

Annual Report

2016/2017



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



Contents

MAYOR AND GENERAL MANAGER'S REPORT	1
PROFILE OF WARREN.....	3
HOW COUNCIL WORKS	4
REPORT ON IMPLEMENTATION OF DELIVERY PROGRAM.....	10
STATE OF THE ENVIRONMENT REPORT	29
ADDITIONAL STATUTORY REQUIREMENTS	30
OVERSEAS VISITS	30
COUNCILLORS EXPENSES & PROVISION OF FACILITIES.....	30
CONTRACTS	31
LEGAL EXPENSES.....	32
SUBSIDISED WORKS.....	32
COUNCIL CONTRIBUTIONS	32
EXTERNAL BODIES	32
CONTROLLING INTERESTS	32
JOINT VENTURES/PARTNERSHIPS	33
EQUAL EMPLOYMENT	33
REMUNERATION PACKAGES.....	33
STORMWATER CHARGES.....	34
COASTAL PROTECTION CHARGES.....	34
COMPANION ANIMALS ACT AND REGULATIONS.....	34
RATES AND CHARGES ABANDONED	35
PRIVACY AND PERSONAL INFORMATION PROTECTION ACT	35
GOVERNMENT INFORMATION (PUBLIC ACCESS).....	36

MAYOR AND GENERAL MANAGER'S REPORT

We are pleased to present the 2016/17 Warren Shire Council Annual Report. In this report you will find information about Council's performance against targets in year 1 of the four-year Delivery Plan 2016 /17 – 2020/21.

We are pleased to report a positive financial outcome, with an end of year surplus of \$3.793M significantly ahead of our forecast budget of \$1.301M. This is a turnover of 2.492M Million with 31.88% coming from rates. This result comes from the advance payment of the 2017/18 Financial Assistance Grant of \$1.278M, Flood Damage Grants of \$1.290M and careful financial management and reflects our commitment to provide the rate payers and residents with value for money.

In September 2016 we welcomed a new Council. Since the election the Councillors have been working together to plan for the future and to look at opportunities to develop Warren Shire. A comprehensive induction program was undertaken by our newly elected and returning councillors. During the 2017 year Council was advised that its long term General Manager Ashley Wielinga was retiring in early July 2017. Ashley lead Council through many years and as Council we wished him well in his retirement and future ventures.

Highlights of the year have included:

- Installation of an outdoor fitness circuit at Victoria Park;
- Completion of Gunningba Estate drainage Stage 3;
- New Shelving, furnishings & IT equipment in the Library;
- Completion of recycling works on Buckiinguy Road (14kms), Lemongrove Road (19kms) & Bullagreen Road (7.7kms);
- Completion of the Tenandra Bridge – Warren Road Blackspot program;
- Information Centre – Interior painting, new carpet, new air-conditioning & rear fence; and
- Water & Sewerage Telemetry System Upgrade.

These great projects are examples of what can be achieved when we work together with the community. At a Council organisation level, to ensure we are forward thinking we have invested in new technology to assist finance, record keeping and asset management.

The districts economy has continued to perform well during 2016/17. We are pleased to have supported this growth through our investment in the economic interests through our Warren Shire Economic Development Strategy. This is a longer-term plan and in future years we will see greater local investment across our villages and in areas such as tourism. Council has been working with the River Smart Group and their volunteers to develop the Windows on the Wetland Centre and will look towards higher interactions in coming years.

MAYOR AND GENERAL MANAGER'S REPORT

As a rural Council our focus has been on roads and the first mile from which farm produce is delivered. During this financial year council with the assistance of grant funds has spent approximately \$6.017M on roads and associated infrastructure. Council has furthered its works program by the flooding from the Macquarie River as it has allowed Council to repair areas using flood repair money and to add additional money in general road upgrade areas. Council has undertaken improvements at its sporting fields to ensure that we are planning for the future. Sport is the cultural back bone of rural communities and Warren Shire has produced many talented sporting people in the past. Our investment through the Institute of Sport, our sporting and cultural centre and the development of our attractive sporting areas will help Warren Shire produce future sport stars.

