

Warren Shire Council

Delivery Program

2013/14 to 2016/17



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PART 1 - INTRODUCTION

MAYOR & GENERAL MANAGER'S MESSAGE

Welcome to Warren Shire Council's Four Year Delivery Program 2013/14 - 2016/17. This plan has been developed under the Integrated Planning and Reporting Framework for NSW Local Government. A prime element of the plans is the establishment of actions and activities to be undertaken to achieve the outcomes determined in Warren Shire's Community Strategic Plan - 'Warren Shire 2022'.

This document represents Council's response to implementing the community's vision for the future, as outlined in the Community Strategic Plan 'Warren Shire 2022'.

Council's Community Engagement Strategy was adopted by Council on the 27th October 2011. Community consultation for the development of the Community Strategic Plan commenced in February 2012, with council staff conducting eight forums and consultation meetings across the Shire, involving 113 people. These included: -

- Warren Interagency meeting - 16th February 2012
- Council staff workshop - 20th February 2012
- Macquarie Local Aboriginal Land Council meeting - 20th February 2012
- Warren Chamber of Commerce - 23rd February 2012
- Collie Community - 27th February 2012
- Marra Community - 28th February 2012
- Nevertire Community - 29th February 2012
- Warren Community - 5th March 2012

In light of the fact the Community Strategic Plan - "Warren Shire 2022" was adopted on 26th April 2012 and it is in the first year of a 10 year cycle. Council resolved on the 24th February 2013 to endorse the existing plan as per Section 402(5) of the Local Government Act 1993.

The existence of this Plan and the processes undertaken in its preparation should allow the community needs and expectations to be met in a planned, co-ordinated and cost effective manner.

The Plans are intended to be living documents that are subject to regular review by the community, council and staff. As circumstances change, (i.e. finance, community needs and expectations, government policy etc.) then the document can be altered accordingly. This Plan is to be read in conjunction with the other Plans which form part of the Integrated Planning and Reporting Framework.

Rex Wilson OAM, Mayor
Mayor

Ashley Wielinga
General Manager

INTEGRATED PLANNING & REPORTING FRAMEWORK

The NSW Division of Local Government has implemented an Integrated Planning and Reporting Framework with the objective of improving delivery of services to the community by councils. “The framework recognises that the communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes the future direction of their communities. The framework has been developed in conjunction with the NSW councils and other stakeholders.”

The framework requires all NSW councils to integrate all of their plans together with the sole objective of delivering services for the community through streamlining council operations and thus ensuring optimal use of resources.

Under the guidelines every council is required to prepare the following documents:

- Community Strategic Plan “Warren Shire 2022”
- 4 year Delivery Program
- Annual Operational Plan
- Long Term Financial Plan
- Asset Management Strategy
- Workforce Plan

The long term Community Strategic Plan represents the highest level document.

Supporting the Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the community’s needs.

Council has then developed an annual Operational Plan and annual Budget, highlighting what strategies and projects can be undertaken in the coming financial year.

The Resourcing Strategy, referred to in the diagram below, consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Plan. These documents support the Delivery Program and Operational Plan by addressing the financial, physical and human resources required.

Integrated Planning
and Reporting framework



HOW COUNCIL WORKS

The Warren Shire Council was established by the amalgamation of the Marthaguy Shire Council and the Warren Municipal Council in 1957. Warren Shire Council operates within a legislative framework established by the New South Wales Parliament. “The Local Government Act 1993” sets out the major power, functions and responsibilities of Council. As well as the Act, there are a number of other laws that Council is responsible for enforcing.

The Council

The elected representatives (Councillors) comprise the governing body of the Council. The role of the governing body is to direct and control the affairs of the Council in accordance with the Local Government Act 1993. **The role of the Council is to provide the strategic management for the corporation.**

Councillors

Warren Shire Council consists of 12 Councillors elected by eligible residents and ratepayers within the community and hold office for four years, one of whom is elected each year during September by the councillors to serve as Mayor. The Councillors’ role is to direct and control the council’s affairs in line with the requirements of the Local Government Act.

