

# WARREN SHIRE COUNCIL ANNUAL REPORT 2017/18



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## About this report

The Annual Report is one of the significant points of communication between Council and the community.

The Annual Report has been produced to provide a comprehensive statement as to Warren Shire Councils performance over the past twelve-month period and to identify our achievements in meeting the direction set under the Community Strategic Plan and our four-year Delivery Plan 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.

This annual report provides details of our performance for the period 1 July 2017 to 30 June 2018.

The report relates to the second year of the four-year plan and allows the community to measure our progress against the performance targets. The report identifies the ways that we have worked with the community and it 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 against our five Delivery Program Action areas:

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

The report demonstrates the breadth of Council 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 Snap Shot -State of the Environment Report 2017-2018 and the Annual Financial Statements 2017-2018 are published as separate volumes of this report and are available at [www.warren.nsw.gov.au](http://www.warren.nsw.gov.au) .

The NSW Local Government integrated planning and reporting framework has allowed the Council and community to identify the important long-term needs and wants of the community. The Community Strategic Plan recognises that the community would like its council to develop a safe and pleasant living environment, that has access to improving standards of roads and other infrastructure and that it is working towards a more sustainable financial and environmental future.

The Delivery Program is a four-year plan that covers the term of an elected Council. To create the Program Council looks at the Community Strategic Plan and ask what we can achieve over the coming four years to bring us closer to the community's vision and values.

With limited resources - skills, labour, time and money - we cannot achieve everything at once. The four-year 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 and GM

On behalf of the Council and the Staff we have pleasure in submitting the 2017 -2018 Annual Report of Warren Shire Council to the community in accordance with the Local Government Act 1993 and associated legislation.

In this report you will find information about Council's performance against targets in Year 2 of the four-year Delivery Plan 2016/17 - 2020/21. The reporting against the Community expectations allows the community to determine our success and the support being received by the community for the many functions and outcomes that a Council undertakes annually.

We are pleased to report a positive financial outcome, with an end of year surplus of \$1,046,000 which is slightly below our forecast budget of \$1,262,000. This result comes from careful financial management and reflects our commitment to provide the rate payers and residents with value for money.

Highlights of the year have included the Warren Rugby Carnival, the Rotary Spring Fair, the hosting of race meetings, the annual show and the continuation of the Dubbo (Main) Street upgrade. These projects are examples of what can be achieved when we work together as a community.

The Warren Shire Economic Development Strategy has guided Council in the further development and delivery of improvements across the Shire area. As part of Council's review of social and economic improvement, Council developed Village and Town enhancement plans and submitted these to the community to aid in identifying the short, medium and long-term upgrades that the community required or desired. Future years will see many of these projects be developed in partnership with Council and improve our social and economic liveability.

Council has been working with the River Smart Group and established a Memorandum of Agreement for a two-year period to work in partnership to deliver a higher level of tourism, environmental and educational outcomes; not only for the Macquarie River system and Marsh areas but right across all aspects of our community and business areas.

During this financial year, Council with the assistance of grant funds has spent in excess of \$4.28 million on roads and associated infrastructure. Council has undertaken an extensive road construction and maintenance program during the year. This has included major projects around the construction and sealing of Ellengerah Road, Warren-Coonamble Road, Thornton Road, Collie-Bourbah Road and Bullagreen Lane. Council has undertaken works for the RMS on the Oxley Highway. Staff have also worked to complete flood repair works across the Council area and the continued maintenance of rural roads as and when water became available.

We are a small 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

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.

As Council moves into the 2018/19 financial year we will be looking into waste services, recycling, village enhancements, road upgrades and long-term viability areas. We will be looking at how Council and the community can work together as partners and to continue to make our Shire one of the best places to work and live.

This report is year two 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

# This year 2017/18

## Our year in review

This year Warren Shire Council Has Worked to include its Communities in the future direction.

Warren Shire Council has settled into year two of its term and with its staff have been looking to make a progressive change that includes a more transparent and consultative approach to operational delivery.

Council has undertaken projects in areas that include water supply upgrades to all the Village or Town areas, provided improvements to parks and reserves and continues to plan and deliver additional road sealing.

Council's consultation process has been to recommence the hosting of Council meetings in the Villages of Collie and Nevertire and to ensure that access to council information is available through its web site and social media platforms.

One of the major achievements through community consultation has been the development of the Village Enhancement Plans for Warren, Nevertire and Collie. The village improvements had been identified in the Community Strategic Plan and have been included in the Delivery Plan outcomes. Council through its staff and with assistance from a planning consultant have prepared plans based on community reviews, strategic documents and day to day issues that arise in the community. The Village Enhancement Plans were presented and discussed with the community. The final plans have been approved by Council.

