

WARREN SHIRE 2035

IMAGE CREDIT: STEVEN CHRISTIAN

Draft Community Strategic Plan

Adopted:

Res No:

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

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Word from the Mayor

The Integrated Planning and Reporting (IP & R) framework provides an opportunity for me and my fellow Councillors to work directly with our community to identify long-term priorities to embrace local identity, guide our growth and continually improve community lifestyle. It allows Councillors to understand the range of services the community wants, the service standards they expect and the infrastructure that will be required to meet expectations.

The process of community consultation has involved meaningful conversations about the cost of meeting community expectations. The plans document the allocation of resources required, within Council's means, and maps out a program to deliver key priorities, projects and services.

This document is Warren Shire's Community Strategic Plan. The Plan is a working document that identifies the main priorities, objectives and strategies for the future of the Warren Shire Local Government Area over at least the next ten years.

Our 'Warren Shire 2035' Community Strategic Plan sets out the Social, Economic, Infrastructure, Environmental, and Governance objectives and strategies for the future of our community. Therefore, it is a **community plan**. These objectives and strategies also outline whose responsibility it is to undertake the actions required. Council will however be responsible for the Plan's implementation and the ongoing updates to the Plan in the coming years. Where the direct responsibility does not lie with Council, Council will lobby on behalf of the community to ensure the actions are put in place.

Warren Shire 2035 Community Strategic Plan ties directly into Council's Plans – 2022/2023 – 2025/2026 Delivery Program and Annual Operational Plans. The Plans allow Council to set appropriate rates, fees and charges and monitor the Council's progress in delivering priorities, projects, and services. The Plans mean that we can report to the community on our success in achieving these goals in meeting expressed community expectations.

Most importantly the Plans give the community confidence that their Council is meeting planning, consulting and reporting requirements under other laws. The Plans will be delivered as a partnership between Council, State Agencies and Departments, Business, community groups and individuals and addresses a broad range of issues that are relevant to the whole community.

Warren Shire Councillors support the Plan, believe that it reflects the priorities of our community and look forward to seeing its development and delivery over time.

Regards,



Milton Quigley
Mayor
Warren Shire Council

Word from the General Manager

Council staff support the Council in meeting community expectations in a planned way in the preparation of the IP&R Framework Documentation. Council has held a series of planning workshops with the community and elected representatives exploring shared goals and priorities.

The IP & R Framework Documentation are the high-level documents that set out what the Council is looking to do over at least 10 years as set out in the Community Strategic Plan (CSP). The CSP is a whole of community plan and includes things that other Government Agencies and Departments can deliver to meet the broad community needs. The Delivery Program sets out the things in the CSP that the Council needs to do over the life of the Council (usually 4 years) and then the Operational Plan sets out the yearly actions that will continue to make sure that the things the community expects the Council to do are progressively achieved.

The IP & R also identifies supporting plans and strategies required to provide resources, to plan and to meet legislative requirements.

The framework provides a base to measure achievements for each 4-year term based on the projects/programs that will be delivered.

The Warren Shire 2035 Community Strategic Plan was developed using an appropriate Community Engagement Plan that was in accordance with Warren Shire Council's Communications and Engagement Policy and Community Engagement Strategy and was designed to involve the wider community in reviewing and providing feedback on the current and draft IP & R Framework Documentation within the very shortened timeframe following the recent 2021 Council Elections.

The Community Engagement Plan followed Council's stages of engagement – Inform, Consult and Involve.

However, any community engagement and consultation needed to ensure that the community was made aware that there are limited funds for improved operations and maintenance/repairs and most capital works will be funded from grants.

The developed Survey Questionnaire was a feedback system for the review of the Warren Shire 2027 to Warren Shire 2035 Community Strategic Plan and other to be reviewed documents and in essence asked the following questions about Warren Shire and its planning documents:

- What do you like?
- What could be improved?
- What should be included?
- What are the important issues and challenges facing the community in the period to 2035?

The answers to these questions and actions to be taken are now contained within the Warren Shire 2035 Community Strategic Plan. The Plan is a long term vision and has been built collaboratively with the Warren Shire community.

Importantly, I believe the process in creating the Warren Shire 2035 Community Strategic Plan and the renewal of the associated documents – Delivery Program and Operational Plan has successfully moulded a new team of Councillors, Senior Staff and Management Executive Staff who will be able to positively improve together the community of Warren Shire.

