

# *Warren Shire Council Delivery Program 2017/18 to 2020/21*



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

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**Adopted: 29<sup>th</sup> June 2017 – Res No: 165.6.17**





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**UNDER SEPARATE COVER**

## **PART 1 - INTRODUCTION**

### **MAYOR & GENERAL MANAGER'S MESSAGE**

Welcome to Warren Shire Council's Four Year Delivery Program 2017/18 - 2020/21. This plan has been developed under the Integrated Planning and Reporting Framework for NSW Local Government. A prime element of the plan is the establishment of actions and activities to be undertaken to achieve the main priorities, objectives and strategies determined in Warren Community Strategic Plan - 'Warren Shire 2027'.

Community consultation and engagement are integral aspects of Council's every day activities. Engagement is not an 'add-on' activity. When Council has a good relationship with the community, it is more likely to understand the range of needs and aspirations of the community and to ultimately make better informed decisions.

The Engagement Strategy encourages the community to be informed and to participate in decision-making processes that guide the development of shire-wide service provision.

A Community Survey was undertaken during February 2017 using the following means:

- Creation of an online survey using Survey Monkey.
- Creation of a paper survey delivered via a letterbox drop in Warren, Nevertire and Collie
- mail out to roadside and PO Box addresses.
- Website content.
- Posts to the Warren Shire Council Facebook page.
- Poster for the Community Noticeboard.
- Advertisement for the Warren Weekly.

The survey could be completed online or on paper and submitted to Council.

#### **The question that community members were asked to consider was:**

*"What do you feel are the most important issues or challenges facing our community in the next ten years?"*

The collected data has been analysed and used to inform any amendments to the Objectives and Strategies in the Community Strategic Plan 'Warren Shire 2027' and inform the development of the Delivery Program. 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.

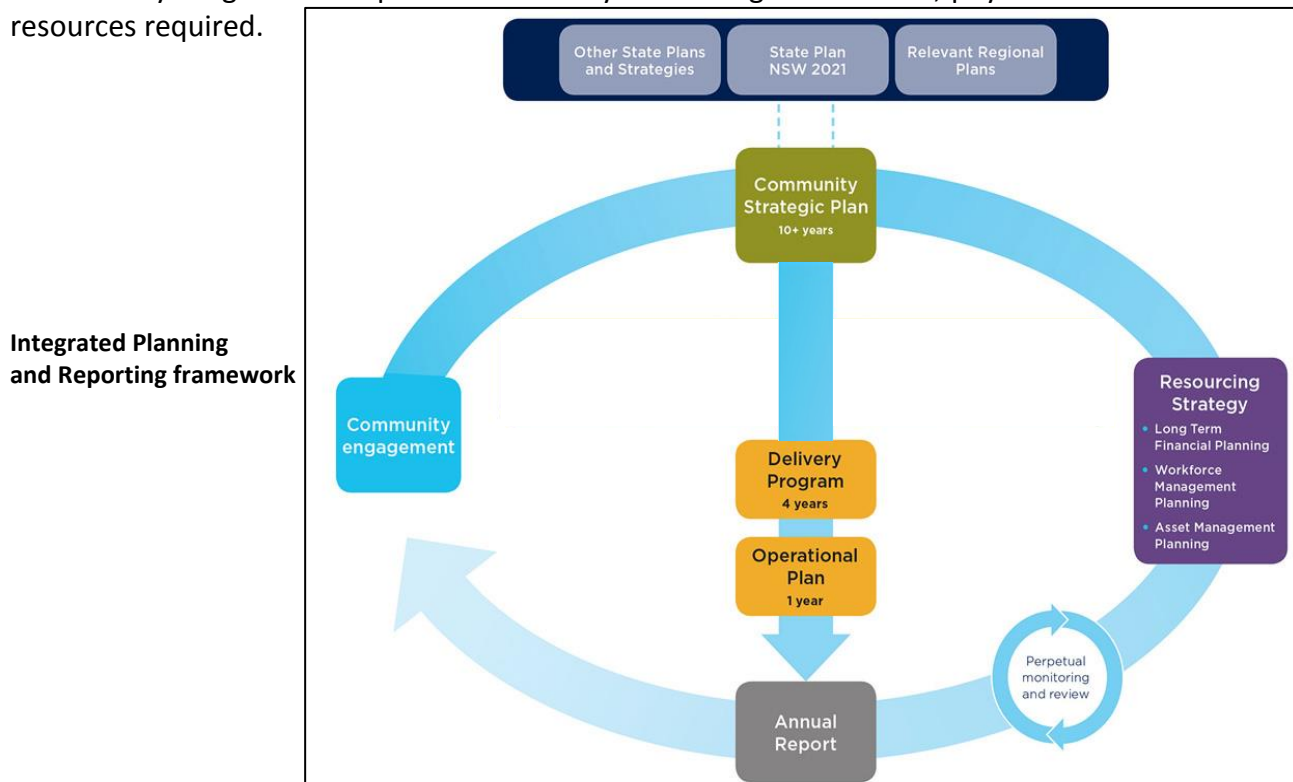
Under the guidelines every council is required to prepare the following documents:

- Community Strategic Plan ‘Warren Shire 2027’
- 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.