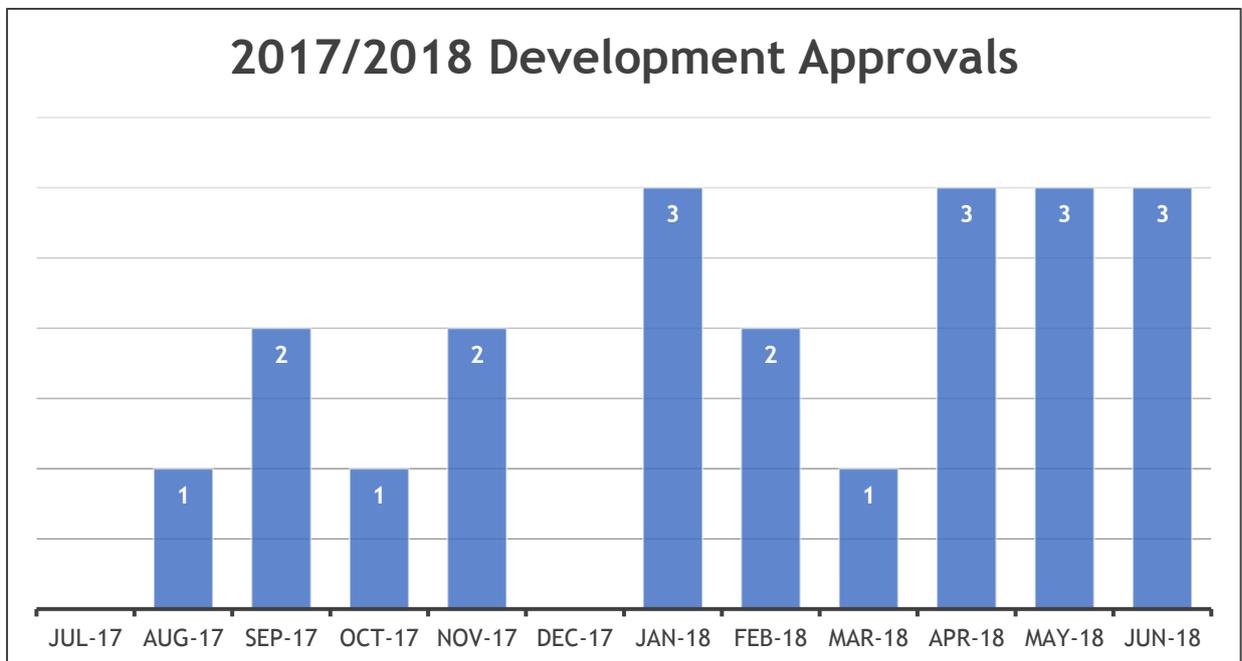
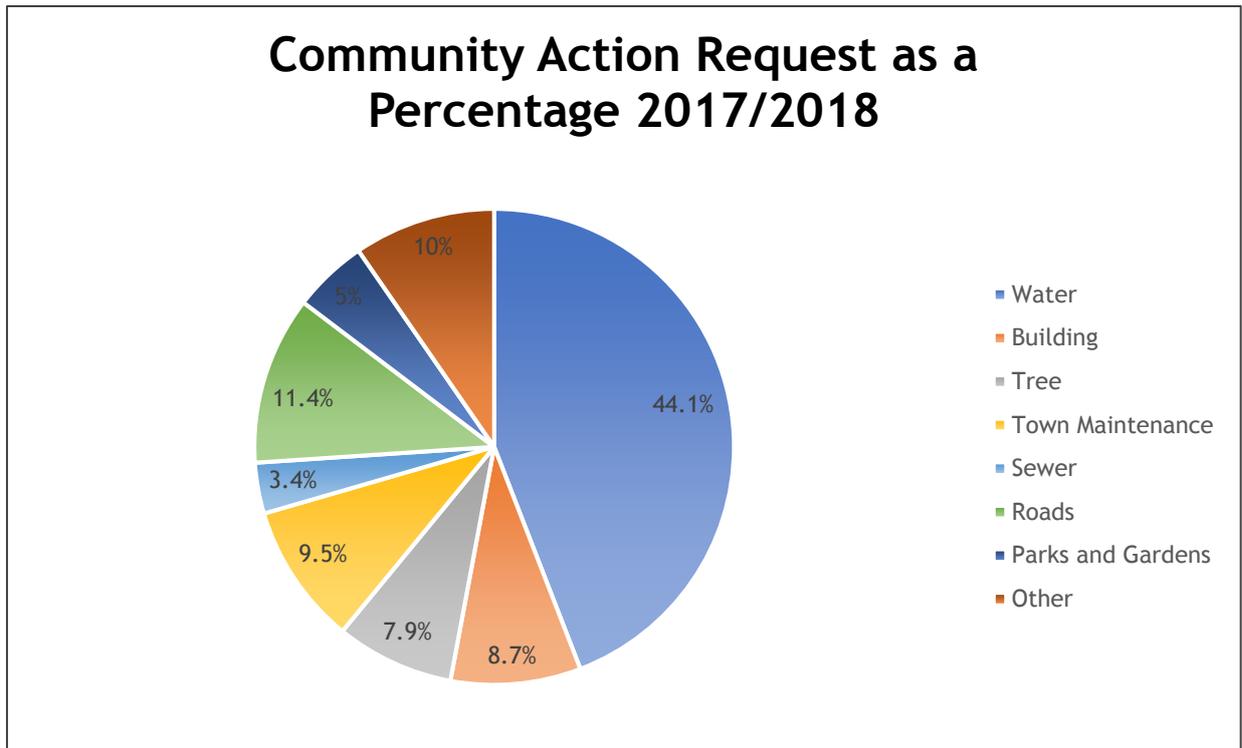
Council would like to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2018/19 budget (Operational Plan) process.

Council is continuing to work on our rural road network and continued its road sealing or rehabilitation programs. The Cotton season has been very successful, and this has required additional works to be undertaken to repair road edges and to keep in front of gravel road maintenance.