A handwritten signature in dark ink, appearing to read 'G. Woodman', followed by a long horizontal line extending to the right.

Gary Woodman
General Manager
Warren Shire Council

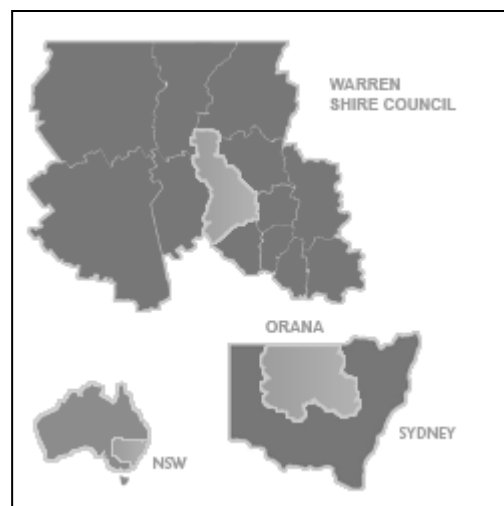
Overview of Warren Shire

The Warren Shire is located in the Orana Region of NSW and covers an area of 10,860 square kilometres. The total estimated population for the Shire as at 2020 is 2,716 (ABS 2020) and the population in Warren is approximately 2,000.

Warren Shire includes the town of Warren and the villages of Nevertire and Collie. The main service centre being Warren is situated on the banks of the Macquarie River and is located 120km from the regional centre of Dubbo and 525km from Sydney.

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

The first European settlers moved into the area in the early 1830s taking up land, or “squatting” in the surrounding district.



Local Government Area Map

Warren was gazetted as a town in June 1861. The town of Warren falls within the boundaries of the Wayilwan Nation.

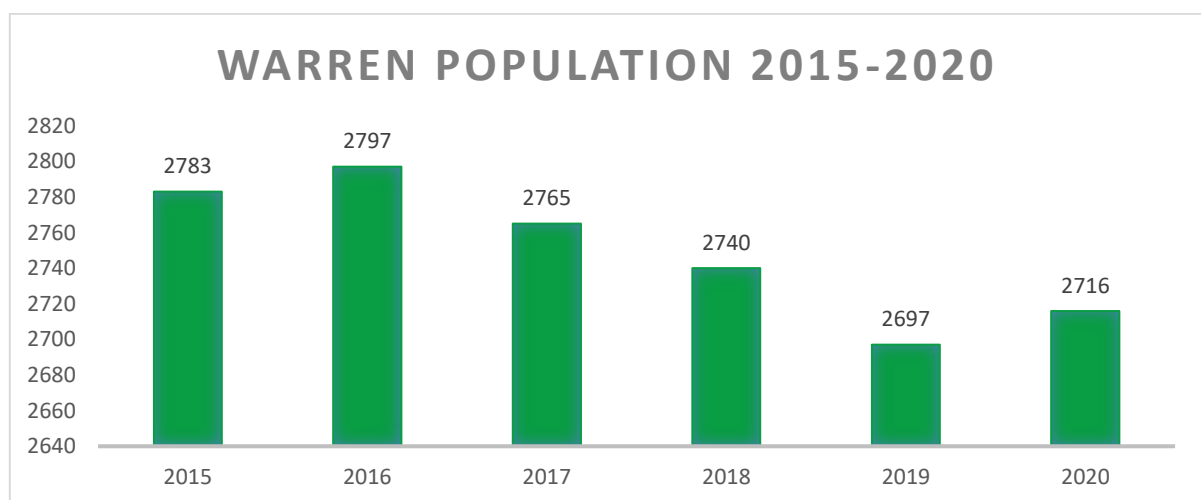
The area covered by the Warren Shire sits at the convergence of the territories of two Aboriginal Nation groups, the Wongaibon to the southeast (Narromine, Trangie through to Nyngan) and the Wayilwan to the north and northwest. The Wayilwan Nation takes in Warren, Gulargambone, Gilgandra, parts of Coonamble, Quambone and extends through to the Macquarie Marshes.

Approximately 20% of people in the Warren Shire identify as being Aboriginal or Torres Strait Islander.

Demographic data.

