



TABLE OF CONTENTS

About this Report	1
Message from the Mayor	2
Our year	4
Our year in review	
Performance snapshot	
Financial snapshot	
Rates and Charges Written Off During 2020/2021	
Snapshot and overview	
Our results	16
Reporting our achievements	
Caring for the environment	
Caring for our community	
Sport, recreation and culture	
Transport, roads and drainage	
Urban and economic development	
Civic leadership	
Business activities	
Our reports	27
Our Services reports	
Workforce and performance	30
Structure and performance	
Fair and equal employment	
Work health and safety – bullying and harassment	
Productivity improvements	
Community engagement and education	33
Community engagement	
Public access to information	
Swimming Pool Inspections	
Companion animals	
Support and partnerships	41
Contributions and donations	
Partnerships, co-operatives and joint ventures	
External bodies exercising Council functions	
Controlling interest and service charges	
Voluntary planning agreements	
Private works	
Assets	44
State of our assets	
Implementation of Council's Disability Inclusion Action Plan (DIAP)	46
Financial reports	47
Legal proceedings	
Councillors' and Mayor's expenses	
Overseas visits	
Councillor Induction, Training and Costs S186 LGA 1993	
Senior staff remuneration	
Contracts awarded	
Contractor Panel	
Fit for the Future position	
Financial position	
Financial statements	
Appendix A	54

ABOUT THIS REPORT

The Annual Report is one of the significant points of communication between Council and the community and provides details of our performance for the period 1 July 2020 to 30 June 2021.

The Annual Report provides a comprehensive statement on Warren Shire Council's performance over the past twelve-month period and to identify our achievements in meeting the direction set under the Community Strategic Plan and our four-year Delivery Program as approved by the community.

The Annual Report is an important piece of our Integrated Planning and Reporting Framework that identifies how we connect our daily activities to the community's long-term requirements. The report is a requirement under the Local Government Act 1993 and legislative reporting requirements.

The report relates to the fourth year of the four-year plan (now extended to December 2021) and allows the community to measure our progress against the performance targets. It identifies the ways that we have worked with the community and also provides advice on how we work internally to grow and develop our staff to meet the current social and community needs. The report identifies the actions undertaken by Council against our five Delivery Program Action areas:

- Social,
- Economic,
- Infrastructure,
- Environment, and
- Governance.

The report demonstrates the breadth of Council's operations and the services provided to the community throughout the year. It also describes how the organisation is governed and managed, including reporting on Council's financial performance.

The Warren Shire Council Snap Shot State of the Environment Report 2020-2021 and the Annual Financial Statements 2020-2021 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

The NSW Local Government Integrated Planning and Reporting Framework and the Community Strategic Plan recognises that the community would like its Council to develop a safe and pleasant living environment, have access to improving standards of roads and other infrastructure and that it is working towards a more sustainable financial and environmental future.

The Delivery Program covers the term of an elected Council. To create the Program, Council looks at the Community Strategic Plan and asks what we can achieve over the coming four years to bring us closer to the community's vision and values.

The four-year Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.



MESSAGE FROM THE MAYOR

This is my third year as Mayor of Warren Shire Council, and it has been an exciting and rewarding year as we continue to watch Council projects rolled out. The present Council's strategic focus and the benefit of significant grant funding of the order of \$19m during the 2020/2021 financial year has seen the continued betterment of our community and infrastructure.



I acknowledge the contribution of Glenn Wilcox during his term as General Manager of Warren Shire Council. Glenn was largely responsible for the master planning that took place in relation to Carter Oval, the Village Enhancement Plans, and the Airport. A significant review of Policy and Procedure took place under Glenn's tenure including the formation of an Internal Audit Committee. It was under Glenn's guidance that Council's Community Room and new office space was planned and constructed.

"Our future is the continuing development of plans for maintenance and upgrade of these assets."

Stephen Glen filled in more than ably as our interim General Manager prior to the appointment of Gary Woodman as our permanent General Manager. Gary has been able to "hit the ground running" given his previous time at Warren Shire Council as Manager Engineering Services.

Warren Shire Council continues to follow long-term strategic planning to ensure that the Community Strategic Plan is being developed, funded, and delivered. This year we are seeing that the effort applied by Councillors and Staff is continuing to improve Warren Shire Council's level of community development.

We have completed or are at least part way through the delivery of many upgrades to our roads, sporting areas and buildings. These have been highlighted in a very comprehensive manner in the following pages. We end this financial year with a number of projects completed and with many worthwhile projects to be delivered in the next six months prior to the completion of this term of Council in December. The desire for betterment of our community is ongoing. Council staff continue to develop programs and to seek grant funding that not only helps Council projects but also funds community groups to produce long term benefits.

I must acknowledge the commitment of staff. Our staff live and work in the community and are sympathetic to the requests and needs of the community and like all of us want to see the whole of our Council area develop and prosper.

As Council, we continue to utilise long term Master Plans to manage improvements to roads, plant, water and sewerage, the swimming pool, the showground racecourse, the airport, our sports fields and to continue the work commenced in our villages. The more effort we as Council put into the development of these plans and the efficient execution of these plans the greater the chance of continued grant funding. This term of Council will conclude with Local Government elections scheduled for the 4th December 2021. By that time a large number of projects planned for the 2020/2021 financial year will have been completed.

"we continue to utilise long term Master Plans to manage improvements to roads, plant, water and sewerage, the swimming pool, the showground racecourse, the airport, our sports fields and to continue the work commenced in our villages."

Roads rightly assume significant importance in Councils planning and budgets. Our future is the continuing development of plans for maintenance and upgrade of these assets. Included in this is a continued highlighting to both the State and Federal Governments of the need for funding for an Inland Flat Land Route for freight that incorporates part of our regional and local road network.

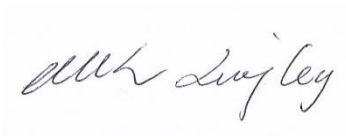
At the State and Federal level, we continue to press for repairs to our town levee and for comprehensively improved health services based around an adequate number of permanent GP's.

The continuing Covid 19 pandemic has certainly presented some challenges as did the mice plague, but I believe we as a community have adapted and coped well. It has been heartening to see in the order of 90% of our eligible population double vaccinated, a clear indication of the degree of care we have for each other.

We look forward to the 2021/2022 financial year with a potential second excellent winter crop after drought and increasing water levels in Burrendong Dam offering the potential for a couple of years of irrigated summer cropping to say nothing of security of our town water supplies and continuous flows down the river.

“We end this financial year with a number of projects completed and with many worthwhile projects to be delivered in the next six months”

This year as Mayor has seen some wonderful achievements and I would like to thank Councillors and all of our staff for their continuing support in enhancing the Warren Shire for our immediate benefit and for the benefit of future generations.



Milton Quigley
Mayor



Warren Equestrian Arena



Warren War Memorial and Flagpoles



Centre Showground Arena Toilet Block

OUR YEAR IN REVIEW

Warren Shire Council is delivering on its Community Strategic Plan Commitments

This is Year 4 of Warren Shire Councillors term in office (now extended until 4th December, 2021) and the Council overall have made progressive changes that includes a more transparent and consultative approach to the four-year Delivery Program.

The Community Strategic Plan (CSP) is the 10-year plan that drives Council's operational and delivery program. Many residents are not aware or have forgotten the requests made by the community many years ago. Council has worked hard to plan and to meet the end of term deadline for this plan. We have achieved most of the items under the four-year Delivery Program as reported in this document.

Council has undertaken projects in areas that include water supply upgrades, provided improvements to parks and reserves and continues to plan and deliver additional road maintenance and sealing. Council has been more open to community inclusiveness by the formation of community-based Committees and in the development of improved measures of communication with the community.

Council's consultation process has included the hosting of Council meetings in the Villages of Collie and Nevertire, Council's monthly meetings are available online to ensure that access to Council information is available in addition to its monthly newsletter, website and social media platforms.

Continuing to develop Master Plans with user groups and the community as part of the overall Village Enhancement Plans for Warren, Nevertire and Collie, Council has been very successful in attracting grant funding and delivering improvements. The village improvements, upgrades to the Warren War Memorial Swimming Pool, development of the Showground/Racecourse and overall improvements to the parks and gardens areas had been identified in the Community Strategic Plan and have been included in the Delivery Program outcomes.

Council through its staff and with assistance from the new Council Committees have developed long term outcomes that are finally being funded and delivered. Many aspects such as the development of the youth precinct at Carter Oval are in progress and have proved extremely successful, such as the skate park installation which may have taken more than a generation to develop but will provide for future generations.

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2021/2022 budget (Operational Plan) process. Council will continue to improve the Carter Oval area, the Warren War Memorial Swimming Pool, the Warren Airport and continue with village enhancements. The users and the communities shall continue to be involved in these projects and your advice is vital to ensure we meet the communities long term requirements.

Council and its staff have been working hard to attract grant funding for all the projects listed under the CSP and the Master Plans. As at the close of the financial year, Council had signed grant funding agreements for approximately \$19 million.

Council had received grant funding for long term projects that includes:

- the Showground/Racecourse;
- Carter Oval lighting;
- The villages of Collie, Nevertire and Warren;
- Groundwater augmentation;
- Warren Airport upgrade;
- contributions to village hall upgrades;
- Stafford Street and Nevertire Reservoir Murals;
- Monkeygar Creek Macquarie Marshes Bird Viewing Platform;
- Warren CBD Toilet, Warren Cemetery Toilet and walkway structures.

Council continues to review its budgets, plant and works program against the Community Strategic Plan outcomes and its ability to attract funding from grants or through self-funding.

Council has an extensive Committee Structure that includes the members of the public. Currently the following Committees are community based:

Warren Public Arts Committee – Formed to lead the development and delivery of a strategic focus, identification of opportunities for art works across the Council area and to develop tourism. Art works includes murals, sculptures, banners, billboards, and structures designed for public display or enhancement that supports local interest and tourism attraction.

Airport Operations Committee – Formed to lead the development and delivery of a strategic focus, identification of opportunities for the airport, improvements to performance and financial outcomes and identifying and development of strong community relationships across Warren Shire Council.

Showground/Racecourse Committee – Formed to monitor the operations of the Warren Showground/Racecourse to ensure it provides for the benefit of users of the facility in an efficient manner, reviews and recommends to Council a users fee structure that is equitable and maximises income to Council, develop and recommend prioritised improvement programs to Council along with potential funding sources and to ensure compliance with any regulation/standard relating to the operation of a licenced racing facility and to report non-compliance to Council.

Council has also established a number of internal Committees made up of Councillors and Senior Staff that together with Council ensure that budgets, plant and works programs are reviewed against the Community Strategic Plan outcomes and that Council's ability to attract funding from grants or through self-funding is always enhanced. These Committees are as follows:

Roads Committee – Formed to monitor our road network, to ensure that the roads, bridges and road assets overall are being improved, to seek Government support to improve the major transport network roads for freight and agricultural produce, to development and review a strategic plan for road capital improvements and the programming of funding towards these areas from both rates and grants.

Plant Committee – Formed to review Council's 15 Year Plant Replacement Program annually, to make recommendations to Council on plant purchase/replacement, to monitor plant purchases/replacement for plant under the financial delegations provided to staff, to consider and recommend plant purchases/replacement with an anticipated value in excess of the financial delegations provided to staff, to monitor the performance of Council's plant and to make recommendations to Council on the operations of such plant, to monitor the operations of Mt. Foster Quarry and to review the performance of Council's Extended Flexible Working Hours Agreement and to make recommendations to Council on the operation of such Agreement.

Warren Town Improvement Committee – Formed to make recommendations to Council on various proposals in relation to town improvements and the plan of improvement to the Warren Central Business District (CBD).

Warren Sporting Facilities Committee – Formed to make recommendations to Council on the general operation of Warren Shire sporting facilities, to monitor the operations of the Warren Sporting and Cultural Centre Complex in an efficient manner for the benefit of users of the facility, to liaise with users of Council sporting facilities and to develop and review long term improvement programs for Warren Shire sporting facilities.

Warren Water and Sewerage Committee – Formed to investigate and report on the strategic planning and infrastructure improvement of the water and sewerage supply including all related matters.

Ewenmar Waste Depot Sunset Committee – Formed to review existing operations of the Ewenmar Waste Depot (considering all options) and to report back to Council on future operations of the Ewenmar Waste Depot.

Water Conservation Committee – Formed to review the level of water restrictions, the timing and trigger points of water restrictions and communication to the community of water restrictions.

Economic Development and Promotions Committee – Formed to make recommendations to Council on various proposals in relation to Economic Development in the Warren Shire, areas including attraction and retaining working families and employed young adults, planning for housing needs, planning for future demand on services and facilities, supporting education facilities to encourage high standards, expanding the existing economic base through diversification into sustainable industries, enhancement of the experience of visitors to Warren Shire, active pursuit of grant funding, provision of training programs that fulfils the needs of the business community, attraction and promotion of events, promotion of Warren Shire and the development and review of the Economic Development Strategy.

Council Chambers Development Sunset Committee – Formed to develop concepts including indicative costing for the development of the new Council Chambers including meeting venue and office accommodation.

Audit and Risk Management Committee – formed in accordance with Council's Fraud and Corruption Control Plan to ensure that the processes behind Council's fraud and corruption control resources are co-ordinated so that they work together to achieve the objectives of the Plan and that outcomes are effectively delivered.

Traffic Committee (including Development Committee) – formed to advise Council on proposed traffic related matters and traffic generation developments.

Australia Day Committee – Formed to co-ordinate arrangements and presentations for celebration of Australia Day.

Council also has a number of Committees that are at staff operational level such as:

- Manex (Management Executive) Committee;
- Work Health and Safety Committee;
- Staff Consultative Committee;
- Senior Management Team Committee; and
- Local Emergency Management Committee.

Council also has a number of delegates to the following Committees/Organisations:

- Warren Interagency Support Services Group;
- Murray Darling Association Region 10;
- Macquarie Flood Mitigation Zone Reference Group;
- Outback Arts Inc. Board;
- Castlereagh Macquarie County Council;
- Western Slopes Community Consultative;
- Country Mayors Association;
- Mining and Energy Related Councils;
- North Western Library;
- NSW Police Community Safety Precinct;
- Warren Health Action Committee;
- Alliance of Western Councils or other Collaborative Entity;
- Orana Joint Organisation of Councils; and
- Orana Water Utilities Alliance.

Council's Committee and Delegate Structure has continued to enable Council with quality and timely advice.