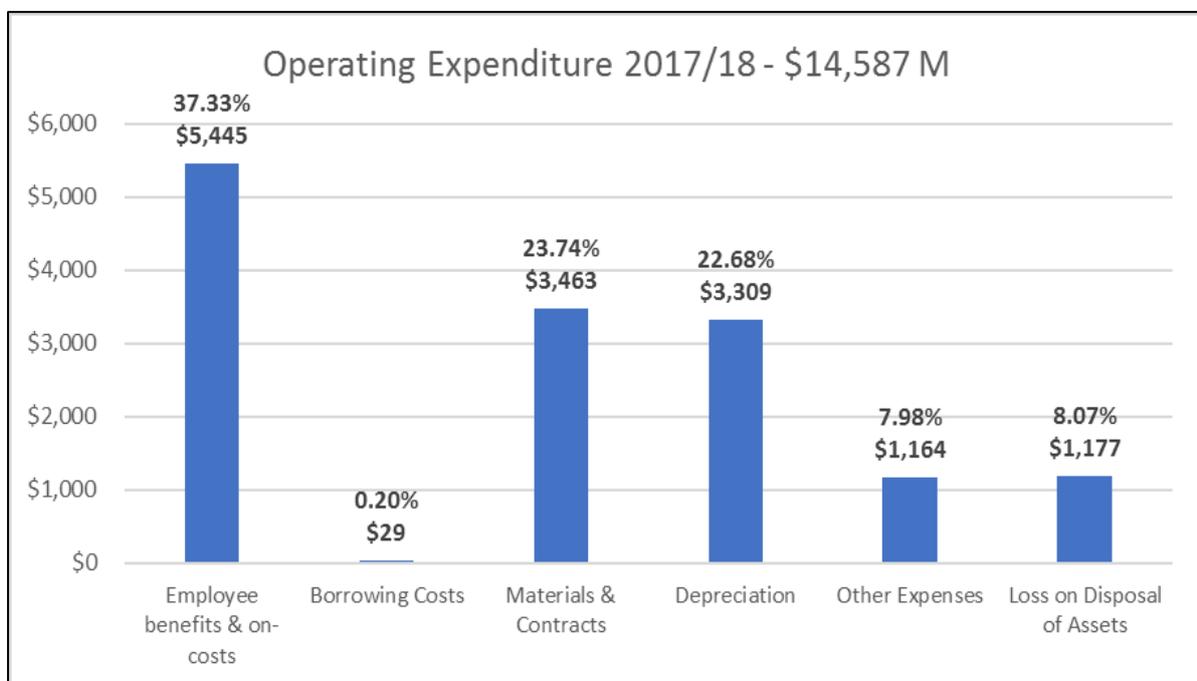
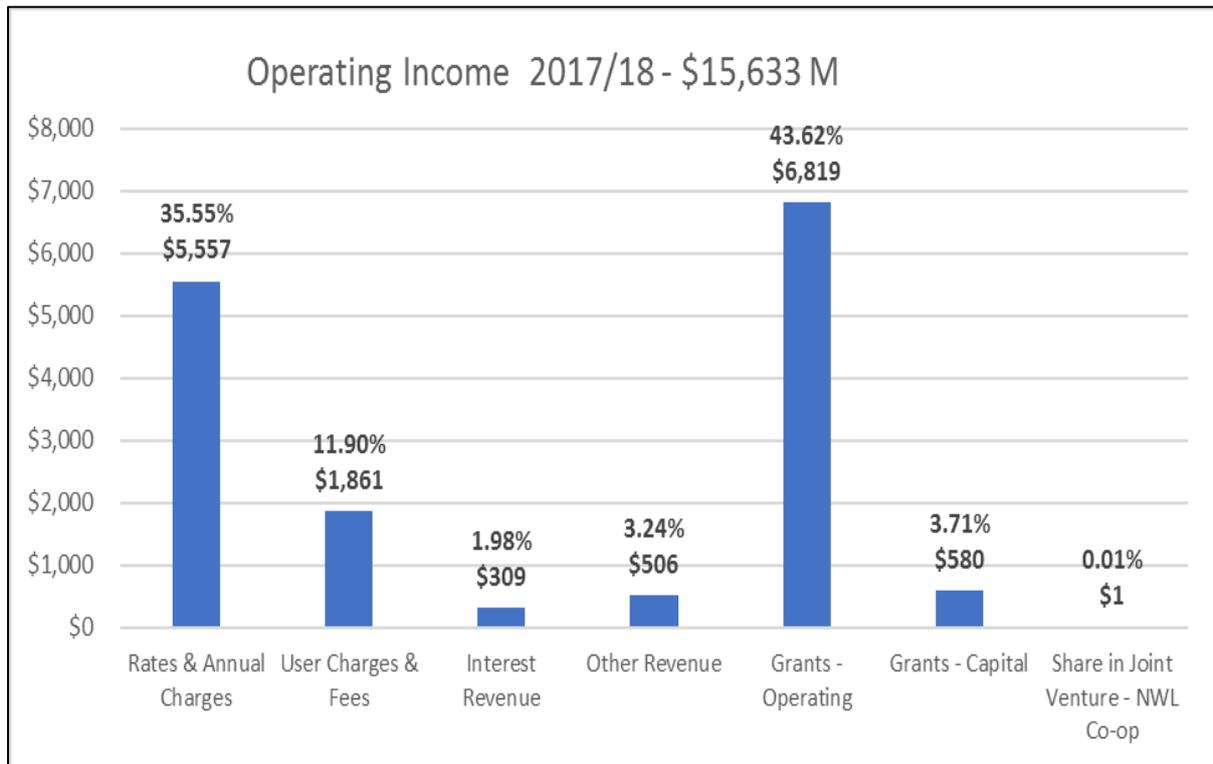
Council has had a successful year with RMS funding for the Oxley Highway and undertaken works, either through its own staff or with contractors. This form of private works assists Council to keep its workforce skills up and to gain a small profit to spend back on its own road network.

