



Warren Shire Council

Operational Plan

2015/2016





## INTRODUCTION

The Integrated Planning and Reporting framework introduces the Operational Plan 2015/16. This document is part of the following suite of documents and should not be read in isolation.

- Community Strategic Plan “Warren Shire 2022”
- 4 year Delivery Program
- **Annual Operational Plan**
- Long Term Financial Plan
- Asset Management Strategy
- Workforce Plan

*Integrated Planning and Reporting framework*



The Operational Plan outlines the activities Council will undertake across the full range of Council’s operations for the 2015/16 financial year. These activities directly address the objectives and strategies outlined in Council’s Delivery Program of the community through the Community Strategic Plan.

The Operational Plan deals with the actions and tasks where Council has a role to play and identifies what we plan to do over the next year. The Plan also shows how we will measure progress and identifies the responsibility for completing the action.

The financial information outlines the Annual Estimates, Revenue Policy, Fees and Charges and other financial information. This financial information relates to both the Delivery Program and Operational Plan.

### **Delivery Program / Operational Plan Financial Information - Estimates**

**Under separate cover**

## How Council works

The Warren Shire Council was established by the amalgamation of the Marthaguy Shire Council and the Warren Municipal Council in 1957. Warren Shire Council operates within a legislative framework established by the New South Wales Parliament. "The Local Government Act 1993" sets out the major power, functions and responsibilities of Council. As well as the Act, there are a number of other laws that Council is responsible for enforcing.

### The Council

The elected representatives (Councillors) comprise the governing body of the Council. The role of the governing body is to direct and control the affairs of the Council in accordance with the Local Government Act 1993. **The role of the Council is to provide the strategic management for the corporation.**

### Councillors

Warren Shire Council consists of 12 Councillors elected by eligible residents and ratepayers within the community and hold office for four years, one of whom is elected each year during September by the councillors to serve as Mayor. The Councillors' role is to direct and control the council's affairs in line with the requirements of the Local Government Act.

### Elected Members of Council 2012-2016

#### A Ward

Noel Kinsey  
Pauline Serdity (Deputy Mayor)  
Julian Campbell AM

#### B Ward

Rex Wilson OAM (Mayor)  
Mark Beach  
Nick Brennan

#### C Ward

Kevin Taylor  
Tony Van Lubeck  
Richard Azar

#### D Ward

Jim McCalman AM  
Brett Williamson  
Milton Quigley

### The Mayor

The Mayor of the Council is not simply a Chairman or a figurehead. His legal position is categorically different from that of the other council members and he has very substantial legal powers.

Section 226 of the Local Government Act 1993 states that the role of the Mayor is:

- To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the council.
- To exercise such other functions of the Council as the council determines
- To preside at meetings of the council
- To carry out the civic and ceremonial functions of the mayoral office.

Apart from the Mayor's control over the running of council meetings, the Mayor has power to bring matters before the council meeting without notice in the form of a Mayoral Minute.

## **The General Manager**

The General Manager is responsible for:

- Efficient, effective operation of the council organisation and day-to-day management
- Ensuring council decisions and policies are implemented, and overseeing this process
- Appointing, directing and dismissing staff
- Implementing the council's equal employment opportunity management plan.

The General Manager must be appointed on a performance-based contract, for a maximum of five years. The General Manager is the only member of staff selected and appointed by Councillors. All other members of staff are appointed by the General Manager, although Councillors must be consulted in regard to the appointment and dismissal of senior officers. Councillors have no direct responsibility for the direction of staff or for the day-to-day administration of the council.

As the most senior employee appointed by the council, the General Manager has the following additional responsibilities:

- Acting as the link between councillors and staff
- Reporting to council
- Overseeing financial management of the council
- Consulting the council on the appointment of senior staff
- Managing the activities of council employees
- Communicating and promoting council's policies to the community
- Exercising other functions as delegated by the council.

At times the division of roles between the General Manager and councillors can be hazy, in such cases what matters most is that both parties work to promote an effective and positive working partnership.

The General Manager does not have day-to-day responsibility for management of a Department. Reporting to the General Manager are three Department Managers.

## **Manager Finance and Administration**

The Manager Finance and Administration is responsible for civic facilities, administration, financial planning, human resources, library services, risk management, information technology and corporate/staff training.

## **Manager Engineering Services**

The Manager Engineering Services is responsible for roads, bridges, drainage, water supply, sewerage, airport, parks and gardens, technical services, urban /landscape strategy and quarry.

