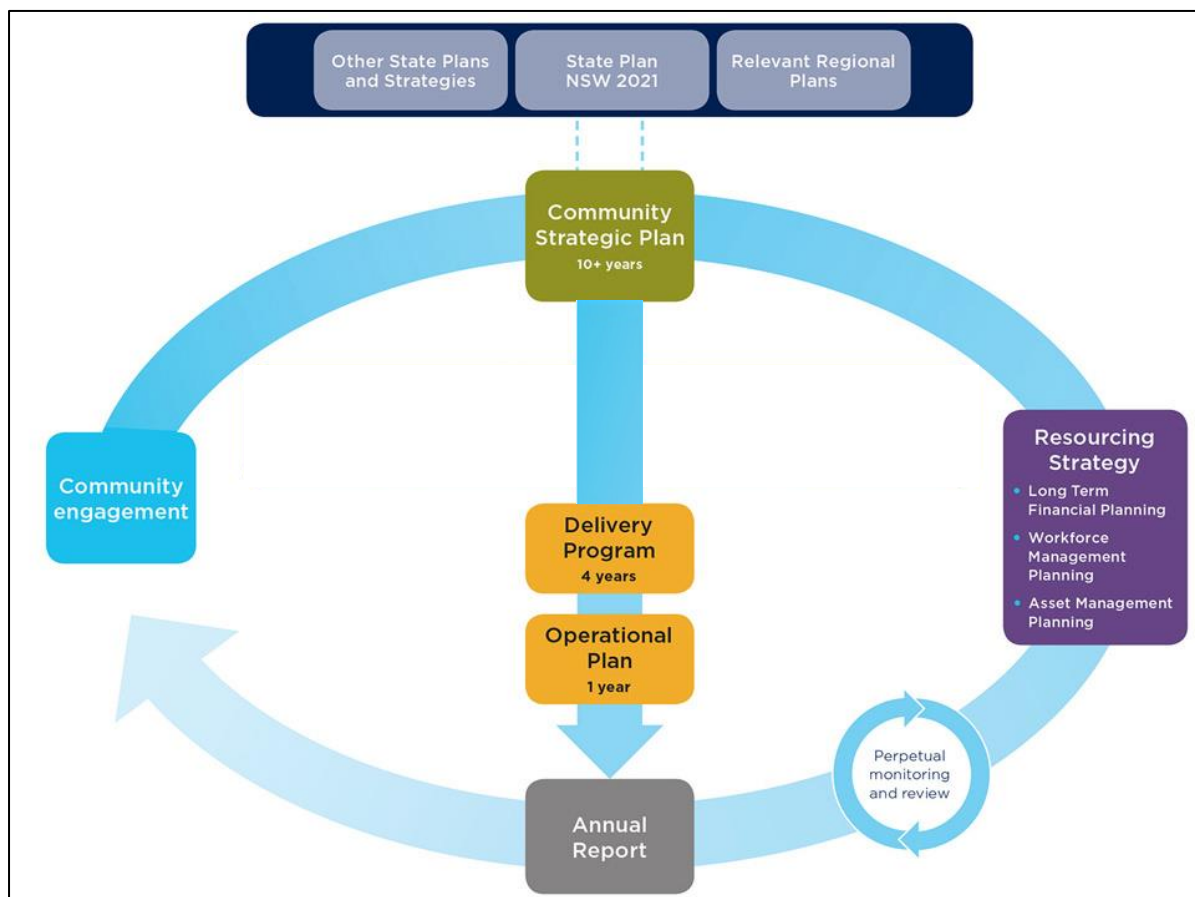
There will be further updates on demographic information once the 2016 Census Data has been released. This will also be available on the above link and Council’s website.

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.

The Community Engagement Strategy outlines how Council will engage with its community and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our community about their needs and aspirations for the town.

Council's Community Engagement Strategy was adopted by Council on the 27th of October 2011. Community consultation for the development of the original Community Strategic Plan – 'Warren Shire 2022' commenced in February 2012, with Council staff conducting eight forums and consultation meetings across the Shire, involving 113 people. This worked very well then and similar engagement is proposed for this review.

In addition a survey was conducted via both hard copy and online means.

Community consultation for this review to develop the Community Strategic Plan - Warren Shire 2027 have included the following meetings and surveys:

Identified Audiences

The following groups could be included in Council's consultation processes:

- Aboriginal groups
- Aged persons
- Chamber of Commerce
- Community and sporting organisations
- Council facilities users
- Council staff
- Councillors
- Farmers and industry groups
- Health organisations
- Neighbouring councils and Orana Regional Organisation of Councils (OROC)
- NSW and Federal government departments and Regional Development Australia (RDA) – Orana
- Service clubs
- The Warren Interagency
- The Warren Liquor Accord
- Utility providers
- Youth, including schools

Meetings:

- Warren community X 2017
- Nevertire community X 2017
- Collie community X 2017
- Marra community X 2017
- Warren Interagency X 2017
- Macquarie Local Lands Council X 2017
- Warren Chamber of Commerce X 2017
- Council staff workshop X 2017

Surveys:

Surveys will be distributed to people in Warren Shire by postal and online means.

X surveys were completed by the community in February 2017

Community Plans

The following documents were reviewed to create the Community Strategic Plan.

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.

Final draft will be released for a 28-day period from X to X.

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'.

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 services, particularly for 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

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

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	Provide animal control services to meet the demands of the community	Council	Community	Ongoing
1.4.2	More visible police presence	NSW Government	Community, Council	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

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	Create Economic Development Strategy Implement all of activities of the Strategy's Action Plan	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	

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

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	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 – management regime			
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. Mount Foster Quarry and 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 when required community actions	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

Appendix

Insert **Community Survey Data** from 2017

Community Survey Data from 2012 is available on the Council website www.warren.nsw.gov.au