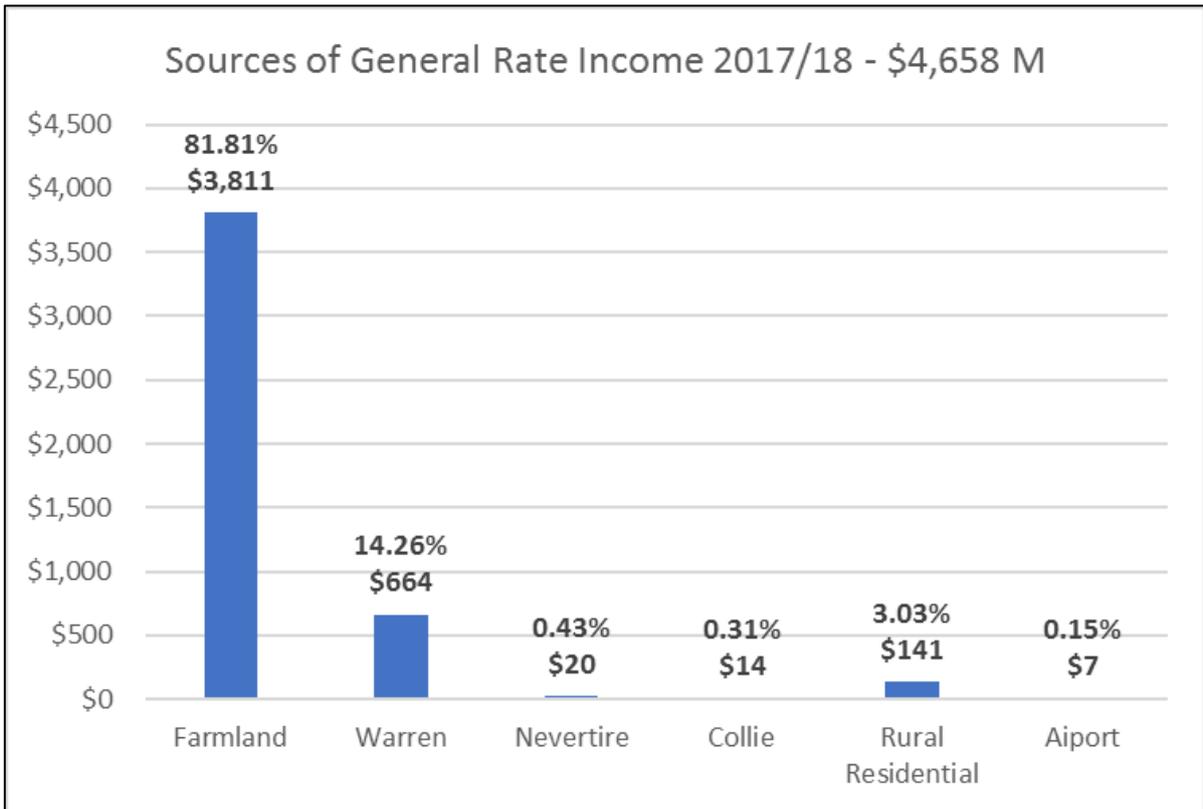
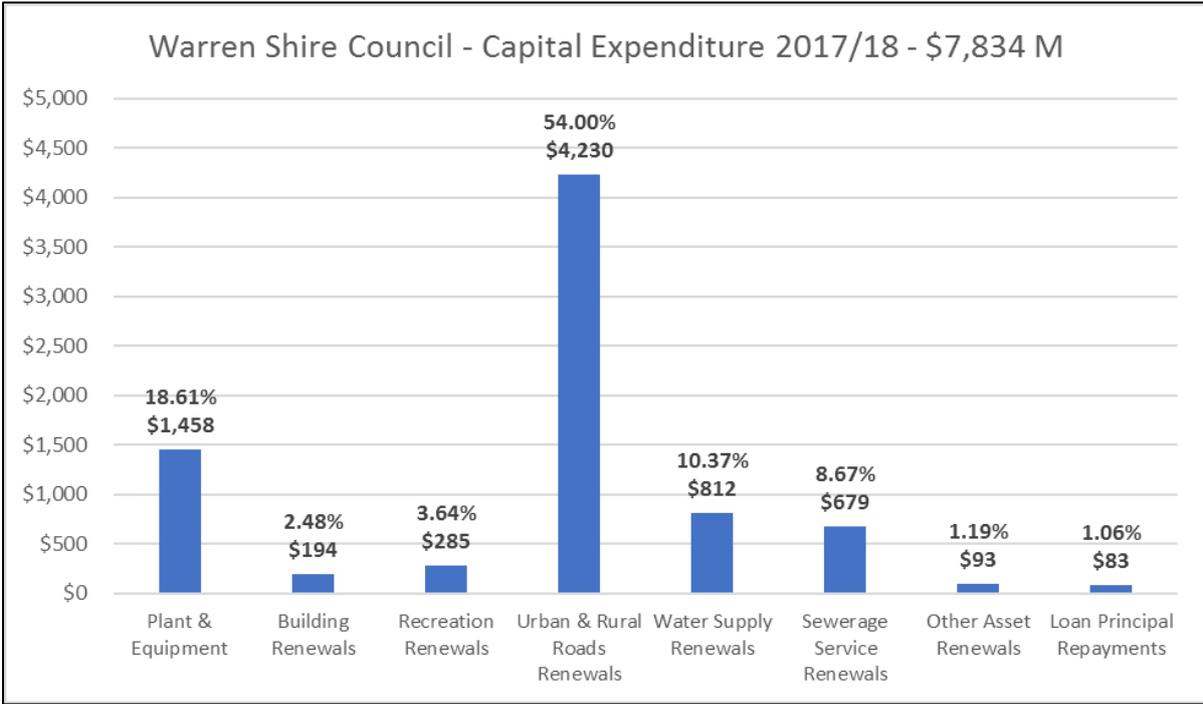
Council has reviewed many aspects of its operations during the year and this includes changing budget processes to ensure that we can afford our future and the works that the community require without over commitment to loans or long-term costs.