Elected Members of Council 2012-2016

A WARD

Noel Kinsey
Pauline Serdity (Deputy Mayor)
Julian Campbell AM

B WARD

Rex Wilson OAM (Mayor)
Mark Beach
Nick Brennan

C WARD

Tony Van Lubeck
Jim McCalman AM
Richard Azar

D WARD

Kevin Taylor
Brett Williamson
Milton Quigley

The Mayor

The Mayor of the Council is not simply a Chairman or a figurehead. His legal position is categorically different from that of the other council members and he has very substantial legal powers.

Section 226 of the Local Government Act 1993 states that the role of the Mayor is:

- To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the council.
- To exercise such other functions of the Council as the council determines
- To preside at meetings of the council
- To carry out the civic and ceremonial functions of the mayoral office.

Apart from the Mayor’s control over the running of council meetings, the Mayor has power to bring matters before the council meeting without notice in the form of a Mayoral Minute.

The General Manager

The General Manager is responsible for:

- Efficient, effective operation of the council organisation and day-to-day management
- Ensuring council decisions and policies are implemented, and overseeing this process
- Appointing, directing and dismissing staff
- Implementing the council's equal employment opportunity management plan.

The General Manager must be appointed on a performance-based contract, for a maximum of five years. The General Manager is the only member of staff selected and appointed by Councillors. All other members of staff are appointed by the General Manager, although Councillors must be consulted in regard to the appointment and dismissal of senior officers. Councillors have no direct responsibility for the direction of staff or for the day-to-day administration of the council.

As the most senior employee appointed by the council, the General Manager has the following additional responsibilities:

- Acting as the link between councillors and staff
- Reporting to council
- Overseeing financial management of the council
- Consulting the council on the appointment of senior staff
- Managing the activities of council employees
- Communicating and promoting council's policies to the community
- Exercising other functions as delegated by the council.

At times the division of roles between the General Manager and councillors can be hazy, in such cases what matters most is that both parties work to promote an effective and positive working partnership.

The General Manager does not have day-to-day responsibility for management of a Department. Reporting to the General Manager are three Department Managers.

Manager Finance and Administration

The Manager Finance and Administration is responsible for civic facilities, administration, financial planning, human resources, library services, risk management, information technology and corporate/staff training.

Manager Engineering Services

The Manager Engineering Services is responsible for roads, bridges, drainage, water supply, sewerage, airport, parks and gardens, technical services, urban /landscape strategy and quarry.

Manager Health and Development

The Manager Health and Development is responsible for building/health services, community care, waste management, caravan park, swimming pool, urban/environmental planning, social/cultural services, economic development and tourism.