## Manager Health and Development

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

## Management Team

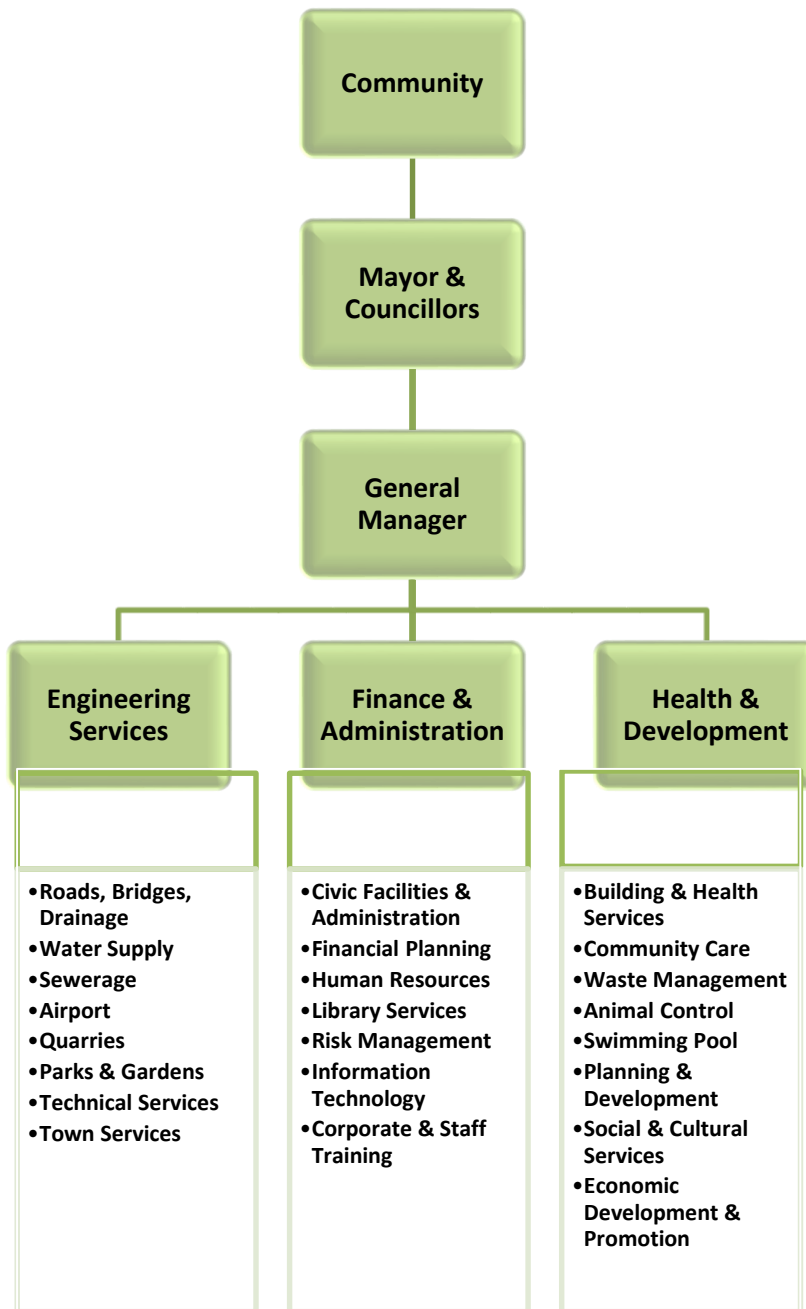
General Manager	Ashley Wielinga
Manager Finance & Administration	Darren Arthur
Manager Engineering Services	Mike Burger
Manager Health & Development	Maryanne Stephens

## Council Functions

The council holds Ordinary meetings on the fourth Thursday of each month unless there is a change required. Such changes are advertised in the local newspapers. The meetings commence at 8.30 am and adjourn for lunch at 1.00 pm. Members of the public are welcome to attend these meetings. Council welcomes meetings with individuals and groups from the community. Council's Business Papers, Minutes and other relevant information is placed on Council's website [www.warren.nsw.gov.au](http://www.warren.nsw.gov.au)

All senior officers are available for interview, however it is suggested that an appointment be made to ensure that time is made available and any information required may be obtained. The Mayor is available for interviews at the Shire Chambers by appointment, which can be made by contacting the Executive Assistant to the Mayor & General Manager.

