



Warren Shire Council

# Delivery Program Progress Report

31<sup>st</sup> December 2015





## **DELIVERY PROGRAM PROGRESS REPORT 31<sup>ST</sup> DECEMBER 2015**

The provisions of the Local Government Act 1993 Section 404(5) states:

*“(5) The general manager must ensure that regular progress reports are provided to the council, reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months.”*

The Delivery Program Progress Report 31<sup>st</sup> December 2015 gives a status of the principal activities in Warren Shire Delivery Program 2013/14 to 2016/17.

In addition to the Delivery Program Progress Report 31<sup>st</sup> December 2015 the following have been achieved:

- Completion of Financial Reports 30.6.2015
- Completion of Annual Report 2014-15
- Fit for the Future Rural Council Proposal submitted
- Ewenmar Waste Depot Sunset Committee created
- Pedestrian Access and Mobility Plan (PAMP) adopted
- Pesticide Use Notification Plan reviewed and adopted
- Council Wards elector numbers brought back into tolerance
- Grain Harvest Management Scheme continued
- Presentation to Senate Select Committee on impacts of MDB Plan
- Sports lighting at Victoria Park repaired
- 2 x MFD printers replacement
- 1 x MFD printer replacement at library
- Financial accounting software upgrade
- Visitors Information Centre exterior painting
- Dubbo Street Medical Centre reconstruct walls
- Dubbo Street Medical Centre interior painting
- Purchase of new emulsion tank 20,000 L
- Komatsu Backhoe
- Multi Tyred Roller
- 2 x 12T Trucks
- Front Mounted Self Propelled Mower
- Portable Traffic Lights

- Remounted Slasher Mower
- 120 m stormwater drainage
- Aerodrome fencing
- Aerodrome reinstated pavement markings
- Urban reseals
- Rural reseals
- 2 kms Marra Hall Road construction

The principal activities have been 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.

<b>Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
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	Meetings held with both State and Federal Members 3 Interagency meetings held
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	EIPP & CBP ongoing EDO's communicating with community groups. Community Noticeboard updated weekly Warren What's On circulated
		Review Information package for new residents.	GM	Review package	New format in progress

## 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	Status as at 31 <sup>st</sup> December 2015
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	3 Interagency meetings Business papers circulated
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	Information circulated on request
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	Liaising with TAFE and schools on course availability School Principals have addressed Council
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Met with TAFE, Warren Central and St Marys Schools. Attended functions at school
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	15 lots available
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	EDO's monitoring and reporting to committee

## 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	Status as at 31 <sup>st</sup> December 2015
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	Venue provided free for numerous community events Ongoing
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback.	
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Remembrance Day organised

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 <sup>st</sup> December 2015
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	Meetings in conjunction with Interagency
		EIPP program	MHD	Number/success of projects undertaken	6
		Community Builder program	MHD	Number/success of projects undertaken	10



<b>Objective 1.2: Support young people and encourage their development</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
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	Ongoing
1.2.3	Development of traineeship programs to retain youth and provide with new skills	Review council trainee places in structure	GM	A number of trainees	Monitoring
		Indigenous traineeships	GM	Success of program	No action, waiting on new model
		Liaise with businesses to encourage trainees	GM	Number of presentations	No action

<b>Objective 1.3: Improved health outcomes for the community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
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	Warren GP succession planning group created. 2 meetings held with all stakeholders
		Liaise with Warren MPHS	GM	Number of meetings	Continual communication with MPHS
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	RaMS are managing practice currently 2 GPs and Allied Health using facility

## Our Community's 2022 Social Strategies

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 <sup>st</sup> December 2015
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	All Reports undertaken by due date
		Maintain regular ranger patrolling	MHD	Number of complaints	Complaints register monitored
		Continuation of de-sexing program	MHD	Number of animals de-sexed	Cat de-sexing program undertaken
1.4.2	More visible police presence	Regular meetings with local Police	GM	Number of meetings	Regular meetings with Officer in Charge, Warren sector
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	Attended all meetings
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	Condition of EOC	Regular inspections of buildings
		Review/update of Warren DISPLAN	GM	DISPLAN now EMPLAN New EMPLAN signed off	EMPLAN adopted by LEMC and REMC
		Co-ordinate LEMC meetings	GM	Hold regular meetings	3 meetings held
		Make available council resources for emergencies	ALL	Provision of resources	Resources provided for various activities

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Land use practices monitored
		Monitor development	MHD	Ensure Develop in line with legislation/sustainable	Registers maintained
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	Cleaning regime monitored
		Maintain existing street cleaning regime	MES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Regular inspections undertaken and notices issued
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	PAMP adopted
		Regular patching and reseal of streets	MES	Effectiveness of programs	Regular patching

## 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

<b>Objective 2.1: Strengthening agriculture and existing local industries and exploring other options</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
2.1.1	Co-ordinate Stage 2 of Socio-Economic Study of the LMV – implementing Economic adaptation activities	Development of timetable for Stage 2	GM	Adoption of timeline	Action only when funding secured
2.1.2	Implement Economic Development Strategy	Implementation of Strategies Schedule	GM	Adoption of Schedules	EDO's reporting on strategy
2.1.4	Assist and encourage the development of new business	Liaise with Chamber of Commerce	GM	Number of meeting with Chamber of Commerce	Monthly meetings with Chamber. Meetings addressed
		Retail leakage study	GM	Finalisation of study	Study finalised
		Keep abreast with NRM legislation	GM	Submissions on NRM Act amendments	Meeting held with LLS Chair and GM. Legislative changes monitored.

