

ANNUAL REPORT
2022/2023



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ABOUT THIS REPORT

The Annual Report is one of the significant points of communication between Council and the community and provides details of our performance for the period 1 July 2022 to 30 June 2023.

The Annual Report provides a comprehensive statement on Warren Shire Council's performance over the past twelve-month period and to identify our achievements in meeting the direction set under the Community Strategic Plan 2035 and our four-year Delivery Program as approved by the community.

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

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

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

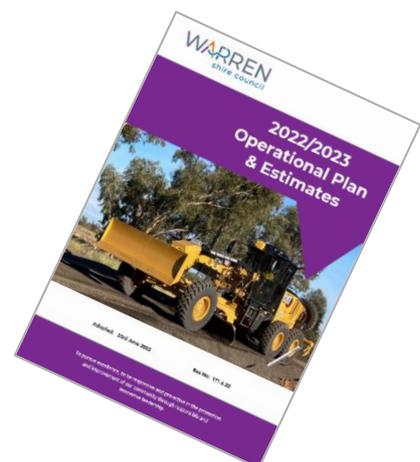
The report demonstrates the breadth of Council's operations and the services provided to the community throughout the year. It also describes how the organisation is governed and managed, including reporting on Council's financial performance.

The Warren Shire Council Annual Financial Statements 2022-2023 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

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

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

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



MESSAGE FROM THE MAYOR

I commend the 2022/2023 Warren Shire Council Annual Report to our ratepayers and residents.

The 2022/2023 year has been dominated by continual flooding in the second half of the calendar year and then dealing with the consequences of that flooding in the first half of 2023, particularly in relation to our road network.

Council had the twin challenges of maintaining the levee which protects the town of Warren and attempting to maintain our road network. We were flood declared five (5) times in the calendar year 2022 with the Macquarie River sitting at or above the nine (9) metre major flood level for much of the second half of the year. Stormwater gates were closed, which then necessitates having pumps and staff in place to deal with rainfall events.



“The 2022/2023 year has been dominated by continual flooding in the second half of the calendar year and then dealing with the consequences of that flooding in the first half of 2023, particularly in relation to our road network.”

Keeping our roads in any sort of reasonable condition was and continues to be an ongoing challenge. Council worked forcefully with the Transport for NSW in keeping the Oxley Highway north of Warren open to local four-wheel drive vehicles during the worst of the flooding. I pay tribute to our staff for facilitating the work required to achieve this over a very extended time frame.

Despite the weather conditions, much has been achieved on the infrastructure front, a detailed list accompanies this report, highlights would include a new amenities building at Noel Waters Oval in Nevertire, the undercover Equestrian Arena at the Showground Racecourse Complex and the much anticipated public toilets in the CBD and at Lions Park.

The Alliance of Western Councils; now comprising of 13 Councils continues to grow in status as an advocate for the large part of rural NSW that we are a part of.

Whilst not a Council project, the opening of the outstanding Warren Museum and Art Gallery in March adds to the quality facilities that we have within the Shire.

Likewise, the passing of the Management of the Warren Family Health Centre in December to the Royal Flying Doctors Service was extremely well received by the community and provides stability in the provision of medical services.

October saw the retirement of our long serving Divisional Manager Finance & Administration, Darren Arthur after 29 years with Council. We thank him for his valuable service.

Funding continues to become available for worthwhile projects. The Federal Government has committed \$5.325M to rehabilitate the Town Levee. The Commonwealth and State Governments announced funding of \$3.9M in total for the rehabilitation of Segments 4-10 of the Nevertire-Bogan Road and \$5.01M for the replacement of the Tenandra and Newe Park Bridges on the Warren Road.

Funding for the repair of flood damaged roads also continues to trickle through, perhaps not quite as quickly as we would like. A detailed list of funds allocated to road works appears within the body of the report.

Looking to 2023/2024 Council envisages the completion of significant amounts of road works, the completion of the Carter Oval Youth Sports Precinct, a new Swimming Pool Amenities Complex, new women's change room facilities at Victoria Oval and a Bird Viewing Platform at Monkeygar Creek.

All of this is aimed at continually improving the Warren Shire Council Local Government Area and supporting our wonderful community.

A handwritten signature in black ink that reads "Milton Quigley". The signature is written in a cursive style.

Milton Quigley
Mayor

OUR YEAR 2022/2023

OUR YEAR IN REVIEW IN CONJUNCTION WITH THE DELIVERY PROGRAM

Warren Shire Council is delivering on its Community Strategic Plan 2035 Commitments

The new Warren Shire Councillors commenced in January 2022 due to the Covid-19 affected Local Government Elections. The new Council developed and finalised the Warren Shire Community Strategic Plan (CSP) 2035 which is a minimum 10-year plan, that drives Council's Delivery Program and Annual Operational Plans.

2022/2023 was a year severely affected by the disastrous flooding of the Macquarie River and creeks, which saw Natural Disaster Declarations for flooding as follows:

- AGRN 1025 – June 2022
- AGRN 1030 – August 2022
- AGRN 1034 – September 2022

These declarations were at the same time as Council was attempting to commence restoration works on its road network for AGRN 960- March 2021 floods and collect and assess the flood damage on the road network from AGRN – 987 November 2021 Event.

(AGRN – Australian Government Reference Number).

Council was also responsible for the emergency operations on the Warren Town Levee on behalf of the State Emergency Service, through the Local Emergency Management Committee with over \$750,000 of emergency costs for this work, together with almost \$174,000 of costs for similar works in November 2021 yet to be reimbursed to Council.

Council thanks the many members of the community who loaned Council their tractors, pumps and other equipment to help pump water out of the leveed town where all stormwater drainage floodgates were closed during the rain storms at the time.

At the same time as the September – December 2022 flooding, Council took over the responsibility for maintaining and operating State Highway 11 – Oxley Highway through Warren Shire under the Roads Maintenance Council Contract (RMCC). This was fortunate, as it allowed Council to manage in conjunction with Transport for NSW and NSW Police the opening and availability of the State Highway network leading in and out of Warren using the experience of local knowledge.

After the challenging time of the floods in late 2022, it was pleasing to be able to celebrate with the most successful Warren Street Christmas Party 2022, that was awarded the Community Event of the Year at the 2023 Australia Day Awards Ceremony.

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

Council's monthly meetings are available online to ensure that access to Council information is available in addition to its monthly newsletter, website and social media platforms.

Council has continued the development works contained within its Master Plans with user groups and the community as part of the overall Village Enhancement Plans for Warren, Nevertire and Collie, Council has been very successful in attracting grant funding and delivering improvements. The village improvements, upgrades to the Warren War Memorial Swimming Pool, development of the Showground/Racecourse and overall improvements to the parks and gardens areas had been identified in the Community Strategic Plan 2035 and have been included in the Delivery Program outcomes.

Council through its staff and with assistance from the Council Committees have developed long term outcomes that are finally being funded and delivered. Many aspects such as the development of the youth precinct at Carter Oval are in progress and have proved extremely successful.

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2023/2024 budget (Operational Plan) process. Council will continue to improve the Carter Oval area, the Warren War Memorial Swimming Pool, the Warren Airport and continue with village

enhancements. The users and the communities shall continue to be involved in these projects and your advice is vital to ensure we meet the communities long term requirements.

Council and its staff have been working hard to attract grant funding for all the projects listed under the CSP and the Master Plans. As at the close of the financial year, Council had signed grant funding agreements for approximately \$40 million over the past five (5) years.

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

- the Showground/Racecourse Redevelopment including the Equestrian Arena;
- Carter Oval Youth Sports Precinct Development including lighting and amenities;
- The villages of Collie, Nevertire and Warren;
- Groundwater augmentation;
- Warren Airport upgrade;
- Public Art on Private Property Mural Program;
- Contributions to village hall upgrades;
- Stafford Street and Nevertire Water Reservoir murals;
- Monkeygar Creek Macquarie Marshes Bird Viewing Platform;
- Warren CBD Toilet, Warren cemetery toilet and walkway structures;
- Ellengerah Road construction;
- Old Warren Road construction;
- Collie-Trangie Road reconstruction;
- Community Events Program;
- Groundwater Augmentation including chlorination systems upgrade;
- Ewenmar Waste Depot improvements;
- Doorways to an Open-Air Library and landscaping;
- Warren Pony Club toilet facilities;
- Warren Racecourse drought proofing and public area fencing;
- Warren War Memorial Swimming Pool amenities and kiosk;
- New female amenities at the Victoria Park Precinct;
- Warren town levee rehabilitation;
- Macquarie Park rehabilitation;
- Warren Road upgrade;
- Flood Restoration Programs for AGRN 960 – March 2021;
- Flood Restoration Programs for AGRN 987 – November 2021;
- Flood Restoration Programs for AGRN - 1025, 1030 and 1034 – June, August and September 2022;
- Betterment of the Dragon Cowal Creek Crossing under the Disaster Risk Reduction Fund;
- Stage 1 and Stage 2 Warren Sewerage Treatment Plant and Pumping Station Development;
- Fixing Local Roads Pothole Repair Round 1;
- Regional and Local Roads Repair Program;
- Fixing Country Roads Round 6 (NSW Government) and Bridges Renewal Program (Commonwealth) for Bridge Replacement on Warren Road;
- Nevertire-Bogan Road rehabilitation under the Fixing Local Roads Round 4; and
- Youth Wellbeing Program.

2022/2023 saw the commencement of the Economic Development and Visitation Office with the appointment of the Economic Development and Visitation Manager, Council taking back over responsibility for the Visitor Information Centre (VIC) from RiverSmart Australia at the Windows on the Wetlands Centre Precinct and the recommencement of a VIC Volunteers Program.

The Women of Warren Shire Program continued with the following women highlighted during the year: Kelly Sinclair, Margaret 'Sis' Lefebvre, Kaye Martin, Jess Taylor, Mary Small, Grace Brennan, Barbara McKay, Janice Hardman and Amanda Thomas.

Council was pleased to announce that the Royal Flying Doctor Service (RFDS) had assumed operation of the Warren Family Health Centre and General Practice from the 15 December 2022, following the announcement earlier in the year that the Rural and Remote Medical Services (RaRMS) would be withdrawing. Council worked hard to ensure there was a successful transition and continuation of medical services for our community.

Council continues to include 'Meet the Team' articles in its monthly Newsletter, so members of the public are aware of many members of Council's staff and what they do and achieve, making sure there is a face to our organisation.

Many of our art and mural programs have been able to come to fruition during the year with the almost completion of our Public Art on Private Property mural series and the Nevertire Water Tower mural complete. Warren Shire is now on the map for our mural program.

Our Sculpture Program is also a highlight at Victoria and Oxley Parks.

Through our hard copy newsletter program, its electronic version, From the Mayor's Desk, Facebook Page, LinkedIn Page and website, Council continues to inform the Warren Shire community of what is happening 'on our roads', with our projects and programs, events and special matters of interest.

Council is also pleased that its Toilet Amenities Program is nearing completion, with works completed or nearing completion on:

- Noel Waters Oval amenities, Nevertire;
- Nevertire Community Park toilet facilities refurbishment;
- Warren Cemetery toilet facilities;
- Lions Park toilet facilities; and
- Warren CBD toilet facilities.

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

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

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

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

Showground/Racecourse Committee – Formed to monitor the operations of the Warren Showground/Racecourse to ensure it provides for the benefit of users of the facility in an efficient manner, reviews and recommends to Council a user's fee structure that is equitable and maximises income to Council, develop and recommend prioritised improvement programs to Council along with potential funding sources and to ensure compliance with any regulation/standard relating to the operation of a licenced racing facility and to report non-compliance to Council. A Sub-Committee was formed to assist Council in determining the operation and management requirements of the new Equestrian Area in conjunction with users.

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

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

Plant Committee – Formed to review Council's 15 Year Plant Replacement Program annually, to make recommendations to Council on plant purchase/replacement, to monitor plant purchases/replacement for plant

under the financial delegations provided to staff, to consider and recommend plant purchases/replacement with an anticipated value in excess of the financial delegations provided to staff, to monitor the performance of Council's plant and to make recommendations to Council on the operations of such plant, to monitor the operations of Mt. Foster Quarry and to review the performance of Council's Extended Flexible Working Hours Agreement and to make recommendations to Council on the operation of such Agreement.

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

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

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

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

Water Conservation Committee – Formed to review the level of water restrictions, the timing and trigger points of water restrictions and communication to the community of water restrictions (now joined with the Warren Water and Sewerage Committee).

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

The Economic Development and Promotions Committee also has a Sub-Committee – Destination Macquarie Marshes Taskforce responsible in assisting Council to develop plans and recommendations relating to future visitation of the Macquarie Marshes and the Warren Street Christmas Party Sub-Committee responsible for the instigation and conduct of the Warren Street Christmas Party if funding is available.

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

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

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

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

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

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

- Warren Interagency Support Services Group;
- Murray Darling Association Region 10;
- Macquarie Flood Mitigation Zone Reference Group;
- Outback Arts Inc. Board;
- Castlereagh Macquarie County Council;
- Country Mayors Association;

- Association of Mining and Energy Related Councils;
- Central-West Orana Renewable Energy Zone Regional Reference Group;
- North Western Library;
- NSW Police Community Safety Precinct;
- Warren Health Action Committee;
- Warren Liquor Accord;
- Alliance of Western Councils;
- Orana Joint Organisation of Councils; and
- Orana Water Utilities Alliance.

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

The following is a summary document of the Delivery Program. The summary has been developed to allow Council and the community to easily view the plan and to see how Council is working to achieve the outcomes.

The plan contains target colours to indicate:

- Green on target;
- Yellow progressing or a minor concern; and
- Red not commenced or a concern.

Delivery Program

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.1.1	Improve ageing, youth and disability services within the community	Review and define existing directory of service providers with a focus on aged care, youth and disability services	GM, MHD , DMFA, Interagency Delegates	Updated Directory	X				In progress.	
		Obtain expressions of interest for at least one care provider to establish satellite office/shop front in Warren	GM, MHD	Satellite office established	X	X	X		No action to date.	
		Provide leadership and work with the Warren Interagency Support Services Group to consider how best to support the Shire's local community services	MHD , Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	
		Host an expo on health services in Warren, including ageing, youth and disability services	MHD , Interagency Delegates	Expo conducted			X		Not applicable.	
		Display list of service providers and their services on media channels (billboard, social media and Council's website)	MHD , Interagency Delegates	Information disseminated	X	X	X	X	In progress.	
1.1.2	Improve health services within the community	Advocate for improved medical services including General practitioners and Allied Health Providers	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X	Ongoing. RFDS commenced providing General Practice Services 15th December 2022.	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Liase with the Warren Multi-Purpose Health Service and other health providers to seek to provide improved health services	Mayor, GM	Meetings conducted	X	X	X	X	Ongoing. Meetings held with RaRMS Health, RFDS, Warren MPHS, WHAC, CEO Western Local Area Health District.	
1.1.3	Improve educational services within the community	Explore enhancements to our library services for our entire community	GM, DMFA, LIB	New services implemented	X	X	X	X	Ongoing. Mondays used for the Outreach Program provided to St Mary's School, Warren Central School, Warren Preschool and Little Possums.	
		Advocate for new and additional educational services	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X	In progress.	
1.1.4	Ensure current and future housing needs for the community are met	Research the status of the local housing market including vacancy rates and current demand	MHD	Research completed	X				In progress. Housing provision in the Orana and Central Darling Report provided by RDA Orana.	
		Research industry and economic forecasts for Warren to gauge projected employment demand and related demand for housing	MHD	Research completed	X				In progress.	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Summarise specific housing needs by category: ✓ short- to medium-term housing opportunities for seasonal workers, visitors and residents ✓ permanent housing opportunities for new residents	MHD	Report prepared	X				In progress.	
		Review the land release timetable for Warren	GM, MHD	Audit of suitable land completed	X				In progress.	
		Amend our Local Environmental Plan (LEP) to enable new housing options to be created (including community housing)	GM, SMT, MHD	LEP amended	X				In progress, currently advertising for any proposed amendments by the community.	
		Promote new housing opportunities to property developers and facilitate future investments	Mayor, GM, SMT	Promotions undertaken	X	X	X	X	In progress, working with Housing Plus to provide an affordable housing opportunity using Council owned public land in Gunningba Estate.	
1.1.5	Work with local Police and the community to ensure that our community is safe	Advocate for an appropriate level of policing services	Mayor, GM	Advocacy strategy rolled out with key meetings conducted	X	X	X	X	In progress, meeting to be arranged with local Sergeant and Inspector.	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Continually monitor and take legal action on the use of illicit drugs within the community	Mayor, GM	Meetings conducted to facilitate actions leading to a reduction in crime and the use of illicit drugs	X	X	X	X	In progress.	
		Provide animal control services to meet the demands of the community	MHD	Reduction in complaints	X	X	X	X	In progress, advertising campaign commenced to educate the community on provision of advice to Council relating to dog complaints.	
1.1.6	Recognise and support our wide range of local community groups	Develop strategies across social, economic and environmental issues	GM, MHD, SMT , MANEX	Strategies developed and implemented	X				Ongoing.	
		Council to meet with local peak indigenous organisations	GM , Mayor, SMT	Regular meetings organised	X	X	X	X	In progress.	
		Council to meet with community peak bodies and stakeholders to build collaborative relationships	GM , Mayor, SMT, MANEX	Regular meetings organised	X	X	X	X	Ongoing.	
1.1.7	Improve transport services within the community	Facilitate the improvement of transport services both within the Shire and those to and from the Shire	GM, DMES, MHD , Interagency Delegates	Increased level of connectivity for residents	X	X	X	X	In progress.	

Objective 1.2: Engage with the community										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.2.1	Maintain ongoing community engagement to instil a strong collaborative environment with the community	Implement Council's Community Engagement Strategy	GM, EDVM, MANEX	Increased engagement with the community	X	X	X	X	Ongoing, Community Engagement Plans enacted for all major projects and programs.	
1.2.2	Support and promote community-based lifestyle and social events	Work with community to support community-based events	GM, EDVM, MANEX	Activities and events supported by Council held	X	X	X	X	Ongoing, major events program enacted.	
		Train and assist community organisations in obtaining grants	EDVM , IPM, MANEX	Grants received by Council and the community organisations	X	X	X	X	Economic Development and Visitation Office and Infrastructure Projects Management Office undertaking assistance within resources constraints.	
1.2.3	Encourage volunteerism within the community	Build a collaborative relationship with community organisations to offer assistance to volunteer organisations	GM, MANEX , Interagency Delegates	Positive feedback from volunteer organisations	X	X	X	X	Ongoing. Grant application arranged for the training of volunteers within several organisations within Warren Shire.	
		Work with the Warren Interagency Support Services Group to encourage volunteerism	MHD , Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	

Objective 1.2: Engage with the community										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.2.4	Ensure that our emergency services organisations are ready to support our community during natural disasters and other emergencies	Assist with the coordination of emergency services, through the Local Emergency Management Committee	GM, Mayor, DMES (LEMO) , MHD, TSM	Efficient coordination of emergency services management	X	X	X	X	Ongoing, LEMC Meeting regularly and providing support to combat agencies. Debrief of the 2022 Floods undertaken (what was done well and areas of improvement).	
1.2.5	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Warren Shire	Build and maintain collaborative relationships with the Warren Local Aboriginal Land Council	GM, Mayor, MANEX	Regular meetings held	X	X	X	X	In progress.	
				Support provided to increase cultural awareness and inclusion	X	X	X	X	Ongoing. New draft Code of Meeting Practice has an appropriate Acknowledgement of Country included.	