Management Team

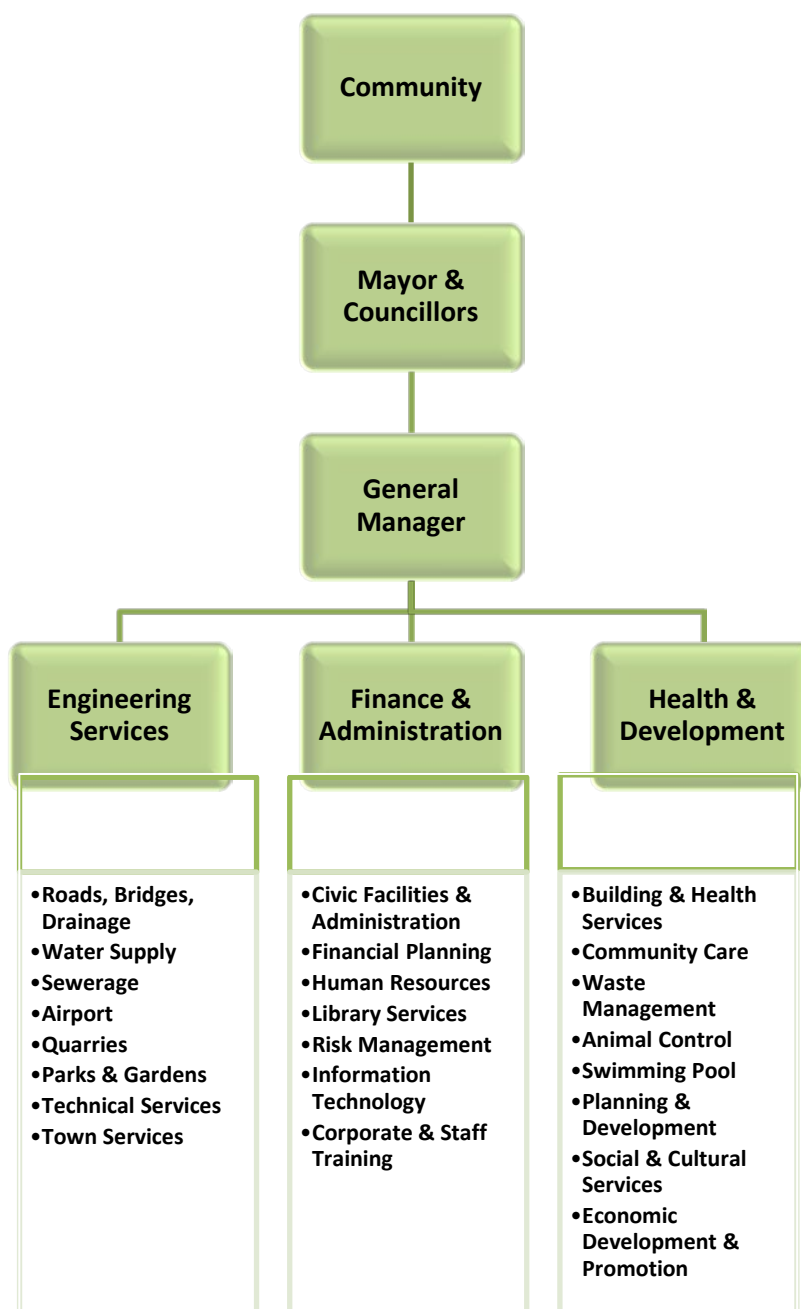
General Manager	Ashley Wielinga
Manager Finance & Administration	Darren Arthur
Manager Engineering Services	Vacant
Manager Health & Development	Maryanne Stephens

Council Functions

The council holds Ordinary meetings on the fourth Thursday of each month unless there is a change required. Such changes are advertised in the local newspapers. The meetings commence at 8.30 am and adjourn for lunch at 1.00 pm. Members of the public are welcome to attend these meetings. Council welcomes meetings with individuals and groups from the community.

All senior officers are available for interview, however it is suggested that an appointment be made to ensure that time is made available and any information required may be obtained. The Mayor is available for interviews at the Shire Chambers by appointment, which can be made by contacting the General Manager's Secretary.

ORGANISATIONAL STRUCTURE



“WARREN SHIRE 2022”

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

VALUES -

- Provide a safe and attractive working and living environment that will attract skilled people and help boost the population.
- Continue to support and develop agriculture and other existing industries, but reduce reliance on the agriculture industry via development of alternative income sources.
- A Shire that has quality and well-maintained infrastructure.
- A place that encourages vitality and leadership in the community.
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making.
- A community that is inclusive and encourages the development of it's young people.

WARREN SHIRE PROFILE

The Warren Shire is located in Central Western NSW and covers an area of 10,860 square kilometres. The total estimated population for the Shire as at 2011 is 2,758 (ABS) and the population in Warren is approximately 1,645 (ABS – Census 2011).

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

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

In the 2011 Census 13.4% of people in the Warren Shire were identified as being indigenous. This is an increase in the percentage of indigenous people from the last Census in 2006 (12.4%).

The Shire is economically dependent on agriculture, particularly sheep and cattle grazing, dry land farming of grains and irrigation, mainly Cotton. Aside from those directly employed by the agriculture industry, there are also significant flow-on economic benefits from this industry to other related enterprises.

