



# Weddin 2027

## 2017-2027 Community Strategic Plan

### Bringing Us Together

Sustaining Weddin into the Future

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WEDDIN SHIRE MAP

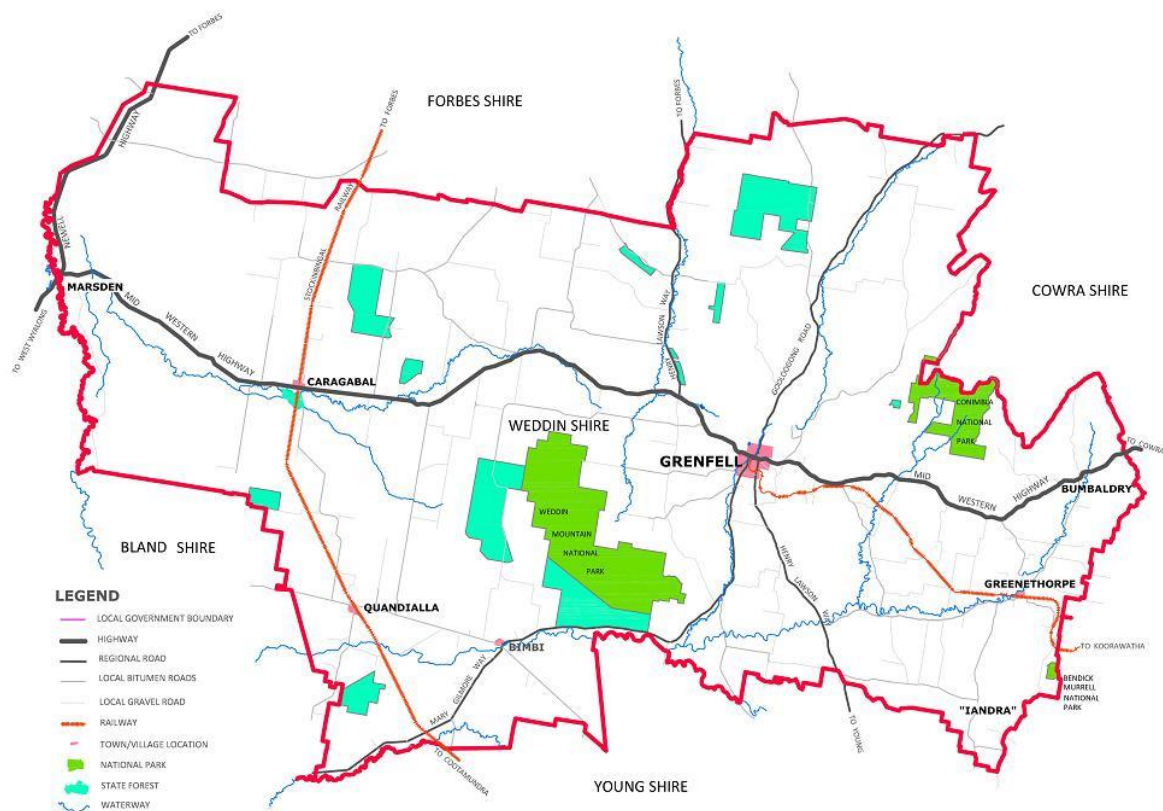


Figure 1 Weddin Shire map

## MAYORAL COMMENT

The Integrated Planning and Reporting (IP&R) framework allows my fellow Councillors and I to work directly with our community to identify long-term priorities, embrace local identity, guide our growth and continually improve community lifestyle.

Council has undertaken ongoing community consultation through the Digital Community Panel since 2012 and in 2022 via a community survey. In April 2022, Councillors and staff launched a review of the Community Strategic Plan (2017-2027), the 4-year Delivery Program (2022-2026) and the annual Operational Plan (2022-23) during a 2-day intensive workshop. The workshop drew on the community input from a wide range of plans summarised in the Council's 'A Better Community Strategy' (ABCS), which brings together the economic, sport and recreation, cultural, wellness, tourism, and destination management plans to test community priorities.

This process has assisted Councillors in understanding the range of services the community wants, the service standards they expect, and the infrastructure required to meet expectations. I thank all Councillors and staff for the time they have invested in this vital planning activity.

The community consultation process has involved meaningful conversations about the cost of meeting community expectations. The Plans document the allocation of resources required, within the Council's means and map out a 4-year strategy to deliver key priorities, projects, and services.

The Plans allow Council to set appropriate rates, fees and charges and monitor the Council's progress in delivering priorities, projects, and services through its Operational Plan.

The Plans mean that we can report to the community on our success in achieving these goals in meeting expressed community expectations.

Most importantly, the plans give the community confidence that their Council is meeting planning, consultation, and reporting requirements.

Craig Bembrick  
Mayor  
Weddin Shire Council  
June 2022

## PURPOSE

*Weddin 2027* represents our community's vision, aspirations, and priorities and signifies a progressive approach to how Council, all government stakeholders, and the community plan for the future. The Plan is part of a journey of continuous improvement for the Council in partnership with the community.

The Council has faced significant challenges over the last seven years; threats to merge, a need for increased resources to fund improved community amenity, a pandemic, drought and an ever-changing economic framework resulting from these monumental shifts.

*Weddin 2027* seeks to capitalise on these changes to '*bring us together*', *sustaining Weddin into the future* in collaboration with the community. From 2012 to 2022, there has been ongoing community engagement utilising the Digital Community Panel (Panel) and in 2022, testing the Panel responses with a *Micromix* Survey of community attitudes and satisfaction.

The overall purpose of the community strategic plan is to:

- Reflect on what we have achieved and describe where we are now
- Describe the preferred future
- Describe the values to guide future choices and how we will work together as a community across agencies
- Outline the strategic outcomes that achieve the preferred future
- Provide a long-term focus for decision making and resource allocation – finances, workforce, and asset management
- Provide a basis for measuring our progress
- Provide opportunities for community participation in decision making, and
- Address social, economic, environmental, and civic leadership issues.

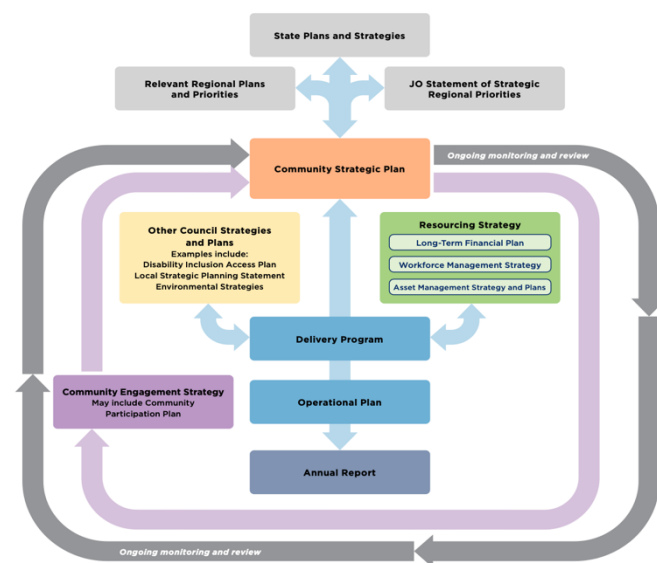


Figure 2 Planning Process

Council is one stakeholder and cannot (and should not) deliver all the community's service needs. Council will always endeavour to move forward on the areas we can complete, but there are many other groups and organisations which will be able to work on the strategic outcomes of the Plan and our shared future.

The Community Strategic Plan (CSP) provides:

- A community vision statement
- Strategic objectives for the community that address:
  - Social (Community),
  - Environmental
  - Economic and
  - Civic leadership issues identified by the community (commonly referred to as "the quadruple bottom line" (QBL))
- Strategies for achieving each objective
- An explanation of who is responsible for delivering each strategy. Where Council has an oversight role for a strategy but is not the key delivery agent, the Community Strategic Plan should explain the role council will play in facilitating the delivery of the strategy and how it will monitor delivery, and

- Identifies assessment methods for determining whether the objectives are being achieved.

## EXECUTIVE SUMMARY

*Weddin 2027* identified several key projects to be completed back in 2017, many of these have been finalised:

1. Grenfell Health (Weddin Medical and Ancillary Healthcare Centre designed to improve rural health services and business opportunities through e-Health) - completed
2. Weddin Regional Aquatic Centre in Grenfell - completed
3. Implement the *Improvement Plan's* ironclad commitments agreed to in Weddin Shire Council's submission to remain *Fit For The Future* (FFTF) and melded with the MLA 'Fitness' Project outcomes, the NSW Auditor-Generals audit powers and the Organisational Review recommendations to form the Organisational Improvement Plan. The General Manager is responsible for actioning the Improvement Plan
4. Council has consulted with the community in the completion of a range of supporting plans that provide an evidence base to help with funding applications, including:
  - a. Review of the Local Environment Plan (LEP)
  - b. A Better Community Strategy – ABCS (incorporating several services)
  - c. Recreation plan
  - d. Local Economic Development Plan - LED
  - e. Destination Management Plan
  - f. Cultural Plan – in ABCS
  - g. Resilience Plan
  - h. Advocacy Strategy – template
  - i. Wellness Plan – and community-driven economic strategy with health as a focus, and
  - j. Tourism Plan – linked to the LED.

*Weddin 2027 is a plan for the whole community linking Federal and State agencies' service growth and planning with Weddin Shire Council's direct responsibilities to provide a whole of government plan for our community.* The Council's role in addressing the CSP Strategies will range from being the provider to a facilitator to advocate or regulator.

The CSP is then supported by a 4-year Delivery Program (DP) and an annual Operational Plan (OP) that:

- Sets out how the community's strategic goals are systematically translated into actions. The **Delivery Program** identifies the principal activities to be undertaken by the Council to perform all **its** functions - including implementing the strategies established by the Community Strategic Plan – using the resources identified in the Resourcing Strategy
- The Delivery Program is designed as the single point of reference for all principal activities undertaken by the Council during its term of office. All plans, projects, activities, and funding allocations must be directly linked to this Program
- Supporting the Delivery Program are **annual Operational Plans**. These plans spell out the details of the Delivery Program – the Operational Plan's projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program, linked to the budget.