# ORGANISATIONAL STRUCTURE



## **“Warren Shire 2022”**

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

### **Values -**

- Provide a safe and attractive working and living environment that will attract skilled people and help boost the population.
- Continue to support and develop agriculture and other existing industries, but reduce reliance on the agriculture industry via development of alternative income sources.
- A Shire that has quality and well-maintained infrastructure.
- A place that encourages vitality and leadership in the community.
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making.
- A community that is inclusive and encourages the development of it's young people.



## OPERATIONAL PLAN LEGISLATIVE REQUIREMENTS AND COMPLIANCE

<b>Operational Plan</b>	Identify projects, programs or activities that Council will undertake within the financial year towards addressing actions in the Delivery Program	The actions in this document include actions planned for the 2015/16 financial year
	Allocate responsibilities for each project, program or activity and measures to determine effectiveness	The actions in this document include responsibilities and measurements
	Include the Statement of Revenue Policy	The actions in this document include responsibilities and measurements
	Include provisions relating to the content of Council's annual statement of Revenue Policy: <ul style="list-style-type: none"> <li>• Estimated income and expenditure</li> <li>• Ordinary rates and special rates</li> <li>• Proposed fees and charges</li> <li>• Council's proposed pricing methodology</li> <li>• Proposed borrowings</li> </ul>	The actions in this document include responsibilities and measurements

### OPERATIONAL PLAN ACTIONS

The Operational Plan Actions are 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".

### 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	Detailed Actions
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	Regular communication with Interagency and service providers  Meet twice with State and Federal members
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	EDO's to communicate with community organisations and produce "What's on"  Administer and report on EIPP & CBP programs
		Review information package for new residents	GM	Review of package	Update information package

## 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	Detailed Actions	
1.1.3	Provide leadership and co-ordination of the Warren Shire Interagency group	Provide Chair & Secretariat	MHD	Production of business paper	Business papers prepared for meeting every 2 months	
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Number of meetings held Circulation of information	Information circulated as received	
1.1.4	Ensure high standard of education for Warren Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	Meeting with TAFE and school on courses available	
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Meet with TAFE and Warren Central School at least twice per year. Invite to address Council once per year	
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	Ensure adequate residential land available	
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	EDO's monitoring	

**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	Detailed Actions
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	Develop guideline on usage charges of council facilities when used by community groups
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback and number in attendance	Act as secretariat
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Involve Council in community events

<b>Objective 1.2: Support young people and encourage their development</b>					
<b>Strategies</b>		<b>Council Delivery Program</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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	In conjunction with Interagency meetings
		EIPP program	MHD	Number/success of projects undertaken	
		Community Builders program	MHD	Number/success of projects undertaken	
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	Continue to administer programmes  Liaise with Youth Sub-Committee
1.2.3	Development of traineeship programs to retain youth and provide with new skills	Review council trainee places in Council structure	GM	Number of trainees	Monitor Council structure suitability
		Indigenous traineeships	GM	Success of program	Investigate a more suitable model
		Liaise with businesses to encourage traineeships	GM	Presentation to Business Houses	Number of presentations

<b>Objective 1.3: Improved health outcomes for the community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services	GM	Services provision	Continue Monitoring
		Liaise with Warren MPHS	GM	Number of meetings	Minimum 2 meetings per year
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	Monitor management regime

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

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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	Continue annual program

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.4.2	More visible police presence	Regular meetings with local Police	GM	Number of meetings	Meet with the Officer in Charge, Warren sector once a month
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	Councillors and GM to attend all meetings. Invite relevant community members.
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM	Condition of EOC	Regular inspections of EOC  Provide administrative, management and technical staff
		Review/update of Warren DISPLAN	GM	DISPLAN now EM Plan New EM Plan sign off	Adoption of EM Plan by LEMC
		Co-ordinate LEMC meetings	GM	Hold regular meetings	Minimum 3 per year
		Make available council resources for emergencies	ALL	Provision of resources	Make available Council resources
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Monitor land use practices.
		Monitor development	MHD	Ensure Develop in line with legislation/ sustainable	Maintain Registers

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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	Adjust cleaning regime when required
		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	Inspect vacant lots twice per year
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	Inspect footpaths minimum yearly
		Regular patching and reseal of streets	MES	Effectiveness of programs	Patching of streets three times per year, reseals as per plan.