In the 2011 Census the age structure for Warren Shire was as follows:

Warren Shire	2011		
	Service age group (years)	Number	%
Babies and pre-schoolers (0 to 4)	220	8.0	6.6
Primary schoolers (5 to 11)	270	9.8	8.8
Secondary schoolers (12 to 17)	175	6.3	7.7
Tertiary education & independence (18 to 24)	189	6.9	9.0
Young workforce (25 to 34)	296	10.7	13.6
Parents and homebuilders (35 to 49)	530	19.2	21.0
Older workers & pre-retirees (50 to 59)	407	14.8	12.8
Empty nesters and retirees (60 to 69)	356	12.9	10.0
Seniors (70 to 84)	275	10.0	8.3
Elderly aged (85 and over)	40	1.5	2.0
Total population	2,758	100.0	100.0

PART 2 - DELIVERY PROGRAM AND ACTIONS

DELIVERY PROGRAM

Warren Shire Council's Delivery Program sets out clear priorities, ongoing activities and specific actions that Council will undertake within its responsibilities and capacity towards achieving the communities' outcomes.

The Delivery Program sets out the principal activities Council will undertake across the full range of Council's operations. These activities directly address the goals and strategies outlined in the Community Strategic Plan 'Warren Shire 2022'. The activities are those that Council have the responsibility and capacity to implement through links to Council's Resourcing Strategy.

The Delivery Program will run for four (4) years covering a full Council term.

Delivery Program Legislative Requirements and Compliance

Legislative Requirements	Compliance
Directly address the objectives and strategies of the Community Strategic Plan (CSP) and identify principal activities that Council will undertake in response to the objectives and strategies.	The Actions set out in this document outline the relationship between the CSP and the Delivery Program activities.
Inform, and be informed by, the Resourcing Strategy	Part 1 outlines the relationship between the Delivery Program, Operational Plan and the Resourcing Strategy.
Address the full range of council operations	Part 2 outlines Council's responsibilities across the organisation and Part 2 outlines actions.
Allocate high level responsibilities for each action or set of actions.	The Actions in Part 2 include the Council Departments responsible for proposed actions.
Identify suitable measures to determine the effectiveness of the projects, programs and activities undertaken.	The Actions in Part 2 include program level measurements.
Include 4 year financial estimates	Financial Information contains four year estimates
Must consider priorities and levels of service expressed by the community during Community Strategic Plan consultation	Part 1 (community consultation) outlines the connection between CSP consultation and the Deliver Program.
Placed on public exhibition for a minimum of 28 days and submissions considered before the final program is adopted	The Plan will be available for public comment for the required period.

DELIVERY PROGRAM ACTIONS

Community consultation identified key challenges affecting Warren Shire.

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

These issues will be addressed under the following categories:

1. **Social** (coloured Yellow)
2. **Economic** (coloured Grey)
3. **Infrastructure** (coloured Red)
4. **Environmental** (coloured Green)
5. **Governance** (coloured Blue)

Each of these categories outlines a summary of the community views as outlined in the Community Strategic Plan “Warren Shire 2022”. These views have led to the development of objectives for each category.

The objectives have set strategies and a Council Delivery Program Action has been put in place outlining what Council aims to do, who is responsible, the measure of success against the actions and timeframe.

RESPONSIBLE OFFICER/DEPARTMENT

- GM** - General Manager
MFA - Manager Finance & Administration
MES - Manager Engineering Services
MHD - Manager Health & Development Services

1. SOCIAL

Significant community challenges and issues that have influenced the composition of the community's Social strategies include:

- Lack of employment opportunities, decline in quality of essential services/infrastructure such as health, education and housing. These factors mean that it is difficult to attract and retain working families and employed young adults.
- Decline in population levels and the relative ageing of the community, involving increases in older community members and the exit of school-aged and post-secondary youth.
- Challenge of maintaining essential local services and ensuring these services continue to be provided locally rather than as out-reach services.
- The need to support young people and encourage their development.