Performance snapshot

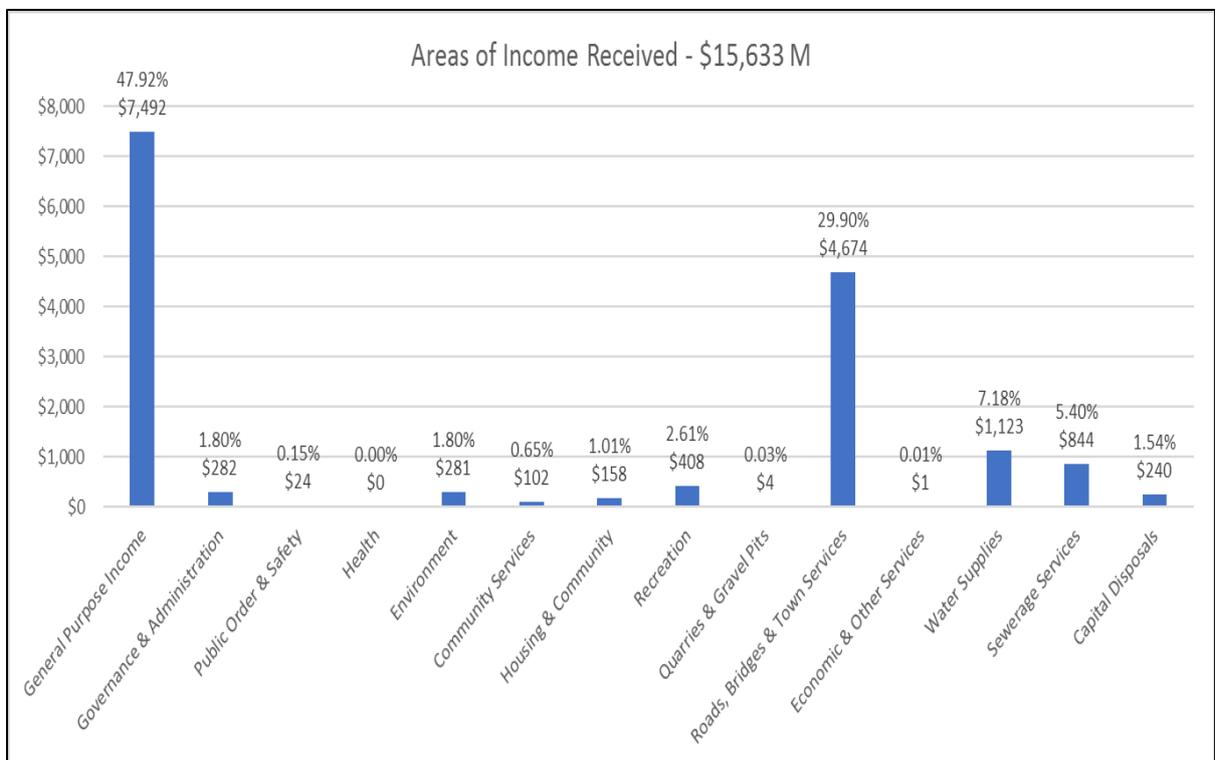
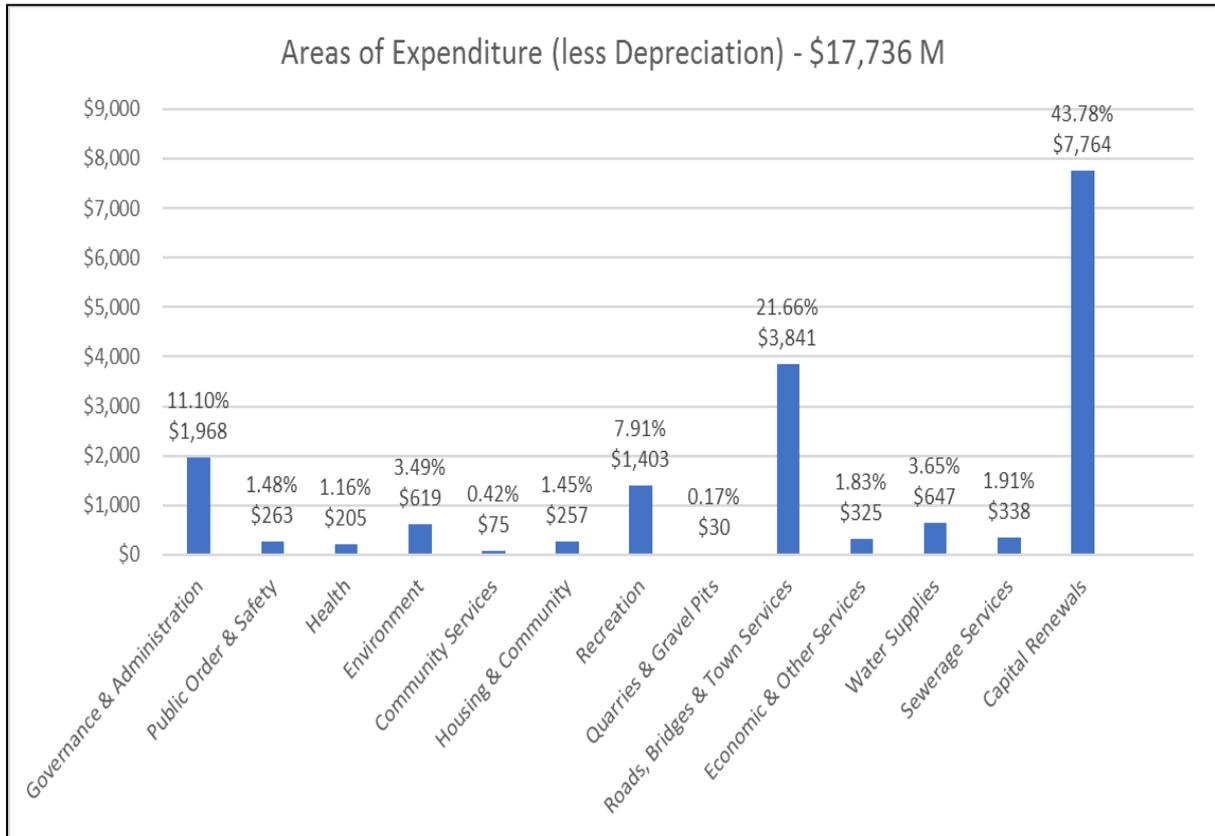


