

# *Warren Shire Council Operational Plan 2017 / 2018*



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

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**Adopted: 29<sup>th</sup> June 2017 – Res No: 166.6.17**



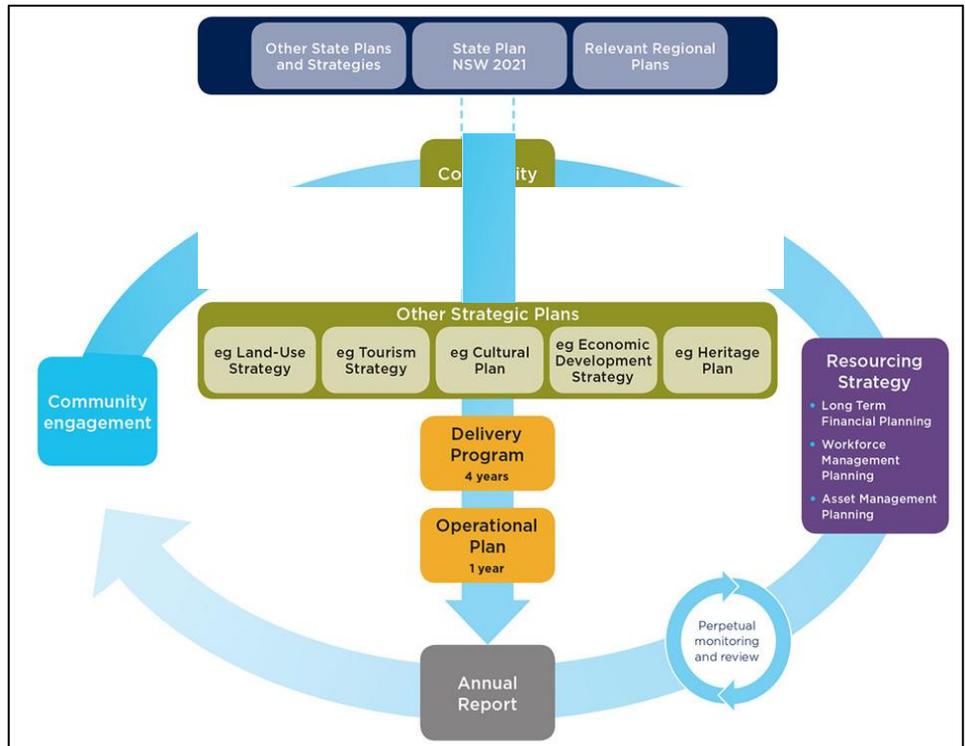


## INTRODUCTION

The Integrated Planning and Reporting framework introduces the Operational Plan 2017/18. This document is part of the following suite of documents and should not be read in isolation.

- Community Strategic Plan “Warren Shire 2027”
- 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 2017/18 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 is also a number of other laws that Council is responsible for enforcing.

### The Council

The elected representatives (Councillors) comprise the governing body of the Council. The role of the governing body is as follows:

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

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

### Councillors

Warren Shire Council consists of 12 Councillors elected by eligible residents and ratepayers within the community and hold office for four years, one of whom is elected each two years by the councillors to serve as Mayor. The role of a councillor is as follows:

- to be an active and contributing member of the governing body,
- to make considered and well informed decisions as a member of the governing body,
- to participate in the development of the integrated planning and reporting framework,
- to represent the collective interests of residents, ratepayers and the local community,
- to facilitate communication between the local community and the governing body,
- to uphold and represent accurately the policies and decisions of the governing body,
- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

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

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

#### **A Ward**

Heather Druce  
Sarah Derrett  
Pauline Serdity

#### **B Ward**

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

#### **C Ward**

Kevin Taylor  
Ron Higgins  
Katrina Walker

#### **D Ward**

Karlene Irving  
Brett Williamson  
Andrew Brewer

### **The Mayor**

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

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

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

## **The General Manager**

The general manager of a council has the following functions:

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

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

The General Manager is responsible for economic development section but, does not have day-to-day responsibility for management of a Department. Reporting to the General Manager are three Department Managers.

### **Manager Finance and Administration**

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

### **Manager Engineering Services**

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

### **Manager Health and Development**

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

### **Management Team**

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

### **Council Functions**

The council holds Ordinary meetings on the fourth Thursday of each month with no meeting in November and the December being the first Thursday unless there is a change required. Such changes are advertised in the local newspapers. The meetings commence at 8.30 am and adjourn for lunch at 1.00 pm. Members of the public are welcome to attend these meetings. Council welcomes meetings with individuals and groups from the community.

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

# ORGANISATIONAL STRUCTURE



## **“Warren Shire 2027”**

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

### **Values -**

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

## 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 2016/17 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 2027”.