# WEDDIN 2027 PLAN

## WHERE ARE WE NOW

Weddin 2027: Weddin Shire Council's (WSC) *2017-2027 Community Strategic Plan* (CSP) sets out the Weddin Shire community's aspirations. Weddin 2027 is based on the *2013-2023 CSP* (the base plan) but includes issues identified as imperative by the newly elected WSC Councillors supported by several community consultations considering:

- The achievements from the previous Plan
- The commitments that have been made in attaining a *Special Rate Variation* (SRV)
- The undertakings agreed in the *Fit for the Future* (FFTF) improvement plan, conditionally securing a stand-alone Council, and
- Rolling community satisfaction surveys and focus groups were conducted to develop the *Local Economic Development Strategy* 2016 (LEDS), Weddin Strategic Tourism Plan 2016 (WSTP), importance and satisfaction surveys, and the most recent Micromix survey in 2022, to better reflect community expectations and needs.

The Council *Digital Community Panel*<sup>1</sup> (the Panel) has sought to consolidate community views in an innovative participation model through a targeted set of questions administered through the online survey portal *Survey Monkey with four Panel consultations since 2014*.

The 2017-2027 CSP identified the top (infrastructure) issues that the community considered essential and which have been delivered, or are being undertaken, as set out in the following tables:

Table 1 Top priorities and progress

Priority	Description	Status
1	Establish a Medical/Wellness Centre.	Completed
2	Accredited Visitor Information Centre (VIC).	Completed
3	Upgrade and maintain public facilities – Grenfell Swimming Pool.	Completed
4	Grenfell Main Street upgrade.	In progress
5	Augmentation of Sewer	In progress

Table 2 Allied priorities and progress

Priority	Description	Status
6	Support aged care facilities and services.	Funding applications made for Senior's Association for Disadvantaged housing expansion. (16 units)

<sup>1</sup> The Digital Community Panel has been derived from a large group (some 750) of previous participants in community surveys. It is a stratified self-selected group totaling some 250 members from the Weddin Community. More detail can be found in *WSC Digital Panel Survey Report 2019*.

		Clinical Services Plan agreed with Health NSW Wellness Network Established and supported
<b>7</b>	Encourage improved accommodation.	Revised Local Environment Plan including more flexible Main St development approved
<b>8</b>	Leverage historical sites.	Included in the Destination Management Plan
<b>9</b>	Maintain and support existing events and develop a shire-wide program.	Destination Management Plan and revised policy complete
<b>10</b>	Promote and attract businesses not dependent on agriculture.	LEP review to facilitate business development complete
<b>11</b>	Promote Industrial land and incentives.	All industrial land developed and sold
<b>12</b>	Progressive upgrade of roads to B Double + HML standards etc.	In progress
<b>13</b>	Assist village progress associations with village improvements.	In progress
<b>14</b>	Upgrade and maintain drainage in Grenfell and villages.	In progress
<b>15</b>	Facilitate grants to assist local business development.	This has been a significant activity of the Council, with over \$35mil attracted for grants to improve community amenities
<b>16</b>	Partner with neighbouring Shires and NPWS to leverage our local natural landscape and tourism attractions.	Linked to <i>LEDS</i>
<b>17</b>	Support our local TAFE in developing and delivering health industry vocation courses.	Linked to <i>LEDS new TAFE learning centre complete, Wellness network linked with Live Better on health services NDIS and home care packages</i>
<b>18</b>	Support TAFE in offering additional vocation-based courses.	Linked to <i>LEDS plans to have new street frontage</i>
<b>19</b>	Encourage local businesses to adopt 'best practice' environmental operations.	No action, some reference in <i>LEDS</i>
<b>20</b>	Develop/encourage agri-tourism – tours and farm stays.	Linked to <i>LEDS</i>
<b>21</b>	Complete and implement findings from rural land use strategy.	Plan complete

22	Partner with Local Land Services to encourage sustainability and environment projects.	No action
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*Weddin 2027* gives voice to consolidating and building on these significant achievements to ensure the Weddin community has a sustainable future.

The major challenge facing our community was evident in 2012 – the need to reverse the declining population trend. In 1976, our Shire's population was 4,750 while in 2006 it had dropped to 3,762. The *2011 and 2016 Census* figures saw our population stabilise at approximately the 2006 level. The overall decline in farming areas, of close to 200 people, was matched by a similar increase in Grenfell itself. During the consultation process, community members expressed their preference for future

Buck the decline trend and deliver a wide range of initiatives, recognising that above base-line Council rate rises and borrowings may be needed.

population planning by selecting the overarching value as:

Since 2012, the community has continued to express a strong commitment to remaining as an independent Council and improving community amenities so that skills and resources can continue to be attracted and retained in Weddin. In doing so, Weddin recognises the opportunity to be interdependent with neighbouring and regional councils so services can be more efficiently and effectively delivered.

As part of delivering on the 2017-2026 *CSP*, the overarching objective of 'bucking the trend' required finance to provide community amenity. A *Special Rate Variation* application was submitted to the Independent Pricing and Regulatory Tribunal (IPART) to increase funding to deliver amenities. IPART approved the second application, which was prepared with expert support, to secure a solid financial future and fund the Aquatic and Fitness Centre and Grenfell Medical (Health) Hub construction. Weddin Shire Council has also utilised loan funds to complement grants and rates income to afford these facilities and facilitate intergenerational equity, i.e., those who use the services pay for them.

## WHERE ARE WE GOING

As indicated in Tables One and Two (Progress of *CSP* Priorities), the main capital priorities were completed.

Council has provided significant support in delivering on the recreation plan by collaborating with community groups to offer improved facilities, Council has supported the construction of some \$29.6Mil of capital works and facilities since 2016 (see Operational Plan for list).

The review of service levels and financial and operational systems has provided information on what resources we need to deliver the services. Council now has a sound understanding and has developed an Improvement Plan with actions for staff to deliver on a range of governance and administrative enhancements.

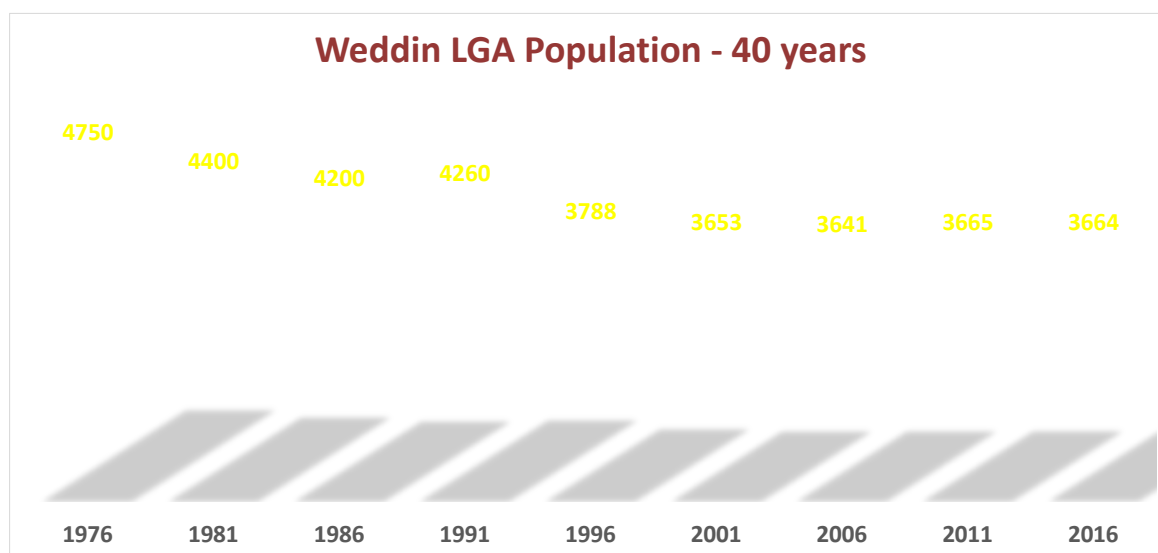
A report was prepared on the organisational structure options best able to deliver the Integrated Planning and Review (IP&R) process, which Council considered in 2020, intending to revisit the report recommendation each year until they are largely implemented.

The *FFTF Improvement Plan* mandated improved efficiencies and more effective service delivery and was broadly agreed upon by the Digital Panel as follows:

Action Plan Key Actions	Completed	Timeframe
Implementation of approved SRV.	Complete	Revisit the next stage 2022-23 – stage 2 variation application
Undertake collaborative Mid Lachlan Alliance Innovation Fund Project (MLA Project).	Complete	Four-year Implementation plan
Revaluation of assets and review of asset management plans.	In Progress	Per revaluation cycle as mandated
Make strategic use of debt and comply with SRV approval.	Undertaken	
Achieve cost savings and efficiency gains.	Ongoing	Various & MLA projects, Improvement plan implementation

It can be argued that targeting improved community amenity impacted the most recent ABS data indicating that population decline has stalled and trending on a slight uptick.

## Demographic population trend



(c) 2022 Weddin Shire IP&R

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Figure 3 1976-2016 population trend Weddin Shire - ABS

### COMMUNITY CONSULTATION

The community has contributed to a variety of forums in the planning process. Firstly, in 2012-2013 informing the initial *CSP* and again during the review of rating, leading to a *Special Rate Variation*, at the time of the merger debate in 2014-2015 and then again during the development of the *Local*

*Economic Development Strategy* (LEDs) and the Weddin Tourism Strategic Plan in 2016. The community has participated in many formal surveys, forums, and public meetings in 2013, 2014, 2015, and 2016 and 2019. In 2015 there was a community meeting where some 500 attended to discuss merger proposals, then some 750 responded to a merger survey. In total, over 1500 people in all forums (some of this number would have participated each time) have had their say on various matters.

The Villages of Bimbi, Quandialla, Caragabal and Greenethorpe were extensively consulted in 2012. Some 11% of the community Panel live in the villages, and another 18% are from rural areas. There were specific questions relating to engagement with the villages and free comments that have been included in the Strategic Objectives and Outcomes. Quandialla and Caragabal have provided detailed representation to Council on their needs, and Greenethorpe has been advised through the AAG Newsletter of the issues considered in the draft plan. The Delivery Program contains a village Action Plan for the Council to partner with the villages having carriage of the delivery.