## Our Community's 2022 Economic Strategies

<b>Objective 2.2: Enhance the experience of visitors to Warren Shire</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays	Program/costing of works for Streetscape Masterplan	MES	Adoption of Streetscape Masterplan	Plan costed in stages
		Implementation of Streetscape works	MES	Works undertaken	Works to commence after final meeting with RMS regarding roundabout
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	GM	Continued membership	Ongoing
		Promotion of Warren Shire	GM	Participation in advertising campaign	Warren What's On circulated Active in Destination NSW Promotion Initiative Group
		Review/introduction of signage	MES	Upgrade/new information signage	Signage erected as required

### 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	Status as at 31 <sup>st</sup> December 2015
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	Review by May 2016
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Inspections undertaken
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Continued monitoring
		Continued maintenance management system	MES	Review Works programs	Yearly work schedule to be updated
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Inspections ongoing

<b>Objective 3.1: Good quality transport infrastructure</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	MES	Review Works Programs	Regular PEG meetings
		Roads Inspection Procedures manual	MES	Inspection schedules	Regular inspections
		Ensure RMCC requirements are met	MES	RMCC qualified	RMCC requirements met
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	Regular inspections. Pavement markings reinstated



## Our Community's 2022 Infrastructure Strategies

<b>Objective 3.2: Good quality community infrastructure and facilities</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
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	Ongoing
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council.	Report to Council in October
		Review rolling works and upgrade program	MHD	Asset Management Plan	Reviewed after season
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.	Reported quarterly to Council
		Continued membership North Western Library	MFA	Participation	Active participation continued
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	Monthly reports to Council
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	Regular inspections undertaken
		Annual meetings	GM/MES	Community feedback	No meetings required
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Development of concept	GM / MHD	Concept adopted	All previous concept plans and actions in process of full review
		Quantity surveyed and Construction Certificate approved	GM / MHD	Project approved	

## 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	Status as at 31 <sup>st</sup> December 2015
4.1.1	Monitor Warren Shire Council LEP	Document problem issue arising from implementation of LEP.	MHD	Number of reforms to LEP	Ongoing monitoring of LEP
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.  Ensure cemetery is maintained to acceptable standards	MHD  MHD MES	Number of complaints  Community feedback	Complaints register monitored  Weekly maintenance regime in place
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	Report to Council by Councillor Kinsey following CMCC meetings

<b>Objective 4.1: Management of the local environment</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
4.1.4	Maintain involvement and support of LLS – Central West Environmental and Waterways Alliance (was Water Quality and Salinity Alliance)	Active membership of Central West Environmental and Waterways Alliance  Implementation of projects	GM / MHD  GM	Attendance at meetings  Number of projects Council involved in	Regular attendance at meetings  SOE Report Naturelinks Program

### **Our Community's 2022 Environmental Strategies**

<b>Objective 4.2: Resource use, waste disposal and management</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
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  Reduce rate of landfill  Re-introduction of recycling	Investigations on options ongoing  Included in options
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 / MFA	Compliance with all safety, mining and environmental standards	Ongoing

## Our Community's 2022 Environmental Strategies

Objective 4.3: Management of water/wastewater					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 <sup>st</sup> December 2015
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.	Works undertaken 120m 600mm pipe installed
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	Ongoing Restart NSW Programs 4 new bores and mains upgrade
		Compliance with best practice	MES	Annual report	100% compliance
		Continued active membership of Lower Macquarie Water Utilities alliance	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee
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	Ongoing EOI for a new Warren Sewage Treatment Plan submitted
		Compliance with best practice	MES	Annual report	100% compliance

## 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:**

<b>Objective 5.1: A community that partners with Council in decision making</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Status as at 31<sup>st</sup> December 2015</b>
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy used when consultation with community required
5.1.2	Youth Sub-Committee – ensure active involvement by the youth of Warren Shire	Co-ordinate communication with youth	MHD	Liaise with schools	Ongoing
		Invite youth as members of Youth Sub Committee	MHD	Attendance of youth at meetings	In conjunction with Interagency

## 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	Status as at 31 <sup>st</sup> December 2015	
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored	
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	Reviewed September 2015	
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	E-mail system Weekly column in paper Rate notices Community Noticeboard	
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	Reviewed September 2015	
		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.	All statutory reporting undertaken by due dates	

**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	Status as at 31 <sup>st</sup> December 2015
		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	Regular reporting to Council
5.2.3	Effective staff training and development processes in place	Review staff training and development  To implement systems for performance management and staff review.	ALL  ALL	Adoption of Training Plan for individuals following performance appraisals.  Review Salary System	Ongoing  Ongoing