Key statistics Warren LGA		
Description	Year	Warren
Estimated resident population (no.)	2020	2,716
Working age population (aged 15-64 years) (%)	2020	57.1
Estimated resident Aboriginal and Torres Strait Islander population (no.)	2016	524
Persons born overseas (no.)	2016	120
Children enrolled in a preschool or preschool program (no.)	2020	61

Age pension (no.)	2020	334
Median total income (excl. Government pensions and allowances) (\$)	2018	46,512
Total number of businesses	2020	440
Number of jobs	2018	2,352
Private health insurance (no.)	2018	804
Passenger vehicles (no.)	2020	1,292
Land area (ha)	2020	1,086,000
Protected land area (ha)	2020	20,444
Annual Budget Exp	2020	\$16.5 mil



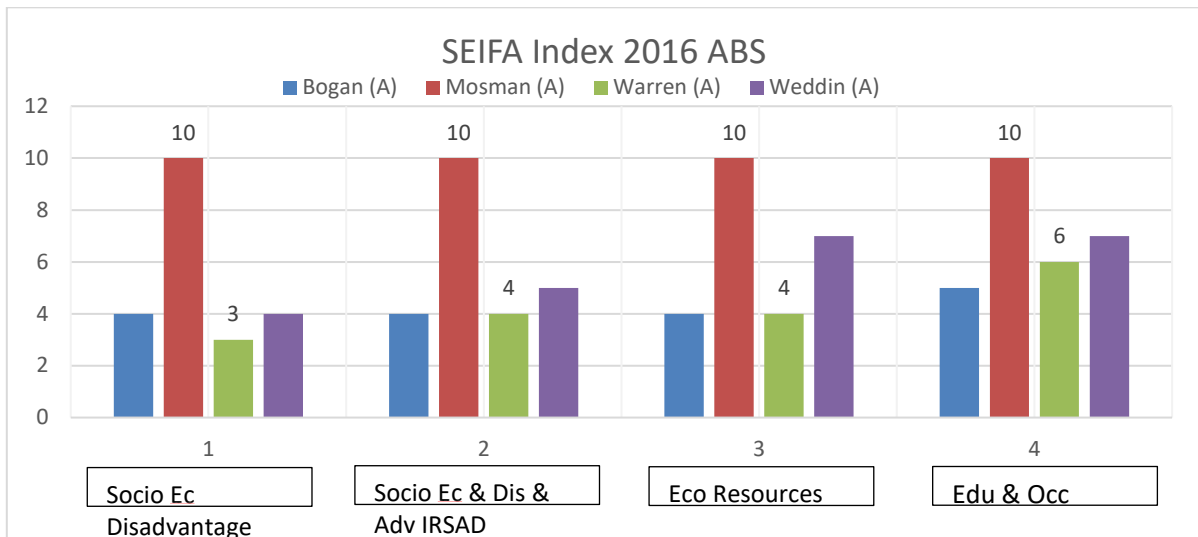


Figure 1 SEIFA index comparison ABS 2016

Definitions

- Socio Economic Disadvantage is relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.
- IRSAD is a general measure of both relative socio-economic advantage and disadvantage at the area level. It uses a range of different Census variables including income, education, employment, occupation and housing characteristics. An area with a low score on this index reflects relatively high levels of socio-economic disadvantage, whilst an area with a high score on this index indicates high levels of advantage.
- Socio-Economic Indexes for Areas (SEIFA) is an ABS product that ranks areas in Australia according to relative socio-economic advantage and disadvantage.
- Economic Resources EIR A low score indicates a relative lack of access to economic resources in general:
 - many households with low income, or many households paying low rent; and
 - few households with high income, or few owned homes.
- Education and Occupation (IEO) is designed to reflect the educational and occupational level of communities.

Warren Shire 2035

Integrated Planning and Reporting (IP & R)

The provisions of the Local Government Act Section 402, states:

- (1) *“Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.*
- (2) *A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives.*
- (3) *Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.”*

Council at its Meeting on the 24th February 2022 resolved to endorse the IP & R Action Plan and approve the Community Engagement Plan.

