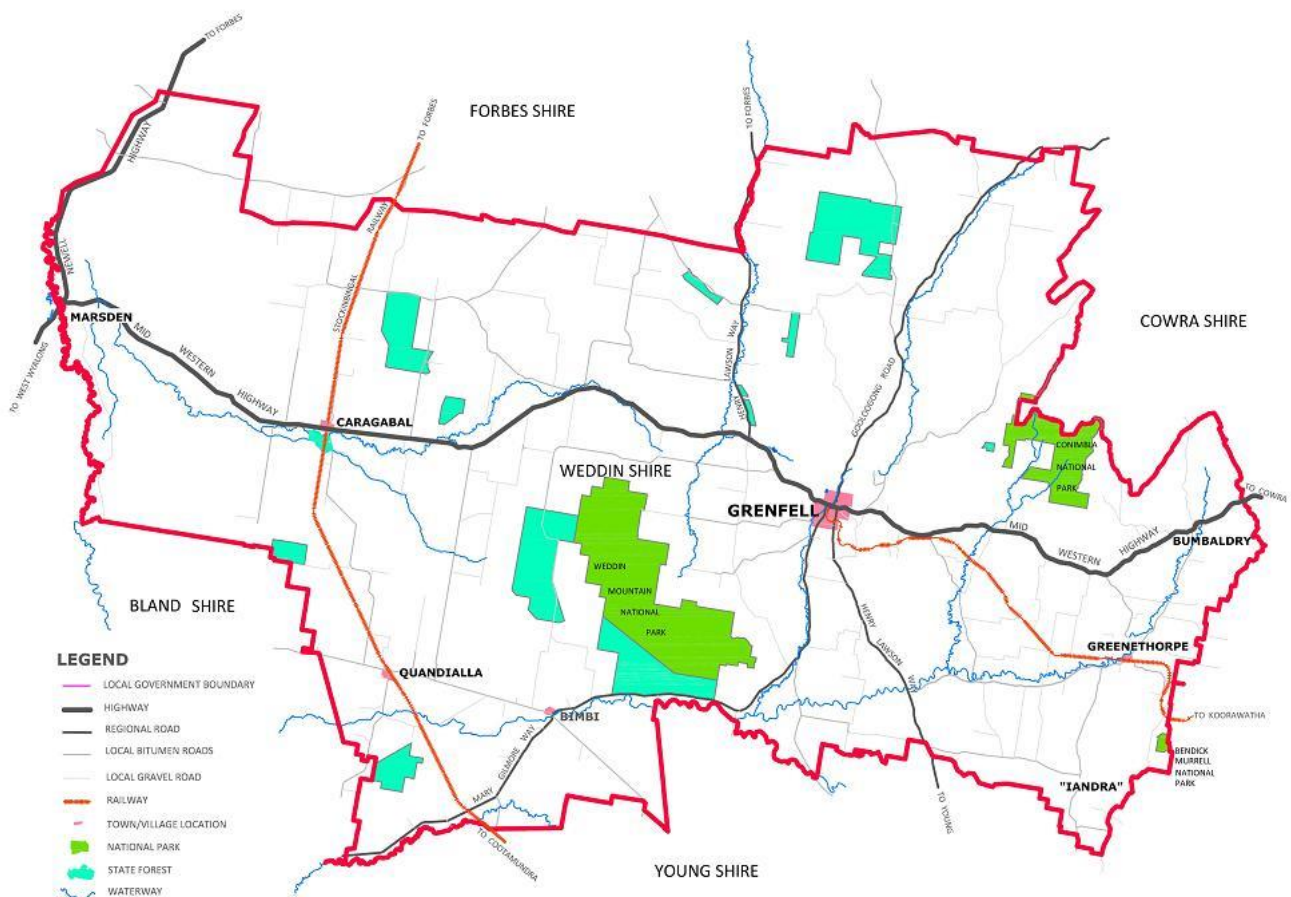


Weddin Shire

2013-2023 Community Strategic Plan

Weddin 2023





*Grenfell Preschool
courtesy Grenfell Preschool & Long Day Care Centre*

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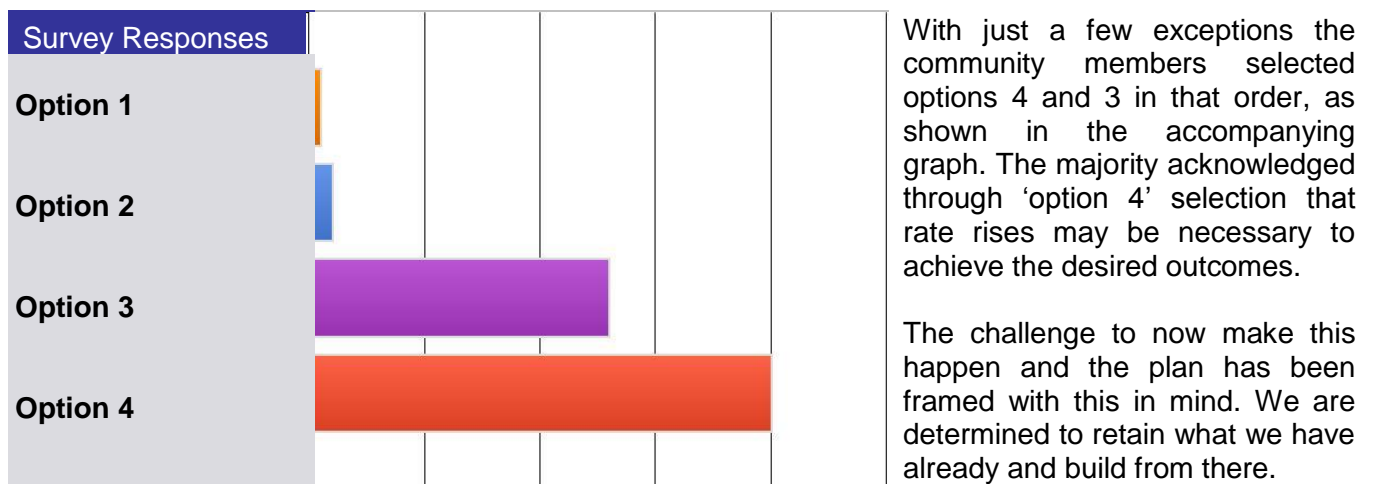
FOREWORD

We are pleased to re-affirm this long term Community Strategic Plan (CSP) for the people of the Weddin Shire, a refinement of the first such plan endorsed during 2012. At a Councillors and Senior Management workshop held 31 January 2013 we reviewed key aspects of the previous Community Strategic Plan 2012-2023 and determined that as the overall assumptions and direction were still valid and given only a short period of time had elapsed since it was endorsed it was neither necessary nor appropriate to put the community through a full re-engagement process, although of course this slightly revised CSP will be made available to the community for general comment. Thus much of what follows is a re-statement of the content of the previous document.

The 2012-2023 plan was developed in response to NSW Government legislation, however our local community enthusiastically embraced the plan development process as a most useful exercise. The process has allowed us put in motion steps that will take us even further toward creating the future we'd all like, building on our strengths and past efforts.

From the outset the major challenge facing our community was clear – the need to reverse the declining population trend. In 1976 our Shire's population was 4,750 and at 2006 it was 3,762. The 2011 Census figures saw our population stabilise at about the same level, however the detail showed overall decline in the farming areas of close to 200 people countered by a similar increase in Grenfell itself. During the consultation process community members expressed their preference for future population planning by selecting one of the following options (wording has been abbreviated):

1. "Go with the flow" and accept further population decline
2. Take a softly-softly approach and attempt to stabilise our population at present levels
3. Focus on a few target areas and return the population to at least 1976 levels in 10 years
4. Buck the decline trend and deliver a wide range of initiatives, recognising that above base-line Council rate rises and borrowings may be needed



Our personal thanks go to all those in the community who took time out to contribute, as well as to the Council staff who ably managed to develop the plan on top of their normal 'day-jobs'.