Objective 1.3: Support young people and encourage their development										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.3.1	Support programs and services that support and assist young people in our community	Support the Warren Youth Foundation to develop strategies to assist the youth of Warren Shire	MHD, Interagency Delegates	Number of successful projects undertaken	X	X	X	X	Ongoing. Success with Children and Young People Well Being Recovery initiative – Get Fit Get Strong Healthy Minds, which will be complete in July 2023.	

Objective 1.3: Support young people and encourage their development

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.3.2	Promote, to our youth, the facilities and activities that are available to them within the Shire	Address schools on the facilities that are available	MHD	School presentations conducted	X	X	X	X	No action to date, an extensive program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available.	Red
		Promote the facilities and activities available through Council's website, social media and Council newsletters	MHD	Increased usage of facilities and participation in activities	X	X	X	X	Ongoing. An extensive promotional program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available.	Green
1.3.3	Develop traineeship programs to retain youth	Review opportunities to develop traineeships within Council's structure	GM, SMT	Council's structure reviewed	X	X	X	X	Investigations commenced. School Vocational Visits were considered but not progressed at present.	Yellow
		Liaise with businesses and the Warren Chamber of Commerce to encourage traineeships	GM, SMT	Presentations conducted	X	X	X	X	In progress.	Yellow
		Develop indigenous traineeships within the Shire	GM, SMT	Indigenous traineeships developed	X	X	X	X	No action to date. Indigenous traineeship program will be considered in the future for the Visitor Information Centre.	Red

Objective 2.1: Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022	2023	2024	2025	Comment	Target
				/ 2023	/ 2024	/ 2025	/ 2026		
2.1.1 Improve skilled and unskilled employment opportunities to attract and retain young people and working families	Survey the community to ascertain reasons for leaving or staying	GM, SMT, EDVM	Surveys completed	X				In progress.	Yellow
	Survey business owners to ascertain what keeps their young people and what could bring them back	GM, SMT, EDVM	Surveys completed	X				In progress.	Yellow
	Interview business owners who have successfully employed skilled, unskilled and young people	GM, SMT, EDVM	Interviews conducted	X				In progress.	Yellow
	Survey business owners to understand what may have stopped them in attracting and keeping skilled and unskilled people	GM, SMT, EDVM	Surveys completed	X				In progress.	Yellow
	Survey business owners to understand what skills they are missing	GM, SMT, EDVM	Surveys completed	X				In progress.	Yellow
	Collate findings and prepare action plan	GM, SMT, EDVM	Report prepared	X	X			No action to date.	Red
2.1.2 Proactively identify and create new business opportunities and associated investment within the Shire	Facilitate business-led community forums to identify business and investment opportunities	Mayor, GM, SMT, EDVM	Forums held	X	X	X	X	In progress. Initial liaison undertaken with Warren Chamber of Commerce.	Yellow
	Engage with industry bodies and investors to share business and investment ideas	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X	In progress.	Yellow
	Meet with potential businesses and investors to explore opportunities	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X	In progress.	Yellow
	Seek to close out investment opportunities	Mayor, GM, SMT, EDVM	Opportunities completed	X	X	X	X	No action to date.	Red

Objective 2.2: Proactively support the development of tourism as a key industry for the Shire

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022	2023	2024	2025	Comment	Target	
				/ 2023	/ 2024	/ 2025	/ 2026			
2.2.1	Prepare and implement a tourism strategy for the Shire	Prepare a tourism strategy for the Shire with input from the community	GM, SMT, EDVM	Strategy completed	X				In progress. Warren Visitor Economy Consultation undertaken. Consultation group being formulated.	
		Implement the tourism strategy with support from tourism businesses, the community and Government	GM, SMT, EDVM	Strategy implemented	X	X	X	X	In progress. Consultation group being formulated.	
		Prepare a visitor destination management plan for the Shire with input from the community	GM, SMT, MANEX, EDVM	Plan completed	X				In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated.	
		Implement the visitor destination management plan for the Shire with support from tourism businesses, the community and Government	GM, SMT, MANEX, EDVM	Plan implemented	X	X	X	X	In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated.	
2.2.2	Provide and promote sustainable recreation and tourism access to our rivers and marshes	Confirm preferred locations to provide access to rivers for fishing and other recreational activities	GM, SMT, MANEX, EDVM	Locations identified	X	X			In progress. Destination Macquarie Marshes Taskforce facilitated.	
		Develop selected river locations	GM, SMT, MANEX, EDVM	Development complete	X	X	X		In progress. Destination Macquarie Marshes Taskforce facilitated.	

Objective 2.2: Proactively support the development of tourism as a key industry for the Shire

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Actively assist with the maintenance, improvement and expansion of recreational infrastructure at the Macquarie Marshes	GM, SMT, MANEX, EDVM	Support provided	X	X	X	X	In progress. Destination Macquarie Marshes Taskforce facilitated. Burrima Boardwalk Access Road being constructed and Monkeygar Bird Viewing Platform construction soon to commence.	
2.2.3	Develop and deliver a customer service framework for all businesses in our Shire	Research best practice customer service approaches	GM, SMT, MANEX, EDVM	Research completed	X	X			In progress.	
		Host a customer service workshop with local businesses to consider best practice customer service approaches	GM, SMT, MANEX, EDVM	Workshop conducted		X			Not applicable.	
		Facilitate agreement on a customer service framework for all businesses in the Shire	GM, SMT, MANEX, EDVM	Framework agreed		X			Not applicable.	

Objective 2.3: Support the growth and revitalisation of existing and new local businesses

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.3.1	Facilitate the growth of local businesses	Research industry and economic forecasts for Warren	GM, SMT, MANEX, EDVM	Research completed	X				In progress.	
		Research growth strategies adopted by Shires like ours	GM, SMT, MANEX, EDVM	Research completed	X				In progress.	
		Facilitate a business growth working group comprised of business-focussed community groups and individual businesses to: ✓ identify barriers to growth ✓ consider growth opportunities for existing businesses	GM, SMT, MANEX, EDVM	Working group established and operating	X	X			In progress.	
		Facilitate the development and implementation of a business growth strategy	GM, SMT, MANEX, EDVM	Strategy developed and implemented	X	X	X	X	In progress.	
2.3.2	Facilitate improvements in business efficiency for local businesses	Research best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Research completed	X	X			No action to date.	
		Host a business efficiency workshop with local businesses to consider best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Workshop conducted		X			Not applicable.	
		Facilitate the implementation of new business efficiency approaches	GM, SMT, MANEX, EDVM	Efficiency approaches implemented		X	X	X	Not applicable.	

Objective 2.3: Support the growth and revitalisation of existing and new local businesses

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.3.3	Diversify land use options in the Warren CBD to support new business opportunities for the community	Conduct community consultation regarding possible new land uses for the Warren CBD and collate outcomes	GM, SMT, MANEX, EDVM	Community consultation completed	X				Draft CBD Plan to be finished before consultation.	
		Amend our Local Environmental Plan (LEP) where required	GM, MHD , SMT	LEP amended	X				In progress, currently advertising requesting community to advise of any proposed re-zoning.	
		Promote zoning changes to the community	GM, MHD , SMT, MANEX	Promotion undertaken	X	X	X	X	In progress, currently advertising requesting community to advise of any proposed re-zoning.	

Objective 3.1: Provide reliable and accessible connectivity across the Shire

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.1.1	Ensure that the road network is maintained to acceptable community standards	Ensure that our roads are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in the asset management plans	DMES, RIM, APM, FRSPM	Maintenance activities conducted in accordance with good engineering practice	X	X	X	X	In progress however, recent floods and storms have severely affected the road network. Appointment in the future of RIM, APM and FRSPM will progress numerous road construction and maintenance projects.	Yellow
		Actively seek grants from Federal and State Governments	DMES, RIM, APM, FRSPM	Increased level of grant funds obtained	X	X	X	X	Ongoing – see grant applications reported to Council.	Green
3.1.2	Advocate for reliable telecommunications services throughout the Shire	Collate local data to demonstrate the importance of having reliable telecommunications networks throughout the Shire including: ✓ Mobile phone networks ✓ Data networks	GM, SMT	Report prepared	X				Constant contact with Telstra.	Yellow
		Lobby relevant Government Ministers and Departments to advocate for improved telecommunications infrastructure	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	In progress however, submissions seem to be not working.	Yellow
3.1.3	Ensure that the Shire is well positioned to rapidly adopt new, modern energy technologies as they emerge	Monitor trends in the energy supply sector, particularly with respect to renewable energy	GM, SMT	Research conducted	X	X	X	X	Program of solar panel installation on/in Council facilities complete. Further works including EV charging stations and batteries subject to grant funds.	Green

Objective 3.1: Provide reliable and accessible connectivity across the Shire

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Lobby the Government, energy authorities and energy providers to ensure that Warren Shire is included in the Central-West Orana Renewable Energy Zone with improved high-voltage connectivity	Mayor, GM	Meetings conducted and submissions made	X	X	X	X	Now not possible.	
3.1.4	Advocate for improved rail access to Warren	Lobby relevant Government Ministers and Departments to advocate for improved rail access to Warren	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	In progress, advice provided to Local State Member.	

Objective 3.2: Provide sustainable infrastructure for the community

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.2.1	Maintain community assets (swimming pools, library, council buildings, parks, gardens, reserves, cemeteries, aerodrome, stormwater, water and sewer infrastructure) to acceptable community standards	Conduct community consultation regarding community assets	GM, SMT, MANEX , MHD, IPM, TSM	Community consultation completed	X	X	X	X	Ongoing, constant monitoring of complaints and actions required.	
		Ensure that community assets are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in our asset management plans	DMES, MHD , TSM	Maintenance activities conducted	X	X	X	X	Ongoing, follow-up processes in place.	
		Actively seek grants from Federal and State Governments	GM, SMT, MANEX , TSM, IPM, LM	Increased level of grant funds obtained	X	X	X	X	Ongoing – see grant applications reported to Council.	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.2.2	Ensure that the Warren levee continuously remains fit for purpose	Undertake a regular renewal and repair program for the Warren levee	DMES, TSM	Renewals and repairs completed	X	X	X	X	Ongoing with Project Management Team formulated.	
		Actively seek grants from Federal and State Governments	DMES, TSM	Grant funds obtained	X	X	X	X	In progress. Project Management Team finalising funding from both the State and Commonwealth Governments.	

Objective 3.3: Proactively manage our infrastructure assets										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.3.1	Adopt comprehensive and practical asset management plans that support, and are supported by, our long-term financial plans	Prepare asset management plans for each class of asset	DMFA, DMES, MHD, TSM, RIM, APM, FRSPM	Plans adopted by Council	X	X	X	X	In progress for Roads, Water and Sewer however, delayed until appointment of new APM.	
		Ensure that plans are integrated with our long-term financial plans	DMFA, APM	Plans completed	X	X	X	X	In progress.	
		Ensure that operations, maintenance, capital renewal and capital expansion activities are undertaken in accordance with the asset management plans	DMES, MHD, TSM, RIM, APM, FRSPM, IPM	Programs in place	X	X	X	X	In progress.	

Objective 3.3: Proactively manage our infrastructure assets										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Capture accurate and complete asset condition data regularly	DMES, MHD, TSM, RIM, APM, FRSPM	Condition assessments undertaken	X	X	X	X	In progress, Confirm Asset Management System yet to be fully implemented. Reflect will be used for the management of the road network including RMCC. Delayed until appointment of new APM.	
		Actively seek grants from Federal and State Governments	DMES, MHD, TSM, RIM, APM, FRSPM, IPM	Increased level of grant funds obtained	X	X	X	X	Ongoing – see grant applications reported to Council.	
3.3.2	Maintain a well-resourced team of infrastructure staff to ensure that our infrastructure needs are met	Ensure infrastructure staff are appropriately experienced and qualified to adequately maintain and improve infrastructure	GM, SMT, RIM, APM, FRSPM, TSM, IPM	Experienced and qualified staff	X	X	X	X	In progress. Appointment in the future of RIM, APM and FRSPM will ensure the team is well resourced to progress numerous road construction and maintenance projects.	

Objective 3.4: Revitalise the Warren, Nevertire and Collie streetscapes

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.4.1	Continually upgrade streetscapes in Warren, Nevertire and Collie to create attractive places to live and to visit	Finalise investigation, design and implementation of the upgrading of the Warren CBD streetscape	GM, DMES	Design and implementation completed	X	X	X	X	In progress, final draft plan to be finalised. Milling and AC work in Dubbo Street and other Warren town streets to be undertaken in late June, early July 2023.	
		Continue consultation with the Warren, Nevertire and Collie communities on possible future streetscape improvements	DMES	Consultation program instigated	X	X	X	X	In progress.	

Objective 4.1: Manage the impact of climate change on our local community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.1.1	Work with appropriate agencies to proactively address the local impacts of climate change	Actively participate in Macquarie Floodplain Management Committee	Mayor, GM	Meetings attended	X	X	X	X	Ongoing, active involvement by both the Mayor and General Manager.	
		Actively participate in the Central West Councils Environment and Waterways Alliance	MHD	Meetings attended	X	X	X	X	Ongoing, active involvement.	
		Respond to climate-driven regulatory changes that impact our community	GM, MHD, DMES, RIM, APM, FRSPM, TSM	New initiatives implemented	X	X	X	X	In progress.	
		Lobby Government to pipe the Albert Priest channel	Mayor, GM	Pipe installed	X	X			Ongoing, submissions continue to be provided.	
		Amend our Local Environmental Plan (LEP) to enable Council to better manage the impact of solar farms on our agricultural land and our community	GM, SMT, MHD	LEP amended	X				Ongoing, currently advertising for the community to advise of any proposed re-zoning	
		Review our Consequence Management Guides under our Local Emergency Management Plan	GM, DMES (LEMO), MHD, TSM	Review completed	X	X	X	X	In progress however, CMG's are the responsibility of the relevant combat agencies, Local Emergency Management Plan to draft stage.	
		Update our Local Emergency Management Plan to take into account the impact of climate change	GM, DMES (LEMO), MHD, TSM	Plan updated		X			In progress, early due to timing with Local Emergency Management Plan to draft stage.	

Objective 4.1: Manage the impact of climate change on our local community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.1.2	Encourage the local community to embrace sustainable living and business practices	Provide the community with access to education, information and activities that promote sustainable living and business practices	MHD	Information delivered	X	X	X	X	In progress. Solar energy information will be provided through the Warren Chamber of Commerce and the Economic Development and Promotions Committee using a consultant.	

Objective 4.2: Proactively manage environmental-based assets for the community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.2.1	Sustainably manage the Shire's limited water resources	Assist with the education of landowners on the role and activities of the Natural Resources Access Regulator	MHD	Educations programs completed	X	X	X	X	No action to date.	
		Lobby the Government to increase the capacity of the Burrendong dam	Mayor, GM	Submissions made	X	X	X	X	In progress, submissions including for the Macquarie Castlereagh Regional Water Strategy.	
4.2.2	Ensure that our town water usage complies with our licenced allocations	Monitor water usage to ensure that extraction limits are not exceeded	DMES, TSM	Water usage remains within our limits	X	X	X	X	Ongoing, constant reporting.	
		Investigate the installation of smart meters	DMES, TSM	Investigation undertaken		X			Not applicable.	

Objective 4.2: Proactively manage environmental-based assets for the community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Educate the community on sustainable water usage	DMES, TSM	Education program delivered	X	X	X	X	No action to date, plenty of water about.	
4.2.3	Provide Warren and the villages of Nevertire and Collie with an adequate and safe water supply that is appropriately priced for all consumers	Maintain and renew our water supply network in accordance with our water supply network asset management plan	DMES, TSM	Adherence to asset management plans	X	X	X	X	Ongoing, including the provision of funding for bore replacement refurbishment works and pumps. Replacement of Telemetry System in progress.	
		Comply with current best practices for water supply networks	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing.	
		Upgrade the chlorination systems at Warren, Nevertire and Collie to best practice levels	DMES, TSM, IPM	Chlorination systems installed	X				Ongoing, Council has received final grant approval from NSW Government and works in progress.	
		Remain actively involved in the Orana Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing, active involvement.	
4.2.4	Provide Warren and the village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is	Maintain and renew our sewerage network services in accordance with our sewerage network asset management plan	DMES, TSM	Sewerage network renewed and maintained	X	X	X	X	Ongoing, new Sewerage Treatment Works and Pump Station operational November 2022. Replacement Telemetry System in progress.	

Objective 4.2: Proactively manage environmental-based assets for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
	appropriately priced for all consumers	Comply with current best practices for sewerage systems	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing.	
		Remain actively involved in the Orana Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing, active involvement.	
4.2.5	Ensure that our stormwater drainage system remains effective	Maintain our stormwater drainage assets in accordance with our stormwater drainage asset management plan	DMES, TSM	Adherence to asset management plan	X	X	X	X	Ongoing.	
		Install stormwater quality improvement devices (SQIDs)	DMES, TSM	Funding approved and devices installed		X	X	X	Not applicable and subject to grant funding.	

Objective 4.3: Provide a sustainable waste management service for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.3.1	Reduce the rate of landfill through appropriate waste minimisation and waste collection processes	Participate in regional initiatives relating to the reduction of waste deposited in our landfill facilities	MHD	Reduction in waste deposited in our landfill facilities	X	X	X	X	Ongoing.	
		Investigate and implement improved waste collection and waste processing processes	MHD	New improved processes implemented	X	X	X	X	No action to date.	

Objective 4.3: Provide a sustainable waste management service for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Implement the Ewenmar Waste Depot Management Regime, Strategies and Plan	MHD	New Management Plan implemented	X				In progress, excavator and equipment purchased, other works delayed due to wet weather, but now have commenced.	
4.3.2	Introduce new sustainable waste management practices for both green waste and recyclable materials	Investigate and implement improvements in green waste processing	MHD	New green waste processing implemented	X	X	X	X	No action to date.	
		Investigate and implement new uses for processed green waste	MHD	New uses for processed green waste identified and utilised	X	X	X	X	No action to date.	
		Investigate and implement state of the art recycling initiatives	MHD	New recycling initiatives introduced	X	X	X	X	No action to date.	