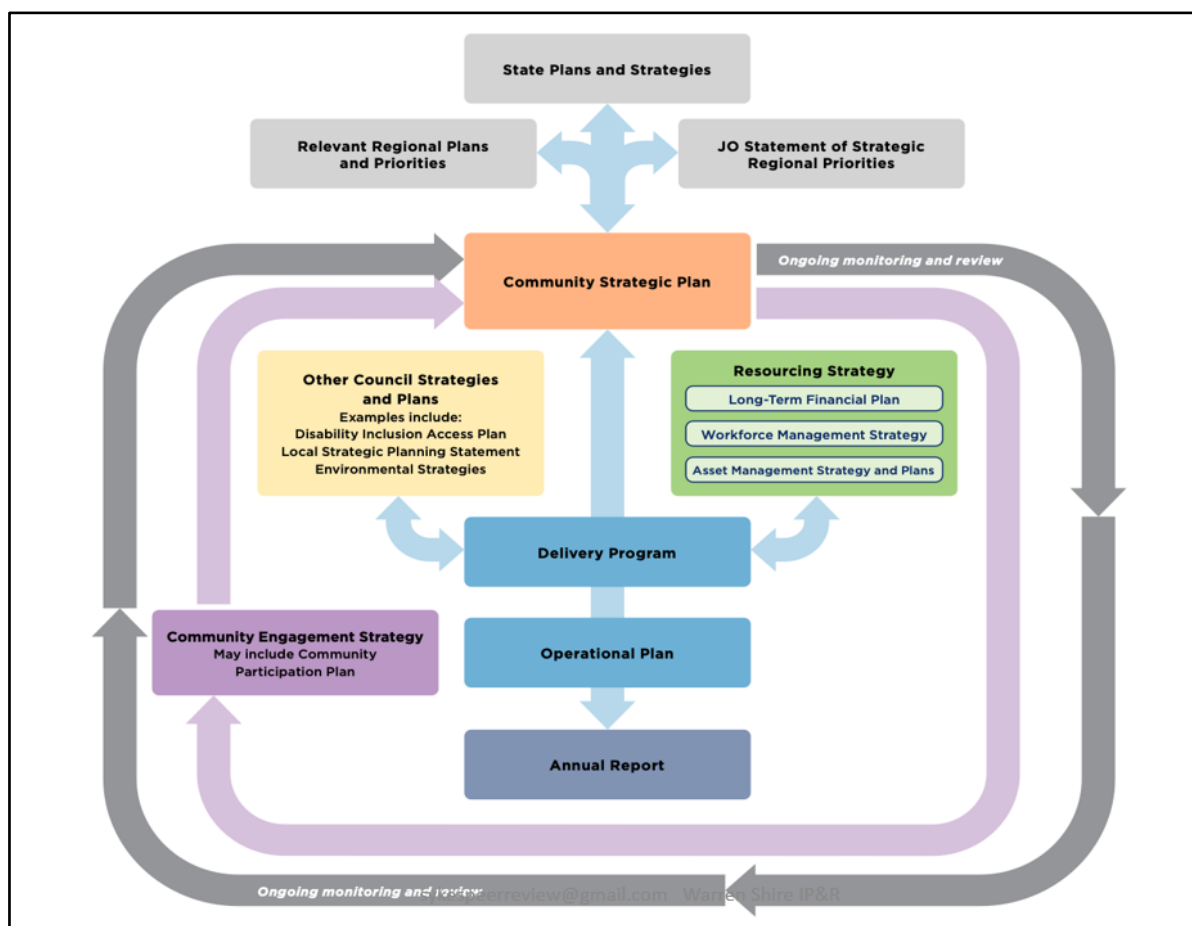
A facilitated Community Workshop was arranged for the 17th March 2022.

Appropriate advertising was arranged, together with a vast number of correspondence provided to members of the community to become involved in the creation of the new Warren Shire 2035 Community Strategic Plan.

A web-based community survey questionnaire and feedback system was developed to help review the current Warren Shire 2027 Community Strategic Plan to make it the Warren Shire 2035 Community Strategic Plan.

A facilitated Councillor and Senior Staff Summit was held on the 19th – 20th March 2022 to develop the relevant documents using the initial feedback obtained from the first three (3) weeks of the survey questionnaire process.

The IP & R Process can be summarised by the following diagram:



The IP & R Process supports the elected members to:

- Work directly with their community to identify long-term priorities for local identity, growth and lifestyle;
- Understand the range of services the community wants, the service standards they expect and the infrastructure that will be required;
- Have meaningful conversations about the cost of meeting community expectations. Allocate resources within Council’s means and map out a 4-year strategy to deliver key priorities, projects and services;
- Set appropriate rates, fees and charges and monitor the Council’s progress in delivering priorities, projects and services through the Operational Plan;
- Report to the community on their success in achieving these goals; and
- Be assured that their Council is meeting planning, consulting and reporting requirements under other laws.