Warren New Sewerage Treatment Plant
Aerial photo credit: S Christian

ACTIVE GRANTS 2020/2021

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Enhancing Western Plains Equestrian Centre (EWPEC1)	<p>Redevelopment of Warren Showground and Racecourse including:</p> <ul style="list-style-type: none"> - Undercover arena - 42m x 80m. - Polocrosse fields upgrade and irrigation. - Hospitality areas upgrade. - Construction of building for Campdraft office/canteen. - Pavilion building. - Perimeter fencing rebuild. - Upgrade to toilets and showers. - Landscaping, signage and entrance upgrades. 	1,755,231	198,000 (Council/User groups in-kind contribution)
Drought Communities Programme Extension (DCPE) – Round 2	Warren CBD Toilet, Netball courts – turf surrounds, Warren tennis courts upgrade, Carter Oval – LED lights, Skate Park Shade, Swimming Pool Shade, Warren Cemetery Upgrade - Toilet, Drought relief events funding, Walkway Structures and CBD Murals planning.	1,000,000	0
Nevertire Hall Upgrade	Air-conditioning (heating and cooling) and painting of cultural facility.	48,509	5,884 (Nevertire Hall Trust contribution)
Improve Regional Structures to Facilitate Economic Development	The project will develop critical infrastructure across the region. The infrastructure that will be developed is outlined in the Village Enhancement Plans for Warren, Nevertire and Collie. Projects utilising this funding include the construction of the Warren Skate Park.	3,521,588	0
Warren Airport Upgrade	<p>Warren Airport to be developed to a higher level and ensure that the Royal Flying Doctor, Air Ambulance, Rescue helicopters and general users have a safe facility to operate from. Works include:</p> <ul style="list-style-type: none"> - Repair and resurfacing of the main runway, taxiways and aprons. - Installation of Aircraft (AvGas) Fuelling Station (User Pays.) - Grading, repairs and resurfacing to the clay runway. - Add sealing and drainage improvements to Taxiway linking Runways 03/21 and 09/27. 	2,370,000	911,000 (Council contribution from works already undertaken, water supply installation, land subdivision and taxiway “C” upgrade) *Complete apart from the Terminal Building
Groundwater Augmentation Project	Construction of a Bore Water Trunk Main linking the Ellengerah and Bore Flat Bore Fields. Construction of 4x250KL Bore Water Tanks for backup supply. Installation of a Pump Station at Bore Flat to supply bore water from Bore Flat to Ellengerah Reservoir.	1,000,000	0

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
	The Installation of 3 x Cross Connection points with flow isolation and backflow protection between Bore Water Mains and Irrigation Water Mains at Oxley Park, Ellengerah Reservoir and Bore Flat to maintain Firefighting services during times of drought.		
Wonbobbie Bridge Replacement	Funded via the NSW Government Fixing Country Roads grant programme. Construction of a new bridge over the Marthaguy Creek on the Wonbobbie Road.	898,500	300,000
New Sewerage Treatment Plant	Construction of a new Sewer Pump Station in Gillendoon Street to replace the existing SPS 2. Construction of a new Rising Main from this new SPS to the new STW's.	3,000,000	3,150,000 (Partial loan funds)
Cricket Legacy	Installation of cricket practice nets and construct turf wicket at the Carter Oval Youth Sports Precinct.	125,000	0
Ewenmar Waste Facility Transfer Station	Construction of a delivery receival platform to enable the greater segregation of waste.	155,658	92,750
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 14 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 20 of Ellengerah Road.	324,150	108,050 (LR&CIP Funding)
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 22 and 24 of Old Warren Road.	534,300	178,100 (LR&CIP Funding)
Nevertire-Bogan Rd (SR58)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 2 of Nevertire-Bogan Road.	445,300	165,100 (LR&CIP Funding)
Ellengerah Rd (SR64)	Funded via NSW Government Fixing Local Roads grant programme Round 2. Segment 22 and part 24 of Ellengerah Road.	689,771	174,693
Skate Park Shade	Funded via the NSW Government Community Building Partnership Programme. Installation of shade sails at Warren Skate Park.	15,469	15,469

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Restore Warren War Memorial	Will restore the Warren War Memorial and install three flag poles in Warren Memorial Park.	12,000	0
Making Warren Swimming Pool More Accessible	Installation of access lift at the Warren War Memorial Swimming Pool.	10,000	0
Stafford Street Water Tower	Stafford Street art mural	2,466	0
NSW Showgrounds Stimulus Program Round 2C	<ul style="list-style-type: none"> - Replace male & female amenities in cattleman's & horse sports camping area - Renovate male toilets at main pavilion - Install new septic receival tank for main pavilion toilets - Renovate toilet block at centre arena - Install new septic receival tank at centre arena toilets with grease trap for canteen waste disposal - Re-level all concrete and asphalt floors in all pavilions - Re-fence showground perimeter with exclusion fencing. 	765,000	0
NSW Showgrounds Stimulus Program Round 2B	Upgrade of the electrical facilities including switchboards, campgrounds and relocate cattle yards.	230,000	0
MDB Economic Development Program Round 3 – Murals Water Tower and Reservoir Art	<ul style="list-style-type: none"> - Stafford Street water tower mural - Nevertire Reservoir - Around town art 	250,000	0
MDB Economic Development Program Round 3 – Carter Oval Lighting Project Stage 2	- 4 lighting towers and LED lights	500,000	0
MDB Economic Development Program Round 3 – Monkeygar Creek Macquarie Marshes Bird Viewing Platform	<ul style="list-style-type: none"> - construction of a bird viewing platform - construction of a carpark 	500,000	0
MDB Economic Development Program Round 3 – Showground and Racecourse Improvement	<ul style="list-style-type: none"> - Disabled toilets – GBS Falkiner Lounge - Replace doors - Paint and refurbish Grandstand - Grandstand stairway access improvement 	250,000	0

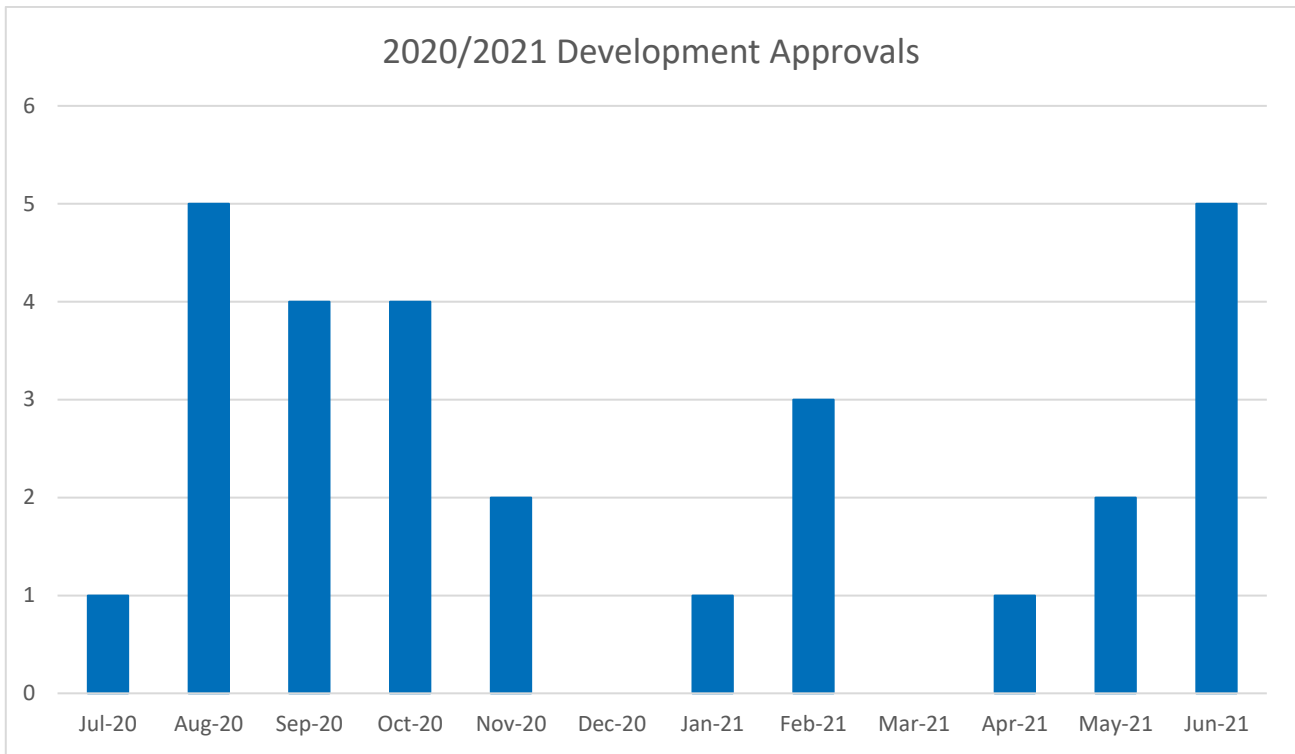
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
	'All Access' pathway from lower bar area to GBS Falkiner lounge		
E-Planning Portal Set Up	Office and meeting room set up.	50,000	0
Warren Showground / Racecourse Judges and Camera Tower	Funded via Crown Reserve Improvement Fund Program – Upgrading of the Judges and Camera Tower.	40,370	0
Warren Water Park	A water park will be constructed at the Carter Oval Recreation Precinct. A free facility for the whole community.	608,000	0
	Total of all grants:	19,510,312	5,699,046

COMPLETED GRANTS IN PERIOD 2020/2021

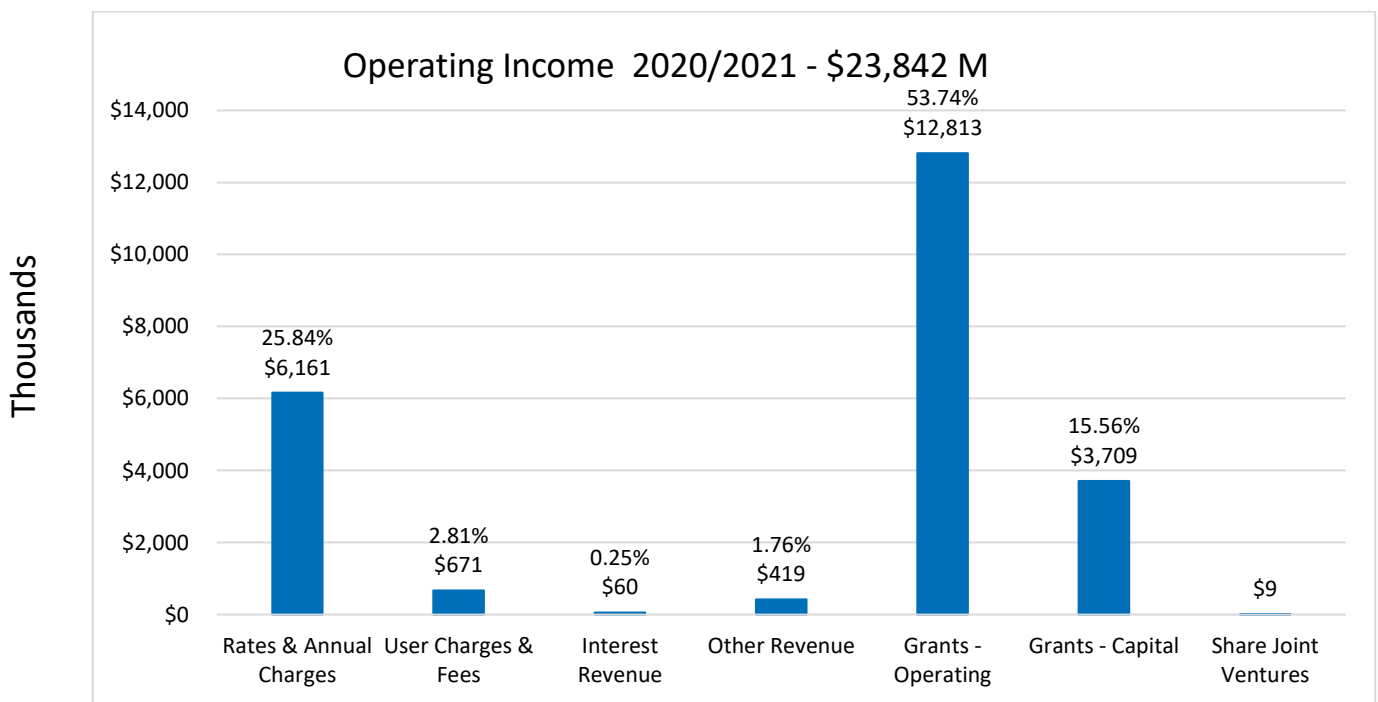
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Nevertire Hall Upgrade	Air-conditioning (heating and cooling) and painting of cultural facility.	48,509	5,884 (Nevertire Hall Trust contribution)
Wonbobbie Bridge Replacement	Funded via the NSW Government Fixing Country Roads grant programme. Construction of a new bridge over the Marthaguy Creek on the Wonbobbie Road.	898,500	300,000
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 14 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 20 of Ellengerah Road.	324,150	108,050 (LR&CIP Funding)
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 22 and 24 of Old Warren Road.	534,300	178,100 (LR&CIP Funding)

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Nevertire-Bogan Rd (SR58)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 2 of Nevertire-Bogan Road.	445,300	165,100 (LR&CIP Funding)
Skate Park Shade	Funded via the NSW Government Community Building Partnership Programme. Installation of shade sails at Warren Skate Park.	15,469	15,469
Total of all grants:		2,666,228	1,172,603