## Financial snapshot





Value for rates



## Snapshot and overview

The above charts provide a brief snap shot of where the Council spends its funding from both rates and grants or private works profit.

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges make up 35.5% 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 we all 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 can not achieve the work that they do, and the high levels of presentation or delivery expected. Council has developed a Workforce Plan for the four years of the Delivery Plan to ensure we have the right staff for the work to be undertaken. This plan is available on our web site.

Our staff are a valuable asset to the community as shown at the many events and functions held during the year. The success of our race meetings, the Rugby Carnival, the show and our week to week activities is down to the staff that work quietly away to deliver the standard of service we enjoy. This year, Council's staff have been very proactive in looking to improve outcomes for the community.



## 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 Councils four-year Delivery Plan, the following table has been provided. This table was reported to Councils June 2018 Ordinary Council meeting and has been developed to quickly identify the council's performance over the last twelve months.

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 efficiency and cost effective. The current reporting guidelines do not link efficiency 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 will amend its reporting during 2018/19 to link efficiency and effectiveness outcomes where possible in the reporting to allow the community to determine the Councils ability to meet or achieve outcomes.

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.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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	 	Council attending Interagency meetings as reported. Meet WMPHS/ Medical Centre.  Regular meetings with local 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	   	Email updates provided and reports to Economic Development Committee.  Packages available.  No activities held. Discussion has been held around Naidoc Week and recognition events.  General catch up held as required.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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 Circulation of information	Business papers prepared for meeting every 2 months Information circulated as received		Meetings held every 2 months.
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD				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		Land available but development of housing very limited.
		Number of private houses available for sale/rent		Liaise with Real Estate agencies	EDO's monitoring		

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
			GM				ongoing
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community	<p>Assess requests for support for community events</p> <p>Co-ordinate Australia Day and ANZAC Day</p> <p>Support community events through administration and secretarial support</p>	<p>GM</p> <p>GM</p> <p>GM</p>	<p>Donation/support provided with council approval</p> <p>Community feedback and number in attendance</p> <p>Number of committees formed for special events</p>	<p>Develop guideline on usage charges of council facilities when used by community groups</p> <p>Act as secretariat</p> <p>Involve Council in community events</p>	<p></p> <p></p> <p></p>	<p>Annual Operational Plan</p> <p>ongoing</p> <p>Economic Development Officer's providing support. Staff assist Spring Festival, Rugby and other events.</p>
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		Reported to Economic Development Committee.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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.		Not undertaken.
		EIPP program	MHD	Number/success of projects undertaken	Administer and report on Programs		Funding is utilised within the community.
		Community Builders program	MHD	Number/success of projects undertaken	Administer and report on Programs		Funding is utilised within the community.
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		Councillors attended end school presentations as requested.
		Regular media/information releases	MHD	Media feedback and website hits	Monitor and report feedback		Information circulated when received.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.2.3	Development of traineeship programs to retain youth	Review trainee places in Council structure	GM	Review structure	Monitor Council structure suitability		Workforce Plan prepared to Council. Discussions being held to support training and casual employment outcomes.
		Develop Indigenous traineeships	GM	Review of previous programs and no. of traineeships	Investigate a more suitable model		Meeting with Chamber held by GM.
		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.		Chamber has not requested Council involvement into traineeships

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
					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	 	Meetings held with Doctors and Western Health  Ongoing.
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		Regular meetings held and Council working to attract health professionals.
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.	 	Meetings being held through LEMC and Area Command.  Meetings being held at a local level only.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		Issues raised at Precinct Meetings. Regular discussion held with Police.
		Pass information to Police	GM	Information passed on	Record information from community and pass on to Police		Issues being forwarded.
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM	Condition of EOC	Regular inspections of EOC		
		Keep Warren EMPLAN up to date	GM	Review of EMPLAN	Provide administrative, management and technical staff		
		Co-ordinate LEMC meetings	GM	Hold regular meetings	Continually review EMPLAN and CMG's		
					Minimum 4 per year		