While many residents enjoy and would seek to preserve the village lifestyle, there is some desire to improve community amenity from 2017 in the villages, including:

Quandialla	Greenethorpe
<ul style="list-style-type: none"> <li>Improve timely service delivery</li> </ul>	<ul style="list-style-type: none"> <li>A need to have a planned approach to swale (open-drain) development and maintenance</li> </ul>
<ul style="list-style-type: none"> <li>Complete stage 1 and stage 2 of the drainage plan for Quandialla.</li> </ul>	<ul style="list-style-type: none"> <li>Improved recycling systems to improve compliance</li> </ul>
<ul style="list-style-type: none"> <li>Plan footpaths upgrade</li> </ul>	<ul style="list-style-type: none"> <li>A strategy to address poor ADSL</li> </ul>
<ul style="list-style-type: none"> <li>Waste facility plans with local partnership, including recycling</li> </ul>	<ul style="list-style-type: none"> <li>A need to respond to the closure of the rail line in the broader economic development context</li> </ul>
<ul style="list-style-type: none"> <li>Quandialla Swimming Pool Strategic asset review</li> </ul>	<ul style="list-style-type: none"> <li>Harvesting rainwater</li> </ul>
<ul style="list-style-type: none"> <li>Accessible toilet access</li> </ul>	<ul style="list-style-type: none"> <li>Access surplus land in the rail corridor</li> </ul>
<ul style="list-style-type: none"> <li>Support for Community Hall</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategic response to the showground</li> </ul>
<ul style="list-style-type: none"> <li>Facilitate private land tidiness.</li> </ul>	<ul style="list-style-type: none"> <li>Resolve land access at the rear of the showground</li> </ul>
<ul style="list-style-type: none"> <li>Advocate for Communication /Internet capacity</li> </ul>	<ul style="list-style-type: none"> <li>Accessible pathways in the village</li> </ul>
<ul style="list-style-type: none"> <li>Improve signage Tourism Information/ Weddin Mountains</li> </ul>	<ul style="list-style-type: none"> <li>Improved integration of off-leash dog areas</li> </ul>
<ul style="list-style-type: none"> <li>Maintain and improve health providers throughout the Shire</li> </ul>	<ul style="list-style-type: none"> <li>Strategy for long term use reinvention of the old shops and warehouses.</li> </ul>
	<ul style="list-style-type: none"> <li>Future of the Anglican church</li> </ul>
	<ul style="list-style-type: none"> <li>Proposals to attract new refugee residents.</li> </ul>
	<ul style="list-style-type: none"> <li>Proposals to attract new refugee residents.</li> </ul>
<b>Caragabal</b>	
<ul style="list-style-type: none"> <li>Support for the Caragabal Water Scheme grant application</li> </ul>	
<ul style="list-style-type: none"> <li>Assistance to secure quality Internet for Caragabal</li> </ul>	
<ul style="list-style-type: none"> <li>Upgrade works for the Caragabal Park</li> </ul>	
<ul style="list-style-type: none"> <li>Removal of the traffic island outside the School</li> </ul>	
<ul style="list-style-type: none"> <li>Introduction of a Recycling Depot</li> </ul>	

A draft of Weddin 2027 will be available for community comment for 28 days from May 2022. The 2022 **Micromix** survey is addressed elsewhere.

## FISCAL RESPONSIBILITY, MANAGEMENT AND FFTF

The Council and the community agreed upon the FFTF Improvement Plan. The Plan was submitted to the NSW Government's Department of Premier and Cabinet and assessed by IPART in 2015. Weddin Shire was not found to be 'Fit'. Council responded to a fresh assessment obligation and, subject to a set of agreed actions, including adopting MLA 'Fitness Campaign' recommendations and the successful SRV, was judged 'Fit' by the NSW Office of Local Government (OLG) in 2016.

The following table identifies the key issues committed to in the *FFTF Improvement Plan* and agreed by the NSW Government. In February 2017, the *Digital Community Panel* was asked to review a number of back-end management issues. Recognising that some of the technical terms may be unfamiliar to the community, we asked people to answer "Don't Know" if they were unsure. The community responses were erudite and are reflected in the Weddin 2027 Strategic Objectives and proposed Strategic outcomes.

The following table has recently expanded into an Improvement Plan but provides the base actions required for Council to remain fit following the merger submission.

Action Name	Action Description	As At 2022
Asset Valuations linked to finance	Adopt early close procedures with an emphasis on asset valuations	Underway
Audit and risk committee meets legislation 2021	Establish Audit, Risk and Improvement Committee – legislated 2022	Established
Manage contracts effectively	Contract Management – Policy and Practices in place and operational; establish and maintain a contract register over \$50k	Established
All Crown lands have plans of management	Reconcile Council's Crown land asset records and the Crown land Information Database and complete plans of management for all	In progress
Efficient and effective Construction project delivery	Works Planning Group established to delivery each construction project	Implemented
Position descriptions and performance	Undertake a review of HR and position Descriptions	Completed
Manage capital works resources	OLT meet each July to ass and respond to planning demands	Outstanding
Targeted staff resourcing - delegations	Implementation of Organisational Review – staffing and delegations	Part complete – Revisit in 2022
Supply systems review	Review of supply systems for stores and construction supplies	Undertaken
Building Outcome focused Organisational Cultural	Review and reset organisational Values	In progress
Roads and related infrastructure asset management	Review assets and useful life, develop delivery plan for maintenance and replacement	Completed

Specialist Resource support	Explore cross council collaboration, formalise specialist support	In progress
Review of Committees supporting Council	Review of Council committees responsibilities, member training and purpose to ensure appropriate legal structure and insurances	Completed
Auditor General	Review Policies and Practices and internal audit controls for Legislative Compliance by referencing high-risk audit findings.	Incorporated into Implementation Plan
Collaboration, Learning and Communication	Develop systems to improve organisational communication and collaboration – OLT to meet with staff groups	In progress
Information technology	Digitise records; other actions to follow (see actions on a page)	Urgent and outstanding

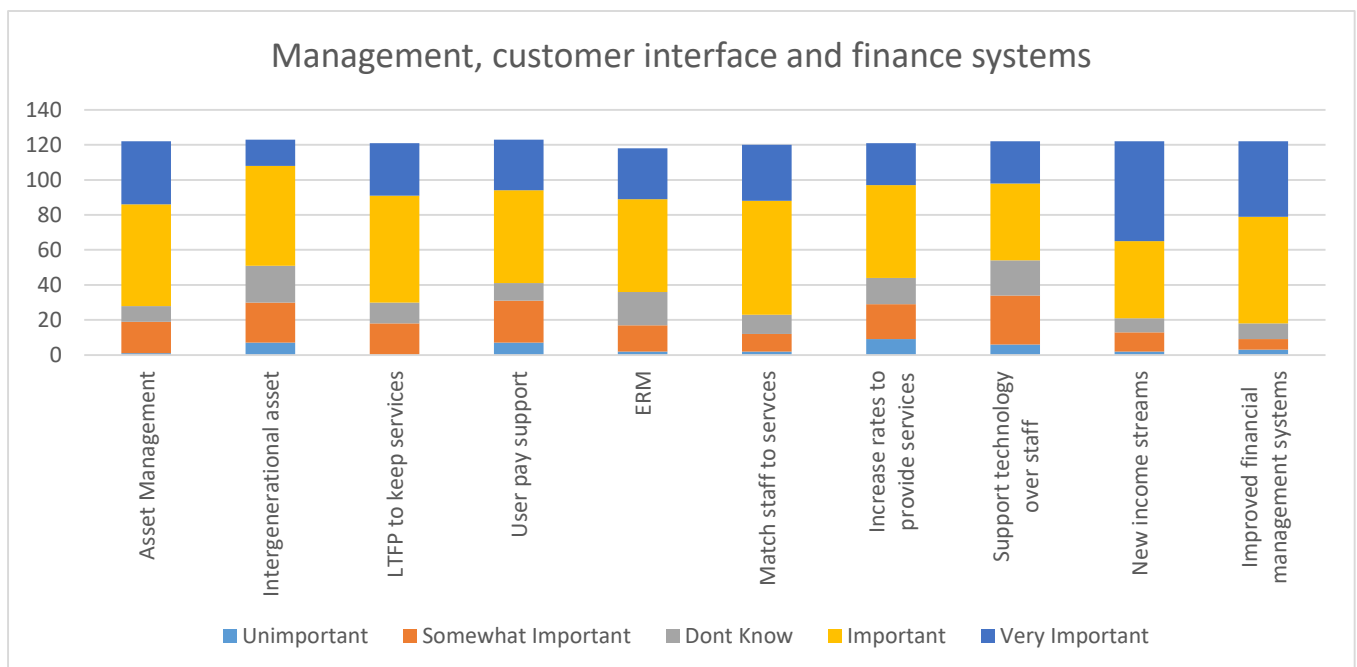


Figure 4 Digital Panel views on 'back-end' Council operations

It is unusual to seek community views on how a local council is managed and what priority might be given to fiscal responsibility. However, in the climate of forced mergers and the NSW government's oversight of improved efficiency and management, such approaches are crucial to ongoing fitness and sustainability. By engaging with residents on these issues, Weddin Shire Council has sought to improve community understanding of the importance of efficiency.

The Panel saw intelligent and accurate asset management systems and plans as necessary and supported by increased reliance on loans to ensure that future services users pay for that access. This is particularly important with the new Grenfell community swimming pool and Grenfell Health Hub (medical centre). There was strong community support for improved customer interface, back-end financial systems support, and improved efficiencies. The overall support for improved efficiency in delivering effective services aligns with Council's commitment to the MLA's *Fitness Campaign*, defining innovation as ensuring services meet community needs and are fiscally responsible.

## PROJECTS AND POLICIES IDENTIFIED BY COUNCIL ELECTED IN 2016

The 126 community members on the Digital Panel have provided valuable feedback to inform Weddin 2027's new Councillor proposals. This feedback gives the Council confidence in developing a sustainable and exciting future further. Notably, the new projects build upon the agreed vision and direction that has delivered an independent Weddin Council that is Fit for the future. The community responses are reflected in the Weddin 2027 Strategic Objectives and proposed Strategic outcomes.