## 2. ECONOMIC

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

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

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

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

## Our Community's 2022 Economic Strategies

<b>Objective 2.1: Strengthening agriculture and existing local industries and exploring other options</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
2.1.1	Co-ordinate Stage 2 of Socio-Economic Study of the LMV – implementing Economic adaptation activities	Development of timetable for Stage 2	GM	Adoption of timeline	Action only when funding secured
2.1.2	Implement Economic Development Strategy	Implementation of Strategies Schedule	GM	Adoption of Schedules	Monitor actions from Schedule  Report to Economic Development Committee
2.1.4	Assist and encourage the development of new business	Liaise with Chamber of Commerce	GM	Number of meeting with Chamber of Commerce	2 formal meetings held. Regular communication
		Retail leakage study	GM	Finalisation of study	Adoption of final study
		Keep abreast with NRM legislation	GM	Submissions on NRM Act amendments	Monitor Legislative changes that affect NRM

## Our Community's 2022 Economic Strategies

<b>Objective 2.2: Enhance the experience of visitors to Warren Shire</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actionss</b>
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays	Program/costing of works for Streetscape Masterplan	MES	Adoption of Streetscape Masterplan	Cost plan in stages
		Implementation of Streetscape works	MES	Works undertaken	Commence stage works when funding secured
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	GM	Continued membership	Ongoing
		Promotion of Warren Shire	MHD	Participation in advertising campaign	Investigate advertising possibilities
		Review/introduction of signage	MES	Upgrade/new information signage	Erection of new information signage

### 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	Detailed Actions
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 Agreement annually
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Undertake inspections – 4 Sector Hierarchy
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Monitor works
		Continued maintenance management system	MES	Review Works programs	Develop Yearly Works Schedule and Condition Assessments
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Regular Inspections

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

## Our Community's 2022 Infrastructure Strategies

<b>Objective 3.2: Good quality community infrastructure and facilities</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	MES	Monitor community feedback	Continually review and monitor maintenance program
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council annually	Report to Council annually
		Review rolling works and upgrade program	MHD	Asset Management Plan	Adopt plan of works
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.	Report quarterly to Council
		Continued membership North Western Library	MFA	Participation	Active participation continued
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	Report to Council monthly
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	Inspections undertaken twice per year
		Annual meetings	GM/MES	Community feedback	Annual meetings not required

<b>Objective 3.2: Good quality community infrastructure and facilities</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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	Review requirements  Review requirements	Project on hold  Quantity Survey undertaken Project on hold

## 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	Detailed Actions
4.1.1	Monitor Warren Shire Council LEP	Document problem issues arising from implementation of LEP.	MHD	Number of reforms to LEP	Monitor LEP operation
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. Inspect Cemetery weekly
		Ensure cemetery is maintained to acceptable standards	MHD	Community feedback	Weekly maintenance at Cemetery
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	Report to Council quarterly



<b>Objective 4.1: Management of the local environment</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
4.1.4	Maintain involvement and support of Catchment Management Authority	Active membership of Water Quality & Salinity Alliance  Implementation of projects	GM / MHD  GM	Attendance at meetings  Number of projects Council involved in	Regular attendance at meetings  Involvement when Project is applicable to Warren

## Our Community's 2022 Environmental Strategies

Objective 4.2: Resource use, waste disposal and management					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	<p>Participate in regional initiatives relating to waste disposal and reduction.</p> <p>Investigate all avenues for recommencement of kerbside recycling</p>	MHD	<p>Future plan for Ewenmar Waste Depot</p> <p>Reduce rate of landfill</p> <p>Re-introduction of recycling</p>	<p>Develop and progress plan for the future of Ewenmar Waste Depot including green waste management</p> <p>Investigate options</p> <p>Investigate options</p>
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	<p>Minimum operations at Mt Foster Quarry</p> <p>All gravel pits inspected prior and after usage</p>

## Our Community's 2022 Environmental Strategies

Objective 4.3: Management of water/wastewater					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	MES	Design and construction on time and within budget.	Works schedule monitored
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	Completion of Restart NSW 357 Projects
		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	100% compliance

## 5. Governance

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

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

### Our Community's 2022 Governance Strategies:

Objective 5.1: A community that partners with Council in decision making					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy to be 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	In conjunction with Interagency
		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	Detailed Actions
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	Review September 2015
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	Website E-mail system Weekly column in paper Rate notices
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	Review September 2015
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	MFA	Reporting on time to auditors, Ministers and the general public.	All statutory reporting undertaken by due dates

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

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		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	Develop standard performance appraisal timeline  Report to Consultative Committee