We are a large area, low population council which means we are continually finding ways to work smarter and to continue to provide efficient service to our rate payers and residents. We ensure that our local State and Federal Members are aware of the support areas that they can assist towards and we have been chasing additional grant funds that support our community overall.

This report is year one of our four-year Delivery Plan for the community and with you, we will work towards a positive future for our communities and residents.

Rex Wilson
Mayor

Glenn Wilcox
General Manager



PROFILE OF WARREN

Warren Shire, situated in the Orana Region of Central Western New South Wales, covers an area of 10,860 square kilometres. The Shire has a population of 2,732 people (ABS Census 2016) and includes the main service centre of Warren and the villages of Nevertire and Collie.

The Warren region has a highly productive and diverse agricultural industry - excelling in the production of sheep, wool, cattle, grain and cotton. Irrigation for farming is sourced from the Macquarie River.

Agriculture is the largest employment sector followed by public administration and safety, retail trade, health care and social assistance and education and training.

Major freight routes intersect the Shire, including the Oxley Highway and Mitchell Highway.

Warren has good medical and health services including hospital, medical centre, baby health, dentist and aged care facility. Education facilities include two preschools, two primary schools, high school and TAFE. There are an assortment of services available including legal, financial, employment, two major banks, two supermarkets and a veterinary surgery.

There are active community organisations and sporting clubs that welcome community involvement such as Lions, CWA, rugby, tennis, polocrosse and more. These groups and the community are able to utilise a wide range of community facilities including the Warren Sporting and Cultural Centre, Warren Showground and Racecourse Complex, Warren Golf Course, swimming pool and numerous parks.

Warren Shire also offers great lifestyle opportunities and affordable land and housing. Natural attractions are readily accessible, including the Macquarie Marshes Nature Reserve, Macquarie River and Tiger Bay Wetlands which is home to the Window on the Wetlands Centre.

HOW COUNCIL WORKS

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

THE COUNCIL

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

COUNCILLORS

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

ELECTED MEMBERS OF COUNCIL 2012-2016

A WARD

Pauline Serdity
Heather Druce
Sarah Derrett

B WARD

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

C WARD

Kevin Taylor
Katrina Walker
Ron Higgins

D WARD

Brett Williamson
Andrew Brewer
Karlene Irving

THE MAYOR

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

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

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

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

THE GENERAL MANAGER

The General Manager is responsible for:

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

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

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

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

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

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

MANAGER FINANCE AND ADMINISTRATION

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

MANAGER ENGINEERING SERVICES

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

MANAGER HEALTH AND DEVELOPMENT

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

MANAGEMENT TEAM 2016-2017

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

COUNCIL FUNCTIONS

The council holds Ordinary meetings on the fourth Thursday of each month unless there is a change required. Such changes are advertised in the local newspapers. The meetings commence at 8.30 am and adjourn for lunch at 1.00 pm. Members of the public are welcome to attend these meetings. Council welcomes meetings with individuals and groups from the community.

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

ORGANISATIONAL STRUCTURE 2016/2017



“WARREN SHIRE 2022”

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

VALUES -

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



REPORT ON IMPLEMENTATION OF DELIVERY PROGRAM

Section 428 of the Local Government Act 1993 requires that Council's prepare an annual report for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

Council's performance during the 2016/2017 year with respect to the Delivery Program Actions are detailed below and have been addressed under the following categories:-

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

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

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

RESPONSIBLE OFFICER/DEPARTMENT

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

TARGET

The target column is a quick indicator of activity levels undertaken in the 1st year of this four (4) year plan.

- The green target indicated that the activity is developed or regularly occurring;
- The yellow indicator is to show the activity has commenced; and
- The red indicator highlights that the activity is yet to commence.