Objective 4.4: Support environmentally sustainable land management practices										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.4.1	Actively manage noxious weeds	Apply the weed management guidelines of the Castlereagh Macquarie County Council (CMCC) to land that Council manages	DMES, MHD, TSM, RIM, APM, FRSPM	Guidelines adhered to	X	X	X	X	In progress, particularly following reports.	
		Assist in promoting and endorsing the CMCC guidelines to landowners	MHD	Guidelines promoted and endorsed	X	X	X	X	Ongoing, Council monthly newsletter now being utilised and some program signage installed.	

Objective 4.4: Support environmentally sustainable land management practices

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.4.2	Actively manage pests	Continually liaise with Local Land Services (LLS) to ensure that current pest management initiatives are undertaken on land that Council manages	DMES, MHD, TSM, RIM, APM, FRSPM	Initiatives undertaken when requested by LLS	X	X	X	X	Ongoing.	
4.4.3	Ensure that crown land is managed using environmentally sustainable principles and practices	Continually liaise with Government to ensure that Council maintains the crown land under its management in an environmentally sustainable way	DMES, MHD, TSM	Environmentally sustainable management achieved	X	X	X	X	In progress with Plan of Management in train however, consultant is causing delays.	
4.4.4	Preserve and protect endangered ecological communities (EEC) of native plants, animals and other organisms living in unique habitats within the Shire	Liaise with Government and other agencies to remain apprised of the latest legislation and initiatives concerning the preservation and protection of endangered ecological communities	DMES, MHD, TSM, RIM, APM, FRSPM	Current EEC legislation and initiatives understood	X	X	X	X	Ongoing.	
		Implement preservation and protection initiatives as required	DMES, MHD, TSM, RIM, APM, FRSPM	Processes implemented	X	X	X	X	Ongoing.	
4.4.5	Sustainably manage Council's road-making materials and storage sites (gravel, sand, loam pits and roadside stockpile sites)	Regularly monitor the safety and operations of gravel, sand and loam pits and roadside stockpile sites to ensure high environmental standards are adhered to	DMES, RIM, APM, FRSPM, WHS/RC	Monitoring in progress and actions undertaken	X	X	X	X	In progress, gravel pit investigation to be undertaken.	
		Redevelop and implement the Quarry Safety Management Plan	DMES, RIM, APM, FRSPM, WHS/RC	Plan in place	X				In progress.	

Objective 5.1: Ensure strong engagement and collaboration with the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.1.1	Undertake regular community engagement activities as per the Community Engagement Strategy	Complete all community engagement activities outlined in the Community Engagement Strategy	Mayor, GM, SMT, MANEX	Strong community engagement	X	X	X	X	Ongoing, Community Engagement Plans enacted for all major projects/programs. Was much harder without a local paper. Now local paper recently recommenced.	
5.1.2	Provide training to the community on making grant applications	Disseminate grant opportunities to the community	GM, SMT, MANEX , IPM , EDVM	Grant opportunities promoted	X	X	X	X	Ongoing, by the Infrastructure Projects Management Office and Economic Development and Visitation Office.	
		Train community members and community groups on best practice grant preparation	EDVM	Number of successful grants	X	X	X	X	Minimum level of progress by Infrastructure Projects Management Office. Now with the appointment of the Economic Development and Visitation Manager preparation for this training has commenced.	
5.1.3	Promote Warren Shire Council to wide audiences both within	Prepare and implement community engagement plans	Mayor, GM, SMT, MANEX , EDVM	Plans completed and implemented	X	X	X	X	Ongoing, Community Engagement Plans enacted by all major projects/programs.	

Objective 5.1: Ensure strong engagement and collaboration with the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
	the Shire and externally	Promote Council through websites, social media and other relevant promotional channels (print and online)	Mayor, GM, SMT, MANEX, EDVM	Increased positive image of Council	X	X	X	X	Ongoing through newsletters, Community Room Display Screen, Facebook posts, website, LinkedIn etc.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.2.1	Ensure that this strategic planning framework becomes an integral part of our operating culture	Adopt all delivery programs from this strategic planning framework	GM, SMT, MANEX	Strategic planning framework imbedded within Council operations	X	X	X	X	In progress. Responsibilities being communicated however, with the appointment of RIM, APM, FRSPM responsibilities will be further communicated.	
5.2.2	Proactively manage known compliance risks	Review our compliance risk register	GM, SMT, MANEX, WHS/RC	Number of non-compliance notices	X	X	X	X	Ongoing.	
		Implement actions to mitigate against known compliance risks	GM, SMT, MANEX, WHS/RC	Number of non-compliance notices	X	X	X	X	Ongoing.	
5.2.3	Seek new sources of income for Council	Implement the Road Maintenance Council Contract (RMCC) from the State Government for the maintenance of Government-owned roads	GM, DMES, RIM, APM, FRSPM	Successful delivery of contract maintenance and improvement works	X	X	X	X	Ongoing.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Apply for private works contracts with local businesses, landowners and the community	DMES , RIM, APM, FRSPM, TSM	Contracts in place	X	X	X	X	Ongoing.	
		Reassess Council's schedules of rates, fees and charges	GM, SMT, DMFA , DMES, MHD, MANEX	New schedules confirmed	X	X	X	X	Ongoing.	
		Review Council's investment management strategies	DMFA	New strategies developed and implemented	X	X	X	X	Ongoing.	
		Continually review and seek grant opportunities	GM, SMT, MANEX , MHD, RIM, APM, FRSPM, TSM, IPM	Grants won	X	X	X	X	Ongoing – see successful grant applications reported to Council.	
5.2.4	Explore partnerships with others to share costs	Create partnerships with Government, businesses and NGOs to create shared services agreements	Mayor, GM, SMT, MANEX	Shared services agreements in place	X	X	X	X	Ongoing.	
5.2.5	Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible	Utilise and maintain the VendorPanel procurement and contract management system	GM, SMT, MANEX	VendorPanel actively used	X	X	X	X	Ongoing.	
		Train staff in procurement and contract management practices	GM, SMT, MANEX	Staff trained	X	X	X	X	In progress, grant application for training of staff responsible for procurement arranged.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Promote opportunities for local businesses to provide services to Council	GM, SMT, MANEX	Community and businesses informed	X	X	X	X	Ongoing, VendorPanel constantly advertised.	
5.2.6	Embrace a team centred culture of continual improvement to improve operational efficiency	Consult with the community to agree on the levels of service it requires from Council	GM, SMT, MANEX	Levels of service agreed	X	X	X	X	No action to date.	
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Positive staff surveys	X	X	X	X	In progress.	
		Embrace the use of new technology to support our processes	GM, SMT, MANEX	Processes improved	X	X	X	X	Ongoing, 2023/2024 Estimates contains a budget allocation for the commencement of an ICT Strategic Improvement Program.	

Objective 5.3: Support our people to provide high-quality services to the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.3.1	Provide effective training and development of our staff	Review our staff evaluation and goal-setting processes to incentivise staff	GM, SMT, MANEX	Updated staff evaluation process	X				Ongoing.	
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress.	
		Provide career path opportunities to incentivise staff and to improve business continuity	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress.	

Objective 5.3: Support our people to provide high-quality services to the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Implement a tailored training and development program for each member of staff	GM, SMT, MANEX	Staff reviews completed	X	X	X	X	In progress.	Yellow
		Implement formal flexibility working arrangements for staff	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress.	Yellow
		Review our salary system against current best practice	GM, SMT, MANEX	Updated salary system	X	X	X	X	No action to date.	Red
5.3.2	Create a productive and cooperative working environment for Councillors to support their governance responsibilities	Train Councillors on their roles and responsibilities	GM, SMT	Programs delivered	X	X	X	X	Ongoing.	Green
		Provide Councillors with community leadership opportunities	GM, SMT	Opportunities provided	X	X	X	X	Ongoing.	Green
		Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making	GM, SMT, MANEX	Reports and information delivered	X	X	X	X	Ongoing.	Green
5.3.3	Ensure a quality customer service focus by customer staff	Promote quality customer service approaches to all Council employees	GM, SMT, MANEX	Customer service training implemented	X	X	X	X	In progress, investigation commenced.	Yellow
		Obtain community feedback on Council's customer service	GM, SMT, MANEX	Increased customer satisfaction	X	X	X	X	No action to date.	Red

Objective 5.4: Collaborate with external parties to capture new opportunities for the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.4.1	Obtain new development funds from developers to support the provision of improved infrastructure services	Arrange through negotiations Planning Agreements with developers	GM, SMT, MHD	Planning Agreements implemented	X	X	X	X	No action to date, currently not applicable.	
		Negotiate with major developers to obtain new development funds	GM, SMT, MHD	Negotiations completed	X	X	X	X	No action to date, currently not applicable.	
		Allocate additional funds to the provision of new infrastructure and services for the community	GM, SMT, MHD, MANEX	Fund allocated	X	X	X	X	No action to date, currently not applicable.	
5.4.2	Lobby the State Government to reduce the amount of cost shifting, from Government to Council, for the provision of community services	Develop and implement a lobbying plan for cost shifting reduction measures	Mayor, GM	Lobby plan developed and implemented	X	X	X	X	Ongoing.	
		Obtain the support of other local Councils and the Alliance of Western Councils	Mayor, GM	Support obtained	X	X	X	X	Ongoing.	
		Meet with relevant State Government Ministers and Departments	Mayor, GM	Meetings conducted	X	X	X	X	Ongoing.	
5.4.3	Actively seek external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community	Meet with community groups to consider the support that they might require to develop new community services and amenities	GM, SMT, MANEX	Meetings conducted	X	X	X	X	Ongoing.	
		Facilitate the development of a plan to target and engage with potential support providers	GM , SMT, MANEX	Plan developed and implemented	X	X	X	X	No action to date.	
		Facilitate meetings between the potential support providers and our community groups	GM , SMT, MANEX	Meetings conducted	X	X	X	X	No action to date.	

ACTIVE GRANTS FROM PREVIOUS YEARS CARRIED INTO 2022/2023

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

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
New Sewerage Treatment Plant	Construction of a new Sewerage Treatment Works (STW). Construction of a new Sewer Pump Station in Gillendoon Street to replace the existing SPS 2. Construction of a new Rising Main from this new SPS to the new STW's.	3,050,000	3,150,000 (Partial loan funds)
Cricket Legacy	Installation of cricket practice nets and construct turf wicket at the Carter Oval Youth Sports Precinct.	125,000	0
Ewenmar Waste Facility Transfer Station	Construction of a delivery receive platform to enable the greater segregation of waste.	155,658	212,255
NSW Showgrounds Stimulus Program Round 2C	<ul style="list-style-type: none"> - Replace male & female amenities in cattleman's & horse sports camping area - Renovate male toilets at main pavilion - Install new septic receive tank for main pavilion toilets - Renovate toilet block at centre arena - Install new septic receive tank at centre arena toilets with grease trap for canteen waste disposal - Re-level all concrete and asphalt floors in all pavilions - Re-fence showground perimeter with exclusion fencing. 	765,000	0
NSW Showgrounds Stimulus Program Round 2B	Upgrade of the electrical facilities including switchboards, campgrounds and relocate cattle yards.	230,000	0
MDB Economic Development Program Round 3 – Murals Water Tower and Reservoir Art	Stafford Street water tower Mural Nevertire Water Reservoir Mural Public art on private property murals (Warren, Nevertire and Collie)	250,000	0
MDB Economic Development Program Round 3 – Carter Oval Lighting Project Stage 2	4 lighting towers and LED lights	500,000	0
MDB Economic Development Program Round 3 – Monkeygar Creek Macquarie Marshes Bird Viewing Platform	Construction of a bird viewing platform Construction of a carpark	500,000	0

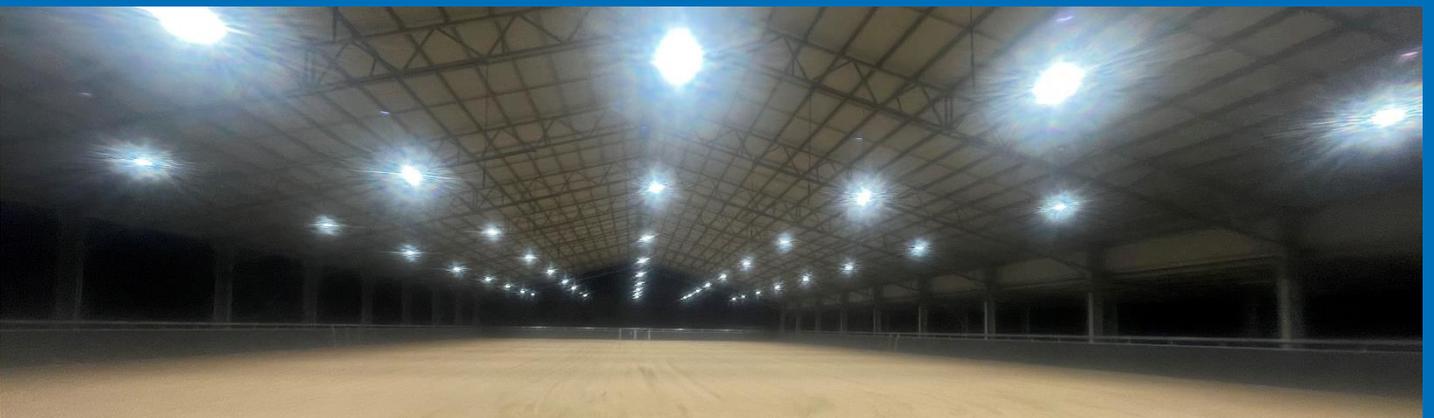
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
MDB Economic Development Program Round 3 – Showground and Racecourse Improvement	Disabled toilets – GBS Falkiner Lounge Replace doors Paint and refurbish Grandstand Grandstand stairway access improvement 'All Access' pathway from lower bar area to GBS Falkiner lounge	250,000	0
State Library of NSW	Improve access to the entrance of the library and create an Open-Air library space for the benefit of the community.	315,123	6,400
Stronger Country Community Fund – Round 4	Supply and construct a new canteen, amenities and storage building at Carter Oval.	671,000	0
Crown Reserves Improvement Fund Program	Construction of a toilet facility in the Warren Pony Club Facility.	79,705	0
Crown Reserves Improvement Fund Program	The replacement /refurbishment of the female toilets in the main arena area.	54,545	0
Regional Racecourse Stimulus Funding Program 2022	Drought-proofing project and public area fencing.	272,727	0
Ellengerah Rd (SR64)	Funded via NSW Government Fixing Local Roads grant programme Round 3. Rehabilitate Pt Segments 24 and 26 of Ellengerah Road.	634,762	211,587 (LR&CIP Funding)
E-Planning Portal Set Up	Office and meeting room set up.	50,000	0
Old Warren Rd (SR65)	Funded via NSW Government Fixing Local Roads grant programme Round 3. Rehabilitate Segment 26, 28 and Part 30 of Old Warren Road.	1,259,960	296,147 (LR&CIP Funding)
	Total previous years grants:	18,760,299	4,985,389



Carter Oval Youth Sports Precinct Turf Laying - Photo Credit: Jenna Clarke



Warren Showground/Racecourse Complex Improvements



GRANTS RECEIVED IN 2022/2023

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Central West Catchment Management - Water Quality and Salinity Alliance	Co-funding to provide upgraded walking trail access on the western side of the Oxley Highway of Tiger Bay.	4,545	4,545
Resilience NSW	Warren town levee emergency works, 1,200 tonnes of Mt Foster Quarry - 600mm rock installed downstream of Lions Park	80,000	0
Natural Disaster Funding – Emergency Work – AGRN 960	Emergency repair works on both local and regional roads because of damage caused from the March 2021 flood event.	425,348	35,370
Natural Disaster Funding – Emergency Work – AGRN 987	Emergency repair works on both local and regional roads because of damage caused from the November 2021 flood event.	439,615	36,330
Natural Disaster Funding – Immediate Reconstruction Work – AGRN 987	Immediate reconstruction works on Ellengerah Rd (SR 64) because of damage caused from the November 2021 flood event.	241,591	0
Collie-Trangie Rd (RR347) REPAIR GRANT	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 18 of Collie-Trangie Road.	400,000	400,000 (Regional Road Block Grant)
Regional NSW - Reconnecting NSW Community Events Program	5 Events hosted by Community Organisations; these are as follows: <ul style="list-style-type: none"> - Burrima Walkway Grand Opening -Macquarie Wetlands Association; - Far West Schools Ramsay Championship – NSW Rugby Union - Celebration of Warren Youth Festival – Warren Youth Support Group Incorporated. - Sing Warren – Warren Chamber Music Festival; - Golden Oldies Game Day – Gilgandra Cricket Association; - Christmas Street Party Celebrations 2022 – Warren Shire Council - Winning the Community Event of the Year in the 2023 Australia Day Awards. 	119,826	0
NSW Severe Weather and Flood ARGN 1025	Warren Town Levee Remediation	887,500	0
NSW Severe Weather and Flood ARGN 1025	Macquarie Park Restoration	112,500	0
Office of Sport	Female Friendly Community Sports Facilities and Lighting Upgrades at Victoria Park Precinct.	500,000	0

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Stronger Country Communities Fund (SCCF) Round 5	Upgrading of Amenities, Changerooms, Canteen and Club House Facilities – Warren Swimming Pool.	856,903	0
NSW Office of Sport	Sports Defibrillators – (3) Three new defibrillators in the following Locations: Carter Oval Amenities Building, Warren Tennis Club and Collie Tennis Club	7,335	0
Office of Regional Youth – Children and Young People Wellbeing Recovery Initiative – Large grants	Get Fit, Get Strong, Free your Mind Program for Warren youth aged 12-25.	39,249	0
Far West and Western NSW Local Health Districts Public Health Unit	National Japanese Encephalitis Virus (JEV) response plan funding “Buzz-Off Education Campaign	26,000	0
Local Roads and Community Infrastructure Round 02 and Fixing Local Roads Round 2	Ellengerah Road Construction	1,721,176	0
	Old Warren Road Construction	1,976,093	0
Local Roads and Community Infrastructure Round 03	Old Warren Road Sealing	123,840	0
	Nevertire Bogan Road – Reconstruction	876,160	0
	Warren Sporting and Cultural Centre – sound mixer system and external speakers	14,500	0
	Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, upstairs disabled toilet construction	40,000	0
	Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, second tier retaining wall replacement and concrete path work to allow disabled access	40,000	0
	Warren Solar panels installation on Council facilities, improvement to community facilities, Council Administration Centre, Works Depot, Ellengerah Road Pumping Station, Library and Warren Sporting and cultural centre	125,000	16,000
	Warren Showground Racecourse Equestrian Arena, improvements to community facilities	95,944	0
	Total grants received in 2022/2023:	9,153,125	492,245
	Total of all grants:	27,913,424	5,477,634