## 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 is also 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 as follows:

- to direct and control the affairs of the council in accordance with this Act,
- to provide effective civic leadership to the local community,
- to ensure as far as possible the financial sustainability of the council,
- to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and policies of the council,
- to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council’s resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
- to keep under review the performance of the council, including service delivery,
- to make decisions necessary for the proper exercise of the council’s regulatory functions,
- to determine the process for appointment of the general manager by the council and to monitor the general manager’s performance,
- to determine the senior staff positions within the organisation structure of the council,
- to consult regularly with community organisations and other key stakeholders and keep them informed of the council’s decisions and activities,
- to be responsible for ensuring that the council acts honestly, efficiently and appropriately.

The governing body is to consult with the general manager in directing and controlling the affairs of the council.

### 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 two years by the councillors to serve as Mayor. The role of a councillor is as follows:

- to be an active and contributing member of the governing body,
- to make considered and well informed decisions as a member of the governing body,
- to participate in the development of the integrated planning and reporting framework,
- to represent the collective interests of residents, ratepayers and the local community,

- to facilitate communication between the local community and the governing body,
- to uphold and represent accurately the policies and decisions of the governing body,
- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

A councillor is accountable to the local community for the performance of the council.

### **Elected Members of Council 2016-2020**

#### **A WARD**

Heather Druce  
Sarah Derrett  
Pauline Serdity

#### **B WARD**

Rex Wilson OAM (Mayor)  
Mark Beach  
Milton Quigley (Deputy Mayor)

#### **C WARD**

Kevin Taylor  
Ron Higgins  
Katrina Walker

#### **D WARD**

Karlene Irving  
Brett Williamson  
Andrew Brewer

### **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 be the leader of the council and a leader in the local community,
- to advance community cohesion and promote civic awareness,
- to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- to preside at meetings of the council,
- to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- to promote partnerships between the council and key stakeholders,
- to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- to carry out the civic and ceremonial functions of the mayoral office,
- to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,

- in consultation with the councillors, to lead performance appraisals of the general manager,
- to exercise any other functions of the council that the council determines.

### **The General Manager**

The general manager of a council has the following functions:

- to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- to implement, without undue delay, lawful decisions of the council,
- to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- to ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- to exercise any of the functions of the council that are delegated by the council to the general manager,
- to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- to direct and dismiss staff,
- to implement the council's workforce management strategy,
- any other functions that are conferred or imposed on the general manager by or under this or any other Act.

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 is responsible for economic development section but, 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 services and quarry.

### **Manager Health and Development**

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

### **Management Team**

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

### **Council Functions**

The council holds Ordinary meetings on the fourth Thursday of each month with no meeting in November and the December being the first Thursday 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 Executive Assistant.

# ORGANISATIONAL STRUCTURE



## **'WARREN SHIRE 2027'**

*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.

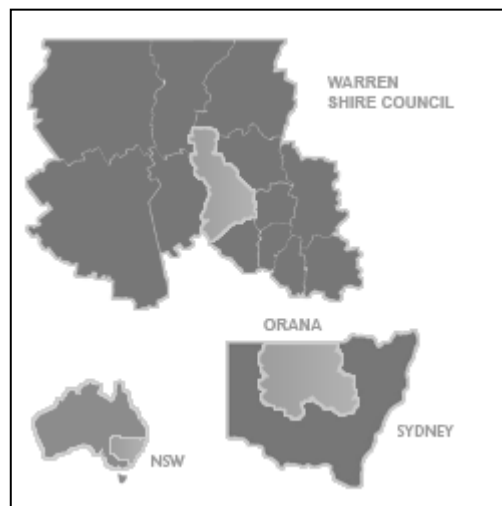
## WARREN SHIRE PROFILE

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 2015 is 2,901 (ABS 2015) and the population in Warren is approximately 2,075 (ABS – Census 2011).

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

The Shire is economically dependent on agriculture, particularly sheep and cattle, grain and irrigation. Aside from those directly employed by the agriculture industry, there are also significant flow-on economic benefits from this industry to other related enterprises.

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



*Local Government Area Map*

The area covered by the Warren Shire sits at the convergence of the territories of two Aboriginal language groups, the Wiradjuri to the southeast and the Wayilwan/Weilwan to the north and northwest. Prominent features within the landscape usually defined tribal boundaries and an area from within the Barwon River to the north, the Bogan River to the west and the Castlereagh River to the east is regarded as the Wayilwan territory. Smaller local groups of the Wayilwan lived within the region, including the Waiabara, who lived near the Barwon River and the Kamwabari/ Kawambarai who lived in the area south of Quambone extending towards the Castlereagh River. Approximately 13.31% of people in the Warren Shire were identified as being indigenous (ABS – Census 2011).