PERFORMANCE SNAPSHOT

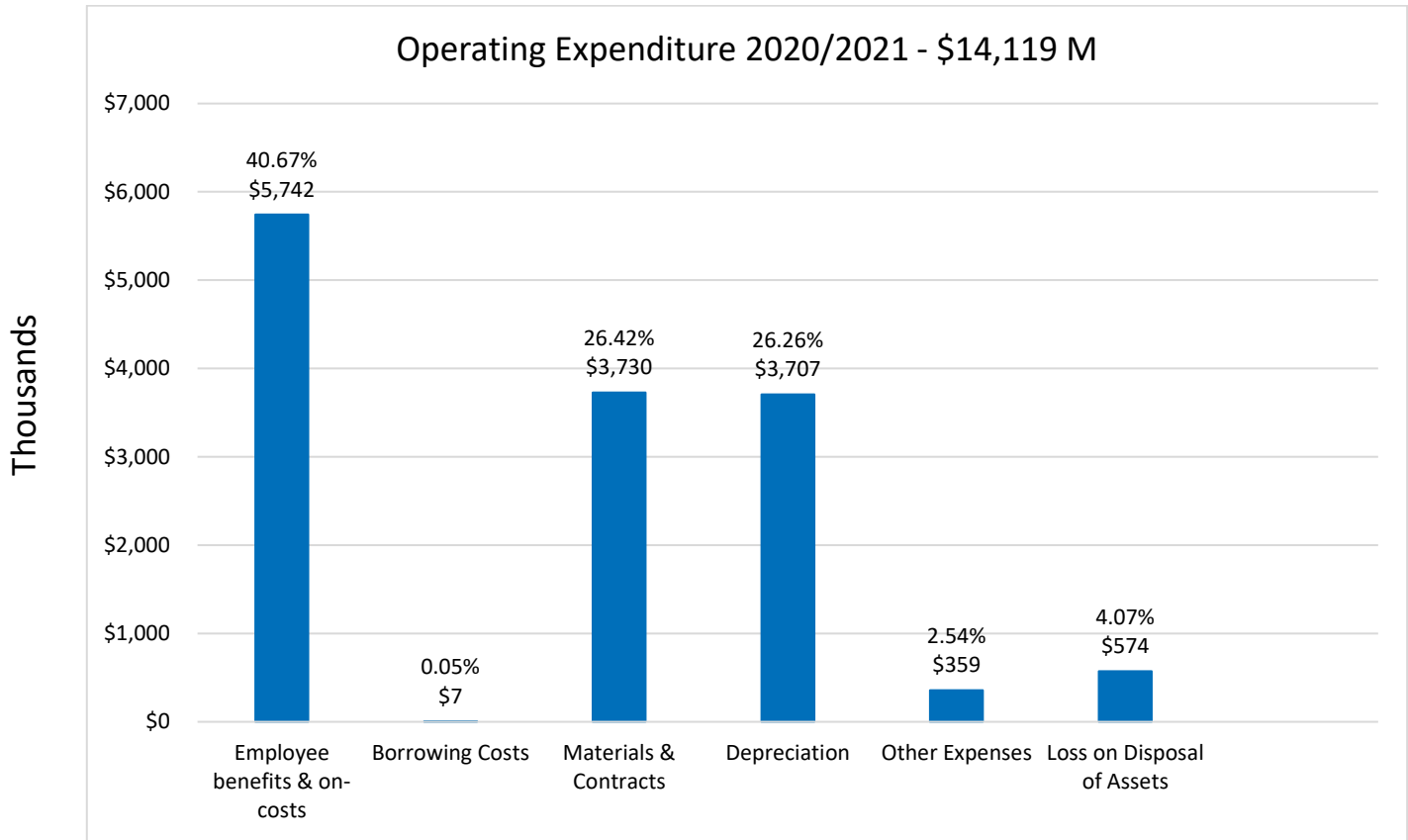


FINANCIAL SNAPSHOT

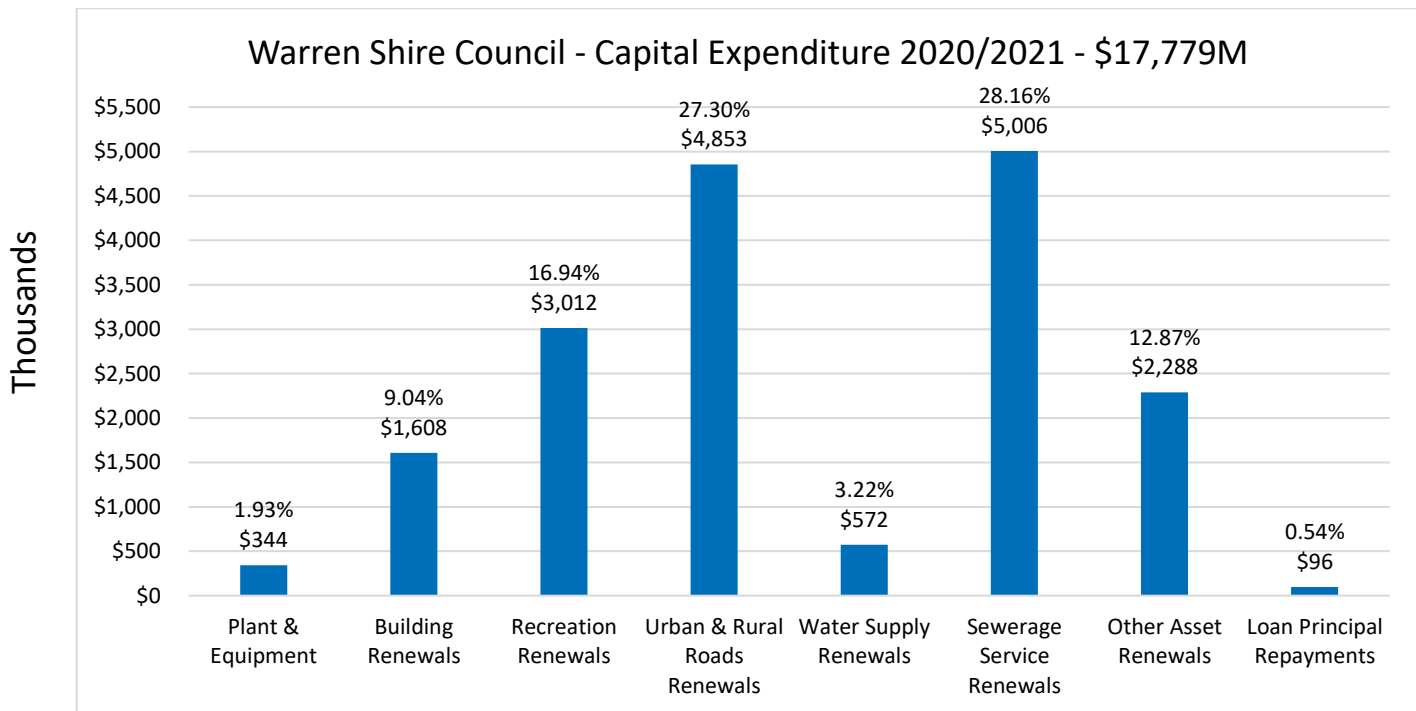


FINANCIAL SNAPSHOT

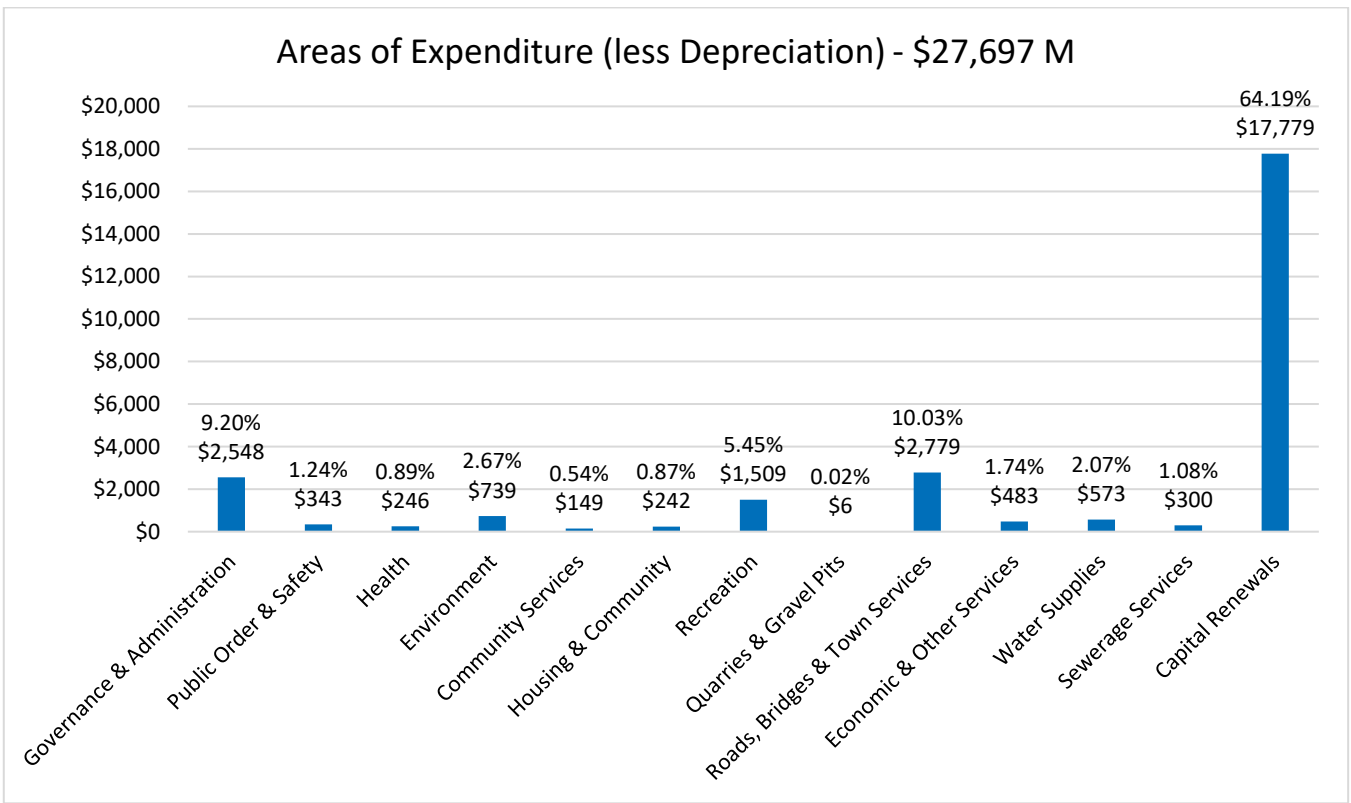
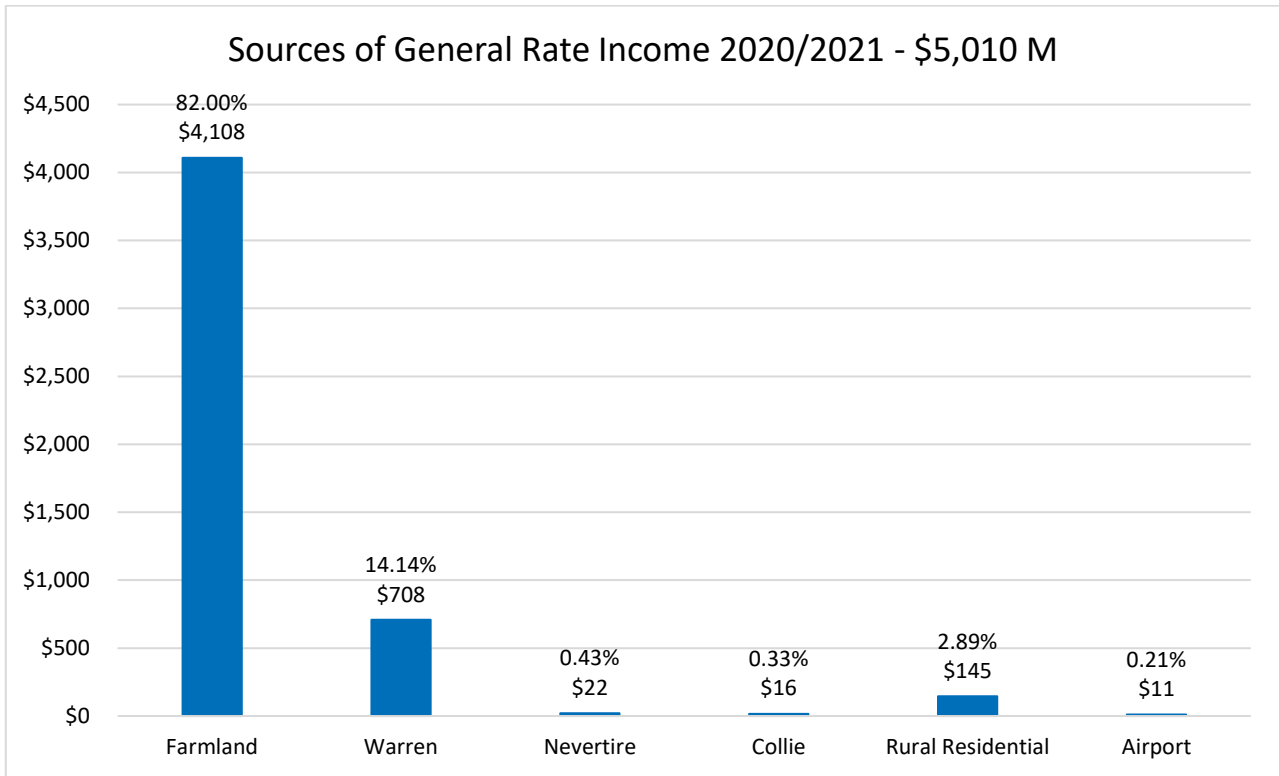
Operating Expenditure 2020/2021 - \$14,119 M



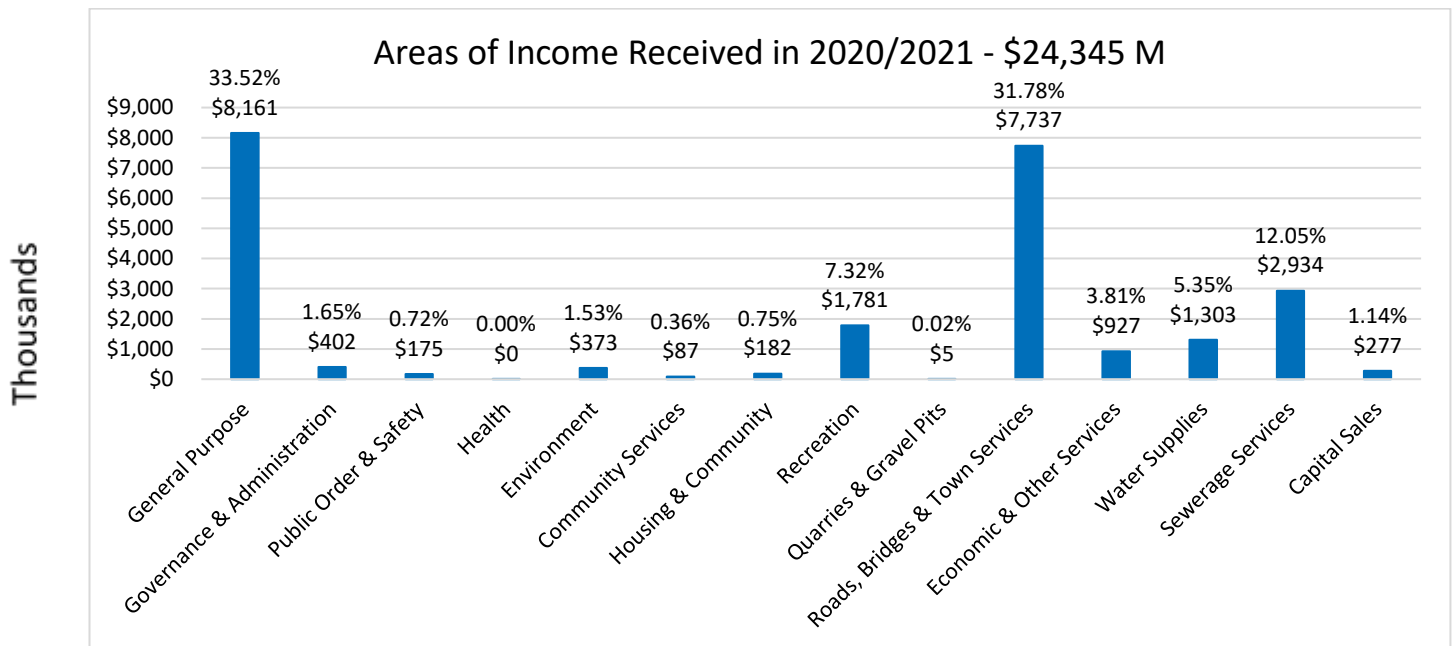
Warren Shire Council - Capital Expenditure 2020/2021 - \$17,779M



FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



RATES AND CHARGES WRITTEN OFF DURING 2020/2021

The amount of rates and charges that were written off during 2020/2021 was \$83,393.39 made up as follows:

Mandatory Pensioner Rebate	-	\$83,040.66
Small account balances of less than \$2.00 as at 30 th June 2021	-	\$ 352.73

SNAPSHOT AND OVERVIEW

The above charts provide a brief snapshot of where the Council spends its funding from both rates and grants, or private works.

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges only make up approximately 25% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council reassessed its workforce plan in 2019/2020 to account for the impacts of the drought, again in the 2020/2021 financial year and Council's new General Manager is undertaking a further reassessment of the required workforce as the community moves into a different economical phase and to take into account the levels of grant funds that are being received and to allow for the four years of the Delivery Program to ensure we have the right staff for the work to be undertaken. This plan is available on our website.

Our staff are an asset to the community as shown at the many events and functions held during the year. The success of our race meetings and our week to week activities is down to the staff that work quietly behind the scene to deliver the standard of service we enjoy.

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

As part of Council's reporting of activities that are identified by the community through the Community Strategic Plan and the Council's four-year Delivery Program, the following information has been provided. The information is reported biannually to Council's Ordinary Council meetings and has been developed to quickly identify the Council's performance over the last twelve months and over the last four (4) years of the term of Council (extended to 4th December 2021).