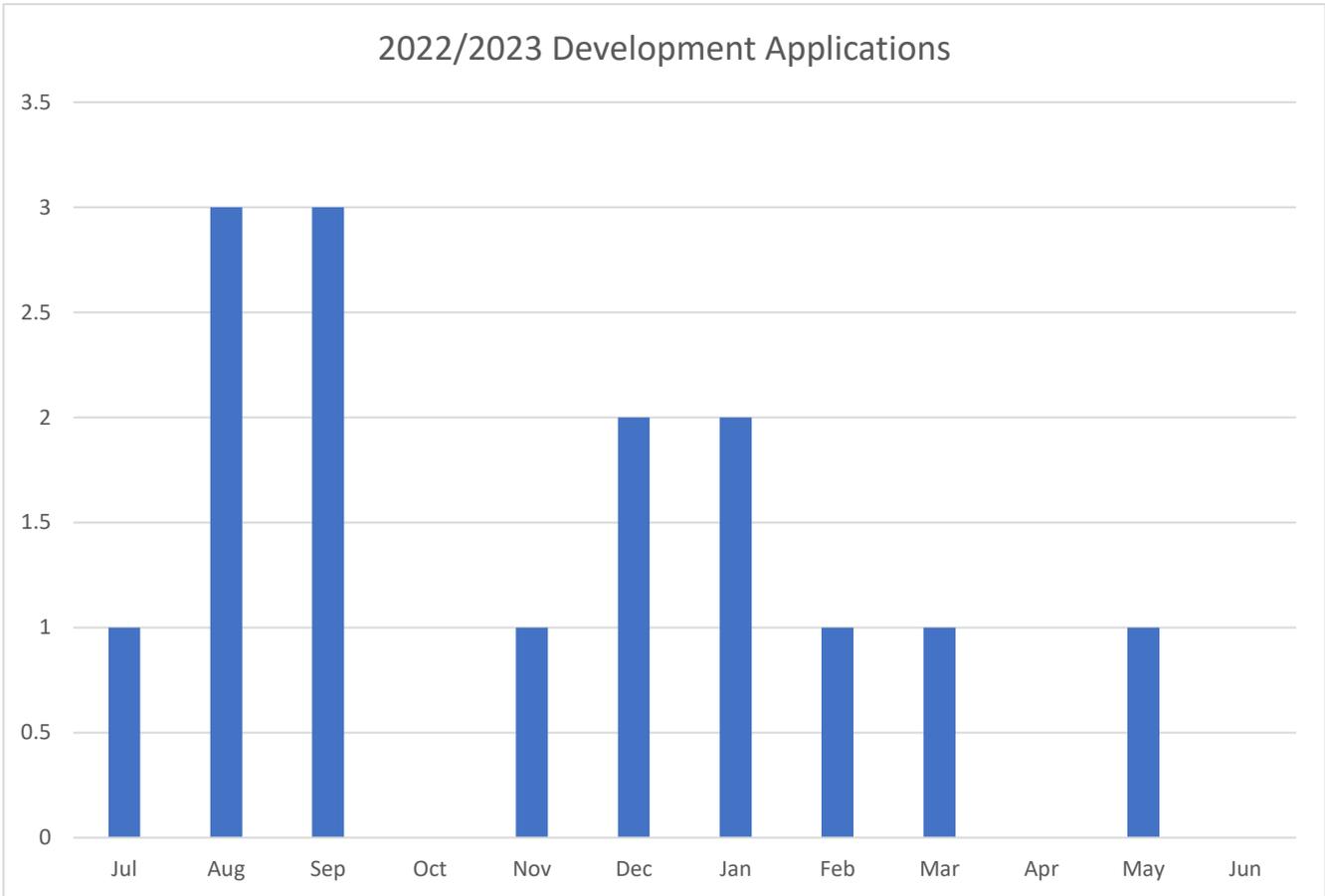
COMPLETED GRANTS IN PERIOD 2022/2023

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
E-Planning Portal Set Up	Office and meeting room set up.	50,000	0
Resilience NSW	Warren town levee emergency works, 1,200 tonnes of Mt Foster Quarry - 600mm rock installed downstream of Lions Park	80,000	0
Collie-Trangie Rd (RR347)	Funded by 2022/23 REPAIR grant from NSW Transport. Rehabilitate Segment 18 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme, Round 2. Rehabilitate Segment 20 of Ellengerah Road and LR&CIP Funding.	846,349	0
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme Round 2. Rehabilitate Segment 26, 28 and Part 30 of Old Warren Road and LR&CIP Funding.	1,556,107	0
Natural Disaster Funding – Emergency Work – AGRN 960	Emergency repair works on both local and regional roads because of damage caused from the March 2021 flood event.	425,348	35,370
Natural Disaster Funding – Emergency Work – AGRN 987	Emergency repair works on both local and regional roads because of damage caused from the November 2021 flood event.	439,615	36,330
Natural Disaster Funding – Immediate Reconstruction Work – AGRN 987	Immediate reconstruction works on Ellengerah Rd (SR 64) because of damage caused from the November 2021 flood event.	241,591	0
MDB Economic Development Program Round 3 – Murals Water Tower and Reservoir Art	Stafford Street water tower Mural Nevertire Water Reservoir Mural Public art on private property murals (Warren, Nevertire and Collie)	250,000	0
MDB Economic Development Program Round 3 – Carter Oval Lighting Project Stage 2	4 lighting towers and LED lights	500,000	0
MDB Economic Development Program Round 3 – Showground and	Disabled toilets – GBS Falkiner Lounge Replace doors; Paint and refurbish Grandstand; and Grandstand stairway access improvement	250,000	0

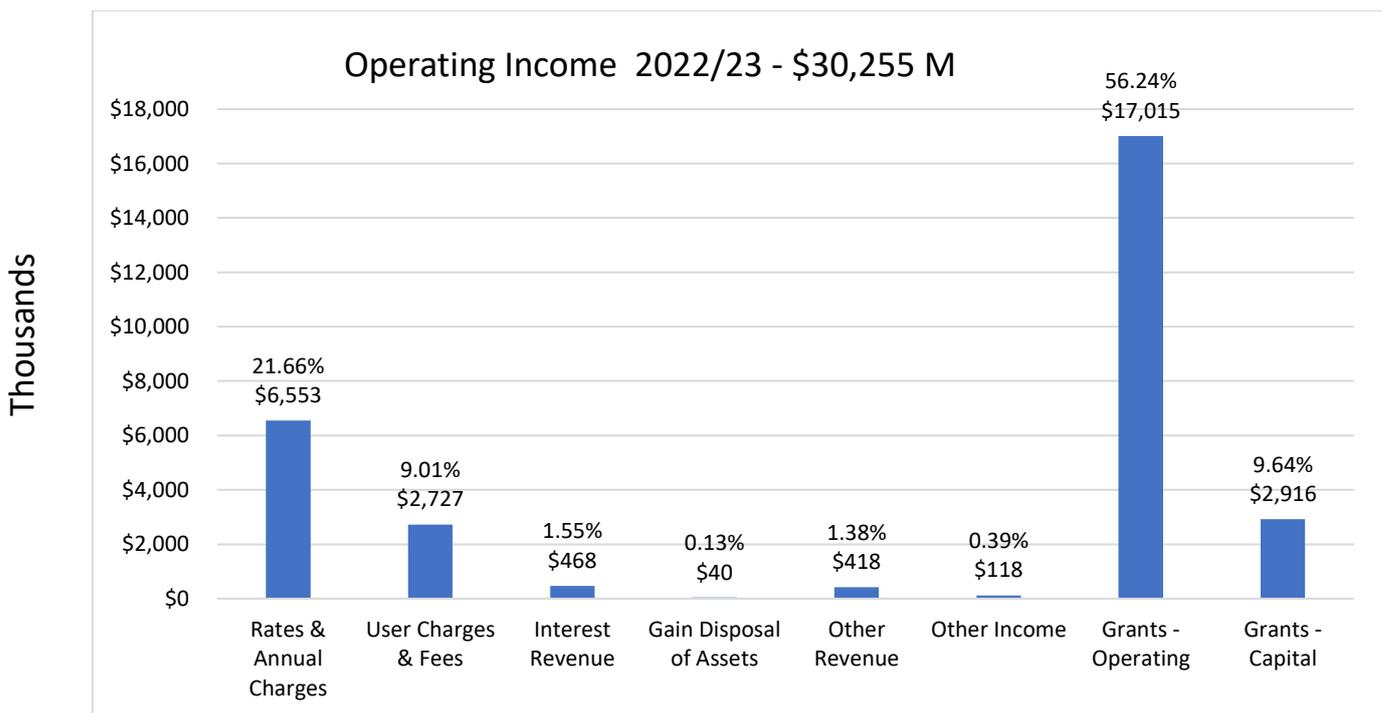
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Racecourse Improvement	'All Access' pathway from lower bar area to GBS Falkiner lounge.		
NSW Office of Sport	Sports Defibrillators – (3) Three new defibrillators in the following Locations: Carter Oval Amenities Building, Warren Tennis Club and Collie Tennis Club	7,335	0
New Sewerage Treatment Plant	Construction of a new Sewerage Treatment Works (STW). Construction of a new Sewer Pump Station in Gillendoon Street to replace the existing SPS 2. Construction of a new Rising Main from this new SPS to the new STW's.	3,050,000	3,150,000 (Partial loan funds)
Local Roads and Community Infrastructure Round 03	Old Warren Road Sealing	123,840	0
	Nevertire Bogan Road – Reconstruction	876,160	0
	Warren Sporting and Cultural Centre – sound mixer system and external speakers	10,925	0
	Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, upstairs disabled toilet construction	44,977	0
	Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, second tier retaining wall replacement and concrete path work to allow disabled access	19,981	0
	Warren Solar panels installation on Council facilities, improvement to community facilities, Council Administration Centre, Works Depot, Ellengerah Road Pumping Station, Library and Warren Sporting and cultural centre	125,000	16,000
	Warren Showground Racecourse Equestrian Arena, improvements to community facilities	95,944	0
	Total grants completed in 2022/2023	9,393,172	3,637,700



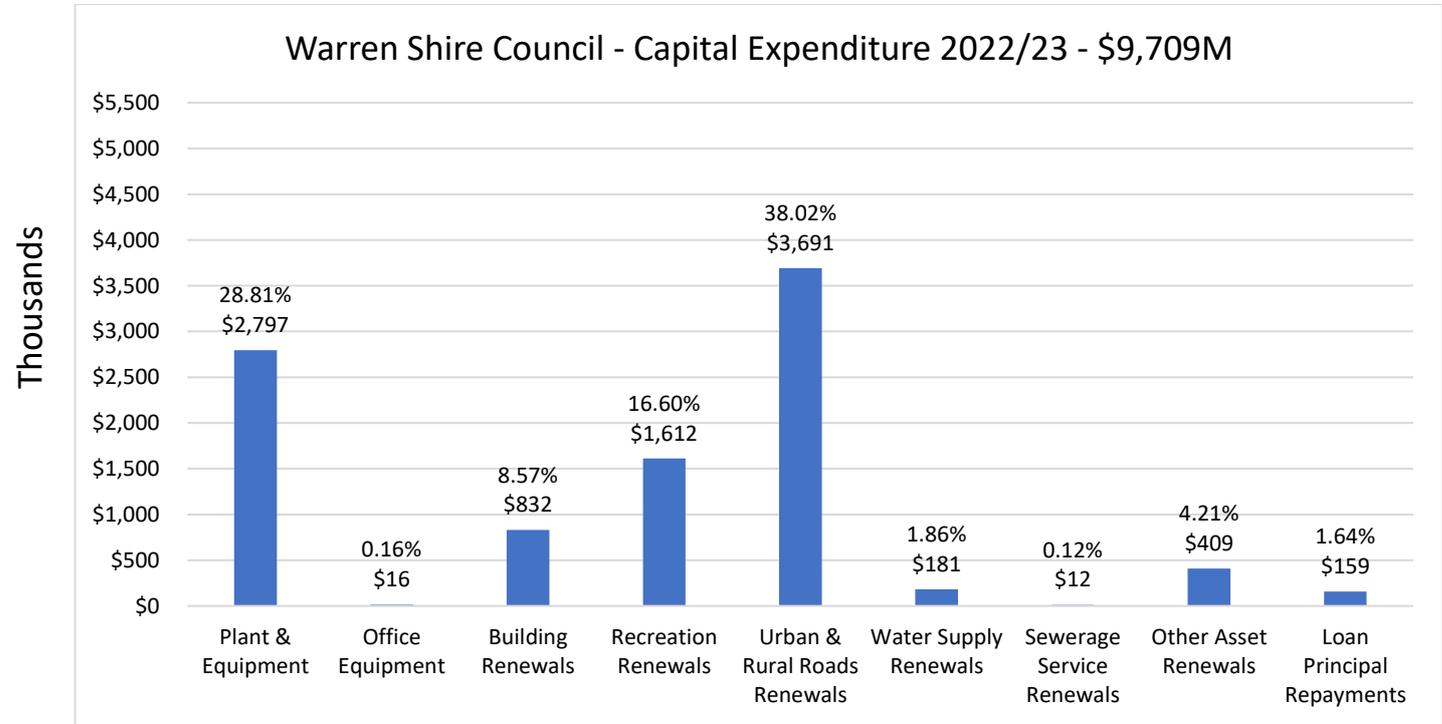
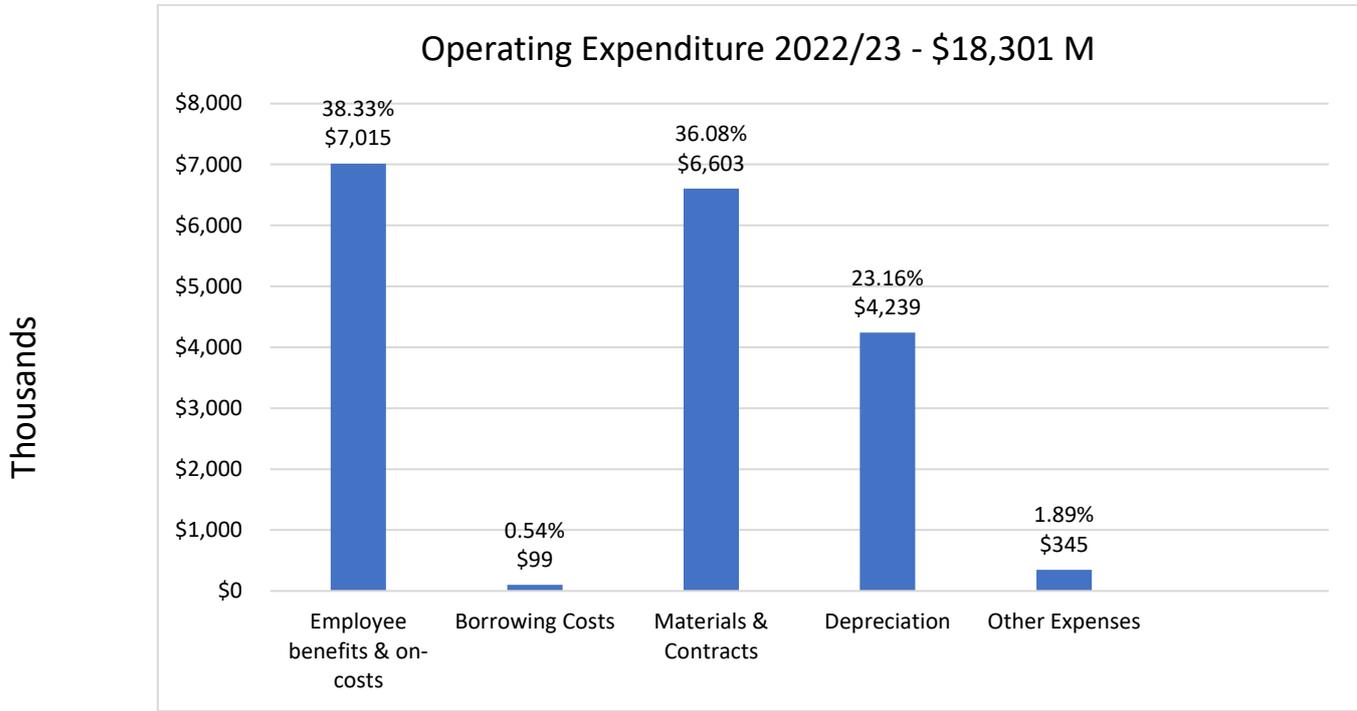
PERFORMANCE SNAPSHOT



