



Warren Shire Council

Delivery Program Progress Report

31st December 2013



DELIVERY PROGRAM PROGRESS REPORT 31ST DECEMBER 2013

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

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

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

In addition to the Delivery Program Progress Report 31st December 2013 the following have been achieved:

- Completion of Financial Reports 30.6.2013
- Review of council Committee structure
- Review of council staff structure
- New Community Notice Board
- New shire boundary signs
- New Information Bay signs
- Participation in NSW Grain Harvest Management Scheme 2013-2014
- Companion Animals De-sexing Program
- Re-appoint of Council’s external auditors
- New potable water main river crossing
- Relining of Thornton Avenue sewer mains
- Engineering Department temporary office
- Urban reseals
- Rural reseals
- Bundemar Road recycling
- Bogan Road recycling
- Old Warren Road recycling

The principal activities have been addressed under the following categories:

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

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

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

RESPONSIBLE OFFICER/DEPARTMENT

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

1. SOCIAL

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

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

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
1.1.1	Local access to essential services and less out-reach services, particularly for essential services.	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	1 meeting with both State and Federal Members and 3 Interagency meetings held
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / MHD	Number of activities	EIPP & CBP programs. EDO's continuing to communicate with community organisations. Community Noticeboard erected
		Production of an information package for new residents	GM	Completion/review of package	Ongoing when required

Our Community's 2022 Social Strategies

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					Continued
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
1.1.3	Provide leadership and co-ordination of the Warren Shire Interagency group	Provide Chair & Secretariat Provision of information on grants etc. and assistance in assessing grants to community groups	MHD MHD	Production of business paper Number of meetings held Circulation of information	3 Interagency meetings Business papers circulated Information circulated approximately 20 E-mails per week
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally. Regular meetings with educational providers: - - Schools - TAFE	GM GM	Increase in students enrolled at local schools and TAFE Number of meetings held	Meetings with TAFE and schools on courses available Met with TAFE, Warren Central and St Marys Schools. Principals have attended a council meeting
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available Number of private houses available for sale/rent	GM GM	Number of lots available Liaise with Real Estate agencies	15 lots available EDO's monitoring

Our Community's 2022 Social Strategies

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					Continued
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community such as: Australia Day	Assess requests for support for community events	GM	Donation/support provided with council approval	Venue provided free for numerous community events
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback.	Ongoing
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Australia Day, ANZAC Day Macquarie Fishing Challenge

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
1.2.1	Provide leadership and coordination of the 'Warren Youth sub-committee' – an organisation which coordinates action to assist all youth	Chair & Secretariat of sub committee	MHD	Number of meetings	3 meetings in conjunction with Interagency
		EIPP program	MHD	Number/success of projects undertaken	3
		Community Builder program	MHD	Number/success of projects undertaken	9 with 3 ongoing

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
1.2.2	More accessible facilities for youth and a greater range of youth activities are organised and coordinated	Introduction of EIPP & CBP projects	MHD	Sub-committee feedback	Ongoing
		Review/determine Youth Zone building usage	MHD	Report to Council	RiverSmart to utilise building
1.2.3	Development of traineeship programs to retain youth and provide with new skills	Review council trainee places in structure	GM	Adopt structure	Structure reviewed
		Indigenous traineeships	GM	Success of program	1 trainee in place. Program to be reviewed
		Liaise with businesses to encourage traineeships	GM	Presentation to Chamber of Commerce	On hold

Objective 1.3: Improved health outcomes for the community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services	GM	Services provision	Meeting held with LHD and Medicare Local. Council Health Services Committee formed
		Liaise with Warren MPHS	GM	Number of meetings	1 meeting with MPHS
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Introduce management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	Liaising with LHD and Medicare Local