The plans are linked by the key subject matters of:

- Social;
- Economic;
- Infrastructure;
- Environment; and
- Governance.

A major part of performing Council's role for the community is to ensure that in meeting the key outcomes that it also remains to be efficient and cost-effective. The current reporting guidelines do not link efficient and effectiveness to the community expectations and to understand these outcomes, Council has linked the five (5) key reporting areas through colour coding to match the reporting colours, within Note 2A of the General-Purpose Financial Statement.

Council has not conducted any form of Community Survey during the reporting period as Council is accessible and responsive to community needs, requests and changes. Councillors and staff measure its effectiveness and efficiency based on discussion with members of the public, community meetings and registered issues.

Many improvements have occurred during this term of Council, including those identified in the 2017 Council wide survey.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Social	Youth	16.67%	<p>Council has delivered several key recreation infrastructure projects targeted at providing more activities for youth and to help retain youth and families:</p> <ul style="list-style-type: none"> • Revitalise Macquarie Park – completed 2019. • Construction of outdoor netball and basketball courts – completed 2019. • Construction of Warren Skate Park – completed 2020. • Commencement of Carter Oval redevelopment – including construction of Water Park – construction commenced 13/10/2020 and was officially opened on the 10th February 2021. • Development of MOU with Warren Youth Foundation to help support youth activities – 2020.
Social	Law and Order	14.39%	<ul style="list-style-type: none"> • Council continues to liaise with NSW Police on law and order issues within the community. • Council installed CCTV – 2018 • Council continues to seek additional funding to expand CCTV installation. • Ranger services. • Emergency Management.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Economic	Expand Economic Base	4.55%	During the 5-year period – 2017-2021, Council has secured in excess of \$27 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren.
Economic	Employment	9.85%	During the 5-year period – 2017-2021, Council has secured in excess of \$27 million in grant funding to assist with the delivery of key infrastructure projects to help maintain and create employment opportunities particularly in periods of economic downturn caused by drought and now COVID-19.
Economic	Housing	2.27%	Council has invested in housing by building two new homes for Council staff.
Infrastructure	Footpaths	1.52%	Council has delivered the 'Paths and Cycleways' project in 2019. This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'. The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways.
Environmental	Waste Management	1.52%	In the last four-year period, Council has made a significant effort to manage its waste resource areas to a higher level acceptable to the community. A new management regime has been introduced at the Ewenmar Waste Depot, site clean-up and rehabilitation work has been undertaken to control long-term waste deposited at the facility and construction is planned of a public transfer platform.
Governance	Communication with the community	0.76%	<p>During the 2020/2021 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.</p> <p>Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services.</p> <p>During 2020/2021, Council continued a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire.</p>

A community survey is expected to be undertaken in 2022 so that the next Council can compare its performance over that period.

Many achievements over the past four years have been the result of Council undertaking extensive strategic planning to develop with the community and user groups Masterplans that allow Council to apply for and build on grant funding from Federal and State Governments. Council has not undertaken this level of strategic planning in the past and changes in staff and a greater awareness by Councillors has ensured that the Warren Shire Local Government area is progressing in the direction required by its residents. Council has also been working strategically to develop projects from its own internally restricted funds. These projects include the new Council chambers development and the new sewerage treatment plant. These two developments are multimillion-dollar projects that have been in the planning stage for years and are now nearing completion.



First Council Meeting held in the new Council Community Room
Thursday, 22nd October 2020.

Social

1.1 Improve social well-being to offer attractive lifestyle

The Warren Splash Park

Council received funding of \$608,000 from the NSW Government's Stronger Country Communities Fund Round 3 for the construction of the Warren Splash Park. It is a free interactive park that is part of the Carter Oval Youth Sports Precinct providing an opportunity during our often long and hot summer for families to enjoy a cool, water filled environment. Picnic tables and BBQ's have been provided in the park setting adjacent to the Splash Park.

The Warren Splash Park was officially opened on Wednesday, 10th February 2021.



Warren Cemetery Toilet

During 2020/2021 Warren Shire Council constructed an Accessible Toilet including the installation of an on-site treatment plant, access pathways and gardens.



Warren Cemetery Toilet commenced operation October 2021.

Public Arts

A Warren Public Arts Committee has been formed to develop a public arts plan and to undertake projects such as painting the water tower at Stafford Street and development of a 'Sculptures by the River' Project. Grant funding has been made available for these projects and these will commence in the 2021/2022 financial year.

Table Tennis Sculpture

The first structure completed and located in Victoria Park by Damien Plunkett using the budget for Sculptures by the River under the Drought Communities Fund Round 2. It is expected that a further three (3) sculptures will be arranged by artists and installed by Council as part of a program of health and well-being improvement during the trying times of the drought.



Interim General Manager, Stephen Glen and Table Tennis Sculpture creator Damien Plunkett enjoying a game of table tennis.

Warren Public Arts Committee member Jenny Quigley refereeing.

Outdoor Synthetic Netball Courts and Half Basketball Court

The synthetic netball courts and the half court basketball court surrounds had new grass laid around them and a new irrigation system to keep it looking good.

Warren Junior Netball representatives Meg Noonan and Katy-Rose Hunt meeting Bronnie Taylor MLC and Sam Faraway MLC along with Councillor Heather Druce and Mayor Milton Quigley

10th February 2021



1.2 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development in 2020/2021 include:

- Warren Splash Park;
- Warren Skate Park;
- Outdoor synthetic netball courts and half-court basketball court;
- Paths and cycleways around Warren; and
- Upgrades to facilities and equipment at the Warren Shire Library.

The community has started to or will soon benefit from the facilities being developed such as:

- Carter Oval Youth Sports Precinct, including a splash park, playground, cricket and soccer facilities.
- Western Plains Equestrian Centre - undercover arena, upgraded facilities.
- Warren War Memorial Swimming Pool upgrades - including upgrade of filtration systems, concourse, installation of shade shelters.



Economic

2.1 Expand existing economic base and diversification into sustainable industries

By securing approximately \$27 million in grant funding in recent years, this has assisted with achieving the objective of expanding the existing economic base or at least keep the local economy afloat during the difficult drought conditions experienced over the past three years.

Grant funding has allowed local infrastructure projects to go ahead including activities at the Warren Airport, Warren Showground/Racecourse, Warren War Memorial Swimming Pool and Carter Oval, employing local contractors and in some cases increasing employment numbers.

2.2 Enhance the experience of visitors to Warren Shire

The provision of enhanced facilities across Warren Shire has helped to enhance the experience of visitors to Warren Shire.

In addition, during the 2020/2021 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services.



Western Plains
Equestrian Centre

Infrastructure

3.1 Quality transport infrastructure

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

The Warren Airport Masterplan was adopted in late 2018, and in the ensuing 12 months this detailed plan has enabled the Council to obtain significant (\$2.37 million) grant funding towards the 'Warren Airport Upgrade'. The project consists of several major and some minor construction and installation phases.

Already achieved include the completion of animal proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport. This will enable the NSW Rural Fire Service to supply their connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works include installation of aviation fuel, runway improvements and development and sale of further hanger lots.

3.2 Quality community infrastructure and facilities

The Warren Skate Park

A piece of infrastructure that the community had wanted in place for more than 30 years was opened in February 2020. Following the initial opening further funding has been obtained from both the State and Federal Governments to enable the installation of shade structures which will ensure that the facility is user-friendly year-round.

The Skate Park is part of the Carter Oval Youth Sports Precinct that until recently has been underutilised, the realisation of the Carter Oval Sports Precinct Masterplan will create a state-of-the art recreation precinct for the whole community and surrounding region to enjoy.

Works underway or completed as part of this development include the construction of a splash park, playground, cricket and soccer fields, LED Sports lighting and amenities, BBQs shade structures, tree planting, accessible footpaths and parking. This park will be accessible and 'everyone can play' friendly. It allows all age groups to mix and grow as a community (approximate cost \$3 million).

The Warren Splash Park

Council received funding of \$608,000 from NSW Government's Stronger Country Communities Fund Round 3 for the construction of the Warren Splash Park, it is a free interactive park that is part of the Carter Oval Youth Sports Precinct providing an opportunity during our often long and hot summer for families to enjoy a cool, water filled environment. It is a free community facility with picnic tables, water, electric BBQ's and irrigation. Further works will include shade structures over the picnic tables and BBQ's.

Enhancing Western Plains Equestrian Centre (A joint Council/community project)

The Warren Showground Racecourse Complex is a regionally significant facility for Equestrian events. These events make a significant contribution to the regional economy. The purpose of the project is to construct quality, equestrian sport infrastructure in order to hold more National, State and Regional events. The project will result in improved participation across a range of equestrian sports. There will be significant economic, health and social outcomes for the region as a whole. The project is funded by the NSW Government/Council. Council established a S355 committee to involve the community.

At this stage the construction of the undercover riding arena and new pavilion have been completed, the polocrosse fields have had irrigation installed and have been resurfaced. Designs are underway for upgraded amenities and hospitality areas. (Expenditure - \$1.96 million)

3.2.7 Upgrade and refurbishment of Warren Shire Council Chambers to comply with disability legislation

Work is progressing rapidly on the new Council Chambers/Community Centre/ administration areas of Council's main office building. Council commenced planning 15 years ago and this year through restricted funding will complete this \$1.92 million project. The new chambers will allow all members of the public to attend this building as it is fully accessible.

Environment

4.1 Management of the local environment

Over the reporting period, Council has worked with several groups to reduce weed infestations along the water ways, to further develop bird hides, wetlands and walking trails.

These projects have been to assist the community to interact with the natural and built environment and to ensure that public access to key local sites is available.

Council is also in control of crown land areas and these have been reviewed and Crown Land Management Plans are in development to manage the land resource.

4.2 Resource use, waste disposal and management

In the last four-year period, Council has made a significant effort to manage its waste resource areas to a higher level acceptable to the community.

Council's Ewenmar Waste Depot had reached a point that it was uncontrolled, and waste was deposited across the whole depot site. Also, the collection and disposal of hazardous materials such as asbestos required a higher level of management to ensure long term environmental and human health protection.

The waste depot clean-up was a high cost item and Council's Ewenmar Waste Depot Sunset Committee is providing advice to Council in regard to the operation, management and future outcomes required at this facility.

4.2.1 Ewenmar Waste Depot - New Management Regime

- Plan of management developed.
- Implementation of 'Waste Less, Recycle More' grant underway - construction of a public transfer (delivery/receival) platform to enable the greater segregation of waste and reduces users at tip face. In addition, some fencing has been erected along the boundaries of the facility.

4.3 Management of water/wastewater

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

Village enhancements including upgrades to roads and drainage have been implemented following community consultation to develop the 'Warren, Collie and Nevertire Village Enhancement Plans'.

Survey and design were completed for roads and drainage for Collie and Nevertire. Following this drainage upgrades at Collie and Nevertire were undertaken. Unsealed roads were constructed, and bitumen sealing completed.

The stormwater isolation gates located around the Warren Levee were inspected, lubricated and exercised to ensure they were operational in the event of flooding.

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.

As part of an overall improvement of water supplies, 4 new bores were installed in 2018/2019.

During 2019/2020 the provision of water storage tanks (reservoir) was completed at Collie as part of a Drought Communities Extension funded project. Stage one of this project has been completed. Stage two will be to treat the water to make it a potable water supply (this will be reliant upon funding being obtained.)

New water tanks (1 megalitre) are installed in the Bore Flat area to enhance Warren township's water availability. To ensure that firefighting is available in times of severe drought, three cross connection points have been constructed so that bore water can be supplied to the river water firefighting water mains. A 2.4km, 220mm trunk water main has been constructed between Ellengerah Reservoir and Bore Flat. This will enable bore water to flow from Ellengerah to the Bore Flat storage if required and alternatively bore water to be pumped from Bore Flat to Ellengerah to maintain town bore water supply in the case of a bore defect.

A condition assessment has been completed of the current Nevertire Reservoir and refurbishment works are currently underway.

4.3.3 Provide Warren and Villages of Nevertire and Collie with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers.

Warren Shire Council has successfully obtained \$3 million in NSW Government funding for the construction of new sewerage treatment works in Warren. This project is jointly funded by Council.

Construction of the new Sewerage Treatment Works commenced in 2020. This project is due for completion in December 2021. Estimated cost of project \$6.5 million.

Governance

5.1 A community that partners with Council in decision making

Warren Shire Council developed Community/Village Strategic Plans to enable the delivery of projects across the Shire. These plans include:

- Warren, Nevertire and Collie Village Enhancement Plans;
- Carter Oval Sports Precinct and Warren War Memorial Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Warren Showground and Racecourse Plan;
- Warren Airport Masterplan; and
- Additional policy areas listed below.

Strategic planning and associated community consultation have led to the Council and the community working together to deliver infrastructure that will be in place for future generations.

Council has established Committees with community representatives so that Council and the community can work more effectively together. The communities feedback is effectively incorporated into designs and projects. For example, for the Carter Oval Youth Sports Precinct redevelopment project, a member of Council staff has been out in the community, speaking to all users to ensure that the project is delivered to suit users needs - making the best use of the funding available.

Via the development of an MOA with local non-profit organisation RiverSmart, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a walkway. (Total Grant \$3.1 million including Burrima walkway, Windows on the Wetland and signage).

To ensure that Council meets its community, social and legislative requirements, many policies and procedures have been developed to assist the community, Councillors and staff in the management of the organisation during this term of Council and to work strategically towards improvements across its roles and functions.

All organisations have rules, codes or policies to guide them and Councils are no different. Council is compliant with legislation and will continue to look at legislative and guidance changes from the NSW Government.

A list of policies and procedures or strategic plans are listed on Council's website:

www.warren.nsw.gov.au/council/policies

5.1.3 Promote timely and quality dissemination of information to the community

During the 2020/2021 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

Via the website, which is compliant with accessibility requirements, the community is able to utilise an online form to request services.

During 2020/2021, Council continued the monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council. During the COVID- 19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

5.2 A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers

Council through its strategic planning focus, has turned a corner where it is able to confidently show the public, that it is improving its service levels, that it is planning and delivering outcomes for the community as required through the Integrated Planning and Reporting process and that it is listening to what the community requires.

Council will continue to make improvements in its service levels, and this is through training at all levels, including Councillors and staff.

In the past, Council has not focused on its costs of service and changes in areas such as the cost of waste management, water and sewerage services have needed review, and where possible been retained at minimal costs to lessen the financial impacts on residents especially during the drought and COVID-19 period.



Sewerage Treatment Plant

OUR REPORTS

OUR SERVICES REPORTS

Water

During the 2020/2021 year, three cross connections were installed between the river water system and the bore water systems. The cross connections can be opened in the event of river levels being lower than 2019. This will allow the fire fighting systems to remain operational. Strict protocols must be followed before the cross connections can be opened.

Council has received grant funding to complete the cross connection of water mains and to improve water availability from the two bore fields.

Council's water supply network (pipes and pumps) are continually being assessed as to the condition, the need to clean and flush water to prevent in pipe build ups and to reduce the number of breakages occurring. Several other areas are being investigated including improving the water storage and mains at Collie to reduce colour and taste issues. A number of hydrant points have been installed into the bore water mains in Warren to allow emergency services access to both the river water supply and the town water supplies. Work to refurbish the Nevertire reservoir commenced and is expected to be complete by late November 2021. Works to the reservoir will assist Council to ensure water quality standards are maintained.