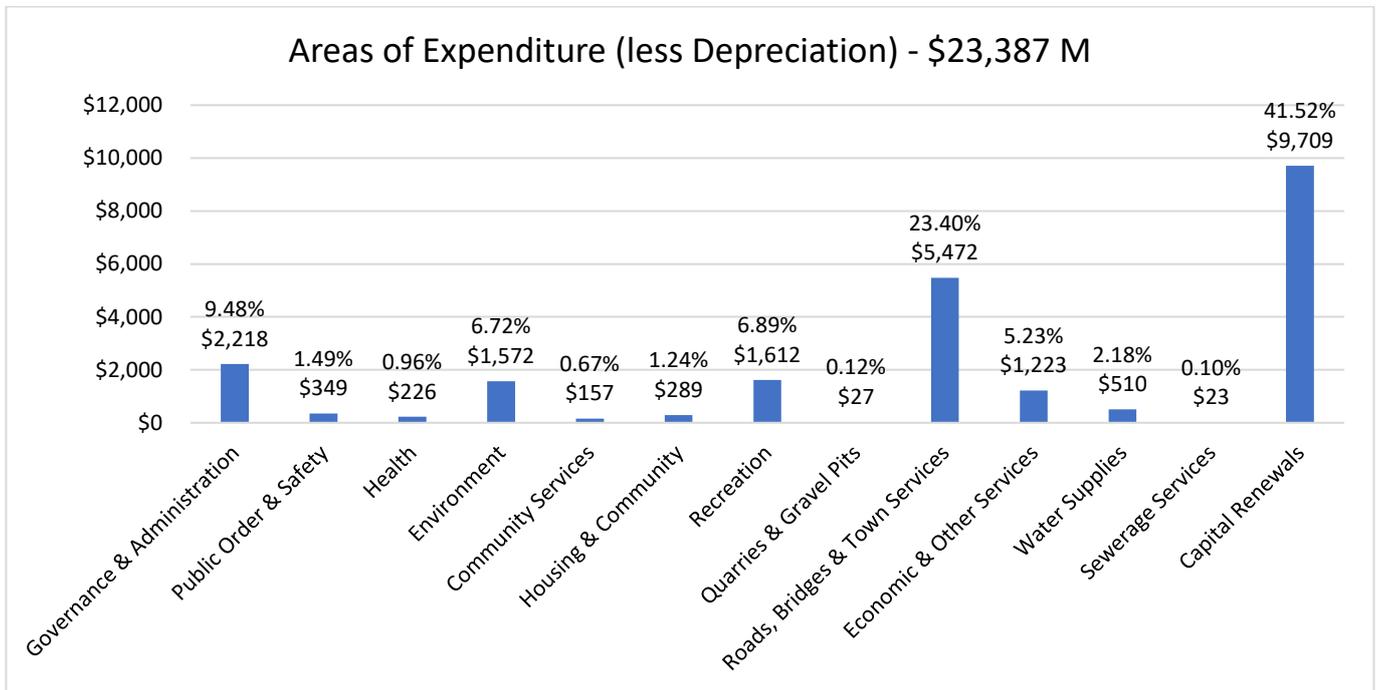
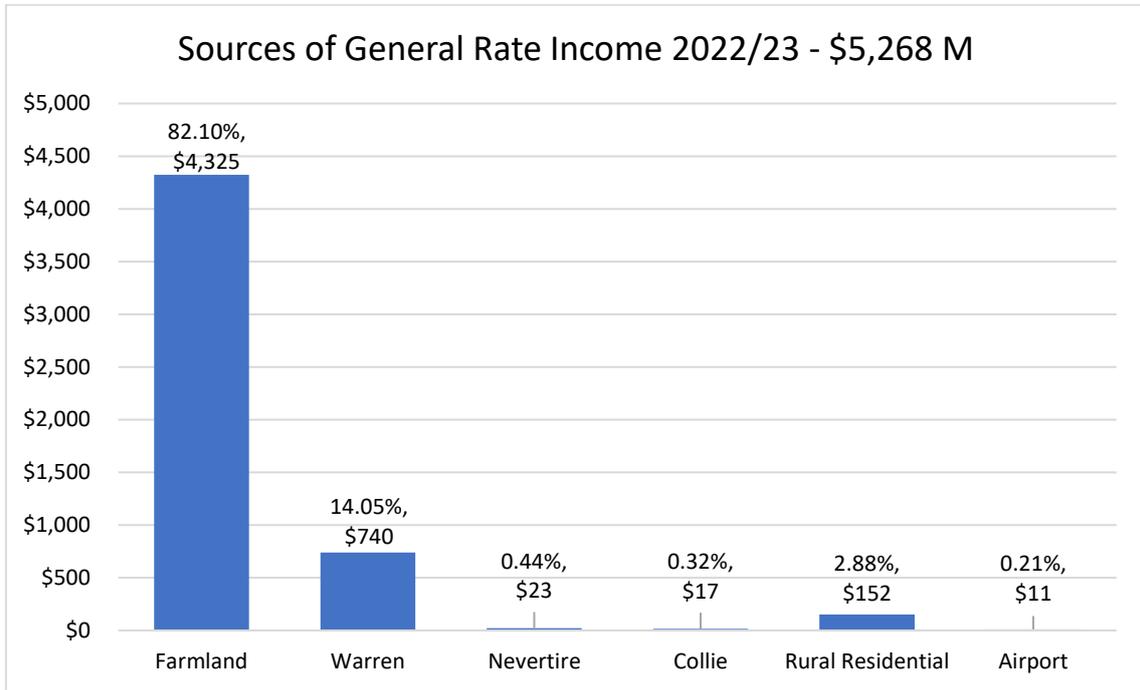
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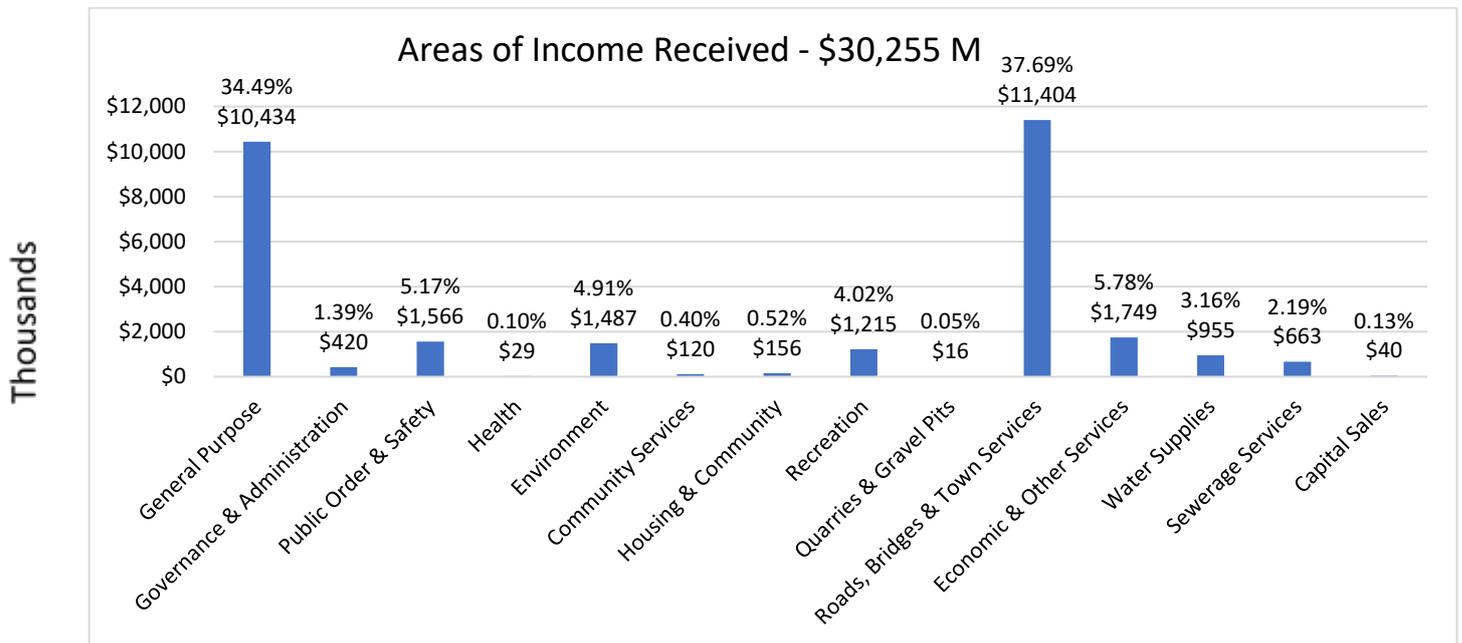
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RATES AND CHARGES WRITTEN OFF DURING 2022/2023

The amount of rates and charges that were written off during 2022/2023 was \$83,415.34 made up as follows:

Mandatory Pensioner Rebate	-	\$83,242.67
Small account balances of less than \$2.00 as at 30 th June 2023	-	\$ 172.67

SNAPSHOT AND OVERVIEW

The above charts provide a brief snapshot of where the Council spends its funding from all sources of revenues received.

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges only make up approximately 21.66% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council reassessed its workforce plan the 2022/2023 financial year and Council's General Manager is undertaking a further reassessment of the required workforce as the community moves into a different economical phase and to considers the levels of grant funds that are being received and to ensure works identified in the Delivery Program can be achieved by having the right staff for the work to be undertaken. This plan is available on our website.

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

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

As part of Council's reporting of activities that are identified by the community through the Community Strategic Plan and the Council's four-year Delivery Program, the following information has been provided. The information is reported biannually to Council's Ordinary Council meetings and has been developed to quickly identify the Council's performance over the last twelve months and over the last four (4) years of the term of Council (now reduced to September 2024).

The plans are linked by the key subject matters of:

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

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

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

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

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Social	Youth	16.67%	<ul style="list-style-type: none"> • Council has delivered several key recreation infrastructure projects targeted at providing more activities for youth and to help retain youth and families: • Revitalise Macquarie Park – completed 2019. • Construction of outdoor netball and basketball courts – completed 2019. • Construction of Warren Skate Park – completed 2020. • Commencement of Carter Oval redevelopment – including construction of Water Park – construction commenced 13/10/2020 and was officially opened on the 10th February 2021. • Development of MOU with Warren Youth Foundation to help support youth activities – 2020. • Contribution to the Community Christmas Tree in courtyard and Santa display. • Additional seating around the Warren Skate Park. • Warren Community Triathlon support with traffic facility installation. • Replacement of shade structure at the Nevertire Community Park. • Nevertire Community Park upgrade. • Installation of lights at Carter Oval for cricket and soccer fields.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Carter Oval Youth Sports Precinct Development. • Youth Wellbeing Program.
Social	Law and Order	14.39%	<ul style="list-style-type: none"> • Council continues to liaise with NSW Police on law and order issues within the community. • Council installed CCTV – 2018 • Council continues to seek additional funding to expand CCTV installation. • Ranger services. • Emergency Management. • CCTV installed at Council’s Works Depot. • Timed locks on public toilets.
Economic	Expand Economic Base	4.55%	<ul style="list-style-type: none"> • During the 6-year period – 2017-2022, Council has secured in excess of \$40 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren. • Village Hall upgrades. • Nevertire Reservoir mural. • Public Art on Private Property Murals. • Stafford Street Reservoir mural. • Sculpture Program. • Community Events Program. • Commencement of the Economic Development and Visitation Office.
Economic	Employment	9.85%	<ul style="list-style-type: none"> • During the 6-year period – 2017-2022, Council has secured in excess of \$40 million in grant funding to assist with the delivery of key infrastructure projects to help maintain and create employment opportunities particularly in periods of economic downturn caused by drought and now COVID-19.
Economic	Housing	2.27%	<ul style="list-style-type: none"> • Council has invested in housing by building two new homes for Council staff.
Infrastructure	Footpaths/ Roads	1.52%	<ul style="list-style-type: none"> • Council has delivered the ‘Paths and Cycleways’ project in 2019. This project is developed as a result of the findings of the ‘Warren Health, Sporting and Cultural Precinct Connections Study 2016’ and ‘The Pedestrian Access and Mobility Plan 2015’. The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways. • Dubbo Street footpath replacement • Nevertire footpath replacement. • Kerb and gutter (Nevertire 400m and Warren 200m). • Nevertire Reservoir refurbishment. • RR 347 Collie-Trangie Road Reconstruction. • SR 64 Ellengerah Road Construction. • SR 65 Old Warren Road Construction. • Equestrian Arena at the Warren Showground/ Racecourse. • Village Enhancement Works.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Groundwater Augmentation and Chlorination System upgrade. • Warren Airport upgrade. • Warren Cemetery toilet. • Flood Restoration Works. • Warren Sewerage Treatment Works. • Pothole Repair Program.
Environmental	Waste Management	1.52%	<ul style="list-style-type: none"> • In the last 6-year period, Council has made a significant effort to manage its waste resource areas to a higher level acceptable to the community. A new management regime has been introduced at the Ewenmar Waste Depot, site clean-up and rehabilitation work has been undertaken to control long-term waste deposited at the facility and construction is planned of a public transfer platform. • Purchase of an excavator and associated equipment. • Commencement of Waste Depot Operational Improvements Program.
Governance	Communication with the community	0.76%	<ul style="list-style-type: none"> • During the 2022/2023 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs. • Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services. • During 2022/2023, Council continued a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. • The Mayor continued the flow of information to the community using the 'From the Mayors Desk'. • Women of Warren Shire Program. • Community Events – Australia Day, ANZAC Day, Remembrance Day, Warren Street Christmas Party.

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

Social

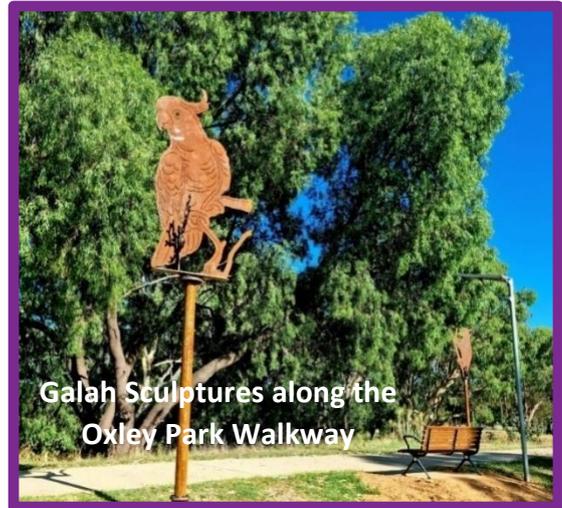
1.1 Attract and retain community-focussed resources

Public Arts

The Warren Public Arts Committee has been formed to develop a Warren Shire Council Public Art Masterplan to undertake projects such as painting the water tower at Stafford Street and development of a 'Sculptures by the River' Project. Grant funding has been made available for these projects.

The following projects were completed or partially completed in the 2022/2023 financial year:

- Nevertire Reservoir Murals depicting Local Agriculture;
- Installation of sporting sculptures at Victoria Park. (Two remaining sculptures to be installed when Carter Oval is fully operational);
- Public Art on Private Property Murals; and
- Installation of the galah sculptures along the Oxley Park walkway and Sports Sculptures at Victoria Park.



1.2 Engage with the community

Council has been most proactive in the development of appropriate 'Community Engagement Plans' in accordance with Council's Community Engagement Strategy, Communications and Engagement Policy and Community Awareness Development/Activity Policy for the development and feedback for many of its projects and programs and for development applications that it receives.

Council's website has been modernised and the community is able to utilise an online form to request services. The 'Bluey' form is also still able to be utilised by the contact with staff, either over the counter at the Administration Centre or by telephone. This ensures that action requests are put into the system and considered appropriately.

Councillor Stands are also organised for both the Warren Show and Marra Field Days, where ratepayers and residents are able to consult with available Councillors. A Council Stand was also arranged for the Grow Services Expo and Warren Street Christmas Party to ensure Council's services and programs are shown to the community.

Council's monthly Newsletter publication which is emailed to subscribing ratepayers, posted via Facebook and the Council website and printed and provided in key locations around the Shire, ensure as many people as possible are kept informed about key projects and regular functions of Council.

1.3 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan, both 2027 and 2035 and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development in 2022/2023 include:

- Warren Splash Park, full commissioning and shade structure;
- Warren Skate Park with appropriate seating;
- Outdoor synthetic netball courts and half-court basketball court;
- Paths and cycleways around Warren; and
- Upgrades to facilities and equipment at the Warren Shire Library.

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

- Carter Oval Youth Sports Precinct, including a splash park, skate park, playground, cricket and soccer facilities.
- Western Plains Equestrian Centre - undercover arena, upgraded facilities.
- Warren War Memorial Swimming Pool upgrades - the commencement of upgrade of the kiosk, changerooms, amenities and club room.

In addition to facilities, Warren Shire Council also holds a Memorandum of Agreement with the Warren Youth Support Group and work closely with the not for profit organisation to deliver services to the youth of Warren.

As part of this agreement, the Warren Youth Support Group have been successful in obtaining Targeted Early Intervention funding and some of the achievements include:

- Warren Workforce, which upskills youth in an attempt to gaining full time permanent employment;
- Youth wellbeing programs;
- Anger Management and Wellness;
- Grow Services Day;
- Zheng Fu Tai Chi and Wellness; and
- Psychology Services.

Economic

2.1 Facilitate the diversification of industries within the Shire

The Economic Development and Visitation Office has worked closely with the local community organisations and businesses to uncover and promote grant opportunities available and has assisted many such organisations in the development and lodgement of their applications. Grant opportunities that have been tendered for include everything from sporting club infrastructure improvements, to business enhancements such as training, purchase of vital equipment such as motor vehicles and staging and equipment for events.

The Economic Development and Visitation Office has also commenced development of a Community Grants Training Program to be rolled out for business, not-for-profit organisations, sporting associations, clubs etc to further enhance the grant winning opportunities for the region and to expand the diversity of the opportunities available.

The Office continues to work closely with local organisations such as RiverSmart Australia Limited, Warren Youth Centre, Warren Museum and Art Gallery, Warren Gun Club and many more.

Warren Shire Council, through the Economic Development and Visitation Office, continued its profile building and networking through attendance at many forums and workshops such as the Investment Attraction Workshop presented by Andreas Kessler through the Office of Regional Economic Development (ORED).

2.2 Proactively support the development of tourism as a key industry for the Shire

The introduction of the Economic Development and Visitation office to the Council executive line-up, Warren Shire Council has demonstrated its commitment to the development and importance of tourist visitation to our Shire.

To support this commitment, in August 2022, the Council successfully staged a Community Consultation Workshop resulting in the production of a blueprint document, Warren and the Visitor Economy.

Work was further commenced on developing the Shire's new Tourism Strategy and Destination Management Plan, the revitalisation of the Visitor Information Centre and, through a key taskforce, reestablishing the Macquarie Marshes as a major tourism drawcard for the Warren Shire.

The Economic Development and Visitation Office has been establishing vital relationships and networking links to major tourism networks such as the Great Western Plains Alliance (Great Big Adventures) and Destination Country and Outback (DNCO) including organising a visit to the area by its General Manager Lucy White. In addition the Economic Development and Visitation Office is participating in the latest tourism forums and workshops including looking into the development of cultural, accessible and agricultural tourism in the region.

The development of a new Warren Shire regional tourism brochure, for the promotion of the area's major attractions and local businesses and services has also been commenced and will be a further boost to the tourism traffic into the Shire.

2.3 Support the growth and revitalisation of existing and new local businesses

Through the creation of its Economic Development and Visitation Office, Warren Shire Council is demonstrating its commitment to supporting, revitalising and assisting our Shire businesses to continue to prosper. The support offered by the newly formed division will assist the new and local businesses to ride out the extremes experienced in recent years such as drought, flood, plagues, pandemics and cost of living pressures.

Future priorities of the Economic Development and Visitation office include:-

- the development and implementation of a Business opportunities, growth and effectiveness program:-
- development of a Warren Shire Investment Prospectus; and
- business opportunities forum.

Business opportunities facilitated to date include several employer roundtable meetings, workforce support training and a small business Mental Health in the Workplace workshop. More activities to support the Shire's businesses are planned in the future.

Through the development of various Visitor Economy initiatives such as a new Regional Tourism Brochure and Destination Strategy and the revitalisation of the Destination Macquarie Marshes Taskforce, the Economic Development and Visitation Office will be broadening the activities and offerings in the tourism space which will have positive benefits for our new and local businesses and community organisations.

Infrastructure

3.1 Provide reliable and accessible connectivity across the Shire

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

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

Already achieved include the completion of animal-proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport. This will enable the NSW Rural Fire Service to supply the connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works include installation of aviation fuel, runway improvements and development and sale of further hanger lots. The requirements of the new Terminal Building are fully scoped and it is expected to be completed in 2024.

In May 2023, the Civil Aviation Safety Authority, CASA conducted a compliance Audit of the Warren Aerodrome. The audit identified four (4) Safety Findings (Must Fix) and twelve Safety Observations (Should Fix). Council is working to resolve the items raised by CASA during the audit.

3.2 Provide sustainable infrastructure for the community

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

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

The construction of the undercover riding arena and new pavilion are complete, the polocrosse fields have had irrigation installed and have been resurfaced and the hospitality area upgrade are complete. Construction is underway for upgraded amenities (Expenditure - \$1.96 million).

The construction of the new male and female toilet facilities at the undercover bar area commenced. The new facilities will be completed late 2023.