Our Community's 2022 Social Strategies

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
1.4.1	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Division of Local Government	All Reports undertaken by due date
		Maintain regular ranger patrolling	MHD	Number of complaints	Complaints register monitored
		Continuation of de-sexing program	MHD	Number of animals de-sexed	Program undertaken. 23 dogs de-sexed
1.4.2	More visible police presence	Regular meetings with local Police	GM	Number of meetings	Regular meetings with Officer in Charge, Warren sector
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	Attended all meetings
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM	Building inspection of EOC	Regular inspections of buildings
		Review/update of Warren DISPLAN	GM	DISPLAN update sign off	To be reviewed
		Co-ordinate LEMC meetings	GM	Hold regular meetings	No meetings held
		Make available council resources for emergencies	ALL	Provision of resources	Resources provided to numerous fires

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Land use practices monitored
		Monitor development	MHD	Ensure Develop in line with legislation/sustainable	Registers maintained
1.4.5	Maintain high standards of street cleanliness, vacant block management	Monitor daily and weekly schedules to ensure coverage and quality of service provided.	MES	Community feedback	Cleaning regime monitored
		Maintain existing street cleaning regime	MES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Regular inspections undertaken
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	Last update October 2012
		Regular patching and reseal of streets	MES	Effectiveness of programs	Regular patching. Improvement works in progress

2. ECONOMIC

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

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

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

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

Our Community's 2022 Economic Strategies

Objective 2.1: Strengthening agriculture and existing local industries and exploring other options					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
2.1.1	Co-ordinate Stage 2 of Socio-Economic Study of the LMV – implementing Economic adaptation activities	Lobby government for funding for socio-economic program planner	GM	Recruitment of Social Planner	Action on hold pending State Government's sign-off of Basin Plan.
		Development of timetable for Stage 2	GM	Adoption of timeline	Action on hold pending State Government's sign-off of Basin Plan.
2.1.2	Implement Economic Development Strategy	Implementation of Strategies Schedule	GM	Adoption of Schedules	EDO's reporting on strategy
2.1.3	Undertake a skills audit of local economy	Undertake Skills Audit	GM	Presentation of Report	Report with OROC EDO's
2.1.4	Assist and encourage the development of new business	Development Information Package for business	GM	Regional Development Australia, local businesses	Package being developed
		Liaise with Chamber of Commerce	GM	Number of meeting with Chamber of Commerce	3 formal meetings held. Regular communication
		Keep abreast with NRM legislation	GM	Submissions on NRM Act amendments	Legislative changes monitored. Submission on LLS funding submitted

Our Community's 2022 Economic Strategies

Objective 2.2: Enhance the experience of visitors to Warren Shire					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays	Finalisation of Streetscape Masterplan	GM	Adoption of Streetscape Masterplan	Concept adopted
		Program/costing of works for Streetscape Masterplan	MES	Adoption of Streetscape Masterplan	Information gathered to date to be reviewed
		Implementation of Streetscape works	MES	Works undertaken	Following adoption of work schedule
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	GM	Continued membership	Ongoing
		Development of Tourism Strategy	GM	Adoption of Strategy	In progress
		Promotion of Warren Shire	MHD	Participation in advertising campaign	No action
		Review/introduction of signage	MES	Upgrade/new information signage	New Information and shire boundary signs erected

3. INFRASTRUCTURE

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

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

Our Community's 2022 Infrastructure Strategies:

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
3.1.1	Ensure local roads and bridges are maintained/constructed to acceptable community standards in a cost effective, efficient and safe manner	Renew Extended Work Hours Agreement	MES	Sign off agreement	Review May 2014
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Inspections undertaken
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Continued monitoring
		Continued maintenance management system	MES	Review Works programs	Yearly work schedule to be updated
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Inspections ongoing

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	MES	Review Works Programs	Regular PEG meetings
		Roads Inspection Procedures manual	MES	Inspection schedules	Regular inspections
		Ensure RMCC requirements are met	MES	RMCC qualified	RMCC requirements met
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor and review operational plans and emergency procedures.	MES	Audit for compliance with standards and licence conditions	Regular inspections. Height survey undertaken December 2013