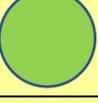
1. SOCIAL

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

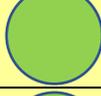
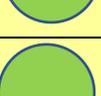
- Lack of employment opportunities, decline in quality of essential services/infrastructure such as health, education and housing. These factors mean that it is difficult to attract and retain working families and employed young adults.
- Decline in population levels and the relative ageing of the community,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

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
1.1.1	Local access to essential services and less out-reach of these essential services	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	Regular communication with Interagency and service providers Meet twice per year with State and Federal members	 
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection. Provision of an information package for new residents Liaise with Local Aboriginal Communities	GM / MHD GM GM	Number of activities Completion/ review of package Number of activities Number of meetings	EDO's to communicate with community organisations and produce "What's on" Supply of packages readily available Promote combined activities Arrange meetings bi-monthly	   

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
1.1.3	Provide leadership and co-ordination of the Warren Interagency group	Provide Chair & Secretariat	MHD	Production of business paper Number of meetings held	Business papers prepared for meeting every 2 months	
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	Information circulated as received	
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	Meeting with TAFE and schools on courses available	
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Meet with TAFE and Warren schools at least twice per year. Invite to address Council once per year	
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	Ensure adequate residential land available	
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	EDO's monitoring	
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community	Assess requests for support for community events	GM	Donation/support provided with council approval	Develop guideline on usage charges of council facilities when used by community groups	
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback and number in attendance	Act as secretariat	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Involve Council in community events	
1.1.7	Investigate initiatives in attracting and retaining working families	Implementation of actions from Goal 1 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions	
1.2.1	Investigate options available looking to develop a solution that can provide leadership and coordination of actions to assist all youth.	Create Community Liaison Committee to develop strategies	MHD	Creation of Committee and number of meetings	Ensure Committee has Youth Membership. Regular reporting to Council.	
		EIPP program	MHD	Number/success of projects undertaken	Administer and report on Programs	
		Community Builders program	MHD	Number/success of projects undertaken	Administer and report on Programs	
1.2.2	Promote to youth Warren facilities and activities available	Address schools on facilities available	MHD	Number of addresses to schools	Arrange address to school assemblies	
		Regular media/information releases	MHD	Media feedback and website hits	Monitor and report feedback	
1.2.3	Development of traineeship programs to retain youth	Review trainee places in Council structure	GM	Review structure	Monitor Council structure suitability	
		Develop Indigenous traineeships	GM	Review of previous programs and no. of traineeships	Investigate a more suitable model	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Liaise with businesses to encourage traineeships	GM	Presentation to Chambers of Commerce	Undertake regular presentations to Chamber of Commerce. Monitor and record no. of recruitments.	
1.2.4	Investigate initiatives in creating employment for youth	Liaise with businesses to encourage youth employment	GM	Presentation to Chambers of Commerce	Monitor and record no. of recruitments. Undertake regular presentations to Chamber of Commerce	 
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services Liaise with Warren MPHS	GM GM	Services provision Number of meetings	Continue Monitoring Minimum 2 meetings per year	 
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Continue existing management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	Monitor the number/type of health service providers	
1.4.1	Continually liaise with NSW Police on law and order issues within the community	Regular meetings with local Police Active participation in Community Safety Precinct meetings	GM GM	Number of meetings Attendance at meetings	Meet with the Officer in Charge, Warren sector once a month Councillors and GM to attend all meetings. Invite relevant community members.	 
1.4.2	Continually monitor the use of illicit drugs within the community	Regular meetings with local Police	GM	Number of meetings	Meet with the Officer in Charge	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Pass information to Police	GM	Information passed on	Record information from community and pass on to Police	
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support Keep Warren EMPLAN up to date Co-ordinate LEMC meetings Make available council resources for emergencies	GM GM GM ALL	Condition of EOC Review of EMPLAN Hold regular meetings Provision of resources	Regular inspections of EOC Provide administrative, management and technical staff Continually review EMPLAN and CMG's Minimum 4 per year Make available Council resources	    
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy Review LEP Review Development Control Plan Monitor development	MHD MHD MHD MHD	Reference to Strategy Update LEP Update Development Control Plan Ensure Develop in line with legislation/ sustainable	Monitor land use practices. 5 year review of LEP 5 year review Maintain Registers	   
1.4.5	Maintain high standards of street cleanliness, vacant block management	Monitor daily and weekly schedules to ensure coverage and quality of service provided.	MES	Community feedback	Adjust cleaning regime when required	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Maintain existing street cleaning regime	MES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week	
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Inspect vacant lots twice per year	
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	Inspect footpaths minimum yearly	
		Regular patching and reseal of streets	MES	Effectiveness of programs	Patching of streets three times per year, reseals as per plan.	
1.4.7	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Office of Local Government	All reports undertaken by due date	
		Maintain regular ranger patrolling	MHD	Number of complaints	Complaints register monitored	
		Continuation of de-sexing program	MHD	Number of animals de-sexed	Continue annual program	