The IP & R process helps Council staff to:

- Understand community priorities and needs;
- Work with elected representatives on shared goals and priorities;
- Identify supporting plans and strategies undertake resource planning and meeting legislative requirements;

- Identify achievements for each 4-year term and the projects/programs that will be delivered;
- Develop reporting regimes to Council, including how risk will be effectively managed;
- Understand the role each employee will play in delivering the community's priorities;
- Celebrate success when goals are achieved; and
- Understand how they will be held accountable through reporting and performance management.

The Community Strategic Plan must include:

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

The Community Strategic Plan must identify assessment methods for determining whether the objectives are being achieved.

In regard to the Delivery Program and Operational Plan:

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

IP & R consultation objectives are:

- Undertake a broad review of the Community Strategic Plan (CSP) and refine the structure of the Plan to be SMART (Specific, Measurable, Achievable, Relevant and Time-bound) around five (5) key areas:
 - Social
 - Economic

- Infrastructure
- Environmental
- Governance
- Develop plans to make the CSP happen in the Delivery Program; and
- Develop annual actions link to resources ensuring the CSP objectives are gradually achieved in the Operational Plan (OP).

Community Consultation and Engagement Results

The community has identified the following values of living in Warren Shire:

- Supportive community
- Family, good for children
- Easy living
- Business opportunities
- People, town friendly
- Pretty town
- Safe Community
- Natural assets

There were 38 survey questionnaire responses in total. Both the survey questionnaire results and the facilitated Community Workshop determined the follow IP & R foundation issues:

Social

- Attracting and retaining community:
 - Ageing community
 - Health services
 - Education services
 - Housing
 - Law and order
 - Community inclusion
- Engaging with community:
 - Celebrations/events
 - Supporting collaboration in social engagement
 - Organisation burnout – support and upskill community

Economic

- Diversification of industry/employment:
 - Retaining young people in employment
 - Investment attraction
- Development of housing diverse housing solutions:

- Accommodation
- Housing
- Tourism development:
 - Visitation/destination strategy
 - Tourism strategy
 - Customer service improvement
 - Main street renewal – including LEP
- Business revitalisation:
 - Growing local business
 - Supporting existing business efficiency

Infrastructure

- Reliable and accessible connectivity:
 - Reliable telecommunications
 - Transport network condition
 - Internet Connectivity
 - Energy network
- Sustaining infrastructure
- Ongoing Operational costs of managing new assets
 - Levee condition
 - Grant management, community facilitation and support
 - Asset Management and Planning
- Warren CBD improvements/revitalisation/investments:
 - Main street revitalisation
 - Main street LEP review
 - Main street funding

Environmental

- Climate change / diverse climates adaptation for future community benefit:
 - Better understand local climate impacts on environment
- Manage environmental plans that affect the community:
 - Water Policy changes
 - Water assets
 - River assets
- Green assets (river/marshes)
 - Sustain product for community and visitor access

Governance

- Community engagement and collaborative partnership – improving commitment, trust and goodwill:

- Consultation
- Embracing community leaders as advocates - addressing negative perceptions
- Grant facilitation/education
- Ongoing engagement with stakeholders – see communications plan
- Publicity/promotions/marketing/community involvement
- Advocacy on service delivery cost impact:
 - Planning agreements for large regional developments– impact Warren
 - Cost shifting
 - Actively pursuit of active resources to deliver services and amenity to the community
 - Services labour productivity improvement

Vision - where to you want to be in 10 years. The Summit determined that the current Vision which is as follows, is appropriate:

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

The current **Values** position – Warren Shire, what is worth striving for as follows was also determined appropriate:

- A safe and attractive working and living environment that will attract skilled people;
- A Shire that has a diverse and stable economy;
- A Shire that has quality and well-maintained infrastructure;
- A place that encourages vitality and leadership in the community;
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making; and
- A community that is inclusive and encourages the development of it’s young people.