During the year a number of river pumps had to be replaced due to failures. The works will be completed in 2021/2022.

Sewer

Over the past couple of years Council has been working with the NSW Public Works Authority and other agencies to plan and design a new Warren Sewerage Treatment facility. This project commenced in November 2020. After issuing a contract through a selective tendering process, it is expected to be completed by December 2021.

Council continues to assess the underground pipes and pump systems that remain as an unknown asset as to the life span of these items and to commence a replacement program that reduces blockages and breaks. Council makes an assessment annually to determine the funding required to maintain the sewerage system and sets fees around these operational costs. Only properties that are connected to a sewerage system (excludes septic systems or onsite wastewater treatment systems) pay towards the cost of this service. In June 2021 Council commenced reliability upgrades at several pumping stations. Works include electrical and mechanical upgrades to equipment and the upgrade of monitoring systems. These works will be completed in 2022.

Waste

During the 2020/2021 Financial year Council has continued to work towards an improved level of waste management offered to the community.

The improvements to ensure the site is clean and waste materials are contained has continued in 2020/2021. Council has permanent staff at the waste depot and has completed design work to develop and build a waste transfer station. Improvements are continuing to bring about change and ensure that the facility does not return to the poor state it was in.

Council's Ewenmar Waste Depot Sunset Committee is actively looking to make changes to waste management to ensure that the costs to the community are not increased above the level that can be afforded. Council has reduced the opening hours of the waste facility to allow for an employee to supervise the deposit of waste and to ensure that Council complies with EPA regulations.

Council's Ewenmar Waste Depot Sunset Committee shall continue to monitor waste and recycling changes both locally and across NSW to improve the service it is providing to the community.

Environmental Management

During this year, Council has undertaken a clean-up of the Carter Oval area to remove the old caravan park and to start the progress towards a youth sports precinct. A major part of this redevelopment included the removal of asbestos materials in the old buildings and in the dwelling that was onsite. Council has also undertaken asbestos removal at the Warren War Memorial Swimming Pool to remove old pipework, the old filtration building and other structures.

Council operates a designated asbestos disposal area that the public can use. Access to the disposal area is by prior arrangement with our Health and Development Services staff and the payment of disposal charges. All asbestos material is buried as per EPA requirements.

Council has commenced its review of environmental compliance through an internal audit process. The audit looks at areas that may have been raised as non-complying, EPA notices and self-reported non-compliances. The Internal Audit is undertaken independent of Council staff and is reported back to the Audit Committee and to Council for consideration of matters identified. The report to Council is a public document.

Each year Council produces a Snapshot of the local environment via a regional plan. This is part of our State of Environment Report process under the Local Government Act 1993. Council's website has this snapshot of "Burrina" Walkway and over the next couple of years the final State of Environment plan (SOE) will be produced and placed on our website.

With the improved season resulting in a successful grain harvest, a mice plague occurred which impacted greatly on the farmers within the Warren Shire Local Government Area.

Warren War Memorial Swimming Pool

Council has extensively replaced infrastructure at the Warren War Memorial Swimming Pool, to bring the pool into conformity with NSW Health guidelines.

The works included the replacement of the filtration and chlorination systems, the removal of failing pipework, pool painting repairs and the replacement of electrical wiring.

The installation of new shade sails has improved the visual appearance as well.

Stormwater Services

No Stormwater services were provided that related to a levy.

Coastal Protection Services

Not applicable.

Warren Airport

During 2019/2020, Council was successful in attracting grant funds to continue and potentially complete the redevelopment of the airport as per the Master Plan. The major upgrade works excluding maintenance will be paid for from grant funds.

Council has formed a Warren Airport Operations Committee that is made up of Councillors and community members. This Committee is to drive improvements at the airport and to ensure that these improvements meet the needs of the emergency services, air ambulance, Royal Flying Doctors and aeromedical transport organisations. The Committee is also ensuring long term improvements are made to attract aircraft and to develop flight training and tourism. This includes the provision of fuel on the airfield and safe tie down and parking areas. Future developments will include an airport terminal and aero club facilities.

During this period animal proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport were completed. This will enable the NSW Rural Fire Service to supply their connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works also included installation of aviation fuel, runway improvements and development and sale of further hanger lots.



Warren Airport Avgas Fuel Pod

Warren Airport taxiways and Airport Hanger subdivision



Capital Expenditure Reviews

No projects required a Capital Expenditure Review.

WORKFORCE AND PERFORMANCE

STRUCTURE AND PERFORMANCE

Workforce planning is about forecasting and predicting trends. It is not an exact science, but a continual process designed to analyse the current workforce and future needs, identify gaps between present and future requirements and develop solutions to ensure Council can achieve its mission and objectives. These reviews were undertaken due to drought and an inability to cost effectively undertake road works and other maintenance or improvements.

Workforce planning aims to have the right people in the right places with the right skills and motivation doing the right jobs at the right time.

Workforce planning will help Council to:

- Make staffing decisions to provide services based on strategic priorities;
- Identify potential resource or skill shortfalls and take steps to address these;
- Identify and plan for new and emerging roles;
- Recruit appropriate numbers of staff to meet future needs;
- Develop workforce skills that take time to grow;
- Provide improved career development opportunities;
- Reduce staffing costs through appropriate staffing levels;
- Increase employee motivation and contribution through better job design and responsibility; and
- Contain human resource costs including the cost of turnover, absenteeism and injury.

Council undertook a review of its Workforce Plan in 2017/2018 to identify the staff resources required over the next four years to meet the commitments we make as part of the Delivery Program and also to meet the day to day needs of our community. During 2019/2020 Council again reviewed this plan to reflect the impacts of drought across the community and Council's ability to undertake work in this period. During the severe period of drought, Council reduced its workforce numbers through natural attrition and by non-hire of casual labour. Council undertook a further review in 2020 to re-establish the workforce numbers and to reflect improvements made both internally and externally in its workforce. Council's new General Manager has commenced a further review of the Workforce Plan to take into account the changing economic conditions and the level of grant funds Council is receiving.

The Workforce Plan is part of the required documents a Council is to have available to the Councillors and the community and is part of the Community Strategic Plan suite of documents.

This Workforce Plan and Strategy is an extension of Council's existing employee programs, policies and initiatives and is designed to complement and enhance these. A copy of the Workforce Plan is on Council's website at www.warren.nsw.gov.au/council/policies.

FAIR AND EQUAL EMPLOYMENT

Warren Shire Council aims to provide an environment where employees and others in the workplace are treated fairly and with respect, and are free from unlawful discrimination, harassment, vilification and bullying.

Council aims to ensure when employment decisions are made, they are based on merit. Council's EEO Policies ensure that everyone in the community has an equal chance of employment, promotion to higher positions in the Council and training to develop staff. Council creates a work environment which promotes good working relationships.

Council has worked with staff to develop a fair and equitable workplace to ensure that we employ the right people, to meet the Community Strategic Plan outcomes.

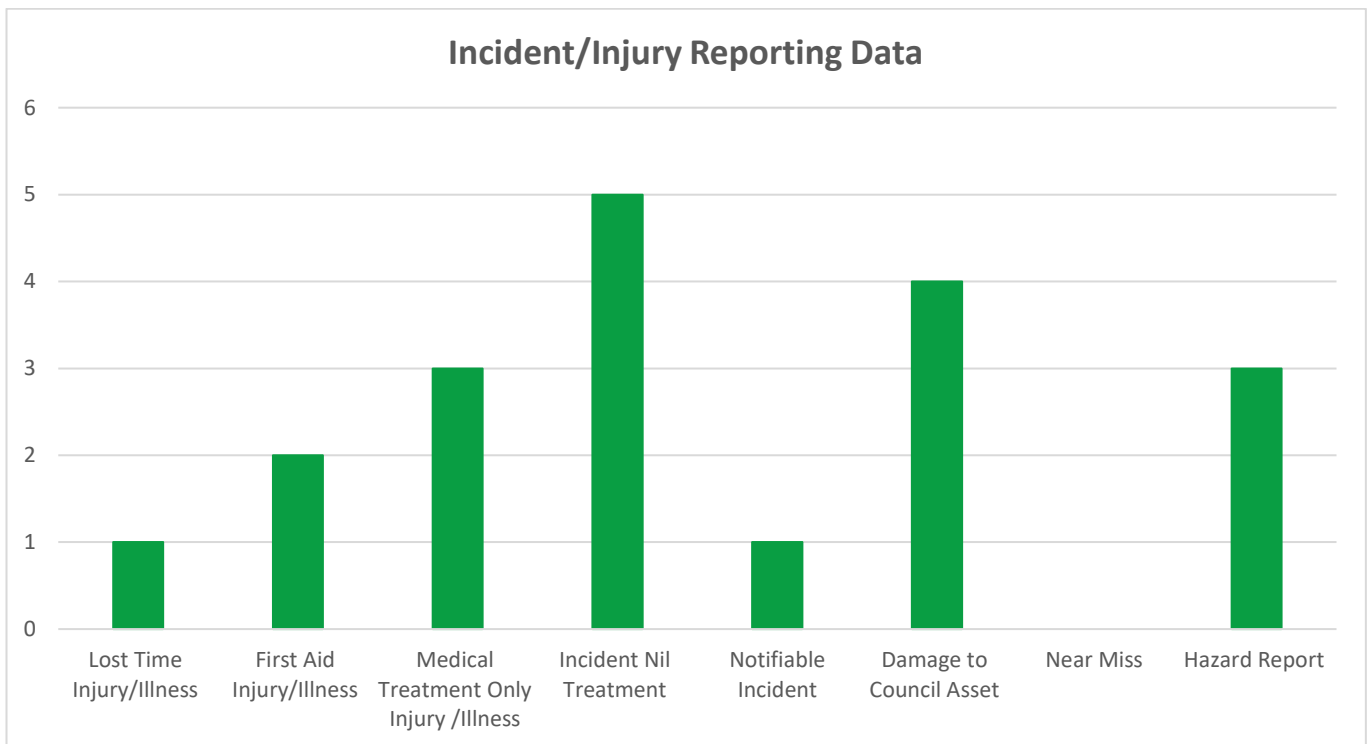
WORK HEALTH AND SAFETY

Council recognises its responsibilities under Workplace Health and Safety (WH&S) legislation and is committed to a safe and healthy workplace. In September 2020 Council’s Work Health and Safety/Risk Coordinator resigned. The position wasn’t filled until May 2021, however Council continued to be proactive in relation to maintaining a strong work health and safety culture within its workforce.

Since the appointment of a new Work Health Safety/Risk Coordinator there has been a focus on re-establishing many of the fundamental activities that are required to be undertaken by Council. One of the first tasks was to resume Work Health and Safety Committee meetings and review a new constitution.

Following on from that in the short two months in this reporting period were the commencement of workplace inspections, reviewing emergency evacuation plans and revising Council’s training program.

During the reporting period, Council reported eleven injuries to Council staff. One lost time injury, three medical treatment injuries, two first aid injuries and five injuries not requiring treatment. Council’s goal is to have nil injuries to workers, contractors and visitors and need to be vigilant in reporting all incidents and injuries. It is then important to investigate incidents so that improvements in Council’s Safety Management System is implemented to minimise risk of any incidents reoccurring.



In the coming months Council will be reporting on an internal Work Health and Safety Audit and Continual Improvement Programs. Any findings from these audits will be considered by the Management Executive Team (Manex), reviewed and actioned so that Council can continue to excel in providing employees and the community with services in a safe and healthy environment.

Council will continue to work towards an improved outcome for our community and our workforce through its reporting, its policies and its social recognition of all members of this community. Council policies can be viewed on its website at www.warren.nsw.gov.au/council/policies.

PRODUCTIVITY IMPROVEMENTS

Council continues to look at various areas of improvement across all areas of its operations including its budget process, governance and operational areas e.g. parks management, water and sewer and road maintenance and construction.

Although Council does not have an ability to shift large amounts of funding across its operational areas, it has the ability to work with staff in those areas to identify time and resource wastage and to look at how we can improve our work practices.

To allow Councillors additional time to work through future budgets, Council has held workshops to review its expenditure and discuss in more detail the ability to provide greater outcomes for the community. This has allowed Council, following public consultation of the village enhancement plans, to include improvements and seek grant funds to upgrade roads, drainage and the social amenity issues of the town and village areas.

Council and staff have been reviewing plant purchases, roads maintenance and construction areas and have commenced identification of improvements in how they operate, the use of plant and construction techniques.

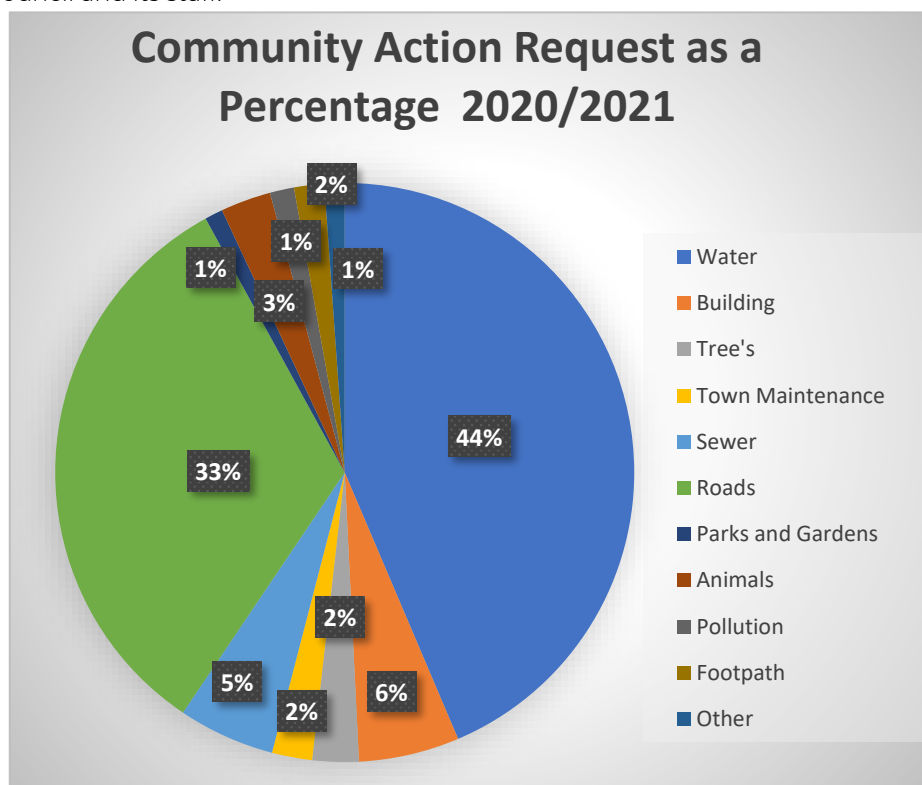
Council reviewed its plant (machinery and vehicles) to identify the future plant needs to build roads or maintain the parks and gardens and village areas. This review identifies which items to purchase, those that are used occasionally that could be used under contract with our staff as operators and those items that are used infrequently that can be hired in on an as needs basis. Plant items held by Council range from the tens of thousands to the hundreds of thousands of dollars in value. The plant items need to be utilised at a high rate to justify purchase.

Council is also looking at its governance areas and ways to reduce red tape whilst ensuring the community has access to required information for them to make decisions. Council continues to improve its website to be user friendly and the new website includes policies and procedures for the community to view. The website also contains a large amount of general information on economic development, planning, tourism and social criteria. Our website is designed to provide information to people from outside our area as well as provide the advice our community require.