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Make available council resources for emergencies	ALL	Provision of resources	Make available Council resources		
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Monitor land use practices.		Ongoing.
		Review LEP	MHD	Update LEP	5 year review of LEP		Planning proposal completed.
		Review Development Control Plan	MHD	Update Development Control Plan	5 year review		
		Monitor development	MHD	Ensure Develop in line with legislation/ sustainable	Maintain Registers		Ongoing.
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		Inspections carried out weekly by RO including review of the quality of the work undertaken, programming and

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Maintain existing street cleaning regime	MES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week		scheduling of works to be done. The application of a bitumen seal in Dubbo Street will assist in eliminating the dusty effect of cleaning the gutters.
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Inspect vacant lots twice per year		Inspected on a monthly basis.
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	Inspect footpaths minimum yearly		Footpath inspections undertaken annually by PAE and Defect Register updated. Program of works reported to Council annually for approval and budgeting.
		Regular patching and reseal of streets	MES	Effectiveness of programs	Patching of streets three times per year, reseals as per plan.		RO inspects all urban streets weekly and schedules any routine

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
							maintenance works including patching. OM and MES inspect all roads annually and formulates the annual reseal program which is reported to Council for approval and budgeting purposes.
1.4.7	Provide animal control services to meet the demands of the community	<p>Undertake obligations under the Companion Animals Act</p> <p>Maintain regular ranger patrolling</p> <p>Continuation of de-sexing program</p>	<p>MHD</p> <p>MHD</p> <p>MHD</p>	<p>Regular reporting to Office of Local Government</p> <p>Number of complaints</p> <p>Number of animals de-sexed</p>	<p>All reports undertaken by due date</p> <p>Complaints register monitored</p> <p>Continue annual program</p>	<p></p> <p></p> <p></p>	<p>Ongoing.</p> <p>Ongoing.</p> <p>Awaiting next round of funding.</p>

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
2.1.2	Review and update Economic Development Strategy	Reviewed Economic Development Strategy to Council	GM	Adopt reviewed strategy	To Council for adoption		Support policies adopted and grants being applied for.
		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		Meetings being held. Grant funding is taking a priority.
2.2.1	Continue implementation of existing Economic Development Strategy	Implementation of actions from Goal 6	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions		

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
Goal 6 until 2016 Census data released	Economic Development Strategy					
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities	<p>Program/costings of works for Streetscape Masterplan</p> <p>Implementation of Streetscape works</p>	<p>MES</p> <p>MES</p>	<p>Adoption of program of work for Streetscape Masterplan</p> <p>Works undertaken</p>	<p>Report to each Town Improvement Committee</p> <p>Commence works as/when adopted</p> <p>Report to each Town Improvement Committee meeting on actions</p>	<p>Program for Streetscape Masterplan commenced.</p> <p>Construction works of Streetscape Masterplan underway. Work closely with EDO's to implement some of the affordable Street Management Plan particularly after the Dubbo St works have been completed.</p> <p>Town Improvement Committee updated on a 3 monthly basis.</p>

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Membership of Destination Management Group	GM	Continued membership	Attend regional meetings	
		Promotion of Warren Shire	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	GM	Number of meetings	Minimum bi-monthly meetings to be held	Agreement developed and approved by Council and Riversmart to develop tourism and education outcomes.
		Review synergies between various Plans	GM	List of synergies	Develop list with RiverSmart	
		Progress synergies	GM	Report on actions	Report to Economic Development Committee on actions	

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		Extended Work Hours Agreement reviewed annually by MES and OM.
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Undertake inspections – 4 Sector Hierarchy		Road standard audits undertaken at least annually by RO, OM and MES.
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Monitor works		Routine maintenance works carried out proactively after weekly inspections by RO. Resealing works funded and undertaken on a 10 year cycle as a proactive preventive measure to prevent early breakdown of the wearing surface

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment	
		Continued maintenance management system	MES	Review Works programs	Develop Yearly Works Schedule and Condition Assessments		and pavement, reducing routine maintenance costs.  Condition assessment carried out annually in line with ACRVM. Annual works program developed by MES and reported to Council for approval and budgeting purposes.
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Regular Inspections		

	Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	<p>Continued maintenance management system</p> <p>Roads Inspection Procedures manual</p> <p>Ensure RMCC requirements are met</p>	<p>MES</p> <p>MES</p> <p>MES</p>	<p>Review Works Programs</p> <p>Inspection schedules</p> <p>RMCC qualified</p>	<p>Regular PEG meetings</p> <p>Regular inspections</p> <p>RMCC requirements met</p>	<p></p> <p></p> <p></p>	<p>PEG meetings attended by PAE and works program reviewed by PAE.</p> <p>Inspections carried out regularly by RO and OM and annual inspections undertaken by MES.</p> <p>All RMCC requirements are met and maintained by PAE.</p>
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor	MES	Audit for compliance with standards and licence conditions	Regular inspections in line with requirements		Regular inspections in line with requirements

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		and review operational plans and emergency procedures.					undertaken by RO and OM.
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		All footpaths inspected weekly by RO. Condition assessments carried out by PAE annually and work program formulated by PAE and reported to Council for approval and budgeting purposes.
		Investigate grant opportunities for new pathways as per Plan	MES	Number of grants submitted	Monitor and apply for all available grants		Grants sought and applications made where possible by PAE.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		Maintenance program developed and reviewed weekly by RO. Maintenance and repair works well done, good effort.
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		Pre-season and post season inspections.
		Review rolling works and upgrade program	MHD	Asset Management Plan	Adopt plan of works		Applied for grant funding.
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		Successful grant April 2018 technology upgrade and computer cabling upgrade to Cat 6.