To enhance the new facilities and to highlight the history of Rodeo and Campdraft events in Warren and surrounding areas, a series of murals were ordered and will be installed along two (2) walls for the new toilet building. Grant funding and a donation from the Horse Committee has made the murals possible.

3.3 Proactively manage our infrastructure assets

Council has commenced electronic recording of road inspections in order to practically identify and repair defects on the network. Council is working on fully implementing the Confirm management information system. This will assist in forecasting maintenance and renewal of council assets.

3.4 Revitalise the Warren, Nevertire and Collie streetscapes

Work is ongoing to revitalise the streetscapes of Warren, Nevertire and Collie villages.

Both the Lions Park and CBD toilets have been completed in Warren town. Other work under the CBD Upgrade Masterplan are being planned.

Streets in Collie and Nevertire have been sealed and drainage improved. The water reservoir in Nevertire has been equipped with a new mural.

Environment

4.1 Manage the impact of climate change on our local community

Over the reporting period, Council has installed 5 solar PV systems on various buildings to reduce carbon emissions and to reduce power bills.

In addition to this, Warren Shire Council is planning on offering an educational session for residents to further increase their knowledge on solar systems.

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



4.2 Proactively manage environmental-based assets for the community

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

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

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

4.2.1 Ewenmar Waste Depot - New Management Regime

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

4.3 Provide a sustainable waste management service for the community

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

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

The stormwater isolation gates located around the Warren Levee were inspected, lubricated and exercised to ensure they were operational in the event of flooding. As part of the Warren Levee Rehabilitation Project, all flood gates will be replaced.

4.3.2 Provide Warren and Villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers.

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

New water tanks (1 megalitre) are installed in the Bore Flat area to enhance Warren township's water availability. To ensure that firefighting is available in times of severe drought, three cross connection points have been constructed so that bore water can be supplied to the river water firefighting water mains. A 2.4km, 220mm trunk water main has been constructed between Ellengerah Reservoir and Bore Flat. This will enable bore water to flow from Ellengerah to the Bore Flat storage if required and alternatively bore water to be pumped from Bore Flat to Ellengerah to maintain town bore water supply in the case of a bore defect. Works commenced in 2022 to upgrade the water supply chlorination systems.

A condition assessment has been completed of the current Nevertire Reservoir and refurbishment works were completed.

Bores at Warren and Nevertire were inspected and cleaned.

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

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

Construction of the new Sewerage Treatment Works commenced in 2020. This project was completed and sewerage started to be sent to the new plant in November 2022.

Work commenced on the up grading of Sewerage Pumping Stations at Nevertire, Wilson Street and Gunningba Estate.

4.4 Support environmentally sustainable land management practices

Warren Shire Council's Local Environmental Plan 2012 is scheduled to be reviewed. As part of this review, re-zoning of some land may be included for future forecasting.

Initially, items of interest for re-zoning include the Warren Airport, Classified roads, and vacant land inside the levee at the end of Chester Street.

Other planning policy changes include the addition of the agritourism clause/s, rural worker's dwelling clause, temporary worker's clause, and a secondary dwelling clause. These changes will reduce the limitations that currently exist in those circumstances and will support the agricultural industry and the minimum lot size of 1,000ha.

Governance

5.1 Ensure strong engagement and collaboration with the community

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

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

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

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

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

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

Council has been most proactive in the development of appropriate "Community Engagement Plans" for the development and feedback for many of its projects and programs.

All organisations have rules, codes or policies to guide them and Councils are no different. Council is compliant with legislation and will continue to look at legislative and guidance changes from the NSW Government. A list of policies and procedures or strategic plans are listed on Council's website: www.warren.nsw.gov.au/council/policies

Council has a modern looking website, which is compliant with accessibility requirements. The community is able to utilise an online form to request services.

During 2022/2023, Council continued the monthly 'Council Newsletter' publication, which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council.

5.2 Maintain a financially sustainable Council that provides cost effective services

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

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

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

5.3 Support our people to provide high-quality services to the community

Council continues to provide training programs for its Staff and Councillors with appropriate Staff evaluation and goal setting processes in train for individual staff members and an Extended Flexible Working Hours Agreement for Road Crews and Associated Staff to increase productivity and plant usage.

Appropriate reporting is undertaken to Council to ensure Councillors are provided timely, accurate and relevant information to make informed decision making.

5.4 Collaborate with external parties to capture new opportunities for the community

Council actively seeks external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community. Examples in 2022/2023 have been the \$16,000 donation from the Lions Club of Warren for the contribution to the Lions Park Toilet Facility Construction, approximately \$4,000 from the wound-up Nevertire Progress Association for the improvement of garden facilities in Nevertire, the commencement of Council undertaking the Roads Maintenance Council Contract (RMCC) for works on the State Highway 11 – Oxley Highway within Warren Shire that improves the efficiency of road works in the area, the undertaking of private works such as road construction and maintenance for a profit and to improve the works efficiencies.

Council Infrastructure Projects, Economic Development and Visitation Office, Engineering Services Department, Health and Development Services Department, Finance and Administration Department and Executive Services Office Staff are continually investigating and applying for grants to help improve infrastructure, services and programs provided to the community.

OUR REPORTS

OUR SERVICES REPORTS

Water

During the 2021/2022 year, the Nevertire Reservoir was refurbished, and new protective coatings were applied to the inside and outside of the reservoir. A new aluminium roof was constructed to improve water quality. Late in 2022 the reservoir then had a Mural, depicting local agriculture, painted on it By Paint the Town Murals and Artist Bastian Allfrey.

Council has been negotiating with the funding body to complete the Bore Flat Ground Water Augmentation by installing Best Practice Chlorination Systems at Bore Flat and Ellengerah Reservoir. This work will be completed late 2023.

Council's water supply network (pipes and pumps) are continually being assessed as to the condition, the need to clean and flush water to prevent in pipe build ups and to reduce the number of breakages occurring. During 2022/2023, Council purchased spare pumps and motors for all bores to ensure a reliable potable water supply.

Council continues to investigate funding opportunities to improve the water storage and mains at Collie to reduce colour and taste issues with the aim of returning the Collie water supply back to a potable supply.

Warren Shire Council is protecting community health and safety by educating residents about the dangers of water meter disconnection. **Protect, Don't Disconnect!**

The program is designed to explain to residents the dangers that can exist when working or disconnecting water meters. If residents have concerns regarding their water meters, please contact Council.

Sewer

During the flooding of 2022, the new Tiger Bay Sewerage Pumping Station and Sewerage Treatment Plant were bought into use as the lagoons of the old plant were inundated with flood waters.

Council continues to assess the underground pipes and pump systems that remain as an unknown asset as to the life span of these items and to commence a replacement program that reduces blockages and breaks. Council makes an assessment annually to determine the funding required to maintain the sewerage system and sets fees around these operational costs. Only properties that are connected to a sewerage system (excludes septic systems or onsite wastewater treatment systems) pay towards the cost of this service.

Council completed the refurbishment of sewerage pumping stations at Nevertire and Wilson Street. These works will significantly reduce the instances of sewer chokes and surcharges. Additionally, works commenced to refurbish the sewerage pumping station located in the Gunningba Estate.

Waste

During the 2022/2023 Financial year Council has continued to work towards an improved level of waste management offered to the community.

During 2022/2023 the development of the waste transfer station has progressed. Works have been initially limited to the stormwater drainage works. Final works have commenced with the construction of the retaining wall and it is envisaged it will be completed by December 2023.

Other recycling incentives that Warren Shire Council have offered to the community include hazardous household chemical collection and the ChemClear Collection.

Council's Ewenmar Waste Depot Committee is actively looking to make changes to waste management to ensure that the costs to the community are not increased above the level that can be afforded.

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



Environmental Management

Due to legislative changes Councils are responsible for the management of those Crown Lands that are within Councils care and control e.g. racecourse, showgrounds, parks etc.

Council is in the process of developing Plans of Management for those Crown Land Reserves.

Warren Shire Council is an active member of the Western Environment Alliance of Councils. Council is aware of 8 river log jams that have formed along the Macquarie River post flooding. The EPA is working towards removing some of the debris where it has been confirmed that the environmental impact is of concern.

Each year Council produces a Snapshot of the local environment via a regional plan. This is part of our State of Environment Report process under the Local Government Act 1993. Over the next couple of years, the final State of Environment plan (SOE) will be produced and placed on our website.

In conjunction with Council Planning and reporting documents, Warren Shire Councils LEP is being reviewed to incorporate the revised objectives, as well as legislative changes and to align with the Central West Orana Regional Plan.

MACQUARIE RIVER LOG JAMS



Warren War Memorial Swimming Pool

The Warren War Memorial Swimming Pool continues to be a valuable asset in the Warren Shire and within the Western Region. Warren Shire Council was successful in obtaining grant funds under the Stronger Country Communities Fund for the Swimming Pool Amenities upgrade including the kiosk and changerooms as well as the addition of a Clubroom for the Warren Amateur Swimming Club, to further improve the facility. The works are scheduled to commence at the beginning of the off season April 2024.



Warren War Memorial Olympic Swimming Pool

Stormwater Services

The stormwater, flood gates and Levee Systems were put to the test during 2022/2023 with the second highest river level ever recorded at the Warren town gauge. For approximately five (5) months all flood gates were closed, which resulted in the deployment of 41 pumps to ensure that Warren did not flood internally from rainfall. Many Council staff worked endless hours to ensure that, as much as possible, life within the Warren levee's continued on as normal.

As part of the Warren Levee Rehabilitation Project, and using information from the last flood, works will commence in late 2023 to replace all of the flood gates and install several permanent flood pumps to ensure that Warren is protected from flooding for years to come.

Coastal Protection Services

Not applicable.

Warren Airport

During 2019/2020, Council was successful in attracting grant funds to continue and potentially complete the redevelopment of the Warren Airport as per the Master Plan.

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

Capital Expenditure Reviews

No projects required a Capital Expenditure Review.

WORKFORCE AND PERFORMANCE

STRUCTURE AND PERFORMANCE

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

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

Workforce planning will help Council to:

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

During 2019/2020 Council reviewed its Workforce Plan and Strategy to reflect the impacts of drought across the community and Council's ability to undertake work in this period. During the severe period of drought, Council reduced its workforce numbers through natural attrition and by non-hire of casual labour. Council undertook a further review in 2020 to re-establish the workforce numbers and to reflect improvements made both internally and externally in its workforce. Council's current General Manager has commenced a further review of the Workforce Plan and Strategy to take into account the changing economic conditions and the level of grant funds Council is receiving and this has seen an increase of operations staff and higher utilisation of plant and equipment, particularly for our extensive road construction and flood restoration program.

The Workforce Plan and Strategy is part of the required documents a Council is to have available to the Councillors and the community and is part of the Integrated Planning and Reporting suite of documents.

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

LABOUR FORCE DATA

The number of people who performed paid work for Council as at 23rd November 2023:

- On a permanent full-time basis - 65
- On a permanent part-time basis - 3 (a further 1 permanent part-time employed)
- On a casual basis - 10 (a further 3 casuals employed)
- Under a fixed-term contract - 0
- The number of persons employed by the Council who are "senior staff" for the purposes of the Local Government Act 1993 - 1
- The number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person - 0
- The number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee - 0

FAIR AND EQUAL EMPLOYMENT

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

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

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

WORK HEALTH AND SAFETY

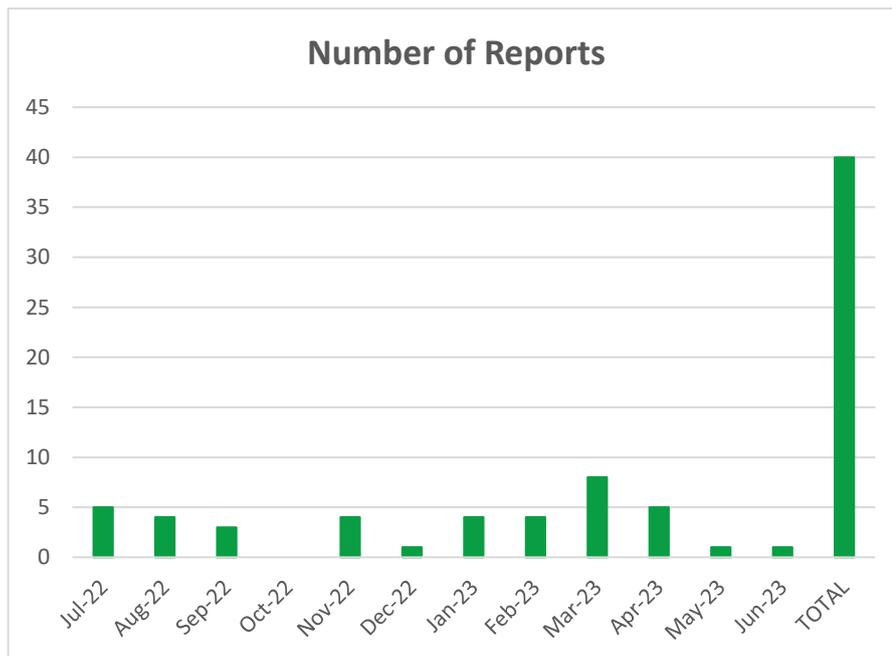
This year has been challenging for Warren Shire Council in so many areas and Work Health and Safety certainly has had its challenges. The floods added a high workload to many staff, not only doing longer hours, but nightshift, checking pumps, flood gates and monitoring flooded roads.

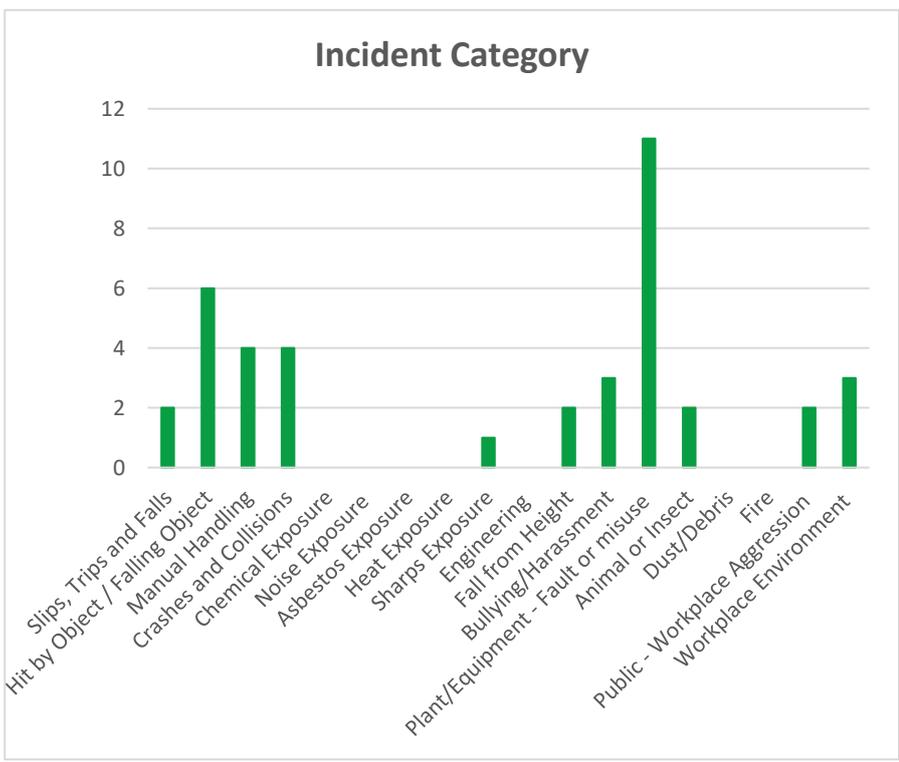
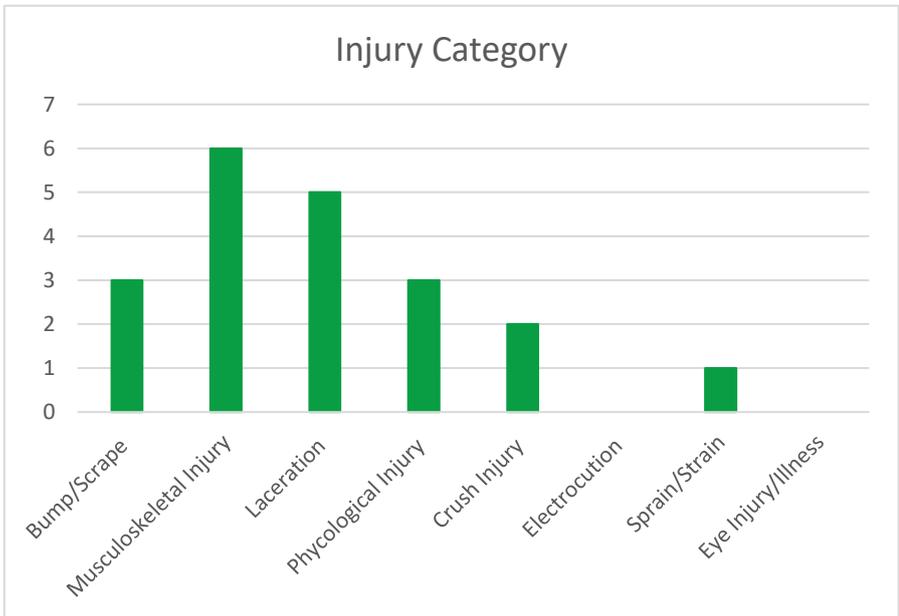
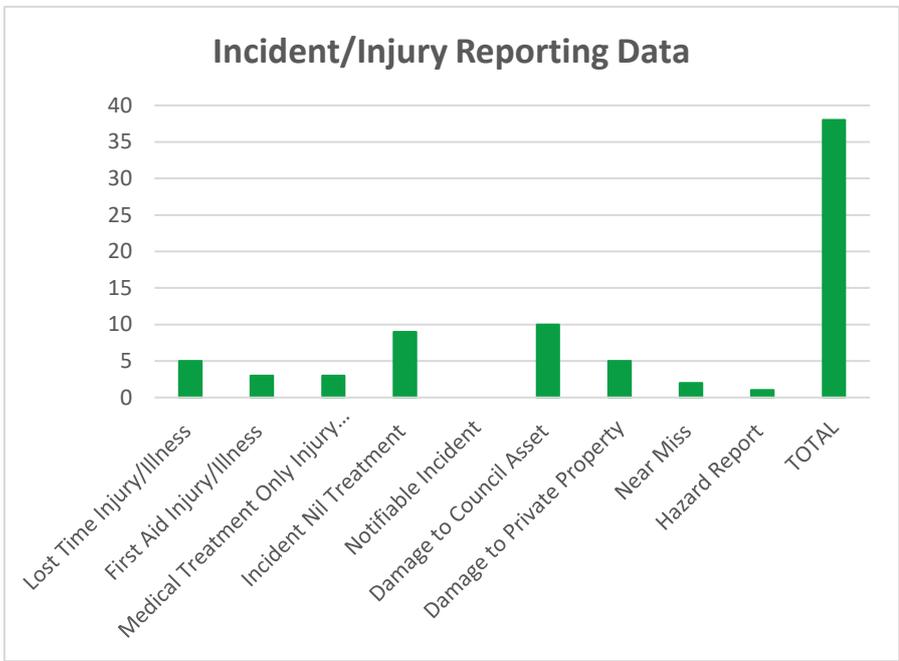
All these activities added greater risks which included such things as savage dogs, while checking pumps and flood gates and irate public wanting to travel through closed roads and the associated risks of entering flooded waters.