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

Each year Council receives advice from the community as to issues that arise in all its work areas. Some of these are social/community issues such as graffiti, barking dogs or nuisance events, others relate to road repairs and maintenance, whilst other relate to ovals, playgrounds and recreation type facilities. Council also manages water supplies, sewerage services and waste management.

Below is a graph of action requests brought to Council's attention during the year to highlight some of the work performed by Council and its staff.



COMMUNITY ENGAGEMENT AND EDUCATION

COMMUNITY ENGAGEMENT

Key activities that link directly to this objective within the Community Strategic Plan - 'Warren Shire 2027' are as follows:

5.1 A community that partners with Council in decision making.

Council and the community undertook strategic planning and together developed Community/Village Strategic Plans to enable the delivery of projects across the Shire. These plans include:

- Warren, Nevertire and Collie Village Enhancement Plans;
- Carter Oval Youth Sports Precinct and Warren War Memorial Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Warren Showground and Racecourse Plan.
- Warren Airport Masterplan.

This strategic planning and associated community consultation have led to the Council and the community working together to deliver infrastructure that will be in place for future generations.

In addition, Council has established more Committees with community representatives so that Council and the community can work more effectively together. The communities feedback is effectively incorporated into all designs and projects.

Council representatives continue to visit the village communities to help keep lines of communication open and ensure that Council and the community can continue to work together on delivering projects across the Shire. COVID-19 has limited face to face meetings, but Council has ensured that lines of communication remain open through online broadcasting of Council meetings, site visits by staff and changes in customer services.

Events such as the Councillor stall at the Warren Show continue to provide an opportunity for the community to meet with Councillors, ask questions around Council's decision making, works plans and other concerns and speak on a one-on-one basis. The community is also able to contact Councillors directly if they wish to discuss a matter or contact Council's senior staff.

Via the progression of a MOU with local non-profit organisation RiverSmart, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a walkway at Burrima and the Windows on the Wetlands has been successfully developed.



Burrima Walkway

5.1.3 Promote timely and quality dissemination of information to the community

During the 2020/2021 period Warren Shire Council continued to modernise the Council website, utilising the recently adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

Via the website, which is compliant with accessibility requirements, the community is able to utilise an online form to request services.

During early 2021, Council continued a monthly 'Council News' publication, that is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council, including road maintenance and repairs. During the COVID-19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

The Mayor has continued to provide the most relevant information concerning Warren Shire matters through "From the Mayor's Desk" in the local newspaper, Council's website and social media.



Councillor Information Stall at the 2021 Warren P & A Show
29th May 2021

PUBLIC ACCESS TO INFORMATION

The following table provides advice on requests received for public information. Council attempts to make as many items of its business available to the public as possible through its website. Should a person require more information than shown on the website we generally provide this advice where possible without going through the regulated systems. We are trying to be more open and transparent moving into the future.

Government Information (Public Access) Act – Annual Report for Agency Warren Shire Council

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Community Participation Plan, Investment Policy 2020, Warren Workforce Plan May 2020, Public Art - Design and Commissioning Policy - August 2020, Leave for Civil Emergencies Policy - August 2020, Staff Relocation Assistance Policy - August 2020, Local Strategic Planning Statement, Covid-19 Policy & Model Code of Conduct 2020

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
2

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether Information is Held	Application Withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector Business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	1
Members of the public (other)	1	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
% of Total	50%	0%	0%	0%	0%	0%	0%	50%

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether Information is Held	Application Withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	1	0	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
% of Total	50%	0%	0%	0%	0%	0%	0%	50%

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Reason for invalidity	Number of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	Number of times consideration use*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Schedule 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	0%

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	0

Table F: Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of application)	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	0%

Table I: Applications transferred to other agencies	Number of applications transferred	% of Total
Internal review	0	0%
Review by Information Commissioner*	0	0%
Internal review following recommendation under section 93 of Act	0	0%
Review by ADT	0	0%
Total	0	0%

SWIMMING POOL INSPECTIONS

Council is required under the Swimming Pools Act and associated legislation to undertake inspections of swimming pools at commercial and private premises.

A report is submitted to the Office of Local Government annually to advise of the inspections undertaken. The Council area does not have many swimming pools being:

- Registered Pools in LGA - 80
- Pools inspected in 2020/2021 - 9
- Tourist/Visitor Accommodation - 1
- Premises with more than two dwellings - 0
- Certificates of Compliance - 6
- Certificates of Non-compliance - 3

Inspections noted this period have been mainly relating to sales/leases and Occupation Certificates.

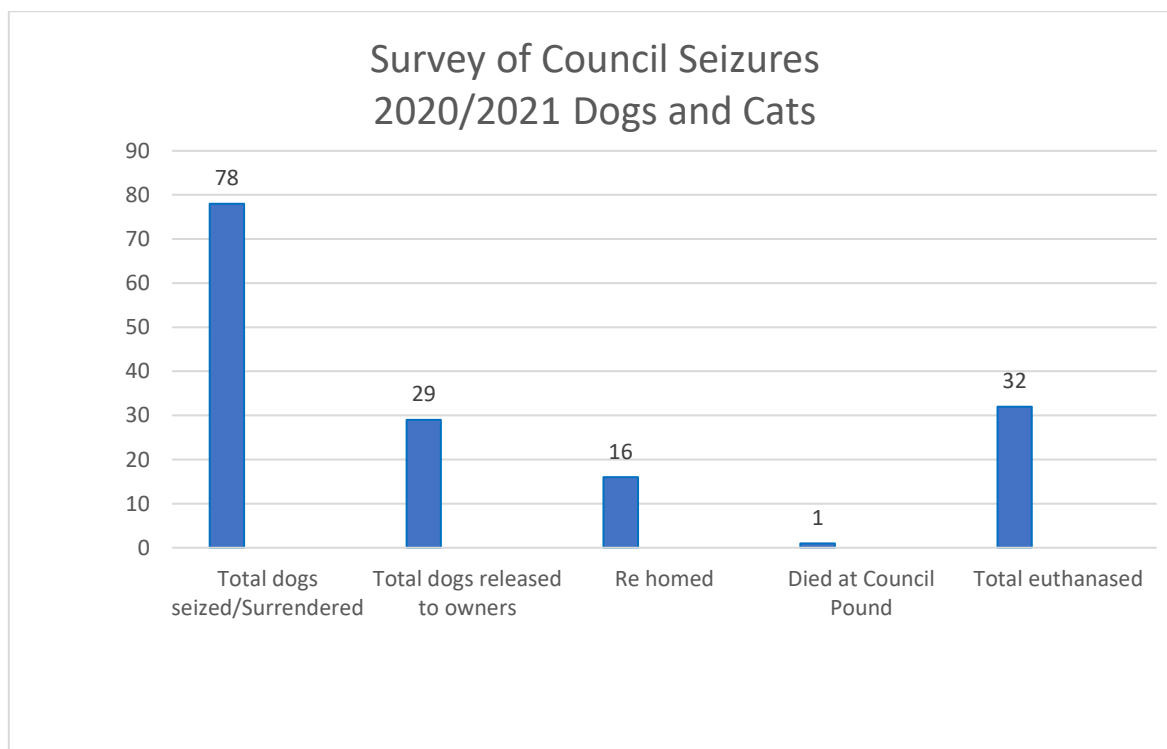
COMPANION ANIMALS

Under the Companion Animals Act, Council is required to regulate domestic animals and ensure that they are registered (dogs) and that a nuisance is not being created.

As part of Council's animal pound process, we attempt to rehome as many animals as possible.

Council has also been working with our community to desex dogs and cats. This program helps to ensure the reduction of unwanted animals and the breeding of stray animals that leave their owners.

Council's Ranger undertakes regular patrols around the villages to reduce straying animals and to educate owners on a need to prevent animals from wandering and creating a nuisance.



SUPPORT AND PARTNERSHIPS

Warren Shire Council provides support to many organisations during the year. These include sporting clubs, service clubs and schools. It is an important role of Council to ensure that it provides support in kind and as a monetary contribution towards community-based activities.

Council's principle support during the 2020/2021 year has been for sporting events utilising the community parks, ovals and sporting areas. Below is listed our recorded contributions or donations and other activities that Council must advise the public including partnerships and external organisations it supports or interacts with.

CONTRIBUTIONS AND DONATIONS

Organisation	Donation Description	Amount
Nevertire Hall Trust	2020/2021 Rates & Charges	\$1,701.00
Warren Men's Shed	2020/2021 Rates & Charges	\$1,837.00
Collie CWA	2020/2021 Rates & Charges	\$968.00
Youth Foundation	2020/2021 Rates & Charges	\$1,312.00
Windows on the Wetlands	2020/2021 Rates & Charges & Maintenance	\$8,675.08
Presbyterian Church	2020/2021 Rates & Charges	\$273.30
Collie Community Shed	2020/2021 Rates & Charges	\$914.04
Collie CWA	Fire Extinguisher Service	\$124.00
Anzac Day	Preparation and Traffic Control	\$3,442.05
Warren Triathlon	Setup	\$912.57
Warren Museum and Gallery Association	Hire of Chairs and Tables	\$482.59
Macquarie Marshes Environmental Group Pty Ltd (Burrima)	Erect Shelters	\$686.31
Various	Labour & Plant Donations	\$91.32
Warren Central School	Prize Night Donation	\$100.00
St Mary's School	Prize Night Donation	\$75.00
Marra Creek Public School	Prize Night Donation	\$70.00
TOTAL		\$21,664.96

Description	Amount
Rates – Pension Rebates (Section 583(1) Local Government Act, 1993)	\$83,041
Rates – Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Levy Adjustments (Section 598(2) Local Government Act, 1993)	Nil
Charges – Interest on Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Sale for Outstanding (Section 607 Local Government Act, 1993)	Nil
Charges – Interest sale for outstanding (Section 607 Local Government Act, 1993)	Nil

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participated in the following throughout 2020/2021:

- North Western Library Co-operative;
- OJOC – Orana Joint Organisation of Councils;
- Castlereagh Macquarie County Council (Noxious weeds);
- Orana Water Utilities Alliance;
- Rural Fire Service - North West Zone;
- Central West Catchment Management - Water Quality and Salinity Alliance;
- Net Waste;
- Local Government Procurement;
- Regional Procurement;
- Outback Arts;
- Northwest Regional Food Surveillance Group; and
- Warren Interagency Support Services.

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

Council is a constituent member of the Castlereagh Macquarie County Council and has formally delegated authority for the control of noxious plants to that body.

CONTROLLING INTEREST AND SERVICE CHARGES

Council did not hold a controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated during the year).

Council is a member of the Orana Joint Organisation which was formed by the State Government as a Regional Council Organisation under the Local Government Act 1993 as amended. This organisation operates as a Council and Warren Shire Council's Mayor is a voting member. This organisation does not have any controlling interest over Warren Shire Council although if agreed can perform roles, functions or operate contracts for and on behalf of Council.

VOLUNTARY PLANNING AGREEMENTS

A Voluntary Planning Agreement is an agreement made with an individual or company to make a contribution that benefits the community as part of a development approval process.

Although this can be made for any development approval, it generally only applies to major developments, State significant developments or activities around mining or energy-based activities.

Council has not entered into any Voluntary Planning Agreements during this reporting period.

PRIVATE WORKS

During a normal year, Council will undertake work for individuals or companies for a fee. These are classed as private works.

Council is required to apply a cost recovery principle to private works and cannot subsidise private works or compete against private organisations through a cost advantage process that subsidises the work.

Types of Private Works Undertaken During 2020/2021

- Hire of Various Council Plant (with operator);
- Sealing and Tar Patching of Private Access Roads;
- Supply & Delivery of Sand, Crusher Dust & Aggregates;
- Mowing of Private Land; and
- Repairs to water mains on Private Land.

There was no private work carried out on private land the subject of a resolution of the Council or where the charge was less than the approved fee or any subsidisation by Council.

ASSETS

STATE OF OUR ASSETS

Council continuously reviews of all its assets to identify our long-term asset needs and the costs of operating and maintaining our assets.

As part of this work Council has developed asset management plans for each of our seven classes of asset. These plans are:

- Asset Management Plan Roads 2019/20 to 2048/49
- Asset Management Plan Other Assets 2019/20 to 2048/49
- Asset Management Plan Buildings 2019/20 to 2048/49
- Asset Management Plan Water Supply Network 2019/20 to 2048/49
- Asset Management Plan Sewerage Network 2019/20 to 2048/49
- Asset Management Plan Stormwater Drainage 2019/20 to 2048/49
- Asset Management Plan Open Space and Recreational Areas 2019/20 to 2048/49.

These asset management plans identify the method of assessing our assets to ensure that they meet the community's expectations and that long-term funding is identified to ensure that we can maintain or replace our assets as required.

Council's total asset value is \$291,891,000 (estimated gross replacement cost).

Council's assets enable us to deliver our services to the community, now and into the future.

A strategic objective of Council is that our assets need to be maintained to acceptable community standards so that they can deliver the levels of service that are expected from them.

The condition of Council's assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities. Assets are rated from condition 1 to condition 5, as shown in the table below.

Condition ratings for assessing the condition of our assets

Condition rating	Condition	Description
1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal / upgrading required

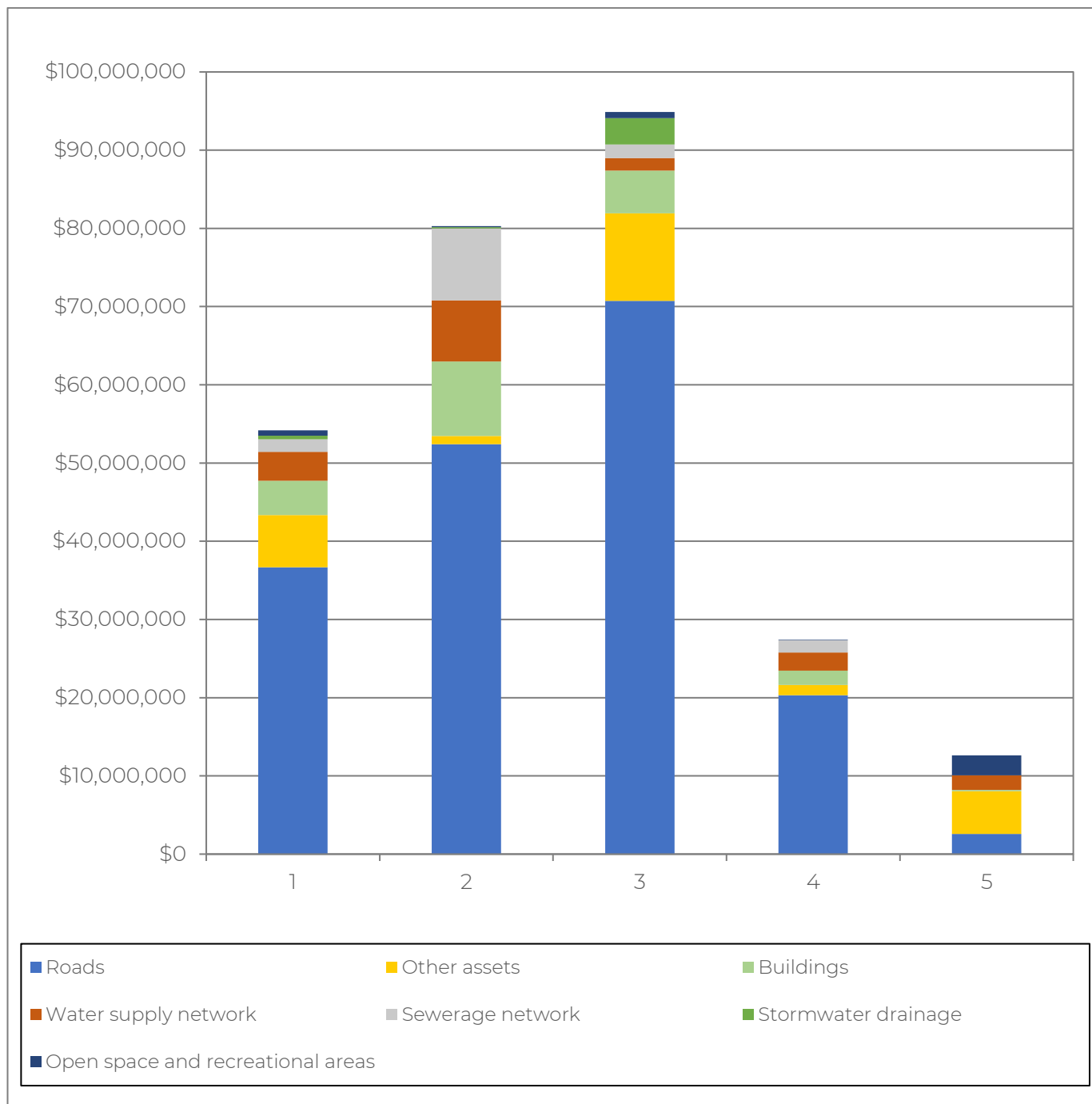
Generally, the minimum required condition rating for our assets is '3'.