2. ECONOMIC

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

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

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

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

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	
2.1.2	Review and update Economic Development Strategy	Reviewed Economic Development Strategy to Council	GM	Adopt reviewed strategy	To Council for adoption	
		Implementation of Strategies Schedule	GM	Review and adopt schedules	Monitor actions from Schedule Report to Economic Development Committee	 
2.1.3	Implement updated activities of the Strategy's Action Plan	Implementation of strategies schedules	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions	
2.2.1	Continue implementation of existing Economic Development Strategy Goal 6 until 2016 Census data released	Implementation of actions from Goal 6 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions	
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities	Program/costings of works for Streetscape Masterplan	MES	Adoption of program of work for Streetscape Masterplan	Report to each Town Improvement Committee	
		Implementation of Streetscape works	MES	Works undertaken	Commence works as/when adopted Report to each Town Improvement Committee meeting on actions	 
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Membership of Destination Management Group	GM	Continued membership	Attend regional meetings	

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
	Promotion of Warren Shire	GM	Participation in advertising campaign	Investigate advertising possibilities	
2.2.4	Liaise with RiverSmart in line with Council's Economic Development Strategy	Regular meetings to be held Review synergies between various Plans Progress synergies	GM GM GM	Number of meetings List of synergies Report on actions	Minimum bi-monthly meetings to be held Develop list with RiverSmart Report to Economic Development Committee on actions

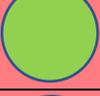
3. INFRASTRUCTURE

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

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

OUR COMMUNITY’S 2022 INFRASTRUCTURE STRATEGIES

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
3.1.1	Ensure local roads and bridges are maintained /constructed to acceptable community standards in a cost effective, efficient and safe manner	Renew Extended Work Hours Agreement	MES	Sign off agreement	Review Agreement annually	
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Undertake inspections – 4 Sector Hierarchy	
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Monitor works	
		Continued maintenance management system	MES	Review Works programs	Develop Yearly Works Schedule and Condition Assessments	
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Regular Inspections	
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	MES	Review Works Programs	Regular PEG meetings	
		Roads Inspection Procedures manual	MES	Inspection schedules	Regular inspections	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Ensure RMCC requirements are met	MES	RMCC qualified	RMCC requirements met	
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor and review operational plans and emergency procedures.	MES	Audit for compliance with standards and licence conditions	Regular inspections in line with requirements	
3.1.4	Maintain and enhance local pathways network to meet the needs of all sections of the community	Maintain existing pathways	MES	Monitor works programs	Regular inspections	
		Investigate grant opportunities for new pathways as per Plan	MES	Number of grants submitted	Monitor and apply for all available grants	
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	MES	Monitor community feedback	Continually review and monitor maintenance program	
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council annually	Report to Council annually	
		Review rolling works and upgrade program	MHD	Asset Management Plan	Adopt plan of works	
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs.	MFA	Analyse user numbers.	Report quarterly to Council	
		Continued membership North Western Library	MFA	Participation	Active participation continued	
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	Report to Council monthly	

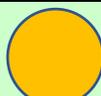
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	Inspections undertaken twice per year	
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Review requirements	GM / MHD	Review requirements	Review Project	
		Redevelop a Concept Plan	GM / MHD	Development of new Concept Plan	Quantity Survey new project	
		Undertake developed and adopted Plan	GM / MHD	Project finalisation	Works required	

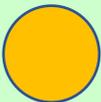
4. ENVIRONMENTAL

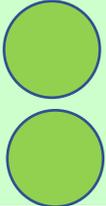
Significant challenges and issues that have influenced the composition of the community's Environmental strategies include:

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

OUR COMMUNITY'S 2022 ENVIRONMENTAL STRATEGIES

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
4.1.1	Monitor Warren Shire Council LEP	Utilise Sub Regional Landuse Strategy in reviewing LEP	MHD	Review 2012 LEP	5 year review	
		Document problem issues arising from implementation of LEP.	MHD	Number of reforms to LEP	Monitor LEP operation	
4.1.2	Actively participate in the Environment and Waterways Alliance	Active membership of Water Quality & Salinity Alliance	MHD	Attendance at meetings	Regular attendance at meetings	
		Implementation of projects	MHD	Number of projects Council involved in	Involvement when Project is applicable to Warren	
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	Delegates	Report to Council	Report to Council quarterly	
4.1.4	Maintain involvement and support of Local Land Services (LLS)	Liaise continually with LLS on natural resource management issues	GM / MHD	Number of meetings	Meet with LLS when required	
4.2.1	Ewenmar Waste Depot – New Management Regime	Development of new management regime and strategy	MHD	Adoption of Plan and Strategies	Finalise Plan and Strategy to Council	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		Implementation of Management Plan and Strategies	MHD	Report on actions taken	Report to each Ewenmar Waste Depot Committee meeting on actions	
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduction in landfill	Investigate options	
		Investigate all avenues for recommencement of kerbside recycling	MHD	Re-introduction of recycling	Investigate options	
4.2.3	Ensure the efficient and cost effective operation of Council's road making materials (eg. gravel pits.)	To regularly monitor the safety and operations of gravel pits under Council's control to review and act under the safety and Environment standards.	MES	Compliance with all safety, mining and environmental standards	Minimum operations at Mt Foster Quarry All gravel pits inspected prior and after usage	
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	MES	Design and construction on time and within budget.	Works schedule monitored	
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Completion of Restart NSW 357 Projects	
		Compliance with best practice	MES	Annual report	100% compliance	
		Continued active membership of Lower Macquarie Water Utilities Alliance	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee	
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
	appropriately priced for all consumers	Compliance with best practice Continued active membership Lower Macquarie Water Utilities Alliance	MES MES	Annual report Council involvement in LMWUA	100% compliance Actively involved in LMWUA Board and Technical Committee	

5. GOVERNANCE

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

The hollowing out of the population (trend toward increases in older, less skilled, more welfare dependent population) resulting in an increased burden on existing community leaders and stock of volunteers.

- Ensuring the Council continues to remain strong and financially sound and is pro-active in the promotion and improvement of the community through sound and responsible leadership working as partners with the community in decision-making.
- Long term governance and community leadership is vital for the future of Warren Shire. Leadership skills need to be fostered to encourage the development of future community leaders and volunteers within the community.

OUR COMMUNITY'S 2022 GOVERNANCE STRATEGIES:

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy to be used when consultation with community required	
5.1.2	Implementation of required agreed community actions	Co-ordinate communication with Community Liaison Committee	GM	Report on actions taken	Report to Council and Interagency on actions	
5.1.3	Promote timely and quality dissemination of information to the community	Regular community updated by various media	GM	Report on actions taken	Monitor and report to Council	
5.1.4	Convey community issues to the Government	Lobby of behalf of the community	GM	Number of communiques	Record and report communiques	
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored	
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	Review September 2017	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	Website E-mail system Weekly column in paper Rate notices	
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	Review September 2017	
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	MFA	Reporting on time to auditors, Ministers and the general public.	All statutory reporting undertaken by due dates	
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	MFA	Council's financial reporting analysis	Regular reporting to Council	
5.2.3	Effective staff training and development processes in place	Review staff training and development	ALL	Adoption of Training Plan for individuals following performance appraisals.	Develop standard performance appraisal timeline	
		To implement systems for performance management and staff review.	ALL	Review Salary System	Report to Consultative Committee	



FINANCIAL REPORTS

Section 428 of the Local Government Act 1993 requires that the annual report must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting.

Councils Financial Reports detailing Council's financial performance and position for the year ended 30 June 2016 are available on Council's website.

See <http://www.warren.nsw.gov.au/council/financial-reports>

STATE OF THE ENVIRONMENT REPORT

Section 428A of the Local Government Act 1993 requires that the Annual Report contain a report (a State of the Environment Report) as to the state of the environment in the Local Government Area.

Council participated in a Regional State of the Environment Report 2015 - 2016 with 16 other councils. This report shows trends in land management, biodiversity, water and waterways, sustainability people and communities from reports produced on the region from 2009 to date.

Copies are available from Council or on Council's website.