Our Community's 2022 Infrastructure Strategies

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	MES	Monitor community feedback	Ongoing
		Review Management Plan	MES	Adoption of Plan	Plan reviewed
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council.	No action
		Review rolling works and upgrade program	MHD	Asset Management Plan	No action
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs.	MFA	Analyse user numbers.	Reported quarterly to Council. On-line e-books from December 2013.
		Continued membership North Western Library	MFA	Participation	Active participation continued
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	Monthly reports to Council
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	Regular inspections undertaken
		Annual meetings	GM/MES	Community feedback	No meetings required
3.2.6	Construction of Heavy Vehicle Inspection Station and upgrade existing Council Works Depot	Construction and fitout	MES	Finished workshop	Warranty period 13 th February 2014
		Site plan of depot	MES	Tidiness of depot	Draft site plan developed

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Development of concept Quantity surveyed and Construction Certificate approved	GM / MHD GM / MHD	Concept adopted Project approved	Draft concept complete. Quantity surveyed. Price too high. Committee formed to review project.

4. ENVIRONMENTAL

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

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

Our Community's 2022 Environmental Strategies:

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
4.1.1	Monitor Warren Shire Council LEP	Document problem issue arising from implementation of LEP.	MHD	Number of reforms to LEP	Ongoing
4.1.2	Maintain high levels of maintenance and services in the area of public Cemeteries	Ensure grave preparation meets the requirements of the community at all times.	MHD	Number of complaints	Complaints register monitored
		Ensure cemetery is maintained to acceptable standards	MHD	Community feedback	Weekly maintenance regime in place
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	Verbal report to Council by Councillor Kinsey following CMCC meetings

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
4.1.4	Maintain involvement and support of Catchment Management Authority	Active membership of Water Quality & Salinity Alliance	GM / MHD	Attendance at meetings	Regular attendance at meetings
		Implementation of projects	GM	Number of projects Council involved in	Local Green Team NRM training
		Develop Tiger Bay Management Plan	GM / MHD	Adoption of Management Plan	No action

Our Community's 2022 Environmental Strategies

Objective 4.2: Resource use, waste disposal and management					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduce rate of landfill	Investigations on options ongoing
		Investigate all avenues for recommencement of kerbside recycling		Re-introduction of recycling	No action
4.2.2	Ensure the efficient and cost effective operation of Council's road making materials (e.g. Mount Foster Quarry and gravel pits.)	To regularly monitor the safety and operations of gravel pits under Council's control to review and act under the safety and Environment standards.	MES	Compliance with all safety, mining and environmental standards	Ongoing

Our Community's 2022 Environmental Strategies

Objective 4.3: Management of water/wastewater					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	MES	Design and construction on time and within budget.	No action
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing
		Compliance with best practice	MES	Annual report	100% compliance
		Continued active membership of Lower Macquarie Water Utilities alliance	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing
		Compliance with best practice	MES	Annual report	94% compliance
		Continued active membership LMWUA	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee

5. GOVERNANCE

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

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

Our Community's 2022 Governance Strategies:

Objective 5.1: A community that partners with Council in decision making					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy used when consultation with community required
5.1.2	Youth Sub-Committee – ensure active involvement by the youth of Warren Shire	Co-ordinate communication with youth	MHD	Liaise with schools	Ongoing
		Invite youth as members of Youth Sub Committee	MHD	Attendance of youth at meetings	In conjunction with Interagency

Our Community's 2022 Governance Strategies

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers						
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31st December 2013	
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored	
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	Reviewed September 2013	
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	E-mail system Weekly column in paper Rate notices Community Noticeboard	
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	Reviewed September 2013	
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	MFA	Reporting on time to auditors, Ministers and the general public.	All statutory reporting undertaken by due dates	

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

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Status as at 31 st December 2013
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	MFA	Council's financial reporting analysis	Regular reporting to Council
5.2.3	Effective staff training and development processes in place	Review staff training and development To implement systems for performance management and staff review.	ALL ALL	Adoption of Training Plan for individuals following performance appraisals. Review Salary System	Ongoing Ongoing