Councillors and Senior Staff Planning Summit held on 19th-20th March 2022



Community Planning Workshop held on the 17th March 2022

Community, State and Regional Plans

The development of 'Warren Shire 2035' Community Strategic Plan was also actively informed by following recent activities and plans:

Section	Name
I	Asset Management Policy
I/En	Asset Management Plans
I	Asset Management Strategy
E	Economic Development Strategy - Old; and - New.
E	Economic Development Plan – new
E	Economic Development Action Plan – old
S	Public Arts Strategic Plan
All	Annual Operational Plan 2021/2022
All	Delivery Program 2017/2018 to 2020/2021
All	CSP Warren Shire 2027
E	Tourism, Promotion, Marketing, Economic Development and Community Grants Directions Report
E	Draft Central West and Orana Regional Plan 2041
I	Draft Central West and Orana Regional Transport Plan
S	Housing Provision in the Orana and Central Darling Region
S	Health Submissions (Warren Shire Council)
G	Workforce Plan and Strategy
S	Disability Inclusion Action Plan
E	Ewenmar Waste Depot Strategy
G	Long Term Financial Plan
All	Principles of Local Government
S	Library Strategic Plan
I	Airport Master Plan
E	Western Plains Regional Economic Development Strategy and Supporting Analysis 2018-2022
E	Destination Macquarie Marshes Action Plans
E	Central West and Orana Regional Plan 2036
E	NSW 2021 Plan

S = Social

En = Environmental

E = Economic

G - Governance

I = Infrastructure

Addressing the IP & R Foundation Issues

When considering the IP & R Foundation Issues, it is important to keep in mind Council's Values which are as follows:

- A safe and attractive working and living environment that will attract skilled people;
- A Shire that has a diverse and stable economy;
- A Shire that has quality and well-maintained infrastructure;
- A place that encourages vitality and leadership in the community;
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making; and
- A community that is inclusive and encourages the development of it's young people.

The IP & R Foundation Issues will be addressed under the following categories:

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

1. Social

Warren Shire is a supportive, safe, friendly community that embraces diversity and a wide range of family structures.

The community has identified the following key social areas for action.

Our Social Strategies:

Objective 1.1: Attract and retain community-focussed resources				
Strategy		Responsible	Support	Timing
1.1.1	Improve ageing, youth and disability services within the community	Government, NGOs	Council, Government, NGOs	Ongoing
1.1.2	Improve health services within the community	Government, NGOs	Council, Government, NGOs	Ongoing
1.1.3	Improve educational services within the community	Government, NGOs	Council, Government, NGOs	Ongoing
1.1.4	Ensure current and future housing needs for the community are met	Government, NGOs, Business	Council, Government, NGOs	Ongoing
1.1.5	Work with local Police and the community to ensure that our community is safe	Council, Government	Council, Government, Community, Business, NGOs	Ongoing
1.1.6	Recognise and support our wide range of local community groups	Council, Government, NGOs, Business	Council, Business, Community	Ongoing
1.1.7	Improve transport services within the community	Government, NGOs, Business, Community	Council	Ongoing

Objective 1.2: Engage with the community				
Strategy		Responsible	Support	Timing
1.2.1	Maintain ongoing community engagement to instil a strong collaborative environment with the community	Council, Community	Council, Business, NGOs, Community, Government	Ongoing
1.2.2	Support and promote community-based lifestyle and social events	Council, Government, NGOs, Business	Council, Community	Ongoing
1.2.3	Encourage volunteerism within the community	NGOs, Council	Council, Government, Business, Community	Ongoing
1.2.4	Ensure that our emergency services organisations are ready to support our community during natural disasters and other emergencies	Council, Government	Government, Business, Community	Ongoing
1.2.5	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Warren Shire	Council, Community, NGOs	Government	Ongoing

Objective 1.3: Support young people and encourage their development				
Strategy		Responsible	Support	Timing
1.3.1	Support programs and services that support and assist young people in our community	Council, NGOs, Community	Interagency, Business	Ongoing
1.3.2	Promote to our youth, the facilities and activities that are available to them within the Shire	Council, NGOs, Government	Community	Ongoing
1.3.3	Develop traineeship programs to retain youth	Council, Business, NGOs	Community, Government	Ongoing

2. Economic

Warren Shire has significant economic potential across many industry sectors.

Agriculture and tourism are two of the most important economic sectors in the Shire. The development and growth of these, and all of our industrial sectors, should be encouraged and supported.

The creation of new businesses, to diversify our economy, should also be encouraged and supported.