Typically, assets in condition 4 will provide a poor level of service and will need to be renewed in the short- to medium- term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year.

The condition of each asset has been assessed by estimating the proportion of each asset's expected useful life that has been consumed.

The estimated current condition ratings of Council's assets are summarised in the graph below.

Condition ratings, assets (estimated gross replacement cost) as at 30 June 2021



The graph above shows that our assets are mostly in an acceptable condition, i.e., 85% of our assets have a condition rating between 1 and 3. However, some assets are in condition 4 and 5. These are providing a poor level of service and will need to be renewed in the short- to medium-term.

10% of our assets are in condition 4. These include some assets in our sealed road network.

5% of our assets are in condition 5. These include some of our plant and equipment, some of our sealed road network and the old Stafford Street water reservoir.

Council is currently implementing a new integrated asset management system and associated processes to support our engineering and finance functions. This will also provide Council with much needed predictive capabilities to assist with decisions on where we should be allocating asset funding or if we should be seeking additional funding.

IMPLEMENTATION OF COUNCIL'S DISABILITY INCLUSION ACTION PLAN (DIAP)

Implementation measures of the DIAP have included:

- Assistance with the construction of a disability access ramp at the Kookaburra Kiosk at the Window on the Wetlands Centre;
- Construction of a disabled access toilet at the Warren Cemetery;
- Construction of upgraded access to the new Council Administration Centre and Community Room (Chambers);
- Construction of a new Showground Pavilion; and
- Installation of public seating in the Warren Central Business District.

Future grant applications to support DIAP actions included disabled toilets in the GBS Faulkner Lounge at the Warren Showground/Racecourse and disabled toilets on the second level of the Warren Sporting and Cultural Centre.

The DIAP is due for review in 2022.



Warren Airport upgrade

FINANCIAL REPORTS

Council is required to advise the public on various areas of legal and financial reporting. The following advice is provided.

LEGAL PROCEEDINGS

No legal proceedings have been taken against Council during the reporting term.

Council has not taken any legal proceedings against any person, or organisation in relation to a failure to complete or abide by a contract.

Council as part of its regulatory functions has issued and will defend fines issued by its regulatory staff for minor offences issued as On the Spot Fines. Most on the spot fines relate to dogs.

COUNCILLORS' AND MAYOR'S EXPENSES

Councillor and Mayoral expenses are approved in accordance with the annual Operational Plan.

Council reviewed and adopted for exhibition a Draft Councillor Expense Policy in June 2018, which was consequently adopted on the 27th September 2018 and is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

Statement of Expenses	Section	2020/2021
Mayoral Fees		\$26,543.60
Councillor Fees		\$106,987.52
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 17(1)(a1)(i)	\$2,553.71
Provision of Telephone	cl.217(1)(a1)(ii)	Nil
Conferences & Seminars	cl.217(1)(a1)(iii)	\$9,229.32
Training	cl.217(1)(a1)(iv)	Nil
Interstate Visits	cl.217(1)(a1)(v)	Nil
Overseas Visits	cl. 217(1)(a1)(vi)	Nil
Spouse/Family Expenses	cl. 217(1)(a1)(vii)	Nil
Care of Child/Family	cl. 217(1)(a1)(viii)	Nil
Mayoral Vehicle		Nil
Councillor Insurance		\$3,427.25

Facilities listed under the Policy are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or Facility		
	Maximum amount/Frequency Provided to all Councillors upon approval to travel privately (non-Council Vehicle)	General travel expenses \$1,000 per Councillor per year
		\$6,000 for the Mayor per year
	Interstate, overseas and long distance intrastate travel expenses	\$10,000 total for all Councillors per year
	Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually per meal/night
Professional Development		\$2,000 per Councillor per year
Conferences & Seminars		\$20,000 total for all Councillors per year
ICT Expenses	iPad, Laptops and ancillary IT items	\$2,000 per Councillor (upon election)
Carer Expenses	To attend Council or Committee meetings	\$2,000 per Councillor per year
Home Office Expenses		\$100 per Councillor per year
Corporate Clothing		\$500 per Councillor per term
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	\$10,000 per year
Furnished Office	Provided to the Mayor	\$500 per term

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

OVERSEAS VISITS

No member of Warren Shire Council or Warren Shire Council staff have undertaken overseas travel as a Councillor or staff member during the reporting period.

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

In accordance with legislation, Council has prepared its budget to allow for Councillor training to be undertaken. Training can be in the form of attendance at regional and state meetings of local government organisations, inhouse training and one on one training. The following table lists training or attendance undertaken by Councillors during this year and the costs associated with the training.

Councillor Name	Training Attended/regional/State Meetings	Cost \$
Cr Quigley (Mayor)	Country Mayors	6,156
Cr Brewer	Local Roads Conference	638
Cr Serdity	Library Zone Meeting	272
TOTAL COST OF TRAINING AND ATTENDANCE		7,066

LOCAL GOVERNMENT ACT 1993

Section 186 Information about induction training and ongoing professional development to be included in the Annual Report.

For the purposes of section 428 (4) (b) of the Act, an Annual Report of a Council must include the following information:

- a) the names of any Mayors or Councillors who completed any induction training course, induction refresher course or supplementary induction course under this Part during the year,
- b) the names of any Mayors or Councillors who participated in any ongoing professional development program under this Part during the year,
- c) the number of seminars, circulars and other activities delivered as part of the ongoing professional development program in accordance with this Part during the year.

Note.

Clause 217 (1) (a1) (iiia) and (iv) require details of the total costs of all training and professional development programs for Councillors to be included in an annual report.

Council has looked at the Office of Local Government criteria for Councillor training and induction and will work towards the outcomes identified under the "Councillor Induction and Professional Development Guidelines" issued by the OLG to assist Council to "develop, deliver, evaluate and report on the induction and professional development programs they are required to provide Mayors and Councillors..." includes the following topics:

Induction Program Contents

- Financial and other delegations;
- The responsibility of Councillors for the financial management and sustainability of the Council under the Act;
- Council's Long Term Financial Plan and other components of Council's Resourcing Strategy, including revenue sources; and
- How to interpret and understand the financial information contained in financial reports prepared by council.

Capabilities

- Uses basic financial terminology appropriately;
- Makes informed contributions to debate about the allocation of financial resources;
- Demonstrates respect for public funds and the obligation to manage Council resources responsibly;
- Is aware of financial risks and strategies to manage and minimise these;
- Is able to discuss implications of Council's Long-Term Financial Plan, Audited Financial Statements and budget reviews;
- Identifies and supports opportunities to generate revenue and attract investment;
- Promotes the role of sound financial management and its impact on Council effectiveness; and
- Ensures asset management decisions consider long term financial sustainability.

Council has been running inhouse workshops to assist Councillors to gain skills across the abovementioned areas. Due to travel distances to course and work needs, Councillors may not be able to attend courses as easily as their City counterparts.

Council will seek assistance from the Regional Organisation of Council in future years to run training suitable for regional Councils to attend.

SENIOR STAFF REMUNERATION

Warren Shire Council has only one employee on a contract as required under the Local Government Act 1993 being the General Manager. This position is classified as a Senior Staff member for reporting.

The Senior staff remuneration including the salary under the contract and all associated costs for the period of employment are \$292,282.41.

No additional payments outside of the contract has been made.

CONTRACTS AWARDED

The following contracts have been awarded by Council during this financial year.

File No.	Contract Reference	Council Resolution	Name of Supplier	Contract Title	Contract Value (inc. GST)
G4-1.23	T08/2020	142.7.20	Beau Corp Aquatics Pty Ltd	Design & Construction of a Splash Pad in Warren	\$606,809
S5-10.2	T09/2020	215.9.20	Gongues Construction Pty Ltd	Construction of New Sewerage Treatment Works & Sewerage Pump Station in Warren	\$6,616,500
C14-6.2/51	T252021OROC	38.2.21	Downer EDI Works Pty Ltd	Supply & Delivery of Bitumen Emulsion	\$340,870
G4-1.16	T07/2020	64.3.21	Fulton Hogan Industries Pty Ltd	Upgrade/Refurbishment of Airside Infrastructure including Runways, Taxiways, Aprons Drainage & Line Marking at Warren Aerodrome	\$1,974,663
C13-68	202101RB	95.5.21	Ray's Machinery Painting Pty Ltd	Repair of the Internal – External Surfaces and Engineering works for Nevertire Water Reservoir	\$575,565.10
C14-6.2/53	T092122OROC	119.5.21	Boral Resources (NSW) Pty Ltd	Supply and Delivery of Aggregates and Raw Materials	Estimate \$500,000
C14-6.2/53	T092122OROC	119.5.21	Holcim Australia Pty Ltd	Supply and Delivery of Aggregates and Raw Materials	
C14-6.2/53	T092122OROC	119.5.21	Regional Quarries Australia Pty Ltd	Supply and Delivery of Aggregates and Raw Materials	

SUPPLIERS PAID OVER \$250,000 IN 2020/2021

The following suppliers were paid over \$250,000 for various works and services during this financial year.

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Menzies Pumps & Irrigation	Trenching, pipe laying, small plant and parts.	\$369,906	No
Rollers Australia Pty Ltd	Hire of various rollers.	\$284,537	No
BRD Design & Construction Pty Ltd	Project Management, labour and building materials.	\$628,676	No
Holcim (Australia) Pty Ltd	Supply of aggregates and road base.	\$497,486	No
Ando's Grader Hire Pty Ltd	Waste collection and disposal services and plant hire.	\$277,045	Yes

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Splat Plumbing Services Pty Ltd	Various water and sewerage installation and maintenance services.	\$732,579	No
Statewide Mutual	Various Insurances	\$379,919	No
Fulton Hogan Industries Pty Ltd	Road sealing, supply of emulsion and airport upgrade works.	\$3,588,814	Yes
BD & DL Brouff Earthmoving Pty Ltd	Various culvert removal and replacement, removal, replacement and new concrete pathways.	\$567,741	No
Inland Petroleum	Supply and delivery of diesel.	\$309,367	Yes
Eldstar Transport & Engineering	Construction of Burrima Walkway	\$689,447	Yes
State Wide Sheds	Supply & construct equestrian arena shed.	\$357,956	Yes
Murray Constructions Pty Ltd	Demolition and construction of Wonbobbie Bridge.	\$659,919	Yes
Beau Corp	Design & Construction of a Splash Pad in Warren	\$731,393	Yes
Gongues Constructions Pty Ltd	Construction of New Sewerage Treatment Works & Sewerage Pump Station in Warren	\$5,300,357	Yes

FIT FOR THE FUTURE POSITION

As part of Council's annual financial assessment, The NSW Audit Office undertakes a review of Council's financial position based around the criteria that the State Government has used to assess if Councils are fit for the future. These criteria include;

- Operating Performance Ratio;
- Own Source Operating Revenue Ratio;
- Unrestricted Current Ratio;
- Debt Service Cover Ratio;
- Rates and Annual Charges Outstanding Percentage;
- Cash Expense Cover Ratio; and
- Building and Infrastructure Renewals Ratio (unaudited).

The Auditor General's Audit Report is attached in Appendix "A" and lists the above ratios.

Council complies with all criteria except for the Own Source Operating Revenue Ratio, that is based on rates and other user charges income. Many rural based Councils cannot achieve this ratio due to population numbers, area of land that Councils serve and length of roads. This one aspect of the audit in the past has been used by the State Government to declare Councils as unviable. The NSW Government has advised that Councils below various population levels may not be sustainable. However, this is not Council's opinion as it is the strength of a community that dictates sustainability rather than an arbitrary number.

The Own Source Revenue criteria excludes all State and Federal Grants provided to Councils for roads, libraries, community support, etc. The past amalgamation of Councils especially in rural and remote communities, will not improve the ability to meet these criteria and this should be recognised by the State Government.

The communities and residents of Warren Shire have shown that they can work together to deliver State and Regional events across sporting and social areas and work to provide improved education and social outcomes that are lacking in our major cities. A highly functional community has many more aspects to it than just a cash component.

FINANCIAL POSITION

Attached at Appendix A is the Auditor General's Office Audit Report for 2020/2021 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2020/2021 Financial Statements are included in a separate attachment to this report which can be found on our website at www.warren.nsw.gov.au/council/financial-reports

APPENDIX A



Cr Milton Quigley
Mayor
Warren Shire Council
PO Box 6
WARREN NSW 2824

Contact: Manuel Moncada
Phone no: 02 9275 7333
Our ref: D2120952/1802

7 October 2021

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2021
Warren Shire Council**

I have audited the general purpose financial statements (GPFS) of the Warren Shire Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

Rural fire-fighting equipment not recognised in the financial statements

Council did not record rural fire-fighting equipment in the financial statements.

Rural fire fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in their financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between councils and the RFS.

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural firefighting equipment is not controlled by the NSW Rural Fire Service.

INCOME STATEMENT

Operating result

	2021 \$m	2020 \$m	Variance %
Rates and annual charges revenue	6.16	5.98	↑ 3.0
Grants and contributions revenue	16.52	9.45	↑ 74.8
Operating result from continuing operations	9.72	3.23	↑ 200
Net operating result before capital grants and contributions	6.01	2.84	↑ 112

Council's operating result (\$9.72 million including the effect of depreciation and amortisation expense of \$3.71 million) was \$6.49 million higher than the 2019–20 result. This was mainly due to increased revenue from grants and contributions.