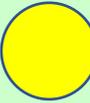
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Continued membership North Western Library	MFA	Participation	Active participation continued		AGM scheduled for 7th November 2018 at Coonamble.
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	Report to Council monthly		Building & Maintenance Officer & MHD have been creating a works program.
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		Inspected weekly by RO.
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Review requirements	GM / MHD	Review requirements	Review Project		New Plan developed and submitted to council for approval. Construction
		Redevelop a Concept Plan	GM / MHD	Development of new Concept Plan	Quantity Survey new project		

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Undertake developed and adopted Plan	GM / MHD	Project finalisation	Works required		documents being prepared.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
4.1.1	Monitor Warren Shire Council LEP	Utilise Sub Regional Landuse Strategy in reviewing LEP	MHD	Review 2012 LEP	5 year review		Review linked with current planning proposal.
		Document problem issues arising from implementation of LEP.	MHD	Number of reforms to LEP	Monitor LEP operation		File maintained detailing arising matters.

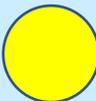
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
4.1.2	Actively participate in the Environment and Waterways Alliance	Active membership of Water Quality & Salinity Alliance	MHD	Attendance at meetings	Regular attendance at meetings		Actively attend meetings.
		Implementation of projects	MHD	Number of projects Council involved in	Involvement when Project is applicable to Warren		Actively engage with sole/group projects.
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	Delegates	Report to Council	Report to Council quarterly		Verbal reports given at Council Meetings.
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		meetings held.
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		Currently investigating.
					Report to each Ewenmar Waste Depot Committee meeting on actions		

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Implementation of Management Plan and Strategies	MHD	Report on actions taken			Currently investigating.
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.  Investigate all avenues for recommencement of kerbside recycling	MHD  MHD	Reduction in landfill  Re-introduction of recycling	Investigate options  Investigate options	  	Participating in various Netwaste projects.  Currently investigating.
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		All gravel pits inspected by RO and OM as required.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		No relevant drainage works have been carried out within 2017/18.
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  Compliance with best practice	MES	Adherence to Plan	Completion of Restart NSW 357 Projects		Restart NSW Water Security Project 90% complete. Connection for the new Collie bore nearing completions. The Collie parts need improvement in regards to reservoir and pumping arrangements.  Compliant. The Collie parts need improvement in regards to reservoir and pumping arrangements.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Continued active membership of Lower Macquarie Water Utilities Alliance	MES	Annual report	100% compliance		Actively involved with LMWUA Technical Committee.
			MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee		
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing	 	
		Compliance with best practice	MES	Annual report	100% compliance		

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Continued active membership Lower Macquarie Water Utilities Alliance	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee		Yes actively involved.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		Review Strategy.
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		Bimonthly meetings being held.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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		As required.
5.1.4	Convey community issues to the Government	Lobby of behalf of the community	GM	Number of communiques	Record and report communiques		As required.
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		KPI's developed for staff.
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		Review commenced and committees identified.

Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment	
		<p>To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation</p> <p>To review business papers to improve information provided to elected members and the public.</p> <p>To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.</p>	<p>ALL</p> <p>GM</p> <p>MFA</p>	<p>Review annually</p> <p>Council determination</p>	<p>Website</p> <p>E-mail system</p> <p>Weekly column in paper</p> <p>Rate notices</p> <p>Review September 2017</p>	<p></p> <p></p>	<p>Monthly Councillor/staff newsletter. Website updated and Mayoral Column.</p> <p>Progressive review.</p> <p>All statutory and financial reports submitted before due dates</p>

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	MFA	Reporting on time to auditors, Ministers and the general public.  Council's financial reporting analysis	All statutory reporting undertaken by due dates  Regular reporting to Council	  	March Budget Review submitted to April Council Meeting.
5.2.3	Effective staff training and development processes in place	Review staff training and development  To implement systems for performance management and staff review.	ALL  ALL	Adoption of Training Plan for individuals following performance appraisals.  Review Salary System	Develop standard performance appraisal timeline  Report to Consultative Committee	  	Performance Appraisals undertaken and annually to occur in February.  Consultative Committee established September 2017 and reviews commenced.

# Our reports

## Our Services reports

### Water

During the 2017/18-year, Council and its contractors finalised the installation of three new bore fields at Warren, Nevertire and Collie. These bores have been brought online and are now used as the primary water source for each village.

The bores and the associated buildings and treatment plants have ensured that water is available into the future for domestic use. Council is investigating additional treatment methods with the NSW Government to determine ways to improve water quality and to bring all water supplies to a potable water standard.

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. Several other areas are being investigated including a need to provide ring mains at Collie to reduce colour and taste issues, the installation of fire hydrant points in Warren to allow emergency services access to both the river water supply and the town water supplies and improved water circulation at Nevertire through the reservoir in winter to meet water quality standards.

Only properties connected to or within a defined area of a water supply are required to pay for water consumption and availability.



## Sewer

Over the past couple of years Council has been working with NSW Public Service and other agencies to plan and design a new Warren Sewerage Treatment facility. This project is expected to commence in the 2018/19 financial year based on State Government approval.

The new facility is to allow onsite evaporation and oxidation ponds following primary treatment of waste water. Council has purchased additional land required for this process and will look to reuse water from the oxidation ponds for possible fodder cropping.