The community has identified the following key economic areas for action.

Our Economic Strategies

Objective 2.1: Facilitate the diversification of industries within the Shire				
	Strategy	Responsible	Support	Timing
2.1.1	Improve skilled and unskilled employment opportunities to attract and retain young people and working families	Community, Council	Community, Council, Business, Government, NGOs	Ongoing
2.1.2	Proactively identify and create new business opportunities and associated investment within the Shire	Business, Community, Council	Business, Community, Council, Government, NGOs	Ongoing

Objective 2.2: Proactively support the development of tourism as a key industry for the Shire				
	Strategy	Responsible	Support	Timing
2.2.1	Prepare and implement a tourism strategy for the Shire	Council, Business, Community	Community, Business, Government	Ongoing
2.2.2	Provide and promote sustainable recreation and tourism access to our rivers and marshes	Council, Government, NGOs, Business, Community	Council, Government, Business, NGOs, Community	Ongoing
2.2.3	Develop and deliver a customer service framework for all businesses in our Shire	Council, Business	Community, Government, Business, NGOs	Ongoing

Objective 2.3: Support the growth and revitalisation of existing and new local businesses				
	Strategy	Responsible	Support	Timing
2.3.1	Facilitate the growth of local businesses	Business, Government, Council	Business, Community	Ongoing
2.3.2	Facilitate improvements in business efficiency for local businesses	Government, Business	Council, Business, Government	Ongoing
2.3.3	Diversify land use options in the Warren CBD to support new business opportunities for the community	Council, Government, Business	Government, Business	Ongoing

3. Infrastructure

Providing and maintaining good community amenity is vital to attracting and retaining skills in Warren Shire.

Quality infrastructure is what makes Warren Shire an easy place to live for diverse family types.

The community has identified the following key infrastructure areas for action.

Our Infrastructure Strategies

Objective 3.1: Provide reliable and accessible connectivity across the Shire				
Strategy		Responsible	Support	Timing
3.1.1	Ensure that the road network is maintained to acceptable community standards	Council, Government	Government, Community	Ongoing
3.1.2	Advocate for reliable telecommunications services throughout the Shire	Council, Business	Government, Community	Ongoing
3.1.3	Ensure that the Shire is well positioned to rapidly adopt new, modern energy technologies as they emerge	Council, Business, Government	Government, Community	Ongoing
3.1.4	Advocate for improved rail access to Warren	Council, Business	Government, Community	Ongoing

Objective 3.2: Provide sustainable infrastructure for the community				
Strategy		Responsible	Support	Timing
3.2.1	Maintain community assets (swimming pools, library, council buildings, parks, gardens, reserves, cemeteries, aerodrome, stormwater and water and sewer infrastructure) to acceptable community standards	Council, Government	Government, NGOs, Community	Ongoing
3.2.2	Ensure that the Warren levee continuously remains fit for purpose	Council, Government	Government	Ongoing

Objective 3.3: Proactively manage our infrastructure assets				
Strategy		Responsible	Support	Timing
3.3.1	Adopt comprehensive and practical asset management plans that support, and are supported by, our long-term financial plans	Council	Government	Ongoing
3.3.2	Maintain a well-resourced team of infrastructure staff to ensure that our infrastructure needs are met	Council	Government	Ongoing

Objective 3.4: Revitalise the Warren, Nevertire and Collie streetscapes				
Strategy		Responsible	Support	Timing
3.4.1	Continually upgrade streetscapes in Warren, Nevertire and Collie to create attractive places to live and to visit	Council, Government	Government, Business, NGOs, Community	Ongoing

4. Environmental

Warren is a pretty town with extensive natural advantages which support an enviable lifestyle.

The natural and environmental advantages of the town, and of the Shire, should be protected for our community, for visitors and for potential new residents.

External threats, such as climate change, need to be recognised. We need to plan impactful responses to these threats.

The community has identified the following key environmental areas for action.