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.1.1	Local access to essential services and less out-reach services, particularly for essential services.	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	X	X	X	X
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / MHD	Number of activities	X	X	X	X
		Production of an information package for new residents	GM	Completion/review of package	X		X	

Our Community's 2022 Social Strategies

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families								Continued	
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
1.1.3	Provide leadership and co-ordination of the Warren Shire Interagency group	Provide Chair & Secretariat	MHD	Production of business paper Number of meetings held	X	X	X	X	
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	X	X	X	X	
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	X	X	X	X	
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	X	X	X	X	
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	X	X	X	X	
		Review Council housing stock	MHD	Develop housing upgrade plan		X			
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	X	X	X	X	

Our Community's 2022 Social Strategies

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families								Continued	
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community such as: Australia Day	Assess requests for support for community events	GM	Donation/support provided with council approval	X	X	X	X	
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback.	X	X	X	X	
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	X	X	X	X	

Objective 1.2: Support young people and encourage their development								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.2.1	Provide leadership and coordination of the 'Warren Youth sub-committee' – an organisation which coordinates action to assist all youth	Chair & Secretariat of sub committee	MHD	Number of meetings	X	X	X	X
		EIPP program	MHD	Number/success of projects undertaken	X	X	X	X
		Community Builder program	MHD	Number/success of projects undertaken	X	X	X	X

Objective 1.2: Support young people and encourage their development								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.2.2	More accessible facilities for youth and a greater range of youth activities are organised and coordinated	Introduction of EIPP & CBP projects	MHD	Sub-committee feedback	X	X	X	X
		Review/determine Youth Zone building usage	MHD	Report to Council	X			
1.2.3	Development of traineeship programs to retain youth and provide with new skills	Review council trainee places in structure	GM	Adopt structure	X			
		Indigenous traineeships	GM	Success of program	X	X	X	X
		Liaise with businesses to encourage traineeships	GM	Presentation to Chamber of Commerce	X		X	

Objective 1.3: Improved health outcomes for the community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services	GM	Services provision	X	X	X	X
		Liaise with Warren MPHS	GM	Number of meetings	X	X	X	X
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Introduce management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	X	X		

Our Community's 2022 Social Strategies

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.4.1	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Division of Local Government	X	X	X	X
		Maintain regular ranger patrolling	MHD	Number of complaints	X	X	X	X
		Continuation of de-sexing program	MHD	Number of animals de-sexed	X	X	X	X
1.4.2	More visible police presence	Regular meetings with local Police	GM	Number of meetings	X	X	X	X
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	X	X	X	X
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM	Building inspection of EOC	X	X	X	X
		Review/update of Warren DISPLAN	GM	DISPLAN update sign off	X			X
		Co-ordinate LEMC meetings	GM	Hold regular meetings	X	X	X	X
		Make available council resources for emergencies	ALL	Provision of resources	X	X	X	X

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	X	X	X	X
		Review LEP	MHD	Update LEP				X
		Review of Development Control Plan	MHD	Monitor Development Control Plan				X
		Monitor development	MHD	Ensure Develop in line with legislation/sustainable	X	X	X	X
1.4.5	Maintain high standards of street cleanliness, vacant block management	Monitor daily and weekly schedules to ensure coverage and quality of service provided.	MES	Community feedback	X	X	X	X
		Maintain existing street cleaning regime	MES	Tidiness of streets	X	X	X	X
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	X	X	X	X
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	X	X	X	X
		Regular patching and reseal of streets	MES	Effectiveness of programs	X	X	X	X

2. ECONOMIC

The 2011 study entitled Socio Economic Study of Lower Macquarie Valley: Climate, Policy and Water – Narromine and Warren Shires states:

“The Warren community is economically dependent on agriculture. Aside from those directly employed by the agriculture industry, there are also significant flow-on economic benefits from this industry to other related enterprises. Climate change will impact on all agricultural industries, while water policy will directly affect irrigated industries. Under policy changes the cotton industry is the most severely affected due to its dependence on irrigation water for production and dry land grain production is also vulnerable to adverse effects under a drying climate.”

Significant economic challenges and issues that have influenced the composition of the community’s Economic strategies include:

- The need to strengthen Shire’s key industry agriculture.
- Investigation of and encouragement of other potentially viable industries such as tourism.
- Decline in population and corresponding reduction in the amount of skilled labour and businesses in the Shire – need to boost population levels and employment.
- Impact of climate change.
- Impact of water policy – including the Murray Darling Basin Plan.