This was also complicated by large number of projects that were being undertaken in the Shire and gaining the maintenance contract for the Oxley highway.

During the reporting period, there was quite a rise in the number of accident and injuries and they can be attributed to many of the extra challenges staff faced during the period. Council reported 40 incidents overall with two incident reports non-council and 20 injuries to Council staff. The injuries consisted of five lost time injury, three medical treatment injuries, three first aid injuries and nine injuries requiring no treatment that were reported as notifications.

Also worth noting was an increase in damage to Council assets and private property. Considering the challenges faced, it was a credit for all staff to maintain a high degree of safety during this very difficult period.





Last September Warren Shire Council hosted a Mock Trial that was presented by Statewide Mutual, who Warren Shire Council is a member. Statewide Mutual insures many councils through NSW but also provides a number of services that help Councils reduce premiums.

The Mock Trial was indeed a reenactment of an actual trial where a person was injured. The trial focused on evidence that was presented and what defence was used by The Council. Statewide Mutual's legal team presented the mock trial calling witnesses and presenting evidence as it would have been conducted in a real court trial. Those attending gained an insight into how important it is to maintain and inspect assets as well as maintain good records.

Although the mock trial occurred in the middle of last years floods there was a great attendance from many neighbouring councils as well as a good rollup of Warren Shire Council staff.

A number of Policies, Guidelines and Procedures were reviewed and updated during the year to ensure Council maintains a safe environment for its staff, community and visiting public. All Council policies can be viewed on Council's website at www.warre.nsw.gov.au/council/policies.

PRODUCTIVITY IMPROVEMENTS

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

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

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

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

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

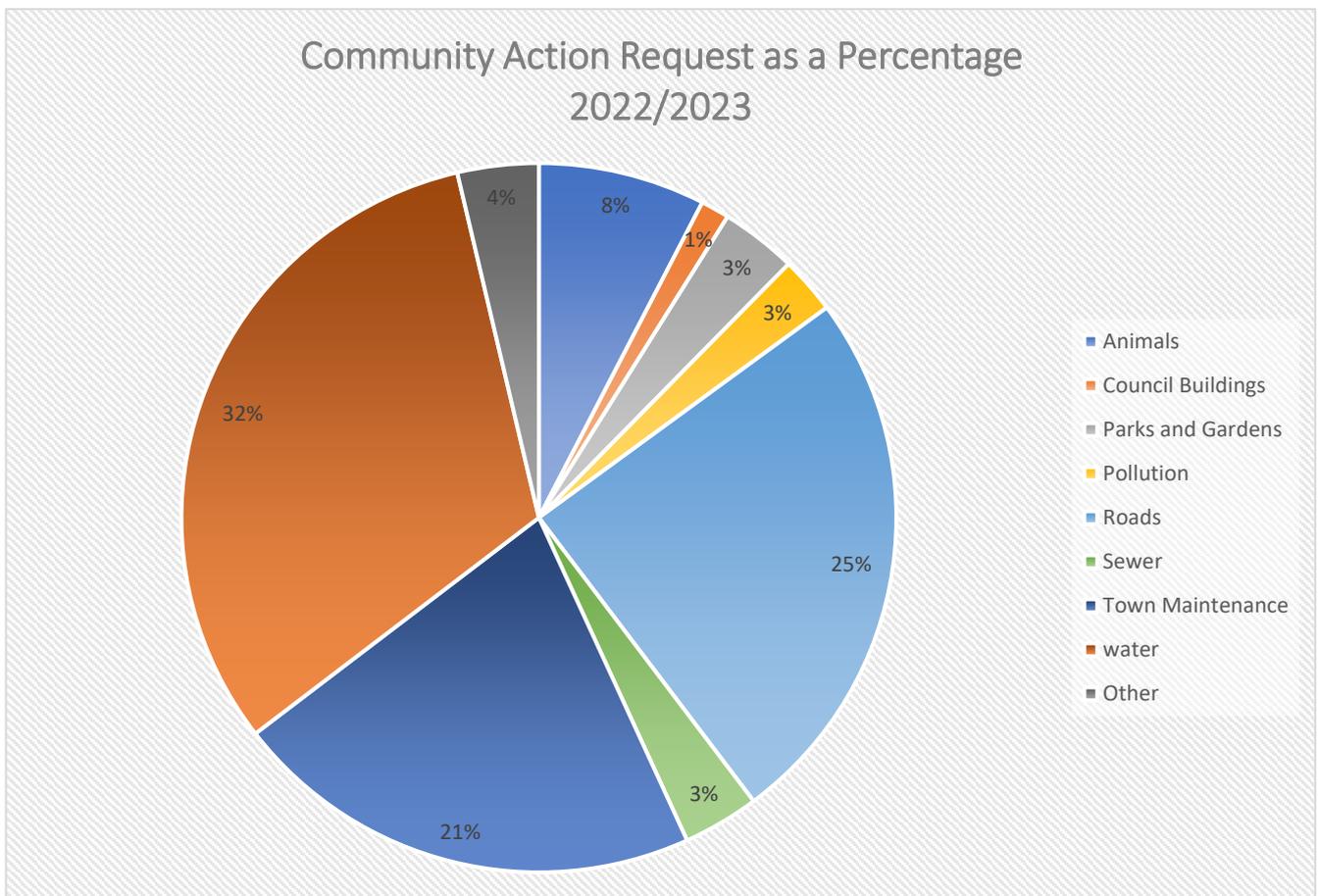
Council is also looking at its governance areas and ways to reduce red tape whilst ensuring the community has access to required information for them to make decisions. Council continues to improve its website to be user friendly and the new website includes policies and procedures for the community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

2022/2023 saw the continuation and renewal of the Extended Flexible Working Hours Agreement for Road Work Teams and Other Associated Staff, which improves productivity and plant utilisation on our road maintenance and construction projects and programs.

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

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

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



COMMUNITY ENGAGEMENT AND EDUCATION

COMMUNITY ENGAGEMENT

Key activities that link directly to this objective within the Community Strategic Plan - 'Warren Shire 2035' are as follows:

5.1 Ensure strong engagement and collaboration with the community.

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

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

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

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

Council has ensured that lines of communication remain open through online broadcasting of Council meetings, site visits by staff and changes in customer services.

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

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



5.1.3 Promote timely and quality dissemination of information to the community

During the 2022/2023 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

Via our modernised website, which is compliant with accessibility requirements, the community is able to utilise an online form to request services. The 'Bluey' system is also still available to ensure action requests are considered and actioned.

During 2022/2023, Council continued a monthly 'Council Newsletter' publication, which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council, including road maintenance and repairs.

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

Expressions of Interest



WarrenStar

Information on Public Exhibition

PUBLIC ACCESS TO INFORMATION

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

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

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

Reviews carried out by the agency	Information made publicly available by the agency
No	No

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

Total number of applications received
0

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SWIMMING POOL INSPECTIONS

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

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

- Registered Pools in LGA - 90
- Pools inspected in 2022/2023 - 2
- Tourist/Visitor Accommodation - 0
- Premises with more than two dwellings - 0
- Certificates of Compliance - 3
- Certificates of Non-compliance - 0

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

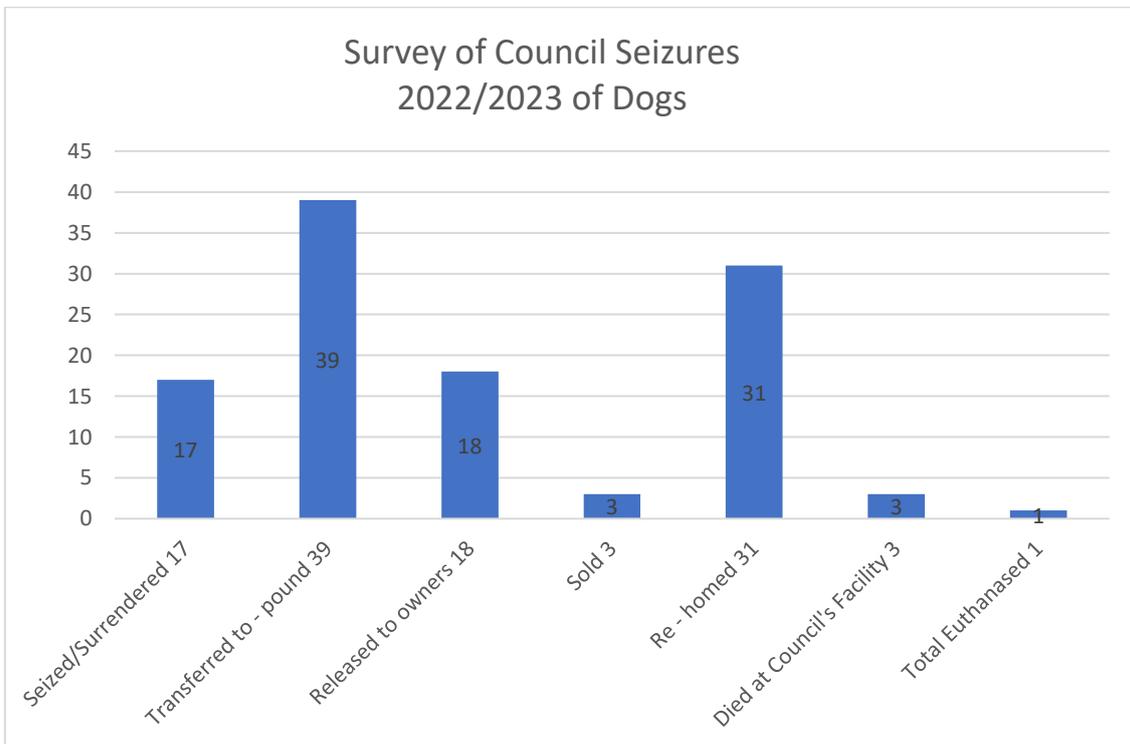
COMPANION ANIMALS

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

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

Council has encountered issues with legislative changes to companion animal control becoming too restrictive in relation to the rehoming requirements of dangerous dogs. Council had explained their concerns to the office of Local Government in an attempt to achieve a better outcome.

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



SUPPORT AND PARTNERSHIPS

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

Council's principal support during the 2022/2023 year has been for sporting events utilising the community parks, ovals and sporting areas. Below is listed our recorded contributions or donations and other activities that Council must advise the public including partnerships and external organisations it supports or interacts with.

CONTRIBUTIONS AND DONATIONS

Organisation	Donation Description	Amount
Nevertire Hall Trust	2022/2023 Rates & Charges	\$1,865.00
Warren Men's Shed	2022/2023 Rates & Charges	\$2,318.00
Collie CWA	2022/2023 Rates & Charges	\$1,055.00
Youth Foundation	2022/2023 Rates & Charges	\$1,558.07
Collie Community Shed	2022/2023 Rates & Charges	\$491.00
School Prize Night Donations	Various Local Schools	\$275.00
Anzac Day	Preparation and Traffic Control	\$4,019.64
Warren Triathlon	Setup	\$1,817.01
Flood Relief Concert	Spray Oval for Mosquito etc	\$655.00
Various	Labour & Plant Donations	\$1,499.09
TOTAL		\$15,552.81

Description	Amount
Rates – Pension Rebates (Section 583(1) Local Government Act, 1993)	\$83,243
Rates – Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Levy Adjustments (Section 598(2) Local Government Act, 1993)	Nil
Charges – Interest on Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Sale for Outstanding (Section 607 Local Government Act, 1993)	Nil
Charges – Interest sale for outstanding (Section 607 Local Government Act, 1993)	Nil

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participated in the following throughout 2022/2023:

- North Western Library Co-operative and Central West Zone;
- Alliance of Western Councils (Board and General Managers Advisory Committee);
- Country Mayors Association;
- Castlereagh Macquarie County Council (Noxious Weeds);
- Orana Water Utilities Alliance;
- Rural Fire Service - North West Zone and Service Level Agreement Committee;
- Central West Catchment Management - Water Quality and Salinity Alliance;
- Net Waste;
- State Cover Risk Management Committee;
- Warren Liquor Accord;
- Central-West Renewable Energy Zone;
- Institute Public Works Engineering Australasia (IPWEA) Board and Committee;
- IPWEA Roads and Transport Directorate Committee of Management and Panels;
- Local Government Engineers Association (LGEA) Committee of Management;
- Macquarie River Flood Mitigation Zone Reference Group;
- Murray Darling Association Region 10
- Warren Health Action Committee
- Local Government Procurement;
- Regional Procurement;
- Outback Arts Board;
- Northwest Regional Food Surveillance Group;
- Warren Interagency Support Services; and
- Association of Mining and Energy Related Councils.

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

CONTROLLING INTEREST AND SERVICE CHARGES

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

Council is no longer a member of the Orana Joint Organisation which was formed by the State Government as a Regional Council Organisation under the Local Government Act 1993 as amended.

Council is a member of the Alliance of Western Councils Board with both Warren Shire Council's Mayor and General Manager voting members. This organisation does not have any controlling interest over Warren Shire Council and its role, functions etc. are still being finalised.

VOLUNTARY PLANNING AGREEMENTS

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

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

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

PRIVATE WORKS

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

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

Types of Private Works Undertaken During 2022/2023

- Hire of Various Council Plant (with operator);
- Sealing and Tar Patching of Private Access Roads;
- Supply & Delivery of Crusher Dust & Aggregates;
- Mowing of Private Land;
- Repairs to water mains on Private Land; and
- Roads Maintenance Council Contract (RMCC) on State Highway 11 – Oxley Highway as a contractor (maintenance operations and ordered work).

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

COUNCIL'S OBLIGATIONS UNDER THE MODERN SLAVERY ACT 2018 (NSW)

Warren Shire Council has undertaken reasonable steps to ensure that goods and services procured by and for the Council are not the product of modern slavery within the meaning of the Modern Slavery Act 2018 (NSW).

There has been no issue identified or raised by the Anti-Slavery Commission during 2022/2023 concerning the operations of the Council.

Council has ensured that organisations such as Local Government Procurement, VendorPanel and Regional Procurement who provide tenders/contracts for use of the Council, include relevant clauses on dealing with Modern Slavery.

In regard to tenders, quotations and contracts arranged directly by Council, where possible depending on the type and size of the contract, either Option 1 or Option 2 as follows have been adopted to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018 (NSW):

Option 1 – For Tenders (with Greater than \$250K Value Contracts)

Where RFT document contains separate Conditions of Tendering & Preliminaries section (e.g. in Minor Works Contract).

Include the below clause in *Conditions of Tendering*.

Dealing with Modern Slavery

The Contract requires the Contractor to take reasonable steps to ensure that Modern Slavery is not occurring in its operations and supply chains and to assist the Principal, in accordance with Preliminaries Clause – Dealing with Modern Slavery.

AND in the Preliminaries, include the below Clause.

Dealing with Modern Slavery

Modern Slavery includes slavery, servitude, forced labour, human trafficking, debt bondage, organ trafficking, forced marriage and the exploitation of children.

Take reasonable steps to ensure that Modern Slavery is not occurring in the operations and supply chains of the Contractor and any entity that the Contractor owns or controls. Implement processes and procedures to identify and manage the risks of Modern Slavery.

Where an actual or suspected occurrence of Modern Slavery is identified in the Contractor's operations or supply chains:

- Notify the Principal in writing as soon as possible; and
- Take reasonable steps to respond to such occurrence in accordance with any relevant Code of Practice/ Conduct or other guidance issued by the Anti-slavery Commissioner.

Provide to the Principal any information and other assistance, as reasonably requested by the Principal, to enable the Principal to meet its obligations under the Modern Slavery Act 2018 (NSW).

Option 2 – For Quotations and Tenders (with Less Than \$250K Value Contracts)

Include the below clause in *Conditions of Tendering/ Quotation*.

Dealing with Modern Slavery

Modern Slavery includes slavery, servitude, forced labour, human trafficking, debt bondage, organ trafficking, forced marriage and the exploitation of children.

Take reasonable steps to ensure that Modern Slavery is not occurring in the operations and supply chains of the Contractor and any entity that the Contractor owns or controls. Implement processes and procedures to identify and manage the risks of Modern Slavery.

Where an actual or suspected occurrence of Modern Slavery is identified in the Contractor's operations or supply chains:

- Notify the Principal in writing as soon as possible; and
- Take reasonable steps to respond to such occurrence in accordance with any relevant Code of Practice/ Conduct or other guidance issued by the Anti-slavery Commissioner.

Provide to the Principal any information and other assistance, as reasonably requested by the Principal, to enable the Principal to meet its obligations under the Modern Slavery Act 2018 (NSW).

ASSETS

STATE OF OUR ASSETS

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

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

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

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

Council's total asset value is \$319,204,000 (estimated gross replacement cost).

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

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

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

Condition ratings for assessing the condition of our assets

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

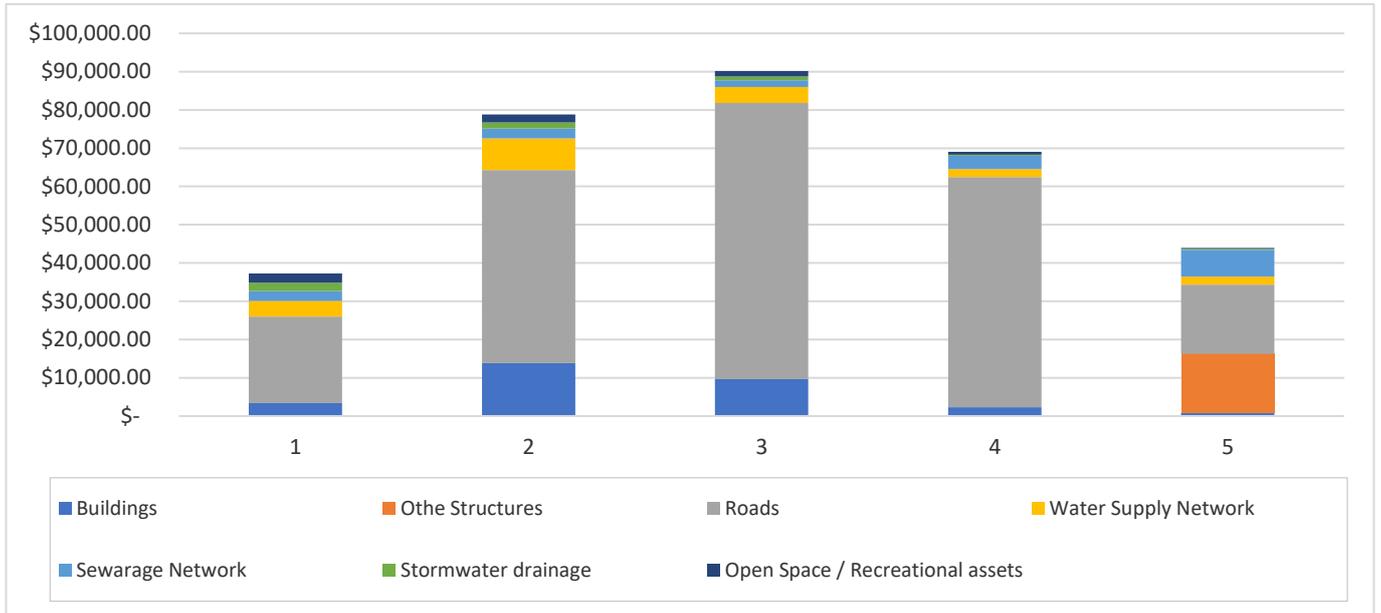
Generally, the minimum required condition rating for our assets is '3'.