Full demographic information for Warren Shire is available at:  
<http://www.communityprofile.com.au/warren/>

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

## 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 2027'. 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.
- Reliance on agriculture industry:
  - Need to attract new industry and enterprises to reduce reliance on agriculture industry and help boost employment.
- Provision of community services and facilities:
  - Such as health services and law enforcement, to service existing residents and attract new residents.
- Infrastructure and services across the Shire:
  - Need to be of an adequate standard to support local business and the community – e.g. local and rural roads, water supply, waste management and drainage.
- Youth issues:
  - Need to support the youth of the community and encourage their development, education and ensure there are adequate facilities and services to meet their needs.

These issues will be addressed under the following categories:

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

These challenges 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:

- Hollowing out of the population
  - The exit of school-aged and post-secondary youth.
  - The relative ageing of the community.
- Projected population decline.
- Lack of employment opportunities.
- Decline in quality of essential services/infrastructure such as health, education and housing.
- Challenge of maintaining essential local services and ensuring these services continue to be provided locally rather than as out-reach services.
- The need to support young people and encourage their development.
- Continuous improvements in education.

### Our Community's 2027 Social Strategies:

Objective 1.1: Improve social well-being to offer attractive lifestyle								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
1.1.1	Local access to essential services and less out-reach of these essential services	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	X	X	X	X

**Our Community's 2027 Social Strategies:**

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>								<b>Continued</b>	
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>	
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	
		Provision of an information package for new residents	GM	Completion/review of package	X		X		
		Liaise with Local Aboriginal Community	GM	Number of activities	X	X	X	X	
				Number of meetings	X	X	X	X	
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 to community groups in assessing grants	MHD	Circulation of information	X	X	X	X	



**Our Community's 2027 Social Strategies:**

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>								<b>Continued</b>	
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>	
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 2027 Social Strategies:**

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>					<b>Continued</b>			
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community	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
1.1.7	Investigate initiatives in attracting and retaining working families	Implementation of actions from Goal 1 Economic Development Strategy	GM	Report on actions taken	X	X	X	X

**Our Community's 2027 Social Strategies:**

<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>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
1.2.1	Investigate options available looking to develop a solution that can provide leadership and coordination of actions to assist all youth	Create Community Liaison Committee to develop strategies	MHD	Creation of Committee and 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
1.2.2	Promote to youth Warren facilities and activities available	Address schools on facilities available	MHD	Number addresses to schools	X	X	X	X
		Regular media/information releases	MHD	Media feedback and website hits	X	X	X	X
1.2.3	Development of traineeship programs to retain youth	Review trainee places in structure	GM	Review structure	X	X	X	X
		Develop Indigenous traineeships	GM	Review of previous programs and number of traineeships	X	X	X	X
		Liaise with businesses to encourage traineeships	GM	Presentation to Chamber of Commerce	X	X	X	X
1.2.4	Investigate initiatives in creating employment for youth	Liaise with businesses to encourage youth employment	GM	Presentation to Chamber of Commerce	X	X	X	X

### Our Community's 2027 Social Strategies:

Objective 1.3: Improved health outcomes for the community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	Continue existing management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	X	X	X	X

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
1.4.1	Continually liaise with NSW Police on law and order issues within the community	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
1.4.2	Continually monitor the use of illicit drugs within the community	Regular meetings with local Police	GM	Number of meetings	X	X	X	X
		Pass information to Police	GM	Information passed on	X	X	X	X

**Our Community's 2027 Social Strategies:**

<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>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
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
		Keep Warren EMPLAN up to date	GM	Review of EMPLAN	X	X	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
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

## Our Community's 2027 Social Strategies:

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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
1.4.7	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

## 2. ECONOMIC

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

- Heavy reliance on agricultural industry.
- Shortage of skilled labour.
- Water reform.
- Extreme weather incidents.
- Government policy and the unintended consequence of policy.
- Rejuvenation of Warren town centre.
- Information and facilities for visitors.