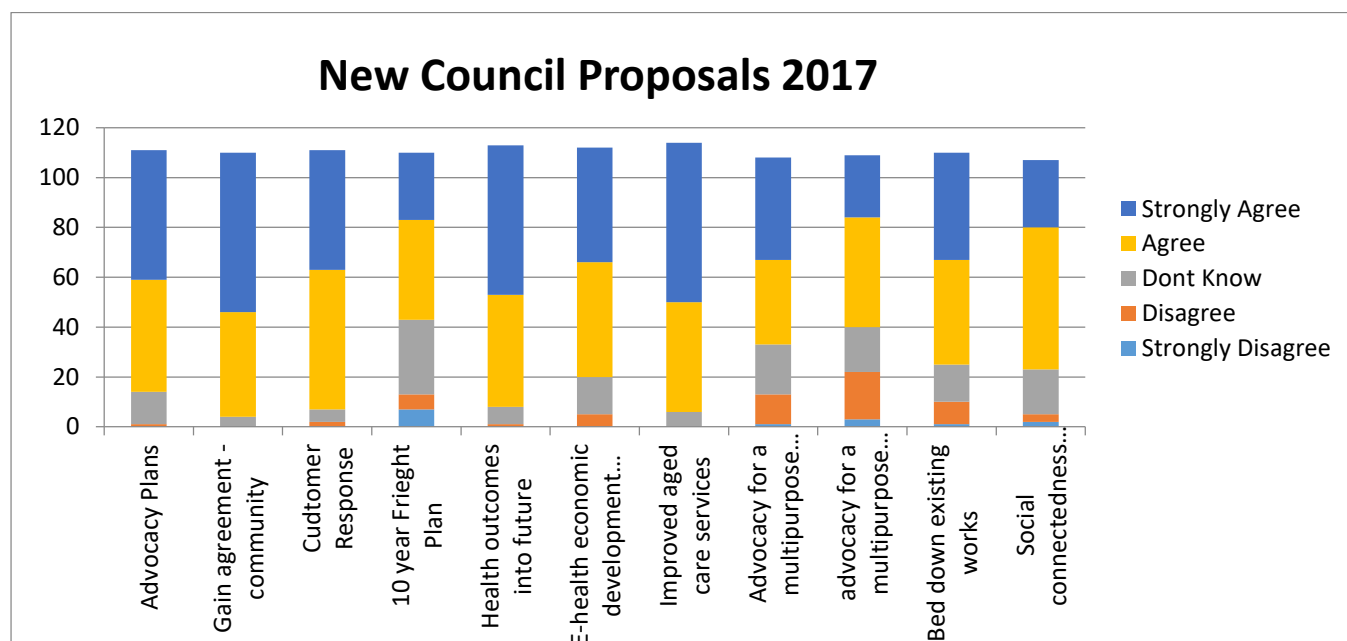


Figure 5 Digital Panel views on service needs of the community 2017

Some 48 of the 126 community panel members commented on other things that might be considered in the next ten years, most of which are included in the Plan. The following map sets out the sense of things to review.

**Q10 Are there any additional things you think Council should do in the next 10 years?**

Answered: 48 Skipped: 79

Centre Dam Development Require Manager  
 Survey Local Marked Parking Spaces  
 Services Rural Town Trees Council  
 Benefits Plans Youth Roads Main Street

The responses to the community issues are reflected in the Weddin 2027 Strategic Objectives and proposed Strategic outcomes.

**Councillors:**

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**Mayor Craig Bembrick**



**Deputy Mayor Paul Best**



**Cllr Michelle Cook**



**Cllr Phillip Diprose**



**Cllr Warick Frame**



**Cllr Glenda Howell**



**Cllr Jason Kenah**



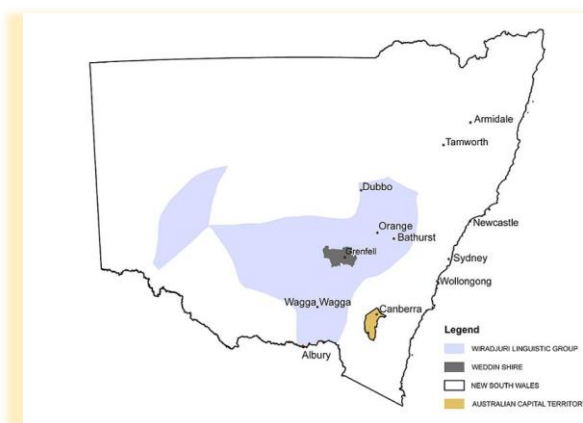
**Cllr Stuart McKellar**



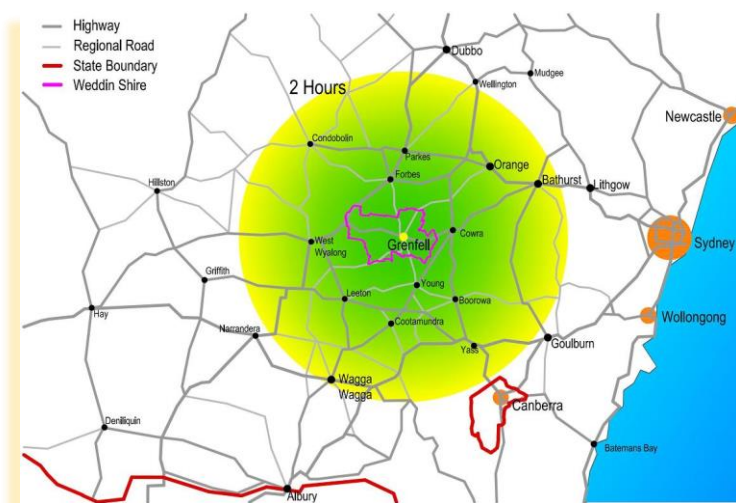
**Cllr Jan Parlett**

# 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 most prominent tourist attraction, with over 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 364km 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, more than double the greater urban Sydney land area. 94% is devoted to dry-land agriculture, 3% to national parks and 3% to state forests. Since the initial 2017 SCP industrial land has been fully developed and sold, there is a need to create new industrial land.

Based on 2016 Census figures, our local population is steady from 2011 at 3,664. An analysis of the population shows that Weddin is close to the NSW state average for each age group under 14 years; it is lower from 19-45 years, then shows a significant increase in the proportion over 45 years to the NSW State average. Simply put, Weddin is an aging community. The ageing population is well above the state average, and by 2031 the number of persons aged over 70 will increase by 26.5%. The under 19 population currently equals the State average in each age category; subsequently aged, disabled, youth and children are the primary targets.

The following table sets out the relative position of Weddin and NSW in terms of population distribution:

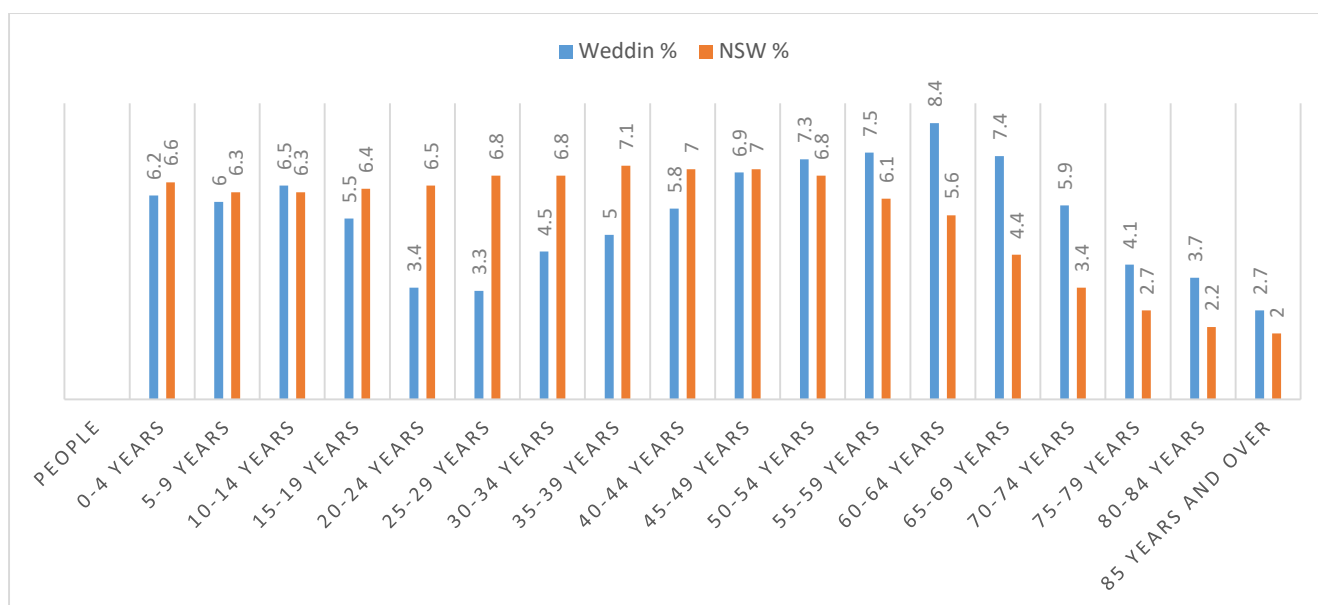


Figure 6 Age distribution Weddin - NSW ABS

### Key Weddin Data

Key statistics Weddin LGA		
Description	Year	Weddin
Estimated resident population (no.)	2016	3 664
Working age population (aged 15-64 years) (%)	2016	54.4%
Estimated resident Aboriginal and Torres Strait Islander population (no.)	2016	109
Persons born overseas (no.)	2016	577
Children enrolled in a preschool or preschool program (no.)	2016	65
Vulnerability of early childhood kindy children – compared to western LGAs – in physical, social, emotional, language, communication	2019	<8%
Age pension (est % of pop'n receiving payments)	2011	30%
Median total income (excl. Government pensions and allowances) (\$)	2016	\$904pwk
Total number of businesses (list in Business Directory on WSC web page)	2022	361
Number of jobs – full time + part-time	2016	1,351
Taxpayers who report having private health insurance (no.)	2016	na
Passenger vehicles (no.)	2016	3,728
Land area (sq km)	2020	3,410
Protected land area-national parks & reserves (ha)	2009	10,432
Annual Council Exp (\$million) – Annual Statements	2021	\$12.517