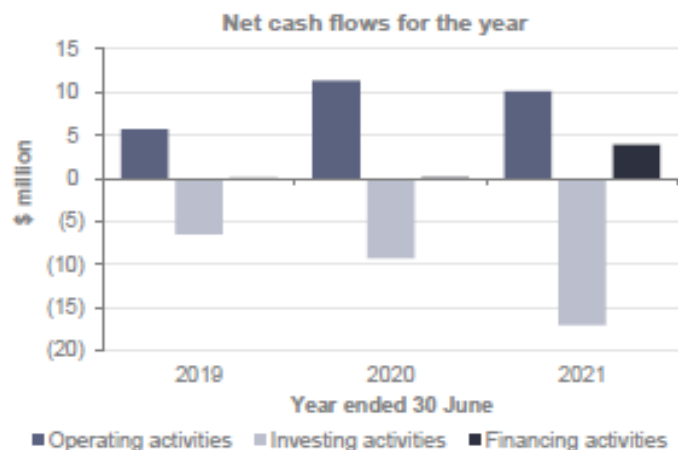
The net operating result before capital grants and contributions (\$6.01 million) was \$3.17 million higher than the 2019–20 result. This was due to increased revenue from operating grants and contributions.

Rates and annual charges revenue (\$6.16 million) increased by \$0.18 million (3.0 per cent) in 2020–2021.

Grants and contributions revenue (\$16.52 million) increased by \$7.07 million (74.8 per cent) in 2020–2021. This was mainly due to additional funding received for sewerage services, the Warren Airport, and road projects.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$3 million to \$10.8 million at the close of the year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	10.8	13.8	• External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds.
Restricted cash and investments:			• Balances are internally restricted due to Council policy or decisions for forward plans including works program.
• External restrictions	7.0	7.0	
• Internal restrictions	3.3	6.3	

Debt

After repaying existing debt and taking up new borrowings of \$4 million at year-end, total debt as at 30 June 2021 was \$4 million.

PERFORMANCE

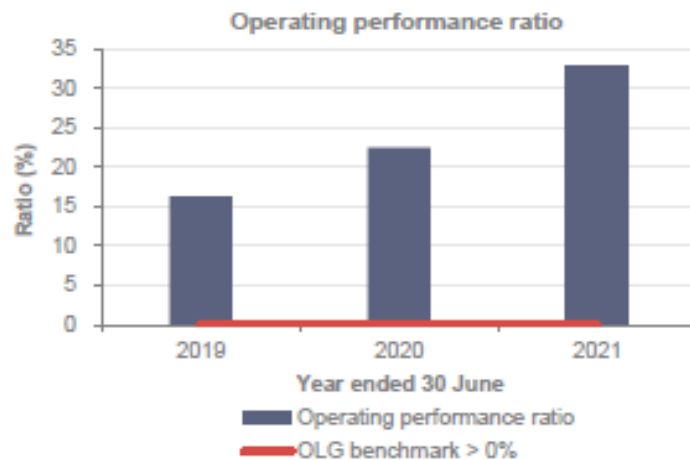
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

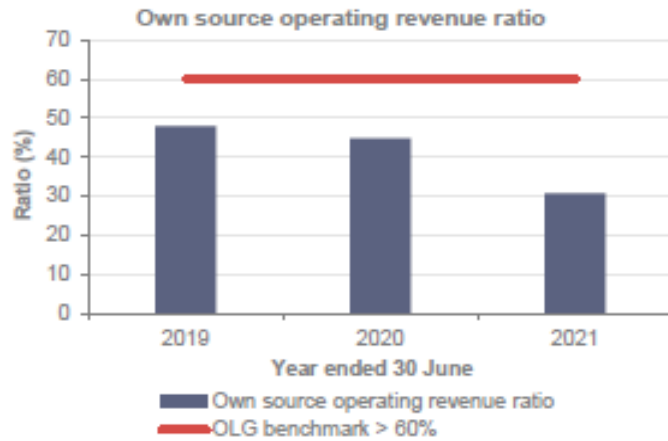
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

The Council exceeded the OLG benchmark for the current reporting period.



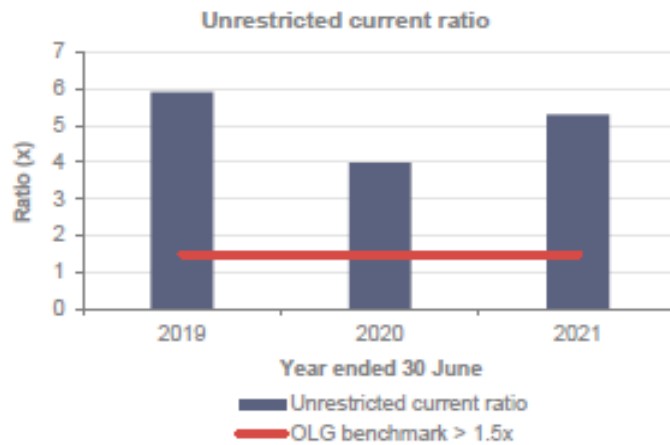
Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent. The Council did not meet the OLG benchmark for the current reporting period.



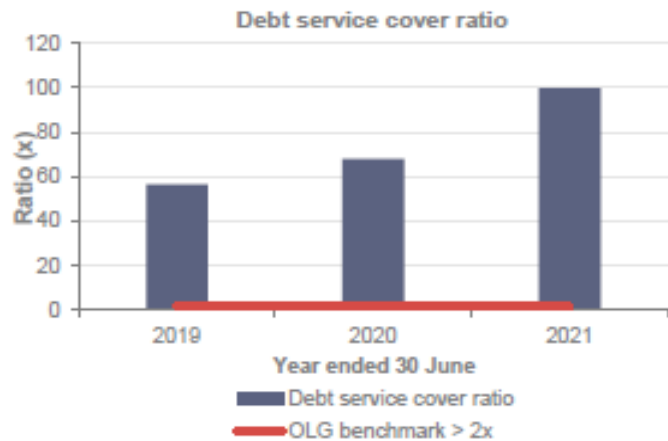
Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times. The Council exceeded the OLG benchmark for the current reporting period.



Debt service cover ratio

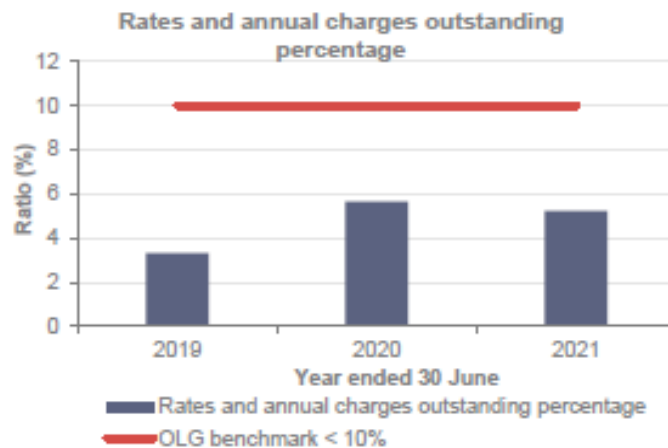
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times. The Council exceeded the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

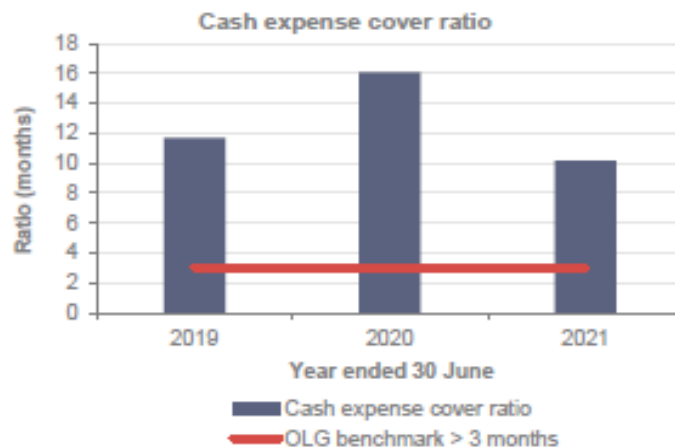
The Council met the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$13.3 million compared \$6.2 million for the prior year
- Renewals primarily consisted of infrastructure assets
- The level of asset renewals during the year represented 350 percent of the total depreciation expense (\$3.8 million) for the year.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

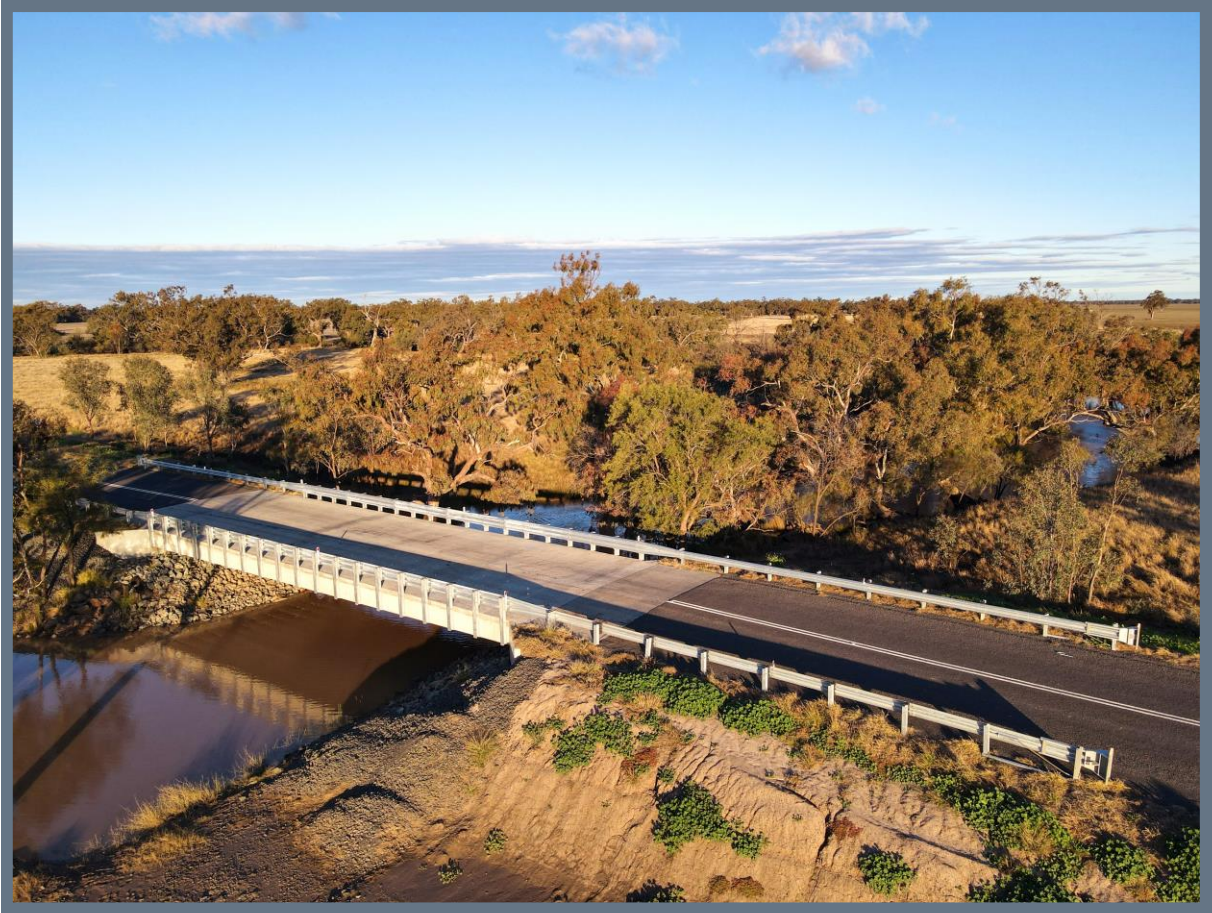
The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general purpose financial statements
- staff provided all accounting records and information relevant to the audit.

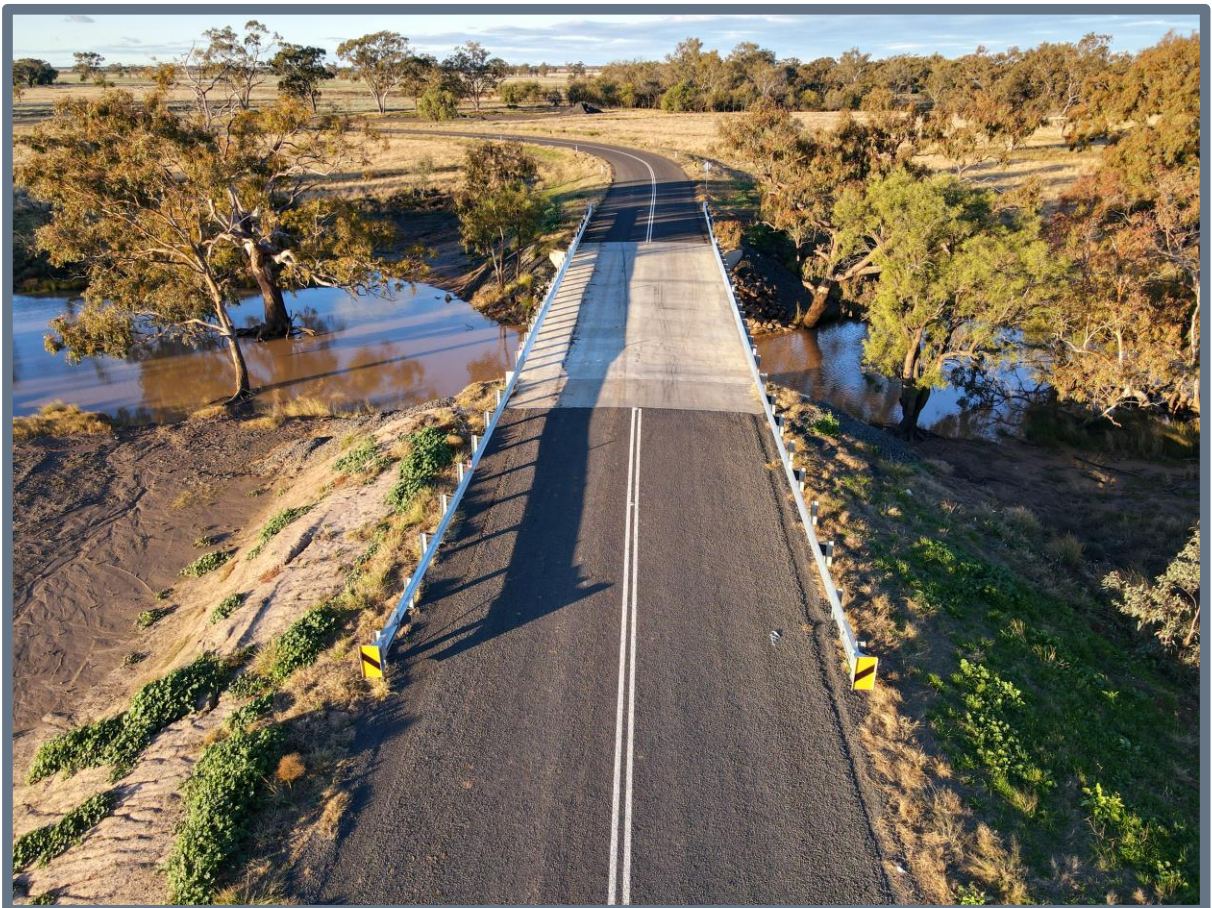


Manuel Moncada
Delegate of the Auditor-General for New South Wales

cc: Gary Woodman, General Manager
Jim Betts, Secretary of the Department of Planning, Industry and Environment



Wonbobbie Bridge Photo Credit: Steven Christian





Heavy Patching RR 7515 –Warren Road



Collie – Trangie Road



Replacing Culverts Collie – Trangie Road