### Responsible Officer/Department

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

# 1. Social

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

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

## Our Community’s 2027 Social Strategies:

Objective 1.1: Improve social well-being to offer attractive lifestyle					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.1.1	Local access to essential services and less out-reach of these essential services	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	Regular communication with Interagency and service providers  Meet twice per year with State and Federal members

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

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / MHD	Number of activities	EDO's to communicate with community organisations and produce "What's on"
		Provision of an information package for new residents	GM	Completion/review of package	Supply of packages readily available
		Liaise with Local Aboriginal Communities	GM	Number of activities	Promote combined activities
				Number of meetings	Arrange meetings bi-monthly

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>					<b>Continued</b>
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.1.3	Provide leadership and co-ordination of the Warren Interagency group	Provide Chair & Secretariat	MHD	Production of business paper Number of meetings held	Business papers prepared for meeting every 2 months
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	Information circulated as received

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

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>					<b>Continued</b>
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	Meeting with TAFE and schools on courses available
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Meet with TAFE and Warren schools 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

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

<b>Objective 1.1: Improve social well-being to offer attractive lifestyle</b>					<b>Continued</b>
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community	Assess requests for support for community events	GM	Donation/support provided with council approval	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
1.1.7	Investigate initiatives in attracting and retaining working families	Implementation of actions from Goal 1 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions

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

<b>Objective 1.2: Support young people and encourage their development</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.2.1	Investigate options available looking to develop a solution that can provide leadership and coordination of actions to assist all youth.	Create Community Liaison Committee to develop strategies	MHD	Creation of Committee and number of meetings	Ensure Committee has Youth Membership. Regular reporting to Council.
		EIPP program	MHD	Number/success of projects undertaken	Administer and report on Programs
		Community Builders program	MHD	Number/success of projects undertaken	Administer and report on Programs
1.2.2	Promote to youth Warren facilities and activities available	Address schools on facilities available	MHD	Number of addresses to schools	Arrange address to school assemblies
		Regular media/information releases	MHD	Media feedback and website hits	Monitor and report feedback

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

<b>Objective 1.2: Support young people and encourage their development</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.2.3	Development of traineeship programs to retain youth	<p>Review trainee places in Council structure</p> <p>Develop Indigenous traineeships</p> <p>Liaise with businesses to encourage traineeships</p>	<p>GM</p> <p>GM</p> <p>GM</p>	<p>Review structure</p> <p>Review of previous programs and number of traineeships</p> <p>Presentation to Chambers of Commerce</p>	<p>Monitor Council structure suitability</p> <p>Investigate a more suitable model</p> <p>Undertake regular presentations to Chamber of Commerce. Monitor and record number of recruitments.</p>
1.2.4	Investigate initiatives in creating employment for youth	Liaise with businesses to encourage youth employment	GM	Presentation to Chambers of Commerce	<p>Monitor and record number of recruitments.</p> <p>Undertake regular presentations to Chamber of Commerce</p>

### Our Community's 2027 Social Strategies:

Objective 1.3: Improved health outcomes for the community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
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	Continue existing management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	Monitor the number/type of health service providers

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.4.1	Continually liaise with NSW Police on law and order issues within the community	Regular meetings with local Police	GM	Number of meetings	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.

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

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.4.2	Continually monitor the use of illicit drugs within the community	Regular meetings with local Police	GM	Number of meetings	Meet with the Officer in Charge
		Pass information to Police	GM	Information passed on	Record information from community and pass on to Police
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
		Keep Warren EMPLAN up to date	GM	Review of EMPLAN	Continually review EMPLAN and CMG's
		Co-ordinate LEMC meetings	GM	Hold regular meetings	Minimum 4 per year
		Make available council resources for emergencies	ALL	Provision of resources	Make available Council resources

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

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Monitor land use practices.
		Review LEP	MHD	Update LEP	5 year review of LEP
		Review Development Control Plan	MHD	Update Development Control Plan	5 year review
		Monitor development	MHD	Ensure Develop in line with legislation/ sustainable	Maintain Registers
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

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

<b>Objective 1.4: A safe and clean community</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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.
1.4.7	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Office 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

## 2. ECONOMIC

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

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

### Our Community's 2027 Economic Strategies:

<b>Objective 2.1: Expand existing economic base and diversification into sustainable industries</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	Continue implementation of existing Economic Development Strategy Goal 5 until 2016 Census data released	Implementation of actions from Goal 5 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions

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

<b>Objective 2.1: Expand existing economic base and diversification into sustainable industries</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
2.1.2	Review and update Economic Development Strategy	Reviewed Economic Development Strategy to Council Implementation of Strategies Schedule	GM GM	Adopt reviewed strategy Review and adopt schedules	To Council for adoption Monitor actions from Schedule Report to Economic Development Committee
2.1.3	Implement updated activities of the Strategy's Action Plan	Implementation of strategies schedules	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions

<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 Actions</b>
2.2.1	Continue implementation of existing Economic Development Strategy Goal 6 until 2016 Census data released	Implementation of actions from Goal 6 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions

**Our Community's 2027 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 Actions</b>
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities	Program/costings of works for Streetscape Masterplan	MES	Adoption of program of work for Streetscape Masterplan	Report to each Town Improvement Committee
		Implementation of Streetscape works	MES	Works undertaken	Commence works as/when adopted  Report to each Town Improvement Committee meeting on actions
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Membership of Destination Management Group	GM	Continued membership	Attend regional meetings
		Promotion of Warren Shire	MHD	Participation in advertising campaign	Investigate advertising possibilities
2.2.4	Liaise with RiverSmart in line with Council's Economic Development Strategy	Regular meetings to be held	GM	Number of meetings	Minimum bi-monthly meetings to be held
		Review synergies between various Plans	GM	List of synergies	Develop list with RiverSmart
		Progress synergies	GM	Report on actions	Report to Economic Development Committee on actions

### 3. INFRASTRUCTURE

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

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

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

Objective 3.1: Quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	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

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

<b>Objective 3.1: Quality transport infrastructure</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>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
3.1.4	Maintain and enhance local pathways network to meet the needs of all sections of the community	Maintain existing pathways	MES	Monitor works programs	Regular inspections
		Investigate grant opportunities for new pathways as per Plan	MES	Number of grants submitted	Monitor and apply for all available grants

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

<b>Objective 3.2: Quality community infrastructure and facilities</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>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

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

<b>Objective 3.2: Quality community infrastructure and facilities</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Review requirements	GM / MHD	Review requirements	Review Project
		Redevelop a Concept Plan	GM / MHD	Development of new Concept Plan	Quantity Survey new project
		Undertake developed and adopted Plan	GM / MHD	Project finalisation	Works required

## 4. Environmental

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

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

### Our Community's 2027 Environmental Strategies:

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.1	Monitor Warren Shire Council LEP	Utilise Sub Regional Landuse Strategy in reviewing LEP	MHD	Review 2012 LEP	5 year review
		Document problem issues arising from implementation of LEP.	MHD	Number of reforms to LEP	Monitor LEP operation
4.1.2	Actively participate in the Environment and Waterways Alliance	Active membership of Water Quality & Salinity Alliance	MHD	Attendance at meetings	Regular attendance at meetings
		Implementation of projects	MHD	Number of projects Council involved in	Involvement when Project is applicable to Warren

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

<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>
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	Report to Council quarterly
4.1.4	Maintain involvement and support of Local Land Services (LLS)	Liaise continually with LLS on natural resource management issues	GM / MHD	Number of meetings	Meet with LLS when required

<b>Objective 4.2: Resource use, waste disposal and management</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
4.2.1	Ewenmar Waste Depot – New Management Regime	Development of new management regime and strategy	MHD	Adoption of Plan and Strategies	Finalise Plan and Strategy to Council
		Implementation of Management Plan and Strategies	MHD	Report on actions taken	Report to each Ewenmar Waste Depot Committee meeting on actions

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

<b>Objective 4.2: Resource use, waste disposal and management</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduction in landfill	Investigate options
		Investigate all avenues for recommencement of kerbside recycling	MHD	Re-introduction of recycling	Investigate options
4.2.3	Ensure the efficient and cost effective operation of Council's road making materials (eg. 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	Minimum operations at Mt Foster Quarry  All gravel pits inspected prior and after usage

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

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

<b>Objective 4.3: Management of water/wastewater</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	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
		Continued active membership Lower Macquarie Water Utilities Alliance	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.

### Our Community's 2027 Governance Strategies:

Objective 5.1: A community that partners with Council in decision making					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	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	Implementation of required agreed community actions	Co-ordinate communication with Community Liaison Committee	GM	Report on actions taken	Report to Council and Interagency on actions
5.1.3	Promote timely and quality dissemination of information to the community	Regular community updated by various media	GM	Report on actions taken	Monitor and report to Council
5.1.4	Convey community issues to the Government	Lobby of behalf of the community	GM	Number of communiques	Record and report communiques

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

<b>Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers</b>					
<b>Strategies</b>		<b>Council Delivery Program Actions</b>	<b>Responsible Officer/ Department</b>	<b>Measures</b>	<b>Detailed Actions</b>
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 2017
		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 2017
		To ensure compliance with statutory and regulatory requirements for financial reporting and public	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
		<p>accountability by the due dates.</p> <p>To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.</p>	MFA	Council's financial reporting analysis	Regular reporting to Council
5.2.3	Effective staff training and development processes in place	<p>Review staff training and development</p> <p>To implement systems for performance management and staff review.</p>	<p>ALL</p> <p>ALL</p>	<p>Adoption of Training Plan for individuals following performance appraisals.</p> <p>Review Salary System</p>	<p>Develop standard performance appraisal timeline</p> <p>Report to Consultative Committee</p>