### Our Community's 2027 Economic Strategies:

Objective 2.1: Expand existing economic base and diversification into sustainable industries								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
2.1.1	Continue implementation of existing Economic Development Strategy Goal 5 until 2016 Census data released	Implementation of actions from Goal 5 Economic Development Strategy	GM	Report on actions taken	X	X	X	X
2.1.2	Review and update Economic Development Strategy	Reviewed Economic Development Strategy to Council	GM	Adopt reviewed Strategy	X			
			GM	Review and adopt Schedules	X	X	X	X
2.1.3	Implement updated activities of the Strategy's Action Plan	Implementation of Strategies Schedule	GM	Report on actions taken	X	X	X	X

## Our Community's 2027 Economic Strategies:

Objective 2.2: Enhance the experience of visitors to Warren Shire								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
2.2.1	Continue implementation of existing Economic Development Strategy Goal 6 until 2016 Census data released	Implementation of actions from Goal 6 Economic Development Strategy	GM	Report on actions taken	X	X	X	X
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities.	Program/costing of works for Streetscape Masterplan	MES	Adoption of program of work for Streetscape Masterplan	X			
		Implementation of Streetscape works	MES	Works undertaken	X	X	X	X
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Membership of Destination Management Group	GM	Continued membership	X	X	X	X
		Promotion of Warren Shire	GM	Participation in advertising campaign	X	X	X	X
2.2.4	Liaise with RiverSmart in line with Council's Economic Development Strategy	Regular meetings to be held	GM	Number of meetings	X	X	X	X
		Review synergies between various plans	GM	List of synergies	X		X	
		Progress synergies	GM	Report on actions	X	X	X	X



### 3. INFRASTRUCTURE

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

- Maintain effective transport networks including Shire roads.
- The need for the introduction of long-term planning into asset management procedures to ensure that future needs can be planned for and current infrastructure is supported.

#### Our Community's 2027 Infrastructure Strategies:

Objective 3.1: Quality transport infrastructure								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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

**Our Community's 2027 Infrastructure Strategies:**

<b>Objective 3.1: Quality transport infrastructure</b>								
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
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
3.1.4	Maintain and enhance local pathway networks to meet needs of all sections of the community	Maintain existing pathways	MES	Monitor Works Programs	X	X	X	X
		Investigate grant opportunities for new pathways as per Plan	MES	Number of grants submitted	X	X	X	X

### Our Community's 2027 Infrastructure Strategies:

Objective 3.2: Quality community infrastructure and facilities								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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

**Our Community's 2027 Infrastructure Strategies:**

<b>Objective 3.2: Quality community infrastructure and facilities</b>								
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
3.2.6	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Review requirements	GM / MHD	Review requirements	X			
		Redevelop a Concept Plan	GM / MHD	Development of new Concept Plan	X			
		Undertake developed and adopted Plan	GM / MHD	Project finalisation		X	X	X

## 4. ENVIRONMENTAL

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

- Impacts of extreme weather.
- Impacts of water reform.
- Management of waste in the Shire with no recycling program currently in place.
- Need for ongoing management of water supply, drainage and sewerage in Warren, Nevertire and Collie.

### Our Community's 2027 Environmental Strategies:

Objective 4.1: Management of the local environment								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	Actively participate in the Environment and Waterways Alliance	Active membership of Water Quality & Salinity Alliance	MHD	Attendance at meetings	X	X	X	X
		Implementation of projects	MHD	Number of projects Council involved in	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

### Our Community's 2027 Environmental Strategies:

Objective 4.1: Management of the local environment								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
4.1.4	Maintain involvement and support of Local Lands Services (LLS)	Liaise continually with LLS on natural resource management issues	GM / MHD	Number of meetings	X	X	X	X

Objective 4.2: Resource use, waste disposal and management								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
4.2.1	Ewenmar Waste Depot – New Management regime	Development of new management regime and strategy	MHD	Adoption of Plan and Strategies	X			
		Implementation of Management Plan and Strategies	MHD	Report on actions taken	X	X	X	X
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduction in landfill	X	X	X	X
		Investigate all avenues for recommencement of kerbside recycling	MHD	Re-introduction of recycling	X	X	X	X

**Our Community's 2027 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>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
4.2.3	Ensure the efficient and cost effective operation of Council's road making materials (e.g. 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

<b>Objective 4.3: Management of water/wastewater</b>								
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
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

**Our Community's 2027 Environmental Strategies:**

<b>Objective 4.3: Management of water/wastewater</b>								
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>
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 Lower Macquarie Water Utilities Alliance	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.

### Our Community's 2027 Governance Strategies:

Objective 5.1: A community that partners with Council in decision making								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	Implement as required agreed community actions	Co-ordinate communication with Community Liaison Committee	GM	Report on actions taken	X	X	X	X
5.1.3	Promote timely and quality dissemination of information to the community	Regular community updates via various media	GM	Report on actions taken	X	X	X	X
5.1.4	Convey community issues to Government	Lobby on behalf of the community	GM	Number of communiques	X	X	X	X

**Our Community's 2027 Governance Strategies:**

<b>Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers</b>									
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>2017 / 2018</b>	<b>2018 / 2019</b>	<b>2019 / 2020</b>	<b>2020 / 2021</b>	
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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
		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 review systems for performance management and staff review.	ALL	Review Salary System	X	X	X	X