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

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

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

Condition ratings, assets (estimated gross replacement cost) as at 30 June 2023



The graph above shows that our assets are mostly in an acceptable condition, i.e., 64.5% of our assets have a condition rating between 1 and 3. However, some assets are in condition 4 and 5. These are providing a poor level of service and will need to be renewed in the short- to medium-term.

21.6% of our assets are in condition 4. These include some assets in our sealed road network.

13.9% of our assets are in condition 5. These include some of our plant and equipment, some of our sealed road network and the old Stafford Street water reservoir, which is no longer functioning as a water reservoir.

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

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

Implementation measures of the DIAP have included:

- Construction of a disabled access toilet at the CBD Warren;
- Construction of a disabled access toilet at Lions Park Warren
- Construction of a disabled access toilet on the second level of the Warren Sporting and Cultural Centre
- Disabled access to the GBS Falkiner Lounge at the Warren Showground/Racecourse;
- Second Tier of the retaining wall and concrete pathway at the Warren Sporting and Cultural Centre

Future grant applications to support DIAP actions included Women's facilities at the Victoria Oval and refurbishment of the Warren Library.

The DIAP is due for review in early 2023/2024.



Accessible toilet upstairs at the Warren Sporting and Cultural Centre

FINANCIAL REPORTS

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

LEGAL PROCEEDINGS

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

Council has commenced legal proceedings against a business with contract matters relating to failure in completion or abiding by relevant contract obligations. The value of legal expenses incurred for the 2022/23 financial year was \$37,348.71. The state of progress in this matter is ongoing.

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

COUNCILLORS' AND MAYOR'S EXPENSES

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

Council reviewed and adopted the Councillor Expense Policy on 23rd February 2023 and is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

Statement of Expenses	Section	2022/2023
Mayoral Fees		\$28,001.65
Councillor Fees		\$98,581.10
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 17(1)(a1)(i)	\$2,458.15
Provision of Telephone	cl.217(1)(a1)(ii)	Nil
Conferences & Seminars	cl.217(1)(a1)(iii)	\$4,205.28
Training	cl.217(1)(a1)(iv)	\$12,553.28
Interstate Visits	cl.217(1)(a1)(v)	Nil
Overseas Visits	cl. 217(1)(a1)(vi)	Nil
Spouse/Family Expenses	cl. 217(1)(a1)(vii)	Nil
Care of Child/Family	cl. 217(1)(a1)(viii)	Nil
Mayoral Vehicle		Nil
Councillor Insurance		\$24,949.86

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

Expense or Facility		
	Maximum amount/Frequency Provided to all Councillors upon approval to travel privately (non-Council Vehicle)	General travel expenses \$1,025 per Councillor per year
		\$6,150 for the Mayor per year
	Interstate, overseas and long distance intrastate travel expenses	\$10,250 total for all Councillors per year
	Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually per meal/night
Professional Development		\$2,050 per Councillor per year
Conferences & Seminars		\$20,500 total for all Councillors per year
ICT Expenses	iPad, Laptops and ancillary IT items	\$2,050 per Councillor (upon election)
Carer Expenses	To attend Council or Committee meetings	\$2,050 per Councillor per year
Home Office Expenses		\$102.50 per Councillor per year
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	\$10,250 per year
Furnished Office	Provided to the Mayor	\$512.50 per term

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

OVERSEAS VISITS

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

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

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

Councillor Name	Training Attended/Regional/State Meetings	Cost \$
Cr M Quigley (Mayor)	Country Mayors Association, Alliance Western Councils, Western Division Council of NSW, LG NSW.	\$6,628.72
Cr S Derrett	Western Division Council of NSW, LG NSW.	\$2,080.90
Cr G Whiteley	LG NSW, IPWEA Roads Congress.	\$2,693.33
Cr D McCloskey	IPWEA Roads Congress.	\$1,150.33
TOTAL COST OF TRAINING AND ATTENDANCE		\$12,553.28

LOCAL GOVERNMENT ACT 1993

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

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

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

Note.

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

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

Induction Program Contents

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

Capabilities

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

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

Council will seek assistance from the Local Government NSW, Regional Procurement and the Alliance of Western Councils in future years to run training suitable for regional Councillors to attend.

SENIOR STAFF REMUNERATION

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

The Senior staff remuneration including the salary under the contract and all associated costs for the period of employment are \$282,285.00.

No additional payments outside of the contract have been made.

CONTRACTS AWARDED

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

File No.	Contract Reference	Council Resolution	Name of Supplier	Contract Title	Contract Value (inc. GST)
C13-74	C13-74 (by negotiation)	269.10.22	Daimler Trucks	Supply and Deliver (1) Prime Mover	\$417,378
C13-75	C13-75 (by negotiation)	269.10.22	Trailer Stone Star Pty Ltd Western Truck Sales Pty Ltd	Supply and Deliver (2) side tipping trailers and (1) Road Train Dolly	\$184,800 \$57,970
C13-76	VP321231	292.10-22	Macquarie Energy Pty Ltd	Supply and Install Solar PV	\$154,276
G2-4.3	F923/F928	28.1.23	Davis Earthmoving Pty Ltd	Netwaste – Processing of Garden Organics, Wood and Timber	Est \$100,000
C14-6.2/61	T182223OROC	57.2.23	J Blackwood and Sons Limited	Supply and Delivery of Hardware	Est \$40,000
C13-78	C13-78	58.2.23	Consenth Solutions Pty Ltd	Installation of Culverts on Warren Road	\$966,334
C13-79	C13-79	113.4.23	Central Industries	Construction of Bird Viewing Platform Monkeygar Creek	\$420,497
C14-6.2/62	T062324OROC	152.5.23	Countrywide Asphalt, Fulton Hogan and NSW Spray Seal (Panel Contract)	Provision of Bitumen Spray Seal	Est \$4,000,000
C13-80	C13-80	153.5.23	Consenth Solutions Pty Ltd	Construction of Ventilated Causeway Dragon Cowl Creek, Merrigal Road	\$377,053

File No.	Contract Reference	Council Resolution	Name of Supplier	Contract Title	Contract Value (inc. GST)
C14-6.2/64	T042324OROC	154.5.23	Castlyn Ptd Ltd T/A Inland Petroleum	Supply and Delivery of Bulk Fuel	Est \$1,500,000
C14-6.2/63	T052324OROC	155.5.23	Ixom Operations Pty Ltd (Chlorine Gas) Redox Limited (Aluminium Sulphate) BTX Group Pty Ltd (Hydrochloric Acid) Redox Limited (Dense Soda Ash) Colonial Chemicals Pty Ltd (Cyanuric Acid)	Supply and Delivery of Bulk Water Treatment Chemicals	Est \$50,000
R4-1.70, G4-1.81	R4-1.70, G4-1.81	156.5.23	Patches Asphalt	Asphalt Works on Dubbo Street (Readford Street-Hale Street)	\$414,685
E3-6	1044761378/1044761379	NA	Energy and Management Services, AGL	Energy and Management Services (Electricity)	Est \$210,000

SUPPLIERS PAID OVER \$250,000 IN 2022/2023

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

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Coonamble Shire Council	Annual RFS Contribution	262,778	NA
StateCover Mutual Limited	Annual Insurance Cover (Various)	279,195	NA
WestTrac Equipment Pty Ltd	Purchase of Plant by Vendor Panel Quotation, Parts & Services (Various)	286,523	N
Holcim (Australia) Pty Ltd	Quarry/Aggregate Products	373,662	Y
Splat Plumbing Services	Plumbing Services (individual maintenance, reactive)	294,664	N
Statewide Mutual	Insurance Products	475,762	NA

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Tracserv Pty Ltd	Purchase of Plant by VendorPanel Quotations, Parts & Services (Various)	266,355	N
Bogan Shire Council	Quarry/Aggregate Products	279,875	NA
Fulton Hogan Industries Pty Ltd	Emulsion and Spray Sealing (Roads)	1,956,134	Y
Inland Petroleum	Supply and Deliver Petroleum	705,314	Y
Regional Quarries Australia Limited	Quarry/Aggregate Products	274,358	Y
The Stabilising Pty Ltd	Rehabilitation and stabilisation (Roads Construction)	366,419	Y
Rees Electrical Pty Ltd	Sporting Fields Light Poles and Lighting Installation	339,346	Y
Landmark Products Pty Ltd	Supply and Construct Amenities	385,407	Y
Exeloo Pty Ltd	Supply and install Amenities by VendorPanel Quotations	300,885	N
Daimler Trucks Huntingwood	Purchase Plant by VendorPanel Quotation (negotiation)	432,500	Y
Conseth Solutions Pty Ltd	Install Drainage Culverts	514,123	Y

FIT FOR THE FUTURE POSITION

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

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

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

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

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

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

FINANCIAL POSITION

Attached at Appendix A is the Auditor General's Office Audit Report for 2022/2023 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2022/2023 Financial Statements are included in a separate attachment to this report which can be found on our website at www.warren.nsw.gov.au/council/financial-reports

APPENDIX A



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

Contact: Lawrissa Chan
Phone no: 02 9275 7255
Our ref: R008-16585809-47026

31 October 2023

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2023
Warren Shire Council**

I have audited the general purpose financial statements (GPFS) of the Warren Shire Council (the Council) for the year ended 30 June 2023 as required by section 415 of the *Local Government Act 1993* (the Act).

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

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2023 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

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

Information technology general controls

Our review of information technology general control environment identified the following issues:

- audit logs of privileged users are not produced and independently reviewed
- some staff had conflicting access levels to the financial management software
- lack of IT policies and procedures
- password parameters were not in line with best practice guidelines.

Governance and cyber security

We noted deficiencies with council's governance practices, relating to the enterprise risk register, assessment of fraud risk and controls and the gifts and benefits policy.

Council has not implemented sufficient controls to manage the risks associated with cyber security.

INCOME STATEMENT

Operating result

	2023	2022	Variance
	\$m	\$m	%
Rates and annual charges revenue	6.6	6.4	↑ 3.1
Grants and contributions revenue	19.9	14.6	↑ 36.3
Operating result from continuing operations	11.9	6.1	↑ 95.1
Net operating result before capital grants and contributions	9.0	5.8	↑ 55.2

Council's operating result from continuing operations (\$11.9 million including depreciation and amortisation expense of \$4.24 million) was \$5.8 million higher than the 2021–22 result. This was mainly due to the increase user charges and fees and grants and contributions for operating and capital purposes.

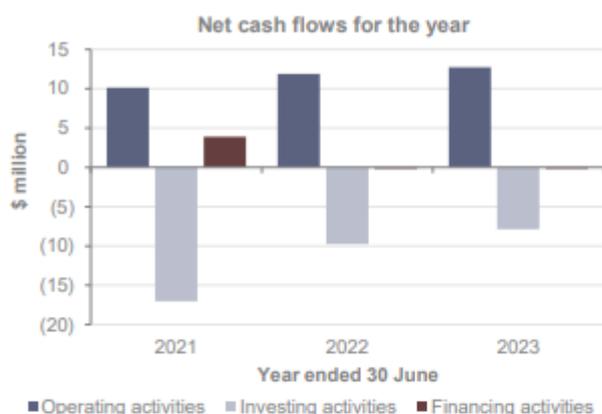
The net operating result before capital grants and contributions (\$9.0 million) was \$3.2 million higher than the 2021–22 result. This was primarily due to the increase in user charges and fees and the receipt of additional grants provided for operating purposes.

Rates and annual charges revenue (\$6.6 million) increased by \$200,000 (3.1 per cent) in 2022–2023 primarily due to the rate peg increase of 2.5 per cent.

Grants and contributions revenue (\$19.9 million) increased by \$5.3 million (36 per cent) in 2022–2023 due to the receipt of additional funds for Storm and flood damaged assets and transport (other roads and bridges funding).

STATEMENT OF CASH FLOWS

Cash and cash equivalents balance at 30 June 2023 (\$17.5 million) increased by \$4.7 million. This is primarily due to an increase in user charges and fees and a reduction in payments for infrastructure, property, plant and equipment.



FINANCIAL POSITION

Cash and investments

Cash and investments	2023	2022	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	17.5	12.8	<ul style="list-style-type: none"> External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds. The increase in externally restricted cash is mainly due to specific purpose unexpended grants.
Restricted cash and investments:			
• External restrictions	11.3	6.6	<ul style="list-style-type: none"> Balances are internally restricted due to Council policy or decisions for forward plans including works program. The internal allocations have remained steady compared to the prior year.
• Internal allocations	5.7	5.7	

Debt

After repaying principal and interest of \$258,000 during the financial year, total debt as at 30 June 2023 was \$3.7 million (2022: \$3.8 million).

PERFORMANCE

Performance measures

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

Operating performance ratio

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

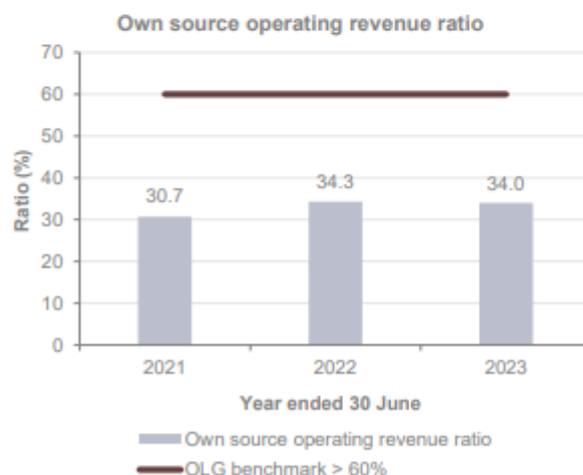
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

The Council did not meet the OLG benchmark for the current reporting period.

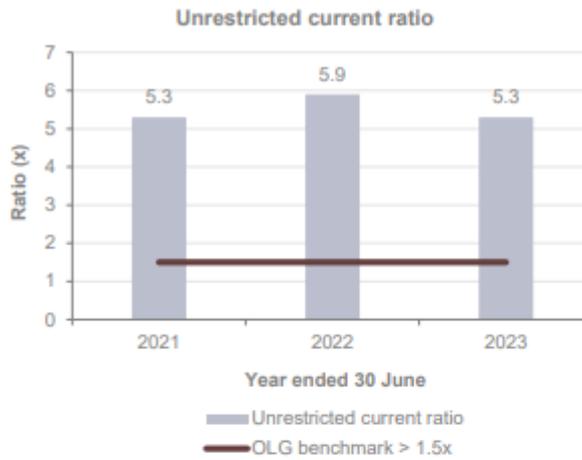
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

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

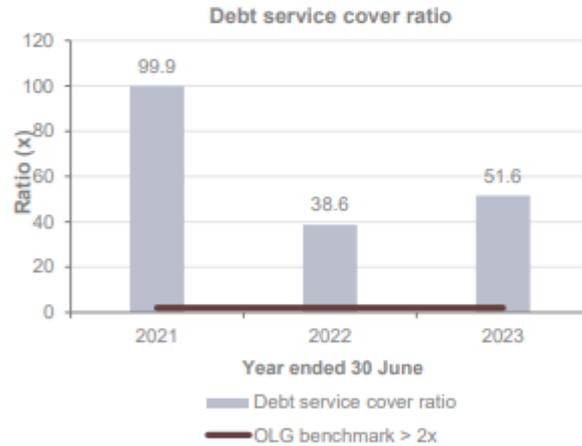
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

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

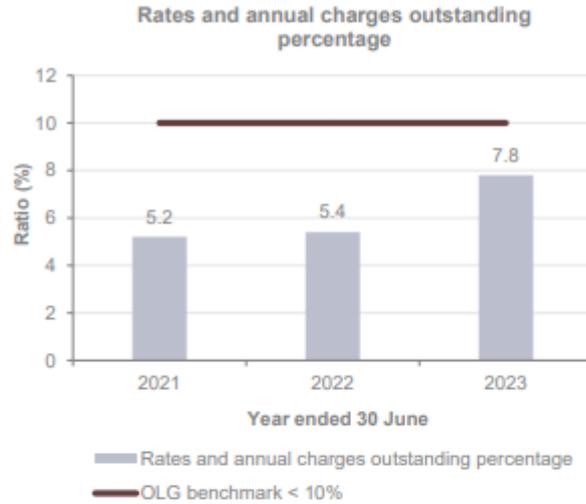
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

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

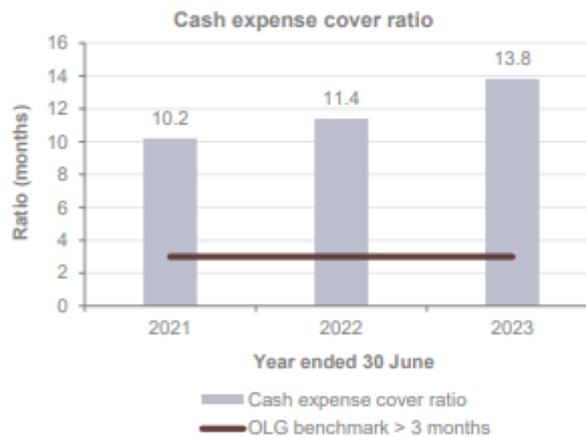
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for metropolitan councils.



Cash expense cover ratio

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

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



Infrastructure, property, plant and equipment renewals

Council renewed \$6.9 million of infrastructure, property, plant and equipment during the 2022-23 financial year, compared to \$9.2 million in the prior year. Renewals consisted of infrastructure assets (\$5.3 million) and plant and equipment (\$1.6 million). The level of asset renewals during the year represented 160 percent of the total depreciation expense (\$4.3 million) for the year.

OTHER MATTERS

Legislative compliance

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

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



Lawrissa Chan
Director - Financial Audit

Delegate of the Auditor-General for New South Wales