See <http://www.warren.nsw.gov.au/environment/state-of-the-environment>

ADDITIONAL STATUTORY REQUIREMENTS

OVERSEAS VISITS

Local Government (General) Regulation 2005 – Clause 217 (1)(a)

During the 2016/2017 Financial Year no overseas visits were undertaken during the year by Councillors, Council Staff or other persons while representing Council.

COUNCILLORS EXPENSES & PROVISION OF FACILITIES

Local Government (General) Regulation 2005 – Clause 217 (1)(a1)

STATEMENT OF EXPENSES		
		2016/17
	Section	\$
Mayoral Fees		24,630.00
Councillor Fees		108,360.00
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 217(1)(a1)(i)	Nil
Provision of Telephone	cl. 217(1)(a1)(ii)	Nil
Conferences & Seminars	cl. 217(1)(a1)(iii)	8,653.94
*Training	cl. 217(1)(a1)(iv)	Nil
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		11,161.97
Councillor Insurance		2,881.26

Warren Shire Council has adopted a Policy for Payments of Expenses and Provision of Facilities to Mayor and Councillors and this policy is regularly reviewed and adopted by resolution of Council.

This document is available for inspection at Councils offices, 115 Dubbo Street, Warren.

* Training for all Councillors was undertaken during the 2016/17 year at no cost to Council. Councillors attend conferences and other meetings throughout the year.

CONTRACTS

Local Government (General) Regulation 2005 – Clause 217 (1)(a2)

During 2016/2017 Council awarded and continued the following contracts:

Contract Number Name of Contractor	Nature of goods and services	Amount expended Ex GST
2012/02 Ando's Grader Hire	Provision of a Service for the Collection and Disposal of Putrescible Rubbish and Garbage and Management of Ewenmar Waste Facility 01.09.12 - 30.06.17	\$268,916.87
T81011OROC Fulton Hogan	Bitumen Spray Sealing 01.07.14 - 30.06.17	\$1,350,758.37
REGPRO021617 Fulton Hogan	Supply Bulk Emulsion 01.01.16 - 31.12.20	\$159,752.30
T051617OROC C14-6.2/39 Liberty Oil Australia Pty Ltd	Supply and Delivery of Bulk Fuel and Lubricants 01.07.16 – 30.06.19	\$436,809.43
Plant 16/17-06 P2-5.35/6 Hitachi Pty Ltd	Supply of one (1) John Deere 770G Motor Grader	\$383,900.00
Plant 16/17-08 Pc-5.36/8 Schwarze Industries Australia	Supply of one (1) Isuzu NQR 87/80-190 Street Sweeper	\$242,865.00
Plant 16/17-09 Pc-5.36/9 Tracserve Pty Ltd	Supply of (2) Isuzu FXY 1500 Cab Chassis Trucks	\$293,921.82

LEGAL EXPENSES

Local Government (General) Regulation 2005 - Clause 217(1)(a3)

In 2016/2017 Council incurred no legal expenses.

Description	Amount
Rate Recovery	Nil
Court Proceedings - Finalised	Nil
Legal Costs Recovered	(\$5,700.00)

SUBSIDISED WORKS

Local Government (General) Regulation 2005 – Clause 217 (1)(a4)

Council did not pass any resolutions under 67 of the Local Government Act 1993 concerning work carried out on private land which was fully or partly subsidized by Council during this financial year.

COUNCIL CONTRIBUTIONS

Local Government (General) Regulation 2005 – Clause 217 (1)(a5)

The total amount contributed or otherwise granted by Council under Section 356 of the Local Government Act 1993 was \$7,769.92.

EXTERNAL BODIES

Local Government (General) Regulation 2005 – Clause 217 (1)(a6)

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 INTERESTS

Local Government (General) Regulation 2005 – Clause 217 (1)(a7)

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).