Our Environmental Strategies

Objective 4.1: Manage the impact of climate change on our local community				
Strategy		Responsible	Support	Timing
4.1.1	Work with appropriate agencies to proactively address the local impacts of climate change	Council, Government, NGOs	Community, Business	Ongoing
4.1.2	Encourage the local community to embrace sustainable living and business practices	Council, Government, NGOs	Community, Business	Ongoing

Objective 4.2: Proactively manage environmental-based assets for the community				
Strategy		Responsible	Support	Timing
4.2.1	Sustainably manage the Shire's limited water resources	Council, Government	Council, Government, Community, Business	Ongoing
4.2.2	Ensure that our town water usage complies with our licenced allocations	Council	Government, Community	Ongoing
4.2.3	Provide Warren and the villages of Nevertire and Collie with an adequate and safe water supply that is appropriately priced for all consumers	Council	Government	Ongoing
4.2.4	Provide Warren and the village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Council	Government, Community	Ongoing
4.2.5	Ensure that our stormwater drainage system remains effective	Council	Government, Community	Ongoing

Objective 4.3: Provide a sustainable waste management service for the community				
Strategy		Responsible	Support	Timing
4.3.1	Reduce the rate of landfill through appropriate waste minimisation and waste collection processes	Council, Community	Community, Government, NGOs, Business	Ongoing
4.3.2	Introduce new sustainable waste management practices for both green waste and recyclable materials	Council	Government, NGOs, Business, Community	Ongoing

Objective 4.4: Support environmentally sustainable land management practices				
Strategy		Responsible	Support	Timing
4.4.1	Actively manage noxious weeds	Castlereagh Macquarie County Council, Council, Community	Government, Council, Community	Ongoing
4.4.2	Actively manage pests	Government	Council, Government, Community	Ongoing
4.4.3	Ensure that crown land is managed using environmentally sustainable principles and practices	Council, Government	Council, Government, Community, NGOs	Ongoing
4.4.4	Preserve and protect endangered ecological communities (EEC) of native plants, animals and other organisms living in unique habitats within the Shire	Council, Government, Community, NGOs	Council, Government, Community, NGOs	Ongoing
4.4.5	Sustainably manage Council's road-making materials and storage sites (gravel, sand, loam pits and roadside stockpile sites)	Council	Government, Community	Ongoing

5. Governance

Council can and should play both a leadership and a supporting role within our community.

Our Council should proactively support our community. At times, it will also work in partnership with the community.

Our Council will succeed if it is both financially sound and if it employs high-quality staff.

The community has identified the following key governance areas for action.

Our Governance Strategies

Objective 5.1: Ensure strong engagement and collaboration with the community				
Strategy		Responsible	Support	Timing
5.1.1	Undertake regular community engagement activities in accordance with the Community Engagement Strategy	Council	Community, Government, NGOs, Business	Ongoing
5.1.2	Provide training to the community on making grant applications	Council	Business, NGOs, Community, Government	Ongoing
5.1.3	Promote Warren Shire Council to wide audiences both within the Shire and externally	Council, Government, Business, Community, NGOs	Community, Government, Business, NGOs	Ongoing

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services				
Strategy		Responsible	Support	Timing
5.2.1	Ensure that this strategic planning framework becomes an integral part of our operating culture	Council	Government, Community, Business, NGOs	Ongoing
5.2.2	Proactively manage known compliance risks	Council	Government	Ongoing
5.2.3	Seek new sources of income for Council	Council	Government, Business, NGOs, Community	Ongoing
5.2.4	Explore partnerships with others to share costs	Council, Government, Business, NGOs	Community, Government, Business, NGOs	Ongoing
5.2.5	Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible	Council	Community, Business, Government	Ongoing
5.2.6	Embrace a team centred culture of continual improvement to improve operational efficiency	Council	Government, Business	Ongoing

Objective 5.3: Support our people to provide high-quality services to the community				
Strategy		Responsible	Support	Timing
5.3.1	Provide effective training and development of our staff	Council	Government	Ongoing
5.3.2	Create a productive and cooperative working environment for Councillors to support their governance responsibilities	Council	Community, Government	Ongoing
5.3.3	Ensure a quality customer service focus by Council staff	Council	Government	Ongoing

Objective 5.4: Collaborate with external parties to capture new opportunities for the community				
Strategy		Responsible	Support	Timing
5.4.1	Obtain new development funds from developers to support the provision of improved infrastructure services	Council	Government, Business, NGOs, Community	Ongoing
5.4.2	Lobby the State Government to reduce the amount of cost shifting, from Government to Council, for the provision of community services	Council	Government, Business, Community, NGOs	Ongoing
5.4.3	Actively seek external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community	Council, Government, Community, NGOs, Business	Government, Community, NGOs, Business	Ongoing