Cr Mark Liebich, Mayor

Cr Paul Best

Cr Alan Griffiths

Cr Nevin Hughes

Cr Jan Parlett

Cr John Niven, Deputy Mayor

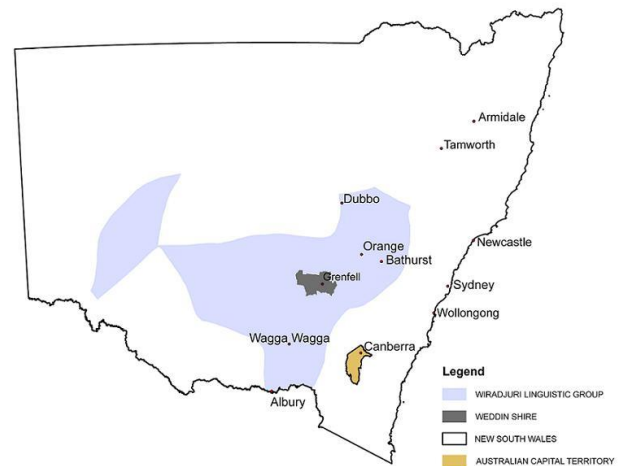
Cr Carly Brown

Cr Graeme Halls

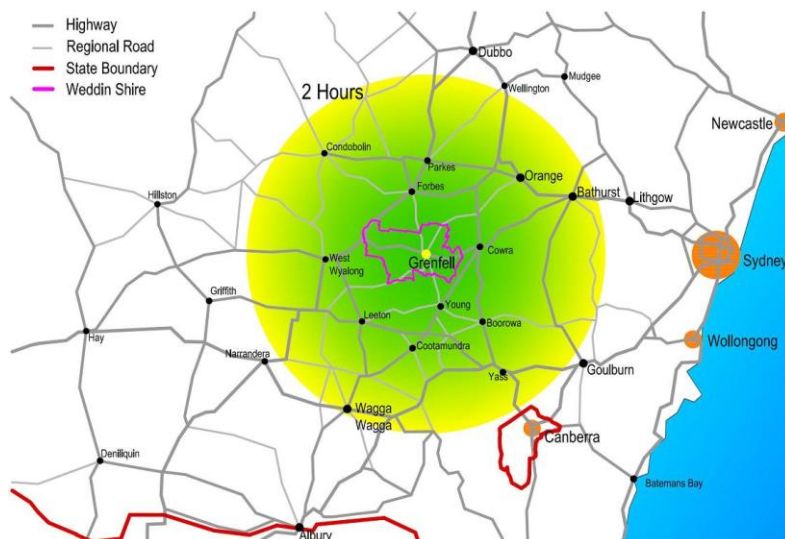
Cr Geoff McClelland

ABOUT THE WEDDIN SHIRE

The Weddin Shire is centred around, and derives its name from, the majestic Weddin Mountains. The name Weddin has its origins in the Wiradjuri word 'weedin' which means a place to sit, stay or remain, relating to the mountains' status as a place where indigenous youths underwent a period of ceremonial isolation during the course of their initiation. The mountain range rises some 400 metres above the surrounding landscape and is of great significance both to the Wiradjuri people and residents of the local Shire. The Weddin Mountains National Park is our biggest tourist attraction with in-excess of 25,000 visitors annually.



Source – NSW National Parks & Wildlife Service



Geographically the Shire is at the crossroads of the major thoroughfares from Sydney to Adelaide and Brisbane to Melbourne. The main town of Grenfell is 364 km or 5 hours by road from Sydney and within 2.5 hours drive of the major centres of Dubbo, Orange, Bathurst, Canberra and Wagga Wagga. The Shire covers over 3,400 square km which is more than double the land area of greater urban Sydney. 94 % is devoted to dry-land agriculture, 3 % national parks and 3 % state forests. Ample land is also zoned ready for new industry, as well as residential housing and hobby-farms.

Our local population based on 2006 Census figures is evenly split between males and females, and 1.6 % were Indigenous persons. 19.2 % of the population usually resident in the Shire were children (aged 0-14 years), only 9 % were 15-24, 36.4 % were aged 25-54 and 35.4 % were persons aged 55 years and over. The median age was 45 years against 37 years for all persons in Australia. These figures support a focus on retaining and attracting post school people and also providing retiree facilities.

Almost 40 % of the 1482 local employed persons aged over 15 years (2006 Census) usually resident in the Shire are managers, reflecting the high number of self employed both on farms and in local businesses. Other significant employment categories are labourers 12.6 %, professionals 11.3 %, technicians and trade workers 9.3 %, clerical and administrative workers 7.6 %, community and personal services 7.4 %, machinery operators and drivers 6.5 % and sales workers 4.5 %. Vocations are heavily skewed directly and indirectly to agriculture.

Bureau of Meteorology records for the town of Grenfell from 1885 to 2011 show mean annual rainfall at 623 mm, with a high of 1,104 (1950) and low of 233 (1982); with the long term monthly distribution being reasonably even. Whilst almost all of our farming land is rainfall dependent the rainfall patterns, climate, topography and quality of soils are such that local land is highly prized as both productive and suitable for cropping and grazing. Agricultural production for the 2005-06 year generated an estimated

\$78 m with the major outputs being 194,000 tonnes wheat, 35,000 tonnes barley, 15,000 tonnes oats, 14,000 tonnes triticale, 11,000 tonnes canola, 80,000 sheep, 132,000 lambs, \$10.5 M worth of wool, 7,000 cattle and 9,000 tonnes of hay. Our contribution to the Australian economy is significant. The majority of businesses in Grenfell and the villages support local agriculture and the local population however we do have some businesses that have substantial sales outside the Shire.

Each of the localities within the Shire is listed below together with some summary information. The population figures for total Shire and the locality of Grenfell are from the **2006 census**. Figures for the villages are from local studies the figure for rural land is the derived balance of population.

Place	Category	Population number	% of Wedd in	Origins	Other comments
Bimbi	Village	30	0.8 %	Wheat	Population peaked at 600 + pre-rail
Bumbaldry	Locality	included in 'rural'		Gold	Population during gold rush was > 3 K
Caragabal +	Village	80	2.1 %	Rail	Famed for its annual sheep races
Greenethorpe +	Village	160	4.3 %	Rail	Home of share-farming in Australia
Grenfell + ^	Town	2,414	64.2 %	Gold	Birth place of Henry Lawson
Marsden	Locality	included in 'rural'		Crossing	Historical bullock team transport hub
Quandialla + ^	Village	170	4.5 %	Rail	Originally a closer settlement area
Rural land	Farms	570	24.1 %		
Total		3,762	100 %		+ School locations ^ Medical facility

Our crime rate is one of the lowest in Australia. This fact, coupled with high quality schools and desirably priced housing means that the Shire is an outstanding place to raise a family. Our sense of community and volunteering participation rates are very strong. We take pride in looking out for each other. "No one goes hungry or homeless in the Weddin Shire".



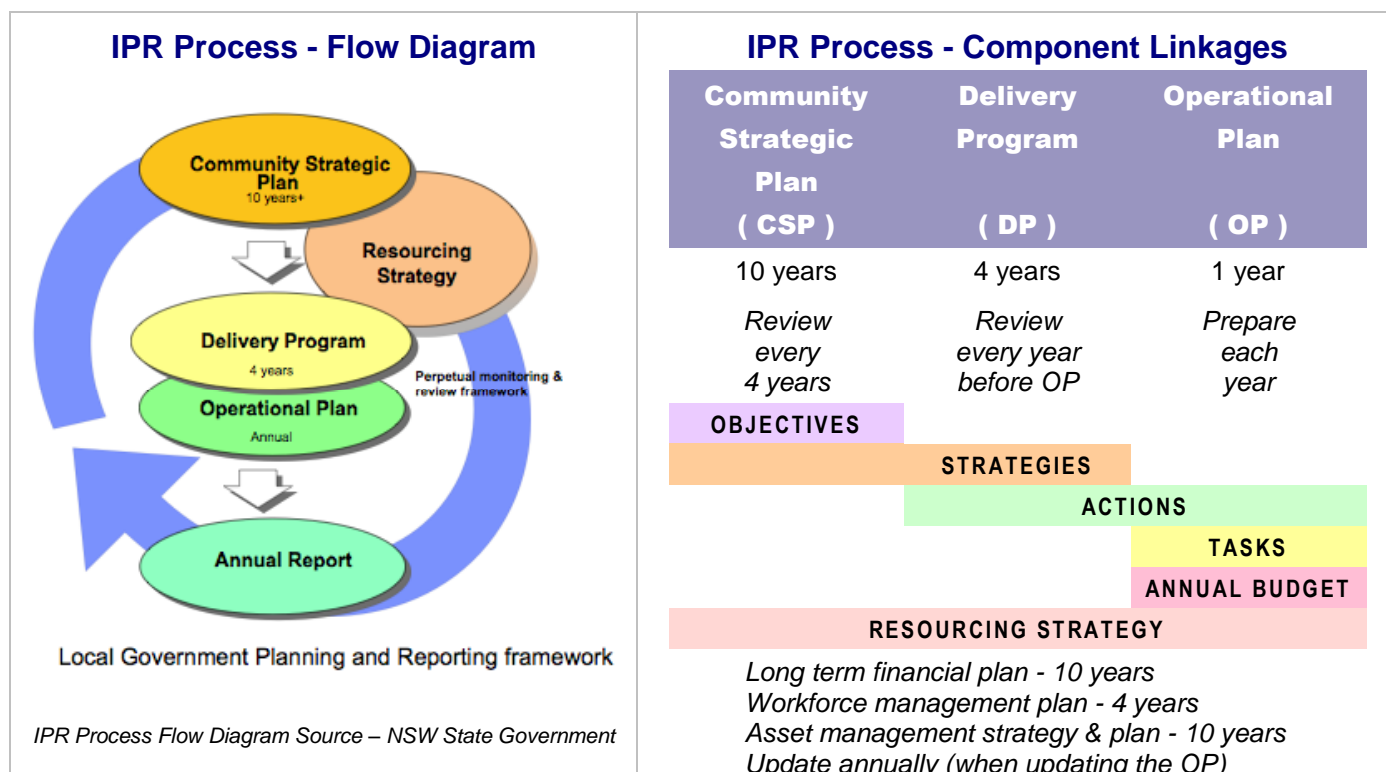
*Grenfell Town & District Band, Henry Lawson Festival
courtesy Darren Stones*

INTEGRATED PLANNING & REPORTING

BACKGROUND

In 2009 the NSW Government introduced the 'Integrated Planning and Reporting Framework' requiring all local government areas to carry out long term planning, and to streamline existing planning and reporting activities. To even out the collective effort across the State each Council was asked to choose which year (from 3 options) they would commit to complying with the requirements. The Weddin Shire Council selected the third option, meaning that the new plans were required to be in place by 1 July 2012.

PLANNING & REPORTING REQUIREMENTS - SUMMARY



The accompanying 2 diagrams above outline the overall process flow and the linkages and overlaps between the various outputs. The underlying principles are that:

- The community is engaged and determines the long term vision and approach, with the main components being:
 1. Where are we now?
 2. Where do we want to be?
 3. How are we going to get there?
 4. How will we know when we've arrived?
- The above is documented at the high level in a Community Strategic Plan; refined regularly
- After each Council election a 4 year Delivery Program of activities is derived from the above long term plan and is progressively implemented during the term of that Council
- Each year a 12 month Operational Plan is derived from the 4 year delivery program and implemented by Council
- Monitoring and reporting on progress of both the 4 year and 12 month plans is done at regular intervals.

COMMUNITY STRATEGIC PLAN - REQUIREMENTS

The 2010 Planning and Reporting Manual issued by the NSW Division of Local Government sets out the requirements for the overall Integrated Planning and Reporting framework. Here is a more detailed outline of the main requirements for the Community Strategic Plan (CSP) document and development process from the perspective of the people of the Weddin Shire.

Timeframe

The Community Strategic Plan is a high level plan covering a minimum 10 years - it is:

- to be developed and endorsed by Weddin Shire Council
- developed and delivered as a partnership between:
 - Weddin Shire Council
 - Various State Govt agencies
 - Local community groups
 - Local individuals

Minimum inclusions

The Community Strategic Plan is to include:

1	Vision statement & Values statement	Identify the community's main long-term priorities and aspirations for future of the Weddin Shire
2	Strategic objectives	<p>To ensure long term community sustainability, the objectives need to address 4 key themes:</p> <ul style="list-style-type: none">• Social / society• Environment• Economic• Civic leadership <p>Ensuring there is no deterioration in each of the 4 areas, is known as <i>effectively managing the quadruple bottom line</i></p>
3	Strategies	Plan of action designed to achieve each objective
4	Assessment methods	Document the methods to be used to determine whether the objectives are being achieved

Plan development process

From the perspective of those facilitating and preparing the CSP, they are expected to:

- consider:**
- issues and pressures that may effect the community
 - level of resources that will realistically be available
 - expected levels of service expressed by the community
- address:**
- 4 sustainability themes mentioned above: social / society, environment, economy, and civic leadership relevant to the whole community
- give regard to:**
- any NSW State plan, or other relevant State or Regional plans.
NB: Our Council will participate in the LOCALISING NSW 2021 initiative
- engage:**
- the local community in developing the Weddin Shire CSP
- base the process on:**
- the NSW Government Social Justice Principles
 - local social considerations

Implementation

When it comes to implementation of the plan:

- Weddin Shire Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area of Weddin Shire
- Weddin Shire Council is not wholly responsible for implementation as the scope of the plan exceeds its span of control and responsibility
- Other partners (eg. NSW State Agencies / Community Groups) may be engaged in delivering the long-term objectives of the CSP.

Review

The plan is to be reviewed every 4 years.

MELBOURNE PRINCIPLES

The *Principles for Sustainable Cities* now widely and colloquially known as the *Melbourne Principles*, were developed at a gathering of over 40 international environmental experts in Melbourne between 3 and 5 April 2002. The gathering was organised by the United Nations Environment Programme International Environmental Technology Centre, and the Environment Protection Authority Victoria. Whilst it is acknowledged that the Melbourne Principles were framed specifically for cities, it was felt by Weddin Shire Council that most are still directly relevant to our own region. In the context of developing the Community Strategic Plan the Weddin Shire Council determined to adopt these principles in 2011 to guide future development decision making.

The 10 Melbourne Principles are:

- 1 Provide a long-term vision for cities based on sustainability; intergenerational, social, economic and political equity; and their individuality
- 2 Achieve long-term economic and social security
- 3 Recognise the intrinsic value of biodiversity and natural eco-systems, and protect and restore them
- 4 Enable communities to minimise their ecological footprint
- 5 Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities
- 6 Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems
- 7 Empower people and foster participation
- 8 Expand and enable cooperative networks to work towards a common, sustainable future
- 9 Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management
- 10 Enable continual improvement, based on accountability, transparency and good governance

SOCIAL JUSTICE PRINCIPLES

The approach taken in developing the CSP needs to be consistent with the NSW State Government social justice strategy principles.

The **4 key social justice principles** are:

Equity	♦	fairness; and involving and protecting those in vulnerable circumstances
Access	♦	to services, resources, and opportunities to improve their quality of life
Participation	♦	maximise participation in decisions which affect their lives
Rights	♦	equal rights for all to participate in community life



*Pinnacle Guinea Pig Races, June Long Weekend
courtesy Darren Stones*

DEVELOPING THE COMMUNITY STRATEGIC PLAN

COMMUNITY ENGAGEMENT STRATEGY

Weddin Shire Council approved the Community Engagement Strategy for the 2012-2013 CSP at the meeting held 21st April 2011 - the key components of the Strategy were:

- Overview of the Integrated Planning & Reporting framework (published by NSW Government)
- Objectives of the CSP development process
- Communication objectives - these were:
 - all individuals and sectors of the community know that their input is important
 - range of mechanisms allow for issues, challenges and priorities identification
 - approach is consistent with the NSW Government's social justice strategy principles
- Confirmation of identified vulnerable groups in the Shire - these were the elderly, young, isolated and socio-economically disadvantaged
- Key messages and benefits of community engagement
- Key risks and relevant mitigations in the community engagement process - see following table:

Risks	Mitigations
Apathy, results in community expectations not being met	<ul style="list-style-type: none">• Communications encourage participation• Councillors and Council Senior Management publically support the communications approach
Community expectations become unrealistic	<ul style="list-style-type: none">• Plan facilitator to set the scene appropriately• Ward councillors and senior staff to attend all public workshops

- Key dates in developing the CSP and associated components. Completion date was set at end of April 2012
- Communications schedule - see next section 'The Process & Activities'
- Measurement criteria for the success of community engagement - these were:
 - (level of) community involvement and engagement
 - Councillor's feedback.

THE PROCESS & ACTIVITIES

Our community engagement approach was crafted in the context of the NSW Social Justice principles. What follows is detail of the range of actual activities that were undertaken in gathering community input to the framing of the CSP.

Raising public awareness and inviting input

We were determined to structure the input gathering phase in such a way that all in the community were aware of what was happening and none could say that they did not have the opportunity to 'have their say' - either directly or indirectly. In light of the Social Justice Principles we decided that the best way to achieve this end would be to firstly design our activities and options around making it as easy as possible for the vulnerable groups to contribute, and that if this was done it would also suit most other groups and individuals.

Three additional input avenues were also developed: visits to businesses in Grenfell, civic leadership discussion with Councillors and a survey of Weddin Shire Council staff. All of the input options and awareness raising activities are further discussed below, together with some details on participation levels where appropriate.

Vulnerable groups

The following table lists each vulnerable group together with the input avenues put in place:

Group	Awareness raising and input avenue
Elderly	<ul style="list-style-type: none">• Letters inviting community groups to have input• Hard copy survey option• Workshop option• Letters to all ratepayers• Notices in our local paper, The Grenfell Record
Young	<ul style="list-style-type: none">• Survey of students at Henry Lawson High School• Letters inviting community groups to have input• Notices in all School Newsletters
Isolated	<ul style="list-style-type: none">• Workshops in Grenfell, Greenethorpe, Quandialla & Caragabal• Online survey via 'Survey Monkey'• Notices in all School Newsletters• Hard copy surveys available in Bimbi, Greenethorpe, Quandialla & Caragabal, as well as Council Administration building in Grenfell
Socio-economically disadvantaged	<ul style="list-style-type: none">• Workshops in Grenfell, Greenethorpe, Quandialla & Caragabal• Letters inviting community groups to have input• Access to online survey option via Grenfell Internet Centre

Notices in 'The Grenfell Record'

Fortunately we have a twice-weekly local paper, "The Grenfell Record", and it has one of the highest circulation rates per head of population of any paper in Australia. The Council funded two advertisements (run 27th April and 4th May 2011) inviting the community to attend the various workshops. The paper also generously ran a front page article in one edition as an additional promotion for the workshops.

Notices in school newsletters

All 6 schools in the Weddin Shire were approached to place notices of the consultation process in their newsletters: Caragabal Public School, Greenethorpe Public School, Grenfell Public School, Henry Lawson High School (Grenfell), Quandialla Central School and St. Joseph's Primary School (Grenfell). Being distant from Grenfell the reality is that people in and around the villages tend to go to larger towns in adjacent shires for most of their commercial needs. Their main regular communication mechanism is the school newsletters, which play a broader role than just communicating with parents of students.

Letters to ratepayers

On 24 May 2011 letters were sent to all 1,850 of our ratepayers informing them of the CSP formulation process and inviting them to attend one of the up-coming workshops.

Letters to community organisations

On 24 May 2011 letters were sent to all 99 community organisations that operate within the Weddin Shire informing them of the CSP formulation process and inviting them to either send a representative to attend one of the up-coming workshops or complete an online survey accessible via Council's website. Here is a small selection of community organisations that received letters:

Grenfell Senior Citizens Welfare Committee, Grenfell Community Health, local churches and schools, Essential Energy, TAFE, NSW Rural Fire Service, Fire Brigade, police and ambulance services, sporting clubs, the NSW Farmers Association and local progress societies.

Community survey

A Community Engagement Questionnaire was developed. The first 14 questions were aimed at gathering input on a broad range of themes and the final 4 questions gathered basic demographic information such as whether the respondent/s lived within the Shire boundary.

The underlying themes covered were:

- Vision and values framing
- Preferred population option
- Strengths, weaknesses, opportunities and threats (although not expressed in these terms)
- The 4 change management actions of 'more, better, different and less'
- 3 of the 4 strategic themes - social, economy and environment
- Council operations specific.

Here's the essence of the first 14 questions put to the community:

1. What do you love about the quality of life in the Shire and want to see stay the same?
2. Does the existing Council 'vision' reflect what you'd like the community to be in 10 years time?
3. If you answered 'no' to the above, list descriptive words to include in a refined 'vision'
4. Select one of 4 options on how the Weddin Shire community should plan for future population note: these options are outlined in the 'Foreword' section of this CSP
5. What's 'not so great' about the Weddin Shire that you'd like to see changed?
6. List emerging trends and issues (positive and negative) that the CSP should address?
7. What aspects of the Weddin community should we build on into the future?
8. What development areas (weaknesses) need to be addressed where practical?
9. List a few areas of focus where we can maintain or achieve excellence
10. Suggestions for improved or new Council or utility-provider managed infrastructure
11. Suggestions for improving community services in the Shire
12. Suggestions for responsible environmental management
13. Opportunities you can think of where we can stop or reduce activities
14. Other comments or ideas

Residents were given two main options to complete their survey input:

1. via 'Survey Monkey' with a link accessible directly from the Council's website
2. in hard copy, available at the Council's Administration building in Grenfell as well as from the Post Offices in each of the villages. The content of the hard copy survey responses was typed to 'Survey Monkey' by Council staff enabling ready consolidation.

A total of 79 survey responses were received.

Student Survey

Staff at The Henry Lawson High School was approached to see if it was possible for student input to be gained. This input was seen as particularly important given that many of the students will benefit from the outcome of the overall planning process. The approach was warmly received. It eventuated that staff reformatted the Community Survey into an abridged hard-copy more student-friendly format and allocated time for all students at the school on the nominated day to complete a survey. Each survey response was subsequently input to Survey Monkey by Council staff to enable consolidation.

170 students completed a survey form.

Community consultation workshops

In all, 5 community consultation workshops were conducted throughout the Shire. The locations, timing and venues are shown in the following table:

<i>Location</i>	<i>Timing</i>	<i>Venue</i>	<i>Refreshments</i>
Caragabal	31 May, 7.30 pm	Country / Golf Club	Supper
Greenethorpe	2 June, 8.30 am	Memorial Hall	Breakfast
Quandialla	7 June, 9.00 am	Memorial Hall	Breakfast
Grenfell	8 June, 10.00 am	Bowling Club	Morning tea
Grenfell	8 June, 7.30 pm	Bowling Club	Supper

The timing of the workshops at each of the villages was determined in close consultation with the local progress societies who also generously catered for the events, with costs reimbursed by Council. One outcome was that the workshops were community events rather than a compliance exercises. Catering at the Grenfell events was provided by the Bowling Club and funded by Council.

Each workshop was facilitated by the Council's consultant strategic planner, assisted at each venue by a volunteer scribe. Where possible a Ward Councillor was also in attendance.

The primary objective of the workshops was to hear and record all suggestions and ideas from those in attendance, drawing on the questions in the Community Survey as a guide. Recording of the input was done on butcher's paper at the village meetings and on a whiteboard at the Grenfell meetings. After each meeting the input was typed into documents by Council staff.

A total of 80 people attended the workshops.

Visits to businesses in Grenfell

The majority of local businesses are small and owner-operated making it challenging for the proprietors to allocate time to contribute to community planning processes such as this. Their input, though, is important. Consequently it was decided that visits to a broad cross section of businesses were appropriate. Most of these were carried out during late June / early July 2011. The format was informal with no appointments made. The aim of the calls was to ascertain top-of-mind issues about the long term prospects of the local economy. The duration of each visit varied enormously and depended on how much time the proprietors had available and the breadth of issues they wanted to raise.

A total of 35 businesses in Grenfell were visited.

Civic leadership discussion

On 21 July 2011 immediately prior to the regular Weddin Shire Council meeting an informal discussion was held with all Councillors on the general subject of civic leadership. 8 Councillors and all 4 senior staff were in attendance.

Council staff survey

On 3/8/2011 Council's General Manager, Director Corporate Services and Consultant Strategic Planner attended an Integrated Planning and Reporting Regional Workshop at Dubbo arranged by the Division of Local Government, Department of Premier and Cabinet. One of the guest speakers was Alia Karaman, Manager - Strategy Planning and Environment, Auburn City Council. Alia shared with those in attendance the experiences of Auburn City Council in developing its CSP, with one especially valuable activity being surveying of Council staff which they titled 'Back-Chat'. Part of the plan development process is for Councils to explore opportunities to improve their own activities. Off the back of these two factors it was decided to develop a survey that all Weddin Shire Council staff could contribute to.

A questionnaire for Council staff was developed in part from templates shared by Auburn City Council and our own Community Survey. Council Depot staff was briefed on the background to the questionnaire on 2/9/2011 and a similar session was run 8/9/2011 for staff based in the Administration building. Responses could be either in hard copy or online via survey monkey. To further encourage contributions it was made clear that all responses would be treated on a confidential basis.

A total of 5 survey responses were received.

Total Contributions

In total some 380 locals contributed directly to our plan, which is slightly in excess of 10 % of the Shire population.

DRAFTING THE COMMUNITY STRATEGIC PLAN

The consultation process provided us with a very large volume of comments and suggestions. Here is a summary of the approach taken in shaping the components of the Community Strategic Plan.

The vision and values were derived directly from the community input.

Whilst the Weddin Shire and its community is most definitely unique and deserves to be respected as such the reality is that all sustainable communities have a high number of common needs that have to be met. That being the case we took the decision to draw on the following to determine our first draft high level strategic objectives:

- the 4 sustainability themes of social, economy, environment and civic leadership
- the February 2011 Community Strategic Planning Indicators Resource (report) prepared for the Division of the Department of Premier and Cabinet by Elton Consulting which was distributed to all Local Government Authorities on 25/8/2011. We found the Community Indicator 'domains' in Appendix 2 to be especially relevant and helpful
- completed Community Strategic Plan developed by Parkes and Moree Plains shires
- input received from our community.

5 draft strategic objectives were initially derived from the above process. The next step was then to sort **all** of the community input under each applicable heading. Each comment was categorised depending on whether it was a strategy, action, strength, weakness, opportunity or threat. Once we grouped all of the detail under the 5 headings we then created summary strategies and further sorted the detailed comments as appropriate. Given the sheer volume of material we created 5 separate documents, one for each strategic objective.

Methods of assessing progress against each strategic objective were developed, and once again the Community Strategic Planning Indicators Resource proved very helpful.

A first draft Community Strategic Plan document was written up and reviewed by our 4 Council senior staff on 22/12/2011. The major change from this review was inclusion of a 6th Strategic Objective relating to the provision of Council assets and services.

PRIORITISING SUGGESTIONS

The major initiatives put forward from the local community consultation were documented and prioritised by Weddin Shire Councillors at a workshop held 20 January 2012. The approach taken was to look at each initiative in turn and assign these initiatives to one of the following categories:

Category	Explanatory Comments
A	▪ Already occurring or desired within the next 4 years
B	▪ Desirable within the next 10 years
C	▪ Unlikely within the next 10 years

Initiatives categorised as **A** were carried forward for assessment in developing the Delivery Program.

INTERIM ENDORSEMENT BY COUNCIL OF THE 2012-23 CSP

Council formally reviewed the 2012-23 Community Strategic Plan on 19th April 2012.

COMMUNITY REVIEW OF THE 2012-23 CSP

The 2012-23 CSP was on public display for one month.

FINAL ENDORSEMENT OF THE 2012-23 CSP BY COUNCIL

One submission was received from the community during the public display period, however it was not necessary to alter the CSP as a consequence. Formal and final endorsement of the 2012-23 CSP on behalf Weddin community occurred at the Council meeting Thursday 17th June 2012.

DIVISION OF LOCAL GOVERNMENT REVIEW OF THE 2012-23 CSP

On 24th January 2013 Council received formal feedback from the Division of Local Government in respect of the full suite of Integrated Planning and Reporting documents submitted for review during 2012. Feedback specific to the 2012-23 CSP and associated Community Engagement Strategy appears verbatim below:

Community Strategic Plan

- *The Community Strategic Plan is a well-presented document with a strong community focus*
- *The Plan clearly identifies the main priorities and aspirations for the local government area, and the engagement strategy that was utilised to inform its development*
- *The Plan establishes objectives and strategies to achieve community outcomes. The Strategic Objectives reflect the quadruple bottom line*
- *Key performance indicators have been assigned to each Strategic Objective. The Council may consider reviewing these to ensure they measure community outcomes and not just the Council's outputs*
- *The Plan links well with the NSW State Plan.*

Community Engagement Strategy

- *The Community Engagement Strategy has been incorporated within the Community Strategic Plan*
- *The application of social justice principles is apparent in the Council's efforts to identify and engage vulnerable groups*
- *A variety of engagement methods was used in order to reach as many people as possible.*

Key Performance Indicators have been reviewed as suggested.

DEVELOPMENT OF THE 2013-23 CSP

Two changes impacting on the number and composition of local Councillors occurred prior to the 2012 Local Council elections. Firstly, the previous Ward system was abolished as an outcome of the referendum results held simultaneously with the 2008 elections; and secondly, the number of Councillor Positions was reduced from 10 to 9 by Council resolution in the lead up to the 2012 elections. A driver of this decision was a desire to reduce the likelihood of the incumbent Chairperson at Council meetings on the day having to lodge casting votes where the 'for' and 'against' votes on various motions were even. The 2012 Council elections were keenly contested, with a total of 23 candidates standing. 5 new Councillors were elected and 4 were re-elected.

With the above as a backdrop a Councillors and Senior Managers workshop was held at the Grenfell Community Hub on 31 January 2013. At that meeting all present were 'walked through' the 2012-23 CSP in considerable detail for the purpose of ensuring clear understanding of the various components, to ensure that the document reflected the Councillors' perceptions of community views, and to validate key aspects. Out of this discussion:

- It was agreed that it was neither necessary or appropriate to repeat the community engagement process that had been carried out to develop the 2012-23 CSP
- The previous Overarching Objective was confirmed
- The previous Vision Statement was adopted with the addition of "and business"
- The previous list of Values was adopted
- The six Strategic Objectives were reviewed with minor modifications, additions and deletions to the Strengths, Opportunities and Threats, the Strategies and the Measures.
- A 2013-23 CSP be created as a slight refinement of the 2012-23 document, incorporating changes identified during the discussion.

COMMUNITY REVIEW OF THE 2013-23 CSP

The 2012-23 CSP will be on public display for 4 weeks from 22/5/2013.

FINAL ENDORSEMENT OF THE 2013-23 CSP BY COUNCIL

Formal and final endorsement of the 2013-23 CSP on behalf Weddin community is scheduled to take place at the Council meeting planned for 21 June 2013.

COMMUNITY CONSULTATION RESULTS

PLANNING FOR FUTURE POPULATION

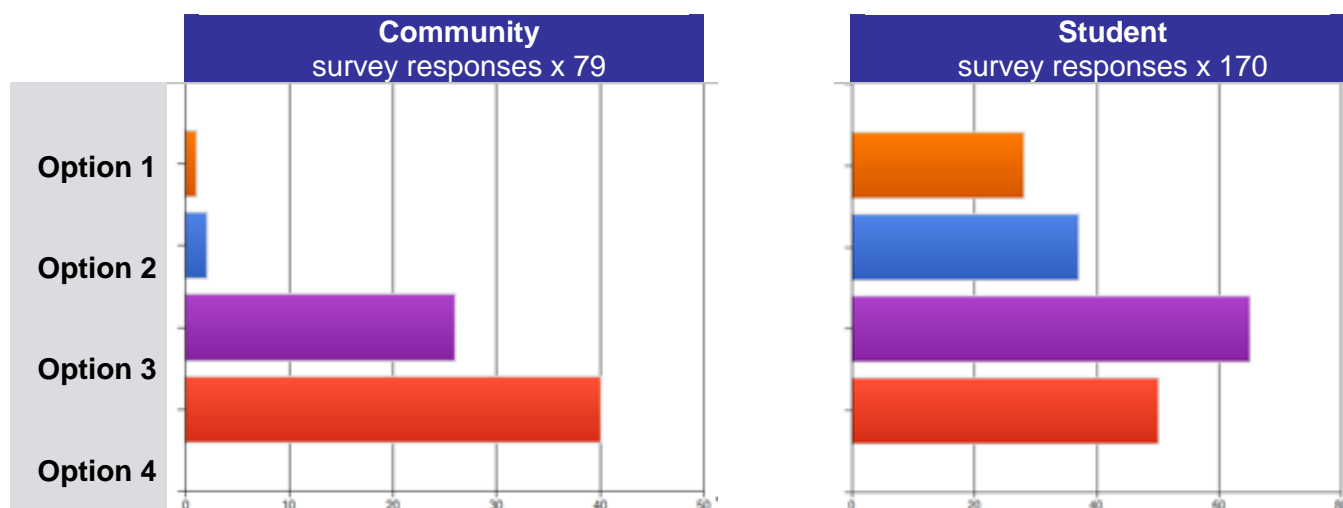
In the 'Foreword' section it was explained that our biggest issue is addressing population decline, especially given that forward projections Department of Planning population projections indicate that on current trends our Shire population in 2036 will be 2,900 - a decline of a further 20% from current levels.

The following question was included in both the Community and Student Surveys and put to the participants at each of the 5 Community Workshops:

Which of the options below best describe your preference for how we as the Weddin (Shire) community should plan for future population?

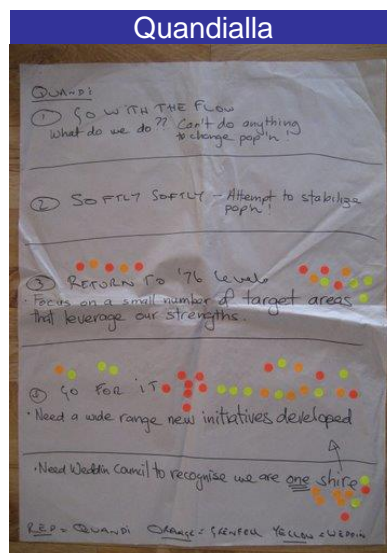
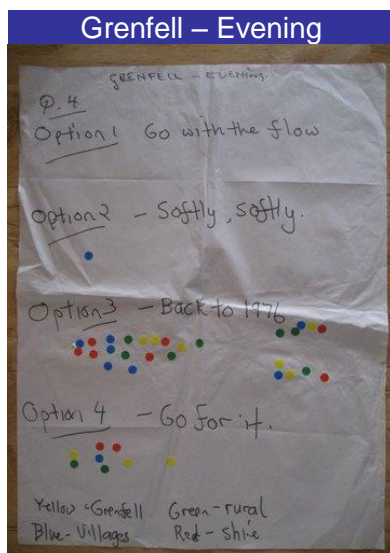
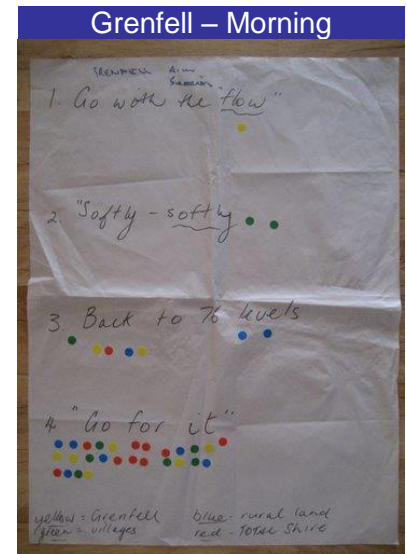
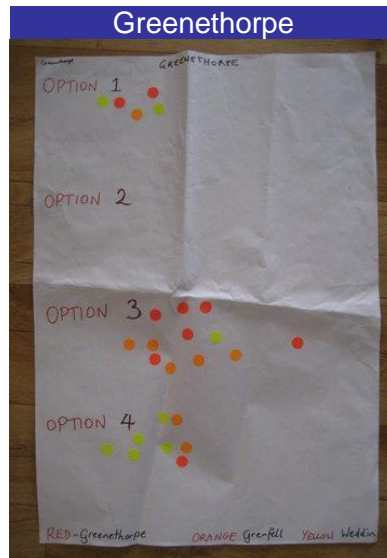
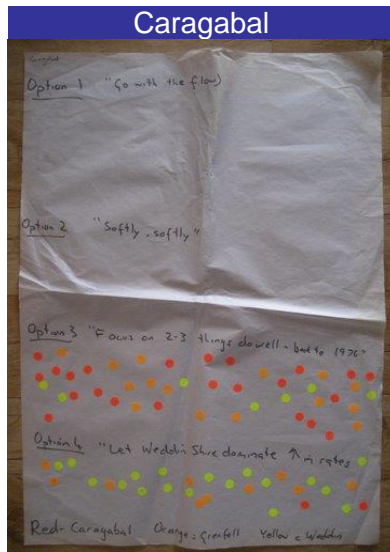
1. *'Go with the flow' by letting things tick along, and in the process accept the projected further 20% population decline and a deterioration in general service levels across the community.*
2. *Take a softly-softly approach and attempt to stabilise our population at present levels, recognising that in terms of 'political voice' by staying still we in fact go backwards.*
3. *Collectively as a community identify and focus on a small number of target areas that leverage our strengths, with an underlying goal of getting the population back to at least 1976 levels in the next 5 to 10 years.*
4. *It's time we as a community in the Weddin Shire 'took the bull by the horns' and significantly 'bucked the trend' of rural population decline. We need a wide range of new initiatives developed, and in terms of Council operations are prepared to accept above base-line rate rises and borrowing funds for infrastructure.*

These graphs show the responses from both the Community and Student Surveys:



A slightly different approach was taken at the Community Workshops. The 4 options were explained and spaced headings were written up on butcher's paper. At the villages each participant was given 3 different coloured stickers, with the different colours representing the future population for the village where the Workshop was being conducted, another for the town of Grenfell and the third for the total Shire population. They were then asked to place the 3 stickers onto the butcher's paper, each one under the option they wanted to see for the particular geographic area represented by the colour of each sticker. By so doing they were effectively 'voting' for how we should plan for population growth at (their) village, the town of Grenfell and at total Shire levels. At the Grenfell workshops a 4th sticker/colour/geographic area was added – rural land, and the colour for the villages represented the desired population for the collective villages in the Shire.

Below are photographs of the actual sheets of butcher's paper from each of the workshops.



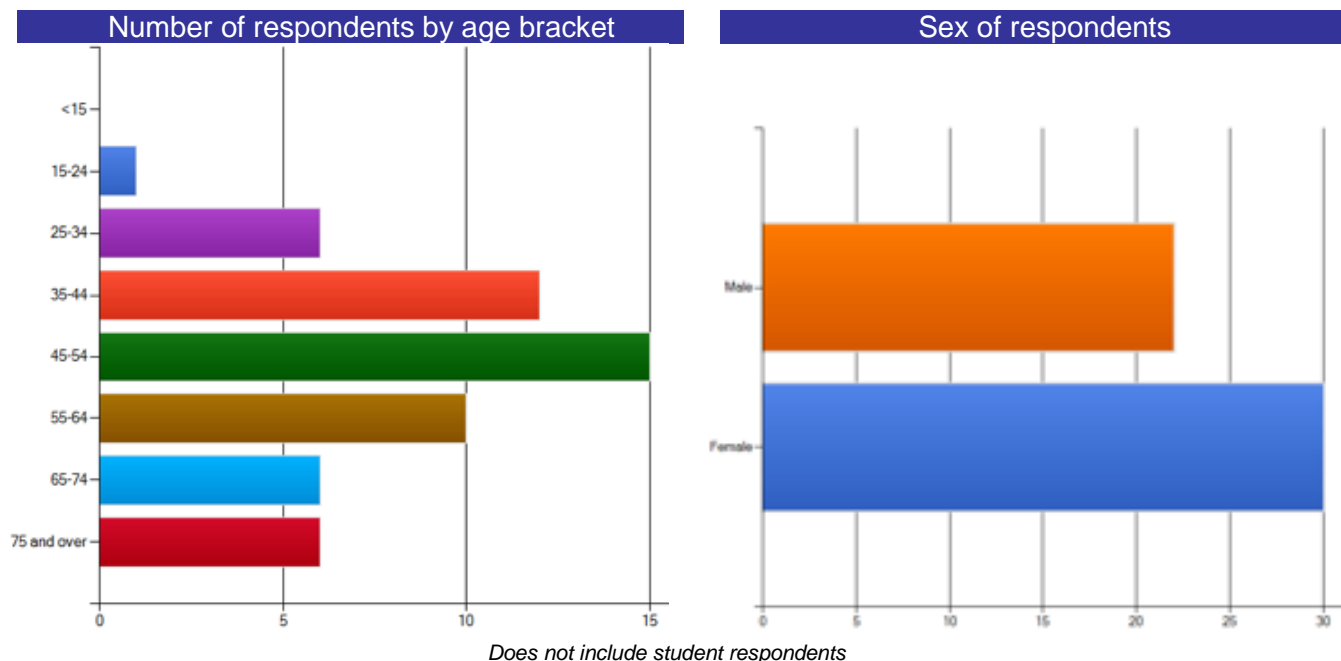
Some key points from the combined input on the population planning issues are:

- the vast majority of respondents want growth to occur, and to want to see this occur in all areas of the Shire
- a few people are strongly opposed to growth (evident in the Greenethorpe workshop)
- most workshop attendees and students would prefer to see the community focus on a few key areas
- most community survey respondents want to see a broad range of actions initiated and recognise that there may need to be a rate increase or Council borrowing to achieve it.

DEMOGRAPHICS OF THOSE WHO COMPLETED A COMMUNITY SURVEY

The following chart provides an insight into the demographics of those who completed a Community Survey, excluding student respondents.

NB: Completion of questions was not compulsory, thus the variation in number of responses for these questions against the total number of surveys received.



OTHER INPUT

We received a considerable number of suggestions and ideas from the community. These have been summarised into SWOT analyses (strengths, weaknesses, opportunities and threats) at the beginning of each Strategic Objective (see later) and the more significant suggested initiatives were separately documented and presented to Council on 20 January 2012 for prioritisation as a precursor to preparation of the Delivery Program.



Mount Oriel Homestead ("Iandra Castle") - Greenethorpe
Built by George Greene, Founder of Share Farming in Australia
courtesy <http://iandracastle.com.au>

OUR OVERARCHING OBJECTIVE, VISION AND VALUES

OVERARCHING OBJECTIVE

From the community consultation the overarching community objective is:

To grow our total resident population to in excess of 4,700 people by 2023

Councillors confirmed quantification of the overarching objective at the workshop held 20 January 2012.

OUR COMMUNITY VISION

In 2023 Weddin Shire will be:

A progressive rural locality with a vibrant and welcoming community, rich in both heritage and the natural environment, with a diverse and resilient economy that supports local employment and business.

OUR COMMUNITY VALUES

The following values, determined from community input and Weddin Shire Councilors' review, will guide our future choices and how we work together...

W	Welcoming, friendly, caring and supportive community
E	Equality of our people, willing to participate and work together
D	Deep respect for our heritage and environment
D	Devoted help at hand in times of need
I	Inclusive decision making and engagement
N	New ideas, freedom of choice, and diversity



Weddin Mountains (Courtesy Phillip Diprose)

STRATEGIC OBJECTIVES

To attain our overarching objective of population growth we will work together on achieving the following strategic objectives, listed in priority order:

NO.	STRATEGIC OBJECTIVE	KEY THEMES <i>Quadruple bottom line component addressed</i>
1	Strong, diverse and resilient local economy	Economic
2	Healthy, safe, and educated community	Social
3	Democratic and engaged community	Civic Leadership
4	Culturally rich, vibrant and inclusive community	Social
5	Cared for natural, agricultural and built environments	Environment
6	Well maintained and improving Shire assets and services	Economic

For each of the Strategic Objectives detailed in the following section/s, an analysis (using the SWOT method) is included to draw out and highlight the main strengths, issues, and concerns identified during the community consultation phase that are relative to an individual Strategic Objective. For those not conversant with a SWOT analyses in the context of strategy development:

- Strengths and weaknesses are factors within our community's own resources and capabilities
- Opportunities and threats relate to the environment (in the broadest sense) outside the control or direct capability of our local community

WHAT IS A STRATEGY?

A strategy is a broad plan of action designed to support achievement of the corresponding strategic objective. In the context of this community strategic plan, each strategic objective is supported by individual strategies, and are listed in a table. For each strategy the following additional information is shown in the table:

- Lead agency ♦ the group or organisation with primarily responsible for progressing the strategy
- Council role ♦ the Weddin Shire Council role (as applicable) - for simplicity, four different council roles have been defined:

<i>Role</i>	<i>Description</i>
Advocate	<ul style="list-style-type: none"> • Act or intercede on behalf of the community
Facilitator	<ul style="list-style-type: none"> • Act as a neutral party to assist groups and organisations to work more effectively to accomplish the group's work
Provider	<ul style="list-style-type: none"> • Provider of a service
Regulator	<ul style="list-style-type: none"> • Act to ensure that regulations are complied with

- Department oversight ♦ the department within Weddin Shire Council responsible for carrying out council's role, the Council departments are:

<i>Council Department</i>	<i>Abbreviation used</i>
General Manager	GM
Corporate Services	Corporate
Engineering	Engineering
Environmental Services	Environment

WHAT IS ASSESSING PROGRESS?

For each strategic objective measures have been developed enabling the community to track progress.



*Merino Sheep at Caragabal
courtesy James Maslin*

NO. 1 ■ STRONG, DIVERSE & RESILIENT LOCAL ECONOMY

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Agricultural base – soils, skills, stock & crops, and service providers • Heritage – colonial, agriculture, indigenous • Existing major tourism attractions e.g. Weddin Mountains, landra, Henry Lawson Festival • Extensive road network • Council programs encourage new businesses & residents. LEP provides for development. • Proximity to larger centres • Progress societies in place • Most day-to-day goods & services are available locally • Good pioneering heritage buildings • Free and ample parking for shopping • Vacant shops and buildings for new business • Council rates, fees and charges are low in comparison with comparable Local Government Areas 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Value-add to agricultural production • Expand specialist retailers, manufacturing • Historical and natural landscape sites on private land have tourism potential • Leverage opportunities from NBN and carbon tax legislation • Availability of government economic development support programs • Improved rail access • Ex-residents willing to assist in progressing the Shire • Agri and eco-tourism – Farmstays and tours • Rental of vacant farm houses • Quandialla and Caragabal close to working rail line • Rural strategy to expand small lot sales • Explore expanding range of retail products available locally • Convene conferences • Better tap grey nomad market • Promote threatened species in Shire for tourism • Soil carbon sequestration and trading
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Some roads not B-Double + capable • Some shortages of employable people • Absence of natural gas connection & non-road transport options limit some new businesses • Local cropping systems are high input from non-renewable sources • In the main, Shire only accessible by road • Limited jobs and tertiary education locally for youth on leaving school • Tourist accommodation limited and budget • Rental accommodation • Low returns on agricultural investment • Low rates revenue base impacts on the ability of Council to fund new programs 	<p>Threats:</p> <ul style="list-style-type: none"> • Climate and economics → farm consolidation • Mines outside shire attract local workforce • Larger nearby towns divert spending • Peak oil and phosphorous • High water mains connection fees may deter some local developments • Some mobile phone coverage 'black holes' • Government programs favour regional centres • Cost shifting from the NSW State Government • LGA amalgamations may impact local employment if they occur

STRATEGIES

The strategies to achieve this strategic objective are:

	Strategy	Lead agency	Council role	Department oversight
1.1	Maintain a strong and progressive agricultural sector	Local Farmers	Advocate	Corporate
1.2	Maximise the Weddin Shire's tourism potential	Tourism operators	Facilitator	Corporate
1.3	Provide infrastructure and services to support business activity	Council	Provider	Engineering
1.4	Support existing businesses and encourage new industries to increase job opportunities	Council	Facilitator	Corporate
1.5	Promote the availability of land zoned for development and vacant premises	Council	Facilitator	Corporate
1.6	Foster partnerships to advance economic activity	Council	Facilitator	Corporate
1.7	Support expanded aged care facilities & services	SCWC	Advocate	Corporate
1.8	Support responsible mining	Council	Regulator	Environment
1.9	Encourage renewable energy development	Council	Facilitator	Environment

legend: SCWC – Senior Citizens Welfare Committee

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Population	Total number of residents living in the Shire sourced from Australian Bureau of Statistic each 5 years. These will be available in 2017 (at 2016) and 2022 (at 2021).
Agricultural production value	Total value of agricultural production from the Shire. Sourced from Australian Bureau of Statistic each 5 years based on. These will be available in 2017 (at 2016) and 2022 (at 2021)
Tourism	Visitation and length of stay at accommodation venues across the Shire
Employment	Number of employment positions in the Shire
Development	Number and value of development applications approved by Council and implemented
Income	Household median weekly income



'Art of Espresso' Coffee Roasting
courtesy Gaby Capra



Grain Harvest
courtesy John Johnson



Quandialla Candle Co
courtesy ardee online home gift boutique

NO. 2 ■ HEALTHY, SAFE, AND EDUCATED COMMUNITY

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Medical facilities in Grenfell & Quandialla • Ambulance Station in Grenfell • Locals prepared to lobby on important issues • Highly regarded schools (willing to work with community) and negligible crime rates make the area a great place to raise a family • High sense of community volunteering and caring for others • Open space with minimal pollution • Relaxed lifestyle • Local pride in keeping the area clean and tidy; no graffiti in Grenfell • 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Provision of expanded basic health facilities and services • Expansion of local TAFE offering and partnering with universities • Community transport in villages • Promote alternative health programs
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Youth quite often leave the area post school for tertiary education and employment • Aging population placing pressure on medical services • Disabled and pram access to shops is poor • Local GP shortage (being addressed) • Limited non-sport activities • Aged care facilities • Some unkempt areas in villages • Lack of access to extra health services 	<p>Threats:</p> <ul style="list-style-type: none"> • Professionals (including medical) can be difficult to attract to the area • Continued population decline places pressure on maintenance of existing Government services provision



Swimming Carnival, Grenfell Pool
courtesy Grenfell Public School



Weddin Mobile Preschool Service Bus
Courtesy Grenfell Preschool and Long Day Care Centre

STRATEGIES

The strategies to achieve this strategic objective are:

Strategy	Lead agency	Council role	Department oversight
2.1 Encourage the provision of quality medical facilities	Central NSW Health	Advocate / Facilitator	GM
2.2 Promote and develop health education and encourage people to take personal responsibility for their health	Central NSW Health	Advocate	Environment
2.3 Provide community transport	HACC	Advocate	Corporate
2.4 Support provision of adequate aged care service	Central NSW Health	Advocate	Corporate
2.5 Maximise public health and safety	Council	Advocate Facilitator Provider Regulator	Environment
2.6 Support our local education institutions	Schools and TAFE	Facilitator	All
2.7 Provide lifelong learning opportunities	TAFE	Provider	Corporate

legend: HACC – Home and Community Care

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Personal health & wellbeing	Sporting and leisure club membership numbers
Community connectedness	Number of volunteer organisations and membership
Safety	Number of recorded offenses for crimes against persons and property
Lifelong learning	Number of people aged 15-64 enrolled in courses run by the Grenfell TAFE
Aged care	Number of aged care places in the Weddin Shire



*Sheep Artificial Insemination class
courtesy Henry Lawson High School*



*Quilt Making
courtesy Grenfell College TAFE*



*TAFE Western Connect Launch
courtesy Grenfell College TAFE*

NO. 3 ■ DEMOCRATIC AND ENGAGED COMMUNITY

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Local progress societies in place • Large number of active community organisations • Council welcomes community input to decision making • Comprehensive monthly Council reports • High number of candidates in most recent Council elections • Passionate and committed local Council team • Henry Lawson High School and Grenfell Lions Club have in place “Leo’s” program to foster youth leadership and community volunteering • Council Rural Works Committee meetings held in villages once a year 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Access funding for Council staff training and skills development • Better leverage internet based mechanisms for increased community engagement
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Local youth not routinely engaged • Local leadership historically not perceived as progressive • Historical perception that Council is not approachable • Process to approach Council is not widely known. • Villages feel they are not treated equitably with Grenfell 	<p>Threats:</p> <ul style="list-style-type: none"> • Amalgamation – loss of council, headquarters, local representation • Cost shifting from NSW State to Local Government • Centralisation of government services to regional centres from small towns



*Weddin Shire Council 2012-16 Councillors:
L-R Cr Alan Griffiths, Cr Nevin Hughes, Cr Jan Parlett, Cr Paul Best, Mayor Cr Mark Liebich, Cr Geoff McClelland,
Deputy Mayor Cr John Niven, Cr Carly Brown Cr Graeme Halls*

STRATEGIES

The strategies to achieve this strategic objective are:

Strategy	Lead agency	Council role	Department oversight
3.1 Develop leadership skills in the community	Council	Facilitator	Corporate
3.2 Fully implement the integrated planning and reporting process	Council	Provider	All
3.3 Support village progress society activities	Progress Societies	Provider	All
3.4 Harness and leverage existing leadership network across the Shire	Council	Facilitator	All
3.5 Ensure all major groups in the community have the opportunity to contribute to major decisions	Council	Provider	All
3.6 Educate the community on the role of Councillors and the Council, and how best to raise issues and concerns	Council	Provider	GM
3.7 Leverage internet and social media to engage community in local leadership and communication	Council	Provider	Corporate

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Citizen engagement	Number of candidates standing for Council elections
	Number of candidates standing for community representative positions on Council committees
	Membership number of village progress societies
Community projects	Number of community project undertaken by local community organisations
Leadership development	Number of students involved in community decision making

NO. 4 ■ CULTURALLY RICH, VIBRANT AND INCLUSIVE COMMUNITY

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Regular program of cultural activities and events • Quality Council provided library, art gallery, conference facility/cinema – The Hub • Strong sporting culture • Rich local history • Large number of active community groups and clubs with supporting facilities • Public pools in Grenfell & Quandialla • Village halls • Active and supportive CWA 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Heating of pools • Work with TAFE to establish leisure based studies and activities • Sourcing funding for promotion and support of cultural activities
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Limited non-sport based facilities for youth • Villages – lack of maintained sporting facilities and parks • Tourist accommodation 	<p>Threats:</p> <ul style="list-style-type: none"> • Droughts have impacted on volunteering due to needing to work off-farm to sustain livelihood



*Le Tour de Greenethorpe
courtesy Kristie Hodges*



*Wood-chop, Henry Lawson Festival
courtesy Darren Stones*



*Uni-cycling in Grenfell
courtesy Grenfell Public School*

STRATEGIES

The strategies to achieve this strategic objective are:

Strategy	Lead agency	Council role	Department oversight
4.1 Maintain and develop sporting facilities and events	Council	Provider	Environment & Engineering
4.2 Maintain and develop recreational facilities and events	Council	Provider	Environment & Engineering
4.3 Maintain and develop cultural and arts facilities and events	Council	Provider	Corporate
4.4 Develop a strategy for attracting people from diverse cultures	Council	Provider	Corporate
4.5 Encourage sense of community and connectedness	Community groups	Facilitator	Corporate
4.6 Implement a social activities planning program	Council	Provider	Corporate

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Arts & Cultural activities	Number of art and cultural activities supported by Weddin Shire Council
	Number of volunteers and attendees at the above activities and events
Cultural diversity	Percentage of the local population that speak other languages as their primary language at home. Sourced from ABS Census data.
Leisure & recreation	Number of community groups utilising sporting and cultural facilities
	Number of people attending sporting and leisure events



Caragabal Sheep Races
courtesy Daniel Cooper

NO. 5 ■ CARED FOR NATURAL, AGRICULTURAL & BUILT ENVIRONMENTS

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Extensive natural bush areas: Weddin Mts, State Forests • Landcare and Local Land Services programs active locally • Good spread of locals with solid environmental knowledge • Shire has many areas that fall within 'Box Woodland Endangered Ecological Community' status, with abundant natural flora and fauna • Community Nursery for endemic flora being established • Endemic garden – Grenfell • Many farms have fenced-out areas for conservation 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Create wetlands below sewerage treatment works • Renewable energy sources • Local Land Services keen to work with Weddin Shire to enhance environmental outcomes • Lobby to establish a biological farming college
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Weed control on verges • Not aware of carbon footprint • Drainage problems in villages • No garbage collection in some villages 	<p>Threats:</p> <ul style="list-style-type: none"> • NSW State legislative controls • Bushfires, and natural disasters • Implications of Local Land Services restructuring are not clear



Angus Cattle at Caragabal
courtesy James Maslin



School Garden
courtesy Grenfell Public School

STRATEGIES

The strategies to achieve this strategic objective are:

Strategy	Lead agency	Council role	Department oversight
5.1 Implement environmental regulations and control in Council's sphere of operations	Council	Regulator	Environment
5.2 Encourage waste reduction and recycling	Council	Provider	Environment
5.3 Raise awareness of sustainable practices in the community	Council	Provider	Environment
5.4 Improve the environmental outcomes of Council operations	Council	Provider	Environment
5.5 Support local agricultural industry in adopting sustainable and environmentally friendly farming practices in the context of climate change	LLS & others	Facilitator	Environment & Corporate
5.6 Preserve the heritage of built areas	Owners	Facilitator & Provider	Environment
5.7 Enhance broader landscape connectivity for native fauna	LLS	Facilitator	Environment

Legend: LLS – Local Land Services

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Sustainable energy use	Increasing use of alternative energy and water sources
Conservation	Land area of the Shire dedicated to National Parks and conservation
	Land area in the Shire dedicated to native fauna connectivity
Climate change	Area of agricultural land being managed for soil carbon sequestration
Water	Annual volume of water use in Grenfell
Waste	Tonnes of non-recyclable garbage collected
	Tonnes of recyclable waste collected



Domestic wind power generation
courtesy Phillip Diprose

NO. 6 ■ WELL MAINTAINED & IMPROVING SHIRE ASSETS AND SERVICES

ANALYSIS OF THIS OBJECTIVE

<p>Strengths:</p> <ul style="list-style-type: none"> • Prudent approach and good financial management • Planning and overseeing construction of Council infrastructure • Proactive and effective in sourcing grants • Significant local employer • Incentives are offered for new residents and businesses • Involvement with CENTROC and LGSA assists greatly with lobbying & sourcing • Core services and maintenance of recreation facilities (eg parks, pools, etc) and caravan park performed to good standard • Support for major events such as Henry Lawson Festival • Rates, fees and charges are low relative to other Councils • Structural assets in very good condition • 2013 NSW Treasury Corporation Financial Sustainability rating for Weddin Shire Council was assessed as 'moderate' meaning it has adequate capacity to meet short and medium term financial commitments and acceptable capacity long term 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Development of Council run businesses • Employment of additional staff to further boost services • Further leverage partnerships to support local community • Increase rates to fund additional infrastructure and services • NSW Government rolling out "Localising NSW 2021" program
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Historically considered by some to be (too) conservative • Community not clear on the role of Council and Councillors • Community not fully aware of how best to approach Council • Not resourced for maintaining parks and public spaces in the villages • Villages feel they are not receiving equitable service compared to Grenfell • Plant fleet and technology could be improved • Low Council revenue base • 2013 NSW Treasury Corporation long term 'Outlook' assessment for Weddin Shire Council was 'negative' meaning there is potential for deterioration in its capacity to meet its financial commitments. 	<p>Threats:</p> <ul style="list-style-type: none"> • Cost shifting from NSW State Government • Amalgamations still being threatened • Local Land Services restructure may see reduced service levels

STRATEGIES

The strategies to achieve this strategic objective are:

Strategy	Lead agency	Council role	Department oversight
6.1 Ensure Council operations meet reasonable community expectations	Council	Provider	All
6.2 Maintain and improve Council's transport infrastructure (roads, bridges, footpaths)	Council	Provider	Engineering
6.3 Maintain structural assets (e.g. depot, administration building, hub, sewerage treatment works, waste facilities)	Council	Provider	Engineering Environment
6.4 Position the WSC as an 'employer of choice'	Council	Provider	All
6.5 Provide a modern plant fleet	Council	Provider	Engineering
6.6 Manage classified roads on behalf of Roads and Maritime Services	Council	Provider	Engineering
6.7 Participate in, and support, 'Destination 2036' initiative as member council of the Central West region	CENTROC	Advocate	All
6.8 General liaison and partnership with NSW State and Federal government departments	Council	Facilitator	All

Legend: CENTROC – Central NSW Councils

ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure, source and frequency
Ratepayer satisfaction	Number of compliments received by Council Number of complaints lodged with Council
Infrastructure	Expenditure on repairs and maintenance
Staff satisfaction	Staff turnover



Grenfell Depot
courtesy Weddin Shire Council



Bimbi Bridge post construction
courtesy Weddin Shire Council

HOW DOES WEDDIN 2023 TIE IN WITH OTHER PLANS?

In developing this plan with the community, we have taken into account other plans and strategies Weddin Shire Council and other levels of government have prepared.

NSW STATE PLAN - NSW 2021

Weddin 2023 directly and indirectly contributes to all of the 32 goals in **NSW 2021**, the NSW Government State Plan to make NSW number one, this plan is based around five strategies:

NSW 2021 - GOALS		WEDDIN 2023
REBUILD THE ECONOMY		
1	Improve the performance of the NSW economy	A strong, diverse and resilient local economy
2	Rebuild State finances	A strong, diverse and resilient local economy
3	Drive economic growth in regional NSW	A strong and progressive agricultural sector; maximize tourism; infrastructure and services to support business activity; land zoned for development
4	Increase the competitiveness of doing business in NSW	Well maintained and improving shire assets and services
5	Place downward pressure on the cost of living	Promote the availability of land zoned for development and vacant premises
6	Strengthen the NSW skill base	Support our local education institutions; provide lifelong learning opportunities; develop leadership skills in the community
RETURN QUALITY SERVICES		
7	Reduce travel times	Maintain and improve Council's transport infrastructure (roads and bridges); maintain highways on behalf of Roads and Maritime Services
8	Grow patronage on public transport by making it a more attractive choice	Participate in, and support, LOCALISING NSW 2021 initiative as member council of the Central West region
9	Improve customer experience with transport services	Participate in, and support, LOCALISING NSW 2021 initiative as member council of the Central West region
10	Improve road safety	Maintain and improve Council's transport infrastructure (roads and bridges); maintain highways on behalf of Roads and Maritime Services
11	Keep people healthy and out of hospital	Quality medical facilities; adequate aged care service; healthy and safe community
12	Provide world class clinical services with timely access and effective infrastructure	Encourage the provision of quality medical facilities
13	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Encourage sense of community and connectedness
14	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential	General liaison and partnership with NSW State and Federal government departments
15	Improve education and learning outcomes for all students	Providing lifelong learning opportunities
16	Prevent and reduce the level of crime	A sense of community and connectedness; implement a social activities planning program

NSW 2021 - GOALS		WEDDIN 2023
17	Prevent and reduce the level of re-offending	Provide lifelong learning opportunities: a sense of community and connectedness; implement a social activities planning program
18	Improve community confidence in the justice system	General liaison and partnership with NSW State and Federal government departments
RENOVATE INFRASTRUCTURE		
19	Invest in critical infrastructure	Improved Council's transport infrastructure and structural assets, plant fleet and technology
20	Build liveable centres	Provision of community transport; preservation of heritage of built areas
21	Secure potable water supplies	Cared for natural, agricultural and built environments
STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES		
22	Protect our natural environment	Implementation of environmental regulations and control in Council's sphere of operations; waste reduction and improved recycling
23	Increase opportunities for people to look after their own neighbourhoods and environments	Local agricultural industry with sustainable and environmentally friendly farming practices in the context of climate change; leadership skills in the community
24	Make it easier for people to be involved in their communities	Strong village progress societies; new community members from diverse cultures; strong sense of community; social activities program
25	Increase opportunities for seniors in NSW to fully participate in community life	Provide lifelong learning opportunities; harness and leverage existing leadership network across the Shire
26	Fostering opportunity and partnership with aboriginal people	Culturally rich, vibrant and inclusive community
27	Enhance cultural, creative, sporting and recreation opportunities	New and improved sporting facilities and events, recreational facilities and events, cultural and arts facilities and events
28	Ensure NSW is ready to deal with major emergencies and natural disasters	Cared for natural, agricultural and built environments; well maintained & improving Shire assets and services
RESTORE ACCOUNTABILITY TO GOVERNMENT		
29	Restore confidence and integrity in the planning system	Fully integrated planning and reporting process; effective liaison and strong partnership with NSW State and Federal government departments
30	Restore trust in State and Local Government as a service provider	Community understanding of the role of Councillors and the Council, and how best to raise issues and concerns; WSC operations meet community expectations; WSC as an 'employer of choice'
31	Improve government transparency by increasing access to government information	Democratic and engaged community; Council operations meet reasonable community expectations
32	Involve the community in decision making on government policy, services and projects	All major groups in the community have the opportunity to contribute to major decisions; supporter of LOCALISING NSW 2021 (as a member council of the Central West region)

See NSW 2021 at www.2021.nsw.gov.au

WEDDIN strategies and plans

A range of Council's own strategies, plans and studies, their background and community engagement results have also been considered in the development of Weddin 2023.

WHAT WILL COUNCIL DO NEXT?

Next steps...

With the refinement of this plan, Weddin Shire Council will move forward with the four year Delivery Program and annual Operational Plan, based on community ideas and directions expressed in Weddin 2023. It is important that across the community, we are aware of the role that Council, other levels of Government, business and community groups and the community can play in helping to reach community goals.

What Council will do...

WSC will prepare a Delivery Program, covering a four year period, to detail Council's strategies and actions to assist in meeting the goals outlined in the Community Strategic Plan. The delivery program will establish clear links to the community strategic plan. Council will also develop the associated Resourcing Strategy covering the assets, people, dollars and time required to deliver the strategies.

Council will:

- Refine the four year Delivery Program and supporting Resourcing Strategy
- Incorporate the prioritised 'Big Ideas' in the Delivery Program 2013-2017
- Develop the annual Operational Plan covering all Council activities for 2013-2014 and subsequent years
- Continue to maintain strong relationships with other partners identified as contributing to the success of plan
- Establish further mechanisms to involve the community in an ongoing basis in discussions on Weddin's future and Council's contribution to it.
- Report annually on progress with the Delivery Program
- Report to the community on progress against the community strategic plan every four years

To Be Completed and Included once the CSP is formally endorsed by Weddin Shire Council
The WEDDIN 2023 Community Strategic Plan was endorsed Council on 20 June 2013 ; with the draft plan having been exhibited for community feedback and submissions from 22 May 2013 to 20 June 2013. Published & distributed June 2013 by Weddin Shire Council. Grenfell NSW 2810.

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