Table 3 Key Weddin Data

### SEIFA Index explained

- **Socio-Economic Disadvantage** - people's access to material and social resources and their ability to participate in society.
- **IRSAD** - An area with a low score on this index reflects relatively high levels of socio-economic disadvantage, whilst an area with a high score on this index indicates high levels of advantage.
- **Socio-Economic Indexes for Areas (SEIFA)** ranks areas in Australia according to relative socio-economic advantage and disadvantage – a low score is disadvantaged high advantaged
- **Economic Resources (IER)** A low score indicates a relative lack of access to economic resources in general:

- many households with low income, or many households paying low rent, AND
- few households with high income, or few owned homes
- **Education and Occupation (IEO)** is designed to reflect the educational and occupational level of communities - low score is disadvantaged high advantaged

## Weddin Shire (yellow) overview

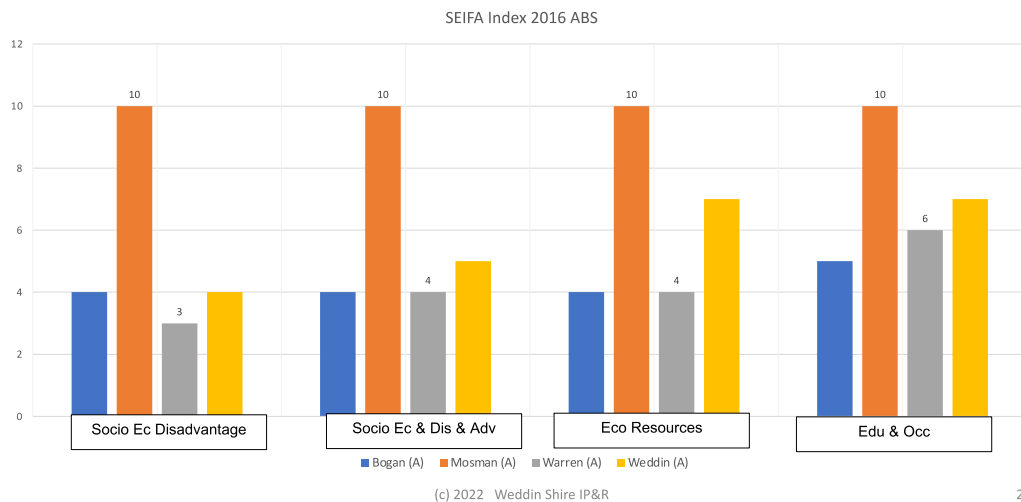


Figure 7 SEIFA index comparison 2016 ABS

## COMMUNITY CONSULTATION – 2011 TO 2022

In 2015 Council established a Digital Community Panel drawn from some 750 people who had responded to a survey on the proposed merger of the Weddin Shire with surrounding shires. The eligible voting population over 18 of Weddin is around 2100 people. The Digital panel was drawn from these people targeting around 250 people. This sample size was representative of the population within plus or minus 5%. While statistically significant, the Panel is used more as a sounding board to assess the importance of services and the satisfaction of the services provided and garner views and opinions on proposed capital projects and funding applications to support them.

In 2016 the following figure represented the importance and satisfaction of council services and provided evidence of community priorities.

<p><b>Exceeding Expectations</b> (Lower Importance &amp; Higher Satisfaction)</p> <ul style="list-style-type: none"> <li>• Grenfell Internet Centre</li> <li>• Sporting Facilities</li> </ul>	<p><b>Meeting Priorities</b> (Higher Importance &amp; Higher Satisfaction)</p> <ul style="list-style-type: none"> <li>• Public Toilets</li> <li>• Waste Collection and Disposal</li> <li>• Bridges</li> <li>• Library</li> <li>• Sealed Roads in Town</li> <li>• Cemeteries</li> <li>• Sewer</li> <li>• Other Community Services</li> <li>• Parks and Gardens</li> </ul>
---	--

Less Important (Lower Importance & Lower Satisfaction)	Areas of Concern (Higher Importance & Lower Satisfaction)
<ul style="list-style-type: none"> <li>• Animal Control</li> <li>• Kerb &amp; Guttering</li> <li>• Caravan Park</li> <li>• Footpaths and Cycle ways</li> <li>• Town and Village Footpaths</li> <li>• Environmental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Sealed Roads</li> <li>• Swimming Pool</li> <li>• Rural Road Shoulders</li> <li>• Unsealed Roads</li> </ul>

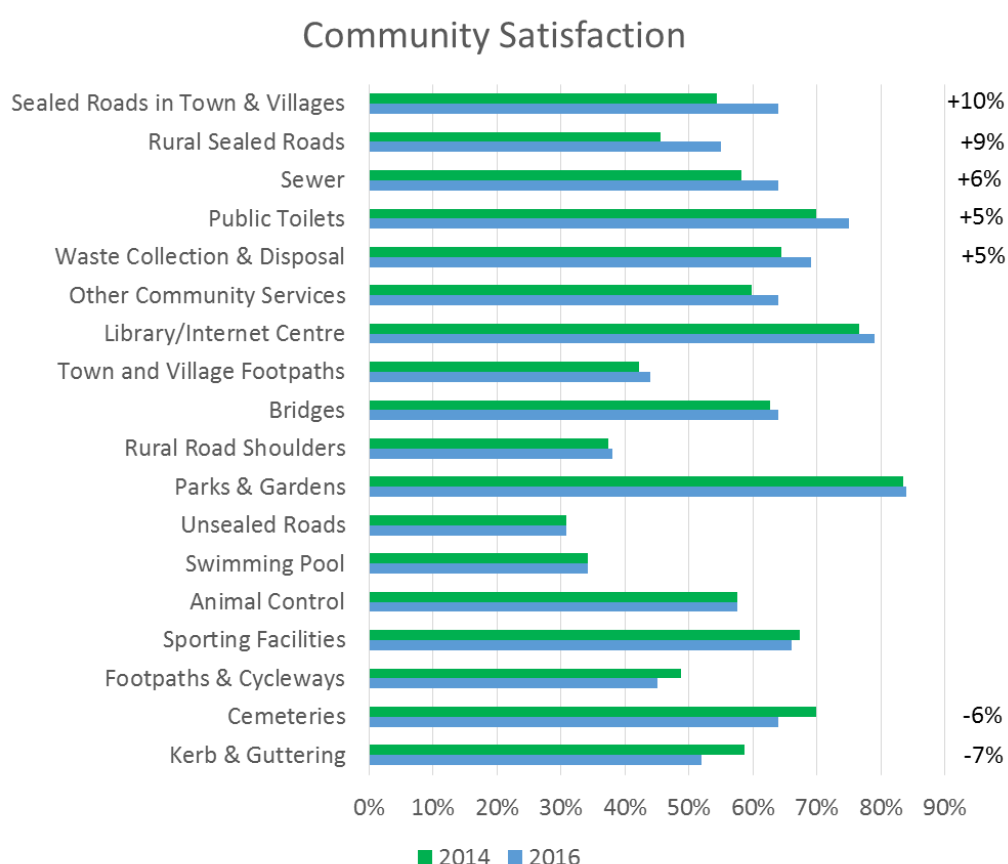
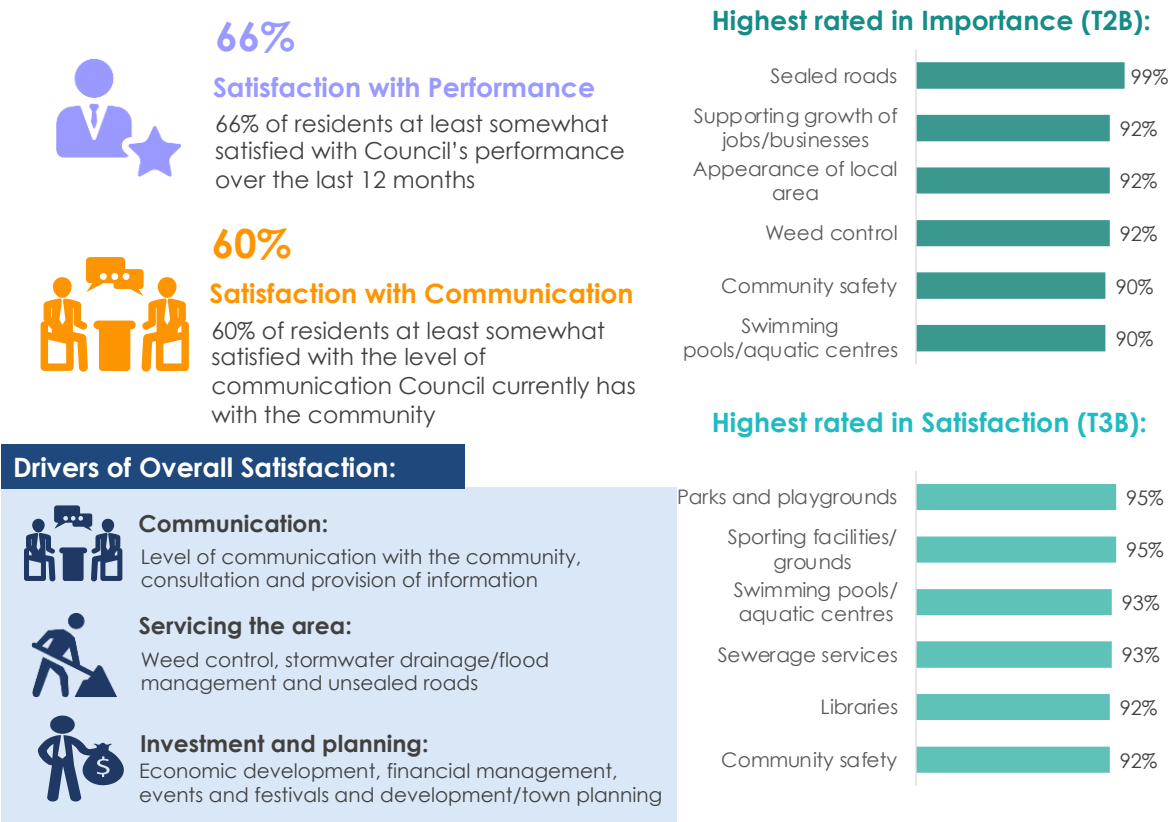


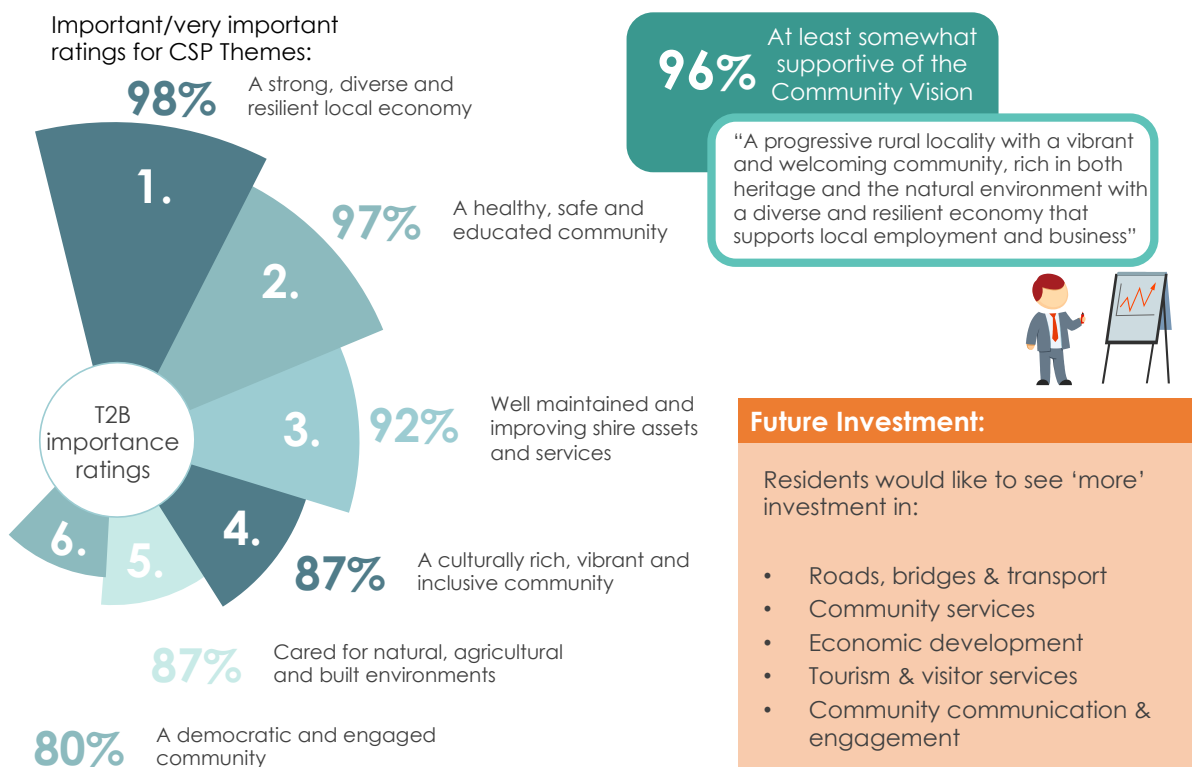
Figure 8 Changes in Satisfaction 2014 -2016

In 2022 Council engaged survey company **Micromix** to test community perception outside the digital community panel. This was a way of seeing how robust Digital Community Panel responses reflect community opinion. Results reflected the previous community view of the Digital Panel. The completion of the New Aquatic centre saw the “Swimming Pool”, and with the completion of the sewer, augmentation moved from low satisfaction to 93% satisfaction.

# Summary Findings: Council Services

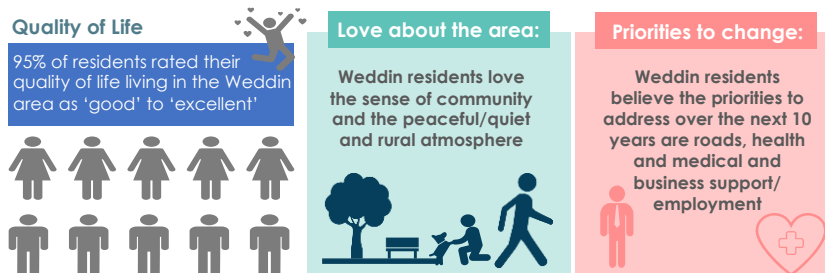


## Summary Findings: Community Strategic Plan



8

Values are reflected in the priorities in the Community Strategic Plan and are supported by the 2022 survey of 150 residents.



And

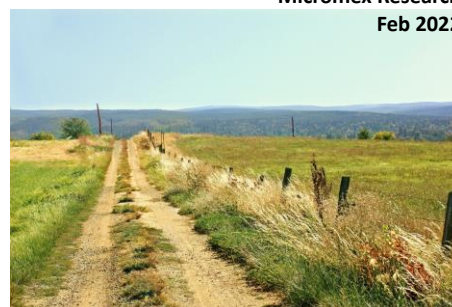
CSP Themes are very well recognised and accepted as important, ranging in approval from 97% to 80%

From Community Satisfaction and  
CSP Research  
Micromex Research  
Feb 2022

### Future Investment

Residents would like to see 'more' investment in:

- ☐ Roads, bridges & transport
- ☐ Community services
- ☐ Economic development
- ☐ Tourism & visitor services
- ☐ Community communication & engagement



### Key Areas to Address

- **Communication:** consultation, provision of information
- **Connectivity:** roads and transport
- **Economic growth/planning and investment:** supporting and attracting jobs, business and tourism, town planning, events
- **Service delivery and asset management:** appearance of the area, weeds, drainage
- **Community services:** health and medical, aged services

## Weddin 2027 – Bringing Us Together

### The Community Strategic Plan

#### A Sustained Future

(How we want Weddin to look in 2027)

*To grow our total resident population to more than 4,700 people by 2027*

#### Our Community Vision

*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 – What we think is worth striving for.*

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

## WEDDIN 2027: THE COMMUNITY STRATEGIC PLAN

### QUADRUPLE BOTTOM LINE

The CSP is required to assess the impact on four key areas as set out in the following table:

Social	Environmental	Economic	Civic Leadership
<ul style="list-style-type: none"> <li>• Access and equity issues</li> <li>• Cultural activities</li> <li>• Recreation and active living</li> <li>• Built environment – urban design and planning for growth</li> <li>• Providing and maintaining community facilities</li> <li>• Heritage issues</li> <li>• Consultation networks</li> <li>• Public health and safety</li> <li>• Affordable housing</li> <li>• Education</li> <li>• Transport links between communities in our LGA</li> </ul>	<ul style="list-style-type: none"> <li>• Total water cycle management</li> <li>• Preserving biodiversity</li> <li>• Waste management</li> <li>• Protecting specific environmental features</li> <li>• Climate change impacts and initiatives</li> <li>• Alternative energy sources</li> <li>• Air quality</li> <li>• Environmental impact of development</li> <li>• Environmentally sound operation of assets</li> </ul>	<ul style="list-style-type: none"> <li>• Regional economic profiles and opportunities</li> <li>• Economic sustainability strategies</li> <li>• Commercial and industrial opportunities</li> <li>• Small business strategies</li> <li>• Tourism</li> <li>• Providing vocational pathways</li> <li>• Supply chain issues</li> <li>• Transport and trade links with other centres</li> <li>• Financial sustainability of the council</li> </ul>	<ul style="list-style-type: none"> <li>• Policy frameworks</li> <li>• Decision-making principles and allocation of priorities</li> <li>• Leadership and representation</li> <li>• Levels of service</li> <li>• Council's role as a responsible employer</li> <li>• Business efficiency and probity expectations of the council</li> <li>• Ethical practices</li> <li>• Consultation and community participation in decision making</li> <li>• Community ownership and implementation of the strategic plan</li> </ul>

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	<b>Collaborative wealth building (strong, diverse and resilient local economy).</b>	<b>Economic</b>
2	<b>Innovation in service delivery (healthy, safe, and educated community).</b>	<b>Social</b>
3	<b>Democratic and engaged community supported by efficient internal systems.</b>	<b>Civic Leadership</b>
4	<b>Culturally rich, vibrant and inclusive community.</b>	<b>Social</b>
5	<b>Sustainable natural, agricultural and built environments.</b>	<b>Environment</b>

## 6 Shire assets and services delivered effectively and efficiently.

## Economic

Each strategic objective has been reviewed against a SWOT<sup>2</sup> (drawn from the *Base CSP*). At the same time, for areas classified under economic development, a SCORE<sup>3</sup> analysis reflects community and councillor input through the broad spectrum of focus groups and surveys, community meetings and the *Digital Community Panel*. The suite of community and councillor input provides the basis for developing the strategic objectives and outcomes that we are looking to target.

Following the 2021 election and the appointment of a further 4 2022, the Council

The Input Issues inform the Strategic Objectives. They will also support the development of the Delivery Program and the Operational Plan, the budget, and the long-term financial plan.

### WHAT IS A STRATEGY?

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

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

Role	Description
<b>Advocate</b>	• Act or intercede on behalf of the community.
<b>Facilitator</b>	• Act as a neutral party to assist groups and organisations to work more effectively to accomplish the group's work.
<b>Provider</b>	• Provider of a service.
<b>Regulator</b>	• 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:

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

- Who should be a collaborative partner:

• Business	• Business
• Communities	• Communities
• Education	• Education
• Health Industry	• Health

<sup>2</sup> SWOT – Strengths, Weaknesses Opportunities and Threats analysis

<sup>3</sup> SCOTRE – Strengths, Challenges, Opportunities, Risks and Expectations (of stakeholders)

• Industry bodies	• Industry
• Local Tourism Business	• LTB
• Mid Lachlan Alliance	• MLA
<b>Other LGAs</b>	LGAs
<b>Sporting Groups and associations</b>	Sports
<b>State and Australian Governments</b>	Government
<b>TAFE</b>	TAFE
<b>Tourism Destination Network – Country and Outback NSW</b>	TDN
<b>Villages of Quandialla, Caragabal and Greenethorpe</b>	Villages

## WHAT IS ASSESSING PROGRESS?

For each strategic objective, measures have been developed to enable the community to track progress and provide a framework for reporting to the Council and community. As part of the MLA 'Fitness Program,' it is envisaged that the *Integrated Planning and Review Process* will be linked to Council's digital reporting. This will improve efficiency and accuracy of reporting, among several other things.

## COMMUNITY STRATEGIC PLAN OBJECTIVES

### NO. 1 ■ COLLABORATIVE WEALTH BUILDING (STRONG, DIVERSE AND RESILIENT LOCAL ECONOMY)

#### INPUT ISSUES:

An analysis of a variety of input sources has informed strategic issues:

<b>Value-add to agricultural production- branding (LEDS);</b>	Assist the development of collaborative forums to share information and develop business opportunities (LEDS) <sup>4</sup> ;
<b>Support the development of branded product (LEDS);</b>	Facilitate and support skills development opportunities to ensure stakeholders are in the best position to improve enterprise sustainability (LEDS);
<b>Seek opportunities to connect the farming sector with the business community (LEDS);</b>	Expand specialist retailers and manufacturing;
<b>Historical and natural landscape sites on private land have tourism potential;</b>	Leverage opportunities from NBN (LEDS);
<b>Availability of government economic development support programs (LEDS);</b>	Improved transport access;
<b>Ex-residents willing to assist in progressing the Shire (LEDS);</b>	Agri- and eco-tourism – farm stays and tours (LEDS);

<sup>4</sup> Where issues were judged important in the LEDS consultation and plan development they are shown – otherwise they are not included in the CSP for economic issues.

<b>Rental of vacant farmhouses;</b>	Quandialla and Caragabal are close to working rail line;
<b>Rural strategy to expand small lot sales;</b>	Explore expanding range of retail products available locally;
<b>Convene conferences;</b>	Better tap grey nomad/wanderer market (WTSP) DMP;
<b>Visitor Information centre established;</b>	Improve visitor accommodation;
<b>Leverage Historical sites;</b>	Industrial land promotion;
<b>Look at a freight hub - B Doubles, road trains etc.;</b>	Leverage NPWS with neighbouring Shires;
<b>Businesses establish best practice environmental approaches; and,</b>	Implement the Rural Strategy.

## STRATEGIES

The outcomes of this strategic objective are:

Strategic Outcome		Lead agency	Council role and (oversight)	Who should collaborate
<b>1.1</b>	A strong and progressive agricultural sector is maintained.	Local Farmers	<i>Advocate</i> (Corporate)	Industry, Government
<b>1.2</b>	Weddin Shire's tourism potential maximised.	Tourism operators	Facilitator (Corporate)	LTB, TDN
<b>1.3</b>	Essential infrastructure and services to support business activity are available.	Council	Provider (Infrastructure)	Government
<b>1.4</b>	Existing businesses and new industries are supported and encouraged so as to increase job opportunities.	Council	Facilitator (Corporate)	Business, Industry, LTB, RTN
<b>1.5</b>	The Local Economic Development Strategy (LEDS) establishes mechanisms to foster partnerships to advance economic activity	Council	Facilitator (Corporate)	Business
<b>1.6</b>	Weddin Shire is promoted as a place to live, work and invest	Council	Facilitator, (Corporate)	Business, Industry, LTB, RTN
<b>1.7</b>	A proactive environment exists to support responsible mining.	Council	Regulator (Environment)	Industry, community

*Legend:* SCWC – Senior Citizens Welfare Committee

LTB

RTN

TDN

## ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
<b>Population</b>	Total number of residents living in the Shire sourced from Australian Bureau of Statistic each five years. Using 2017 (at 2016) and 2022 (at 2021).
<b>Agricultural production value</b>	Total value of agricultural production from the Shire. Sourced from Australian Bureau of Statistic each five years based on. Using 2017 (at 2016) and 2022 (at 2021).
<b>SEIFA Index</b>	Positive shift in economic indices.
<b>Tourism</b>	Visitation and length of stay at accommodation venues across the Shire.
<b>Employment</b>	Number of employment positions in the Shire.
<b>Start ups</b>	New start-up businesses.
<b>Development</b>	Number and value of development applications approved by Council and implemented.
<b>Income</b>	Household median weekly income.
<b>Shop Vacancy</b>	Decrease in shop vacancies and renewal consistent with new Local Environment Plan (LEP) with alternative uses in Main Street

## NO. 2 ■ INNOVATION IN SERVICE DELIVERY (HEALTHY, SAFE, AND EDUCATED COMMUNITY)

### INPUT ISSUES:

An analysis of a variety of input sources has identified a number of strategic issues:

<ul style="list-style-type: none"><li>• <b>Provision of expanded basic health facilities and services in Grenfell Medical Hub (WHHBC) – meeting contract Service Obligations;</b></li></ul>	<ul style="list-style-type: none"><li>• Opportunities to support the development of a Rural Health Community Research Centre with a focus on e-Health (LEDS);</li></ul>
<ul style="list-style-type: none"><li>• <b>Community transport in villages (LEDS);</b></li></ul>	<ul style="list-style-type: none"><li>• Research models of cooperative investment in aged care facilities (LEDS);</li></ul>
<ul style="list-style-type: none"><li>• <b>Encourage redevelopment of appropriate infrastructure for aged care facilities (LEDS);</b></li></ul>	<ul style="list-style-type: none"><li>• Explore opportunities to develop CRC for remote health delivery (LEDS); and,</li></ul>
<ul style="list-style-type: none"><li>• <b>Encourage training and skills development in healthcare provisions for a diverse and sustainable labour market (LEDS); and,</b></li></ul>	<ul style="list-style-type: none"><li>• Promote alternative health programs.</li><li>• Role of LiveBetter in service and training</li></ul>
<ul style="list-style-type: none"><li>• <b>Aquatic water bodies replaced</b></li></ul>	<ul style="list-style-type: none"><li>• Need for new Aquatic Centre amenities</li></ul>
<ul style="list-style-type: none"><li>• <b>City image improvement including Main Street</b></li></ul>	<ul style="list-style-type: none"><li>• Maintain and support events</li></ul>
<ul style="list-style-type: none"><li>• <b>Village improvements diversify lifestyle options</b></li></ul>	

## STRATEGIES

The strategic outcomes of this strategic objective are:

Strategic Outcome		Lead agency	Council role and (oversight)	Who should collaborate
2.1	Quality medical facilities are encouraged and appropriate digital and physical facilities are available.	Central NSW Health	Advocate/ Facilitator (GM)	Health, Government
2.2	Health education is promoted and developed, services are accessible, and people are encouraged to take personal responsibility for their health.	Central NSW Health	Advocate (GM)	Health, Community, Sports
2.3	Community and local transport options are encouraged and available.	HACC	Advocate (Corporate)	Government, Business
2.4	Adequate aged care services are provided to meet the current and future needs of the community.	Central NSW Health	Advocate (Corporate)	Health, Business, Government
2.5	Public health and safety opportunities are maximised in appropriate facilities and through effective integrated programs.	Council	Advocate, Facilitator, Provider, Regulator (Environment/Infrastructure)	Health, Business, Government
2.6	Local education institutions are effectively supported with a primary focus on targeted program delivery and fit for purpose facilities.	Schools and TAFE	Facilitator (All)	Business
2.7	Lifelong learning opportunities are provided with a focus on digital learning supported in fit for purpose facilities.	TAFE	Provider (Corporate)	Business

## ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
<b>Personal health &amp; wellbeing</b>	<ul style="list-style-type: none"> <li>Sporting and leisure club membership numbers identified in Digital Panel survey over 4 years.</li> </ul>
<b>Community connectedness</b>	<ul style="list-style-type: none"> <li>Number of volunteer organisations and membership.</li> <li>Number of community events.</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>Number of recorded offenses for crimes against persons and property.</li> </ul>
<b>Lifelong learning</b>	<ul style="list-style-type: none"> <li>Number of people aged 15-64 years enrolled in courses provided by private and public sector as set out in ABS data over 10 years.</li> </ul>
<b>Aged care</b>	<ul style="list-style-type: none"> <li>Number of aged care places in the Weddin Shire.</li> <li>Number of aged persons supported in home care.</li> <li>Number of residents on aged care waiting lists for places in Weddin Shire.</li> </ul>
<b>Health Indices</b>	<ul style="list-style-type: none"> <li>Reduce current levels to NSW Standard benchmark of 100 points over 10 years.</li> </ul>

### NO. 3 ■ DEMOCRATIC AND ENGAGED COMMUNITY SUPPORTED BY EFFICIENT INTERNAL SYSTEMS

Council does more than simply build new facilities it; manages existing assets, collects rates and fees, applies for grants, facilitates community connectedness, manages finances, plans for the future within constrained resources, and tracks community requests – and all rightly expected to be executed with efficiency.

#### INPUT ISSUES:

An analysis of a variety of input sources has identified a number of strategic issues:

<b>Access funding for Council staff training and skills development;</b>	Invest in upskilling outdoor staff and provide career path planning;
<b>Upskill and develop existing staff and provide career path planning;</b>	Better leverage internet-based mechanisms for increased community engagement;
<b>Caragabal and Quandialla internet issues reviewed;</b>	Villages encouraged to develop action plans to improve quality of life and economic engagement;
<b>Review village service levels;</b>	Utilise a wide spectrum of communication tools to keep community informed;
<b>Develop engagement strategies with villages to support leadership;</b>	MLA review of Service Review Action Plan (SRAP) and Fiscal Responsibility Action Plan (FRAP) to provide effective services efficiently; and,
<b>Use of the Panel to support decision-making on issues.</b>	Implementation of the iron clad commitment to change governance approaches including 6 formal annual council meetings and a reduction in councillor number to (5 initially) then resolved 7.

#### STRATEGIES

The strategic outcomes of this strategic objective are:

Strategic Outcome		Lead agency	Council role and (oversight)	Who should collaborate
3.1	Opportunities are provided to develop leadership skills in the community.	Council	Facilitator (Corporate)	Education, Business
3.2	The integrated planning and reporting process is fully implemented.	Council	Provider (All)	All Agencies
3.3	Village progress associations' activities are supported.	Progress Societies	Provider (All)	Business, Government
3.4	Council provides support to leaders across the Shire.	Council	Facilitator (All)	Community
3.5	All major groups in the community and a broad section of community members have the opportunity to contribute to major decisions.	Council	Provider (All)	Community

3.6	The community has a good grasp of the role of Council and Councillors as well as how best to raise issues and concerns.	Council	Provider (GM)	Community
3.7	Different avenues of communication are effectively leveraged to engage community in local leadership and Council activities.	Council	Provider (All)	Community
3.8	Position Weddin Shire as a leader in rural digital connectivity.	Council	Provider (Corporate)	Community
3.9	Achieve continuous organisational improvement.	Council	Provider (All)	Government, MLA

#### ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
<b>Citizen engagement</b>	<ul style="list-style-type: none"> <li>Number of candidates standing for Council elections.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of candidates standing for community representative positions on Council committees.</li> </ul>
	<ul style="list-style-type: none"> <li>Membership number of village progress societies.</li> </ul>
	<ul style="list-style-type: none"> <li>80% participation on <i>Digital Community Panel</i>.</li> </ul>
<b>Community projects</b>	<ul style="list-style-type: none"> <li>Number of community projects undertaken by local community organisations.</li> </ul>
<b>Leadership development</b>	<ul style="list-style-type: none"> <li>Number of students involved in community decision-making.</li> <li>Number of community members participating in the <i>Digital Community Panel</i>.</li> </ul>

#### NO. 4 ■ CULTURALLY RICH, VIBRANT AND INCLUSIVE COMMUNITY

Weddin has a rich sporting and cultural history and celebrates its success. As the birthplace of famed Australian writer and poet Henry Lawson, the Weddin community have continued to foster an arts centre, library, art gallery and many festivals.

#### INPUT ISSUES:

An analysis of a variety of input sources has identified a number of strategic issues:

<ul style="list-style-type: none"> <li>Work with TAFE to establish leisure-based studies and activities;</li> </ul>	<ul style="list-style-type: none"> <li>Continued support of events link to literary identities;</li> </ul>
<ul style="list-style-type: none"> <li>Utilisation of the Art Gallery space;</li> </ul>	<ul style="list-style-type: none"> <li>To investigate an indoor multipurpose facility;</li> </ul>
<ul style="list-style-type: none"> <li>The role of digital media in positive connectedness;</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with new residents in accepting and cultural sensitive way;</li> </ul>
<ul style="list-style-type: none"> <li>Knowing if people are doing it tough and giving a hand up; and,</li> </ul>	<ul style="list-style-type: none"> <li>Sourcing funding for promotion and support of cultural activities.</li> </ul>
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## STRATEGIES

The outcomes of this strategic objective are:

Strategic Outcome		Lead agency	Council role and (oversight)	Who should collaborate
4.1	Sporting facilities and events are maintained and developed.	Council	Provider (Environment & Infrastructure)	Sports
4.2	Recreational facilities and events are maintained and developed.	Council	Provider (All)	Sports
4.3	Cultural and arts facilities and events are maintained and developed.	Council	Provider (Corporate)	Community
4.4	People from diverse cultures find Weddin a welcoming and accepting place.	Council	Facilitator (GM)	All Sectors
4.5	Weddin is seen as encouraging a strong sense of community and connectedness.	Community groups	Facilitator (GM/Corporate)	All

## 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.
	• Sponsorship levels.
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.

## NO. 5 ■ SUSTAINABLE NATURAL, AGRICULTURAL AND BUILT ENVIRONMENTS

Weddin Shire Council's greatest risk is decline in population and reduction in services that damage the capacity of the community to be sustainable. These are risks that have been revealed in the 2014 and 2016 WSC community surveys. Research by the Reserve Bank of Australia (RBA) (2002)<sup>5</sup> further identified that labour moves to communities with good community amenities. Weddin's CSP provides a holistic approach that fosters continued economic growth supporting good community amenities in order to retain and attract people. To do this there is a need to draw on, maintain and grow real community strength; everyone has a role to play, meaning ownership of the CSP is imperative. Sustainable natural, agricultural, and built environments are essential to a sense of place in the community and fosters community pride and ownership.

<sup>5</sup> <http://www.rba.gov.au/publications/rdp/2002/pdf/rdp2002-04.pdf>

## INPUT ISSUES:

An analysis of a variety of input sources has identified a number of strategic issues:

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
NSW Government rolling out "Localising NSW 2021" program	

## STRATEGIES

The outcomes of this strategic objective are:

Strategic Outcome		Lead agency	Council role and (oversight)	Who should collaborate
5.1	Environmental regulations and control in Council's sphere of operations are implemented.	Council	Provider, Regulator (Environment & Infrastructure)	Community, Government
5.2	Waste reduction and recycling is encouraged, with a focus on the villages.	Council	Provider (Environment)	Community
5.3	The community is made aware of sustainable practices.	Council	Provider, Facilitator (Environment)	Community, Business
5.4	Council operations see an improvement in environmental outcomes.	Council	Provider (Environment & Infrastructure)	Community, Business
5.5	There is a policy position on renewable energy	Council	Facilitator, Provider (Environment)	Community, Business
5.6	There is support for local agricultural industry in adopting sustainable and environmentally-friendly farming practices in the context of climate change	LLS & others	Facilitator (Environment)	Agriculture, Community, Business
5.7	The heritage of built areas is preserved.	Owners	Facilitator, Regulator, and Provider (Environment)	Community, Business
5.8	There is an enhancement of broader landscape connectivity for native fauna.	LLS	Facilitator (Environment & Infrastructure)	Community, Business

## ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure
Sustainable energy use	<ul style="list-style-type: none"><li>Increasing use of alternative energy and water sources.</li></ul>
Conservation	<ul style="list-style-type: none"><li>Land area of the Shire dedicated to National Parks and conservation.</li></ul>
	<ul style="list-style-type: none"><li>Land area in the Shire dedicated to native fauna connectivity.</li></ul>
Climate change	<ul style="list-style-type: none"><li>Area of agricultural land being managed for soil carbon sequestration.</li></ul>
Water	<ul style="list-style-type: none"><li>Annual volume of water use in Grenfell.</li></ul>
Waste	<ul style="list-style-type: none"><li>Tonnes of non-recyclable garbage collected.</li></ul>
	<ul style="list-style-type: none"><li>Tonnes of recyclable waste collected.</li></ul>

## NO. 6 ■ SHIRE ASSETS AND SERVICES DELIVERED EFFECTIVELY AND EFFICIENTLY

Holding, maintaining and replacing assets is a major challenge for our community. The NSW Government requires Weddin Shire Council to fund depreciation on assets or, said differently, the cost of replacing and maintaining them as they are projected to wear out. Having to fund maintenance and replacement presents a significant burden on council finances, particularly when it comes to roads infrastructure.

Each time a new major asset is considered, Council is required to prepare a business plan to demonstrate that the capital and ongoing costs are affordable for the community. Council has to also establish how it will be paid for, maintained and eventually replaced.

Weddin Shire is committed to the following:

- Improve services to the wider community;
- Improve efficiency and effectiveness in service delivery;
- Streamline back-end systems over time;
- By building trust, goodwill and commitment, create an environment for collaboration leading to inter-organisational learning and capacity building now and into the future between the *MLA* Councils and the Regional Council (Joint Organisation);
- Build and imbed resource sharing and ongoing improvement;
- Build organisational culture to be outward looking and to seek continuous improvement; and,
- Actively review the impact of collaborative service improvement on service delivery structures across and between the *MLA* Councils, the Joint Organisation and others.

Caragabal village has raised a need to improve water access and this Plan seeks to investigate needs and options over the life of the Plan.

## INPUT ISSUES:

An analysis of a variety of input sources has identified a number of strategic issues:

• <b>Assessment/review of Council run businesses</b>	• Link staff to service review and service levels
• <b>Further leverage partnerships to support local community</b>	• Increase rates to fund additional infrastructure and services
• <b>Review drainage strategy</b>	• Review assets management plan to link to IP&R and Long term financial Plan (LTFP)
• <b>Improve computer capacity with Scoping project for CIVICA and determine future platform needs</b>	• Review Organisational Structure to reflect service needs and delivery program over time

### Fiscal responsibility actions:

#### Increase Income

Review fees & charges  
Identify and implement new income streams.  
Review income estimates used in forecasts.  
Implement SRV and have capacity to use future SRVs to fund new capital works.

#### Reduce Expenditure

Improve asset management data and strategic planning.  
Review of overstated depreciation expenses.  
Review of systems and processes to improve efficiencies – fiscal responsibility.

#### Workforce planning.

#### Build Capacity & Skill and Improve Systems

Staff training initiatives.  
Work collaboratively with other Councils, JO, OLG and stakeholders.  
Improve customer interface.  
Building community partnerships.

#### Economic Growth

Provide improved community amenity.  
Review systems and link to IP&R to facilitate business activity.

## STRATEGIES

The outcomes to achieve this strategic objective are:

Strategic Outcome		Lead Agency	Council role and (oversight)	Who should collaborate
6.1	Council operations have met reasonable community expectations and agreed service levels.	Council	Provider (All)	All
6.2	Council's transport infrastructure is maintained and improved consistent with the <i>Assets Management Plan</i> .	Council	Provider (Infrastructure)	Community, Government
6.3	Council's structural assets are maintained and improved consistent with the Asset Management Plan	Council	Provider (Infrastructure, Environment)	Community, Government
6.4	WSC is positioned as an ' <i>employer of choice</i> .'	Council	Provider (All)	Joint Organisation

6.5	A modern plant fleet is maintained and improved consistent with the <i>Assets Management Plan</i> .	Council	Provider (Infrastructure)	Staff
6.6	Classified roads are managed on behalf of Transport for NSW (TfNSW).	Council	Provider (Infrastructure)	Government
6.7	The 'Destination 2036' initiative is supported and Weddin Shire Council engages and influences as Member Council of the Central West region.	CENTROC/ Joint Organisation	Advocate, Provider (All)	Joint Organisation
6.8	Liaison and partnership with NSW State and Federal Government departments is positive and productive.	Council	Advocate, Provider (All)	Government

## ASSESSING PROGRESS

Progress will be measured based on:

Area	Measure, source and frequency
Ratepayer satisfaction	<ul style="list-style-type: none"> <li>Importance and satisfaction rating by <i>Digital Community Panel</i>.</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>Expenditure on repairs and maintenance is consistent with the <i>Assets Management Plan</i>.</li> </ul>
Staff satisfaction	<ul style="list-style-type: none"> <li>Staff turnover.</li> <li>Capacity to attract skilled staff.</li> </ul>