JOINT VENTURES/PARTNERSHIPS

Local Government (General) Regulation 2005 – Clause 217 (1)(a8)

Council participated in the following throughout 2016/2017:

- North Western Library Co-operative
- Orana Regional Organisation of Councils
- Castlereagh Macquarie County Council (Noxious weeds)
- Lower Macquarie Water Utilities Alliance
- Rural Fire Service - North West Zone
- Central West Catchment Management - Water Quality and Salinity Alliance
- NetWaste
- Local Government Procurement
- Regional Procurement
- Outback Arts
- Northwest Regional Food Surveillance Group
- Warren Interagency
- RMCC Cluster
- Outback Arts
- Audit and Risk Management Committee

EQUAL EMPLOYMENT

Local Government (General) Regulation 2005 – Clause 217 (1)(a9)

No action was taken in relation to Equal Employment Opportunities.

REMUNERATION PACKAGES

Local Government (General) Regulation 2005 – Clause 217 (1)(b) & Clause 217 (1)(c)

The total value of the General Manager's Remuneration Package was \$200,470.00 which included the employer's superannuation contribution, the amount payable by Council by way of fringe benefits tax, there were no bonus payments for performance or any other payments made to the General Manager that did not form part of the salary component. There were no non cash benefits paid under the package.

There were no other designated Senior Staff Managers employed under contract by Council throughout 2016/2017 and therefore no other amounts are required to be reported.

STORMWATER CHARGES

Local Government (General) Regulation 2005 – Clause 217 (1)(e)

Council did not levy an annual charge for stormwater management services during the year.

COASTAL PROTECTION CHARGES

Local Government (General) Regulation 2005 – Clause 217 (1)(e1)

Council did not levy any charge for coastal protection services during the year.

COMPANION ANIMALS ACT AND REGULATIONS

Local Government (General) Regulation 2005 – Clause 217 (1)(f)

In 2016/2017 Warren Shire Council seized a total of 55 dogs and a further 87 more were surrendered, of these 142 dogs council returned 18 dogs, 14 were re-homed and 110 were euthanised by Western Rivers Veterinary Group. The dogs euthanised were unable/unsuitable to be re-housed. This information has been provided to the Office of Local Government on Councils return of Seizures of Cats and Dogs for the 2016/2017 year.

Council is continually providing information on the Companions Animals Legislation and the responsibilities of owners for the control and care of their animals. This is undertaken via the local paper, community notice board, letter box drops, Councils website as well as a various brochures and pamphlets available at Council's office.

Council works with the Australian Institute of Local Government Rangers Western Division in re-homing unwanted dogs and other joint activities.

During the 2016/2017 financial year administration of the Companion Animals Act had a nett cost to council of \$87,923.36.

All reporting requirements to the Division of Local Government were met.

RATES AND CHARGES ABANDONED

Local Government (General) Regulation 2005 - Clause 132

The amount of rates and charges that were written off during the period 1st July 2016 to 30th June 2017.

Description	Amount \$
Rates - Pension Rebates <i>(Section 583(1) Local Government Act, 1993)</i>	85,318
Rates - Postponed Rates <i>(Section 595(1) Local Government Act, 1993)</i>	Nil
Rates - Levy Adjustments <i>(Section 598(2) Local Government Act, 1993)</i>	Nil
Charges - Interest on Postponed Rates <i>(Section 595(1) Local Government Act, 1993)</i>	Nil
Rates - Sale for Outstanding <i>(Section 607 Local Government Act, 1993)</i>	Nil
Charges - Interest sale for outstanding <i>(Section 607 Local Government Act, 1993)</i>	Nil

PRIVACY AND PERSONAL INFORMATION PROTECTION ACT

No applications have been made for information or reports received under this Act for the period 1st July 2016 to 30th June 2017.

GOVERNMENT INFORMATION (PUBLIC ACCESS)

Government Information (Public Access) Regulation 2009 - Clause 7a and Schedule 2

Council received nil applications in the reporting period 1st July 2016 to 30th June 2017 under the Government Information Public Access Act.

Obligations under the GIPA Act

1. Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, Council must review its program for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves assessment on a case by case basis. Council has very little information that is discretionally unavailable.

During the reporting period, Council had no new proactive releases of information.

2. Number of access applications received - Clause 7(b)

During the reporting period, Council did not receive any formal access applications.

3. Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, Council did not refuse any formal access applications.

4. Statistical information about access applications - Clause 7(d) and Schedule 2

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

*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 application 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)	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

*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). The total number of decisions in Table B should be the same as Table A.

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

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	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

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	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 applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates. (see section 54 of the Act)	0