Our Community's 2022 Economic Strategies

Objective 2.1: Strengthening agriculture and existing local industries and exploring other options									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
2.1.1	Co-ordinate Stage 2 of Socio-Economic Study of the LMV – implementing Economic adaptation activities	Lobby government for funding for socio-economic program planner	GM	Recruitment of Social Planner	X				
		Development of timetable for Stage 2	GM	Adoption of timeline	X	X			
		Implementation of Stage 2 timeline	GM	Number of programs in place		X	X	X	
2.1.2	Implement Economic Development Strategy	Economic Development Strategy to Council	GM	Review Strategy					X
		Implementation of Strategies Schedule	GM	Adoption of Schedules	X	X	X	X	
2.1.3	Undertake a skills audit of local economy	Undertake Skills Audit	GM	Presentation of Report	X				
2.1.4	Assist and encourage the development of new business	Development Information Package for business	GM	Regional Development Australia, local businesses	X				
		Retail Leakage Study	GM	Finalisation of study		X			
		Liaise with Chamber of Commerce	GM	Number of meeting with Chamber of Commerce	X	X	X	X	
		Keep abreast with NRM legislation	GM	Submissions on NRM Act amendments when required	X	X	X	X	

Our Community's 2022 Economic Strategies

Objective 2.2: Enhance the experience of visitors to Warren Shire								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays	Finalisation of Streetscape Masterplan	GM	Adoption of Streetscape Masterplan	X			
		Program/costing of works for Streetscape Masterplan	MES	Adoption of Streetscape Masterplan	X	X		
		Implementation of Streetscape works	MES	Works undertaken	X	X	X	X
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	GM	Continued membership	X	X	X	X
		Development of Tourism Strategy	GM	Adoption of Strategy	X	X		
		Promotion of Warren Shire	MHD	Participation in advertising campaign	X	X	X	X
		Review/introduction of signage	MES	Upgrade/new information signage	X	X	X	X

3. INFRASTRUCTURE

Significant challenges and issues that have influenced the composition of the community's Infrastructure strategies include:

- Need for good transport networks including Shire roads – the maintenance of this important asset is a key challenge.
- The need for the introduction of long-term planning into asset management procedures to ensure that future needs can be planned for and current infrastructure is supported.

Our Community's 2022 Infrastructure Strategies:

Objective 3.1: Good quality transport infrastructure									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
3.1.1	Ensure local roads and bridges are maintained/constructed to acceptable community standards in a cost effective, efficient and safe manner	Renew Extended Work Hours Agreement	MES	Sign off agreement	X	X	X	X	
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	X	X	X	X	
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	X	X	X	X	
		Continued maintenance management system	MES	Review Works programs	X	X	X	X	
		Roads Inspection Procedures manual in place	MES	Inspection schedules	X	X	X	X	

Objective 3.1: Good quality transport infrastructure									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	MES	Review Works Programs	X	X	X	X	
		Roads Inspection Procedures manual	MES	Inspection schedules	X	X	X	X	
		Ensure RMCC requirements are met	MES	RMCC qualified	X	X	X	X	
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor and review operational plans and emergency procedures.	MES	Audit for compliance with standards and licence conditions	X	X	X	X	

Our Community's 2022 Infrastructure Strategies

Objective 3.2: Good quality community infrastructure and facilities									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	MES	Monitor community feedback	X	X	X	X	
		Review Management Plan	MES	Adoption of Plan	X				
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council.	X	X	X	X	
		Review rolling works and upgrade program	MHD	Asset Management Plan	X	X			
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs.	MFA	Analyse user numbers.	X	X	X	X	
		Continued membership North Western Library	MFA	Participation	X	X	X	X	
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	X	X	X	X	
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	X	X	X	X	
		Annual meetings	GM/MES	Community feedback	X	X	X	X	
3.2.6	Construction of Heavy Vehicle Inspection Station and upgrade existing Council Works Depot	Construction	MES/MHD	Construction & fit out	X				

Objective 3.2: Good quality community infrastructure and facilities								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Development of concept	GM / MHD	Concept adopted	X			
		Quantity surveyed and Construction Certificate approved	GM / MHD	Project approved	X			
		Call tenders	GM / MHD	Tenders accepted		X	X	
		Building constructed	MHD	Project finalised				X

4. ENVIRONMENTAL

Significant challenges and issues that have influenced the composition of the community's Environmental strategies include:

- The potential impacts of climate change and water policy.
- Management of waste in the Shire with no recycling program currently in place.
- Need for ongoing management of water supply, drainage and sewerage in Warren, Nevertire and Collie.

Our Community's 2022 Environmental Strategies:

Objective 4.1: Management of the local environment									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
4.1.1	Monitor Warren Shire Council LEP	Utilise Sub Regional Land Use Strategy in reviewing LEP	MHD	LEP 2012 review					X
		Document problem issue arising from implementation of LEP.	MHD	Number of reforms to LEP	X	X	X	X	
4.1.2	Maintain high levels of maintenance and services in the area of public Cemeteries	Ensure grave preparation meets the requirements of the community at all times.	MHD	Number of complaints	X	X	X	X	
		Ensure cemetery is maintained to acceptable standards	MHD	Community feedback	X	X	X	X	
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	X	X	X	X	

Objective 4.1: Management of the local environment								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
4.1.4	Maintain involvement and support of Catchment Management Authority	Active membership of Water Quality & Salinity Alliance	GM / MHD	Attendance at meetings	X	X	X	X
		Implementation of projects	GM	Number of projects Council involved in	X	X	X	X
		Develop Tiger Bay Management Plan	GM / MHD	Adoption of Management Plan	X			

Our Community's 2022 Environmental Strategies

Objective 4.2: Resource use, waste disposal and management								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction. Investigate all avenues for recommencement of kerbside recycling	MHD	Future plan for Ewenmar Waste Depot	X	X	X	X
				Reduce rate of landfill	X	X	X	X
				Re-introduction of recycling	X	X	X	X
4.2.2	Ensure the efficient and cost effective operation of Council's road making materials (e.g. Mount Foster Quarry and gravel pits.)	To regularly monitor the safety and operations of gravel pits under Council's control to review and act under the safety and Environment standards.	MES	Compliance with all safety, mining and environmental standards	X	X	X	X

Our Community's 2022 Environmental Strategies

Objective 4.3: Management of water/wastewater								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	MES	Design and construction on time and within budget.	X	X	X	X
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	X	X	X	X
		Compliance with best practice	MES	Annual report	X	X	X	X
		Continued active membership of Lower Macquarie Water Utilities alliance	MES	Council involvement in LMWUA	X	X	X	X
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	X	X	X	X
		Compliance with best practice	MES	Annual report	X	X	X	X
		Continued active membership LMWUA	MES	Council involvement in LMWUA	X	X	X	X

5. GOVERNANCE

Significant challenges and issues that have influenced the composition of the community's Governance strategies include:

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

Our Community's 2022 Governance Strategies:

Objective 5.1: A community that partners with Council in decision making								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	X	X	X	X
5.1.2	Youth Sub-Committee – ensure active involvement by the youth of Warren Shire	Co-ordinate communication with youth	MHD	Liaise with schools	X	X	X	X
		Invite youth as members of Youth Sub Committee	MHD	Attendance of youth at meetings	X	X	X	X

Our Community's 2022 Governance Strategies

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers									
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017	
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	X	X	X	X	
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	X	X	X	X	
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	X	X	X	X	
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	X	X	X	X	
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	MFA	Reporting on time to auditors, Ministers and the general public.	X	X	X	X	

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	MFA	Council's financial reporting analysis	X	X	X	X
5.2.3	Effective staff training and development processes in place	Review staff training and development	ALL	Adoption of Training Plan for individuals following performance appraisals.	X	X	X	X
		To implement systems for performance management and staff review.	ALL	Review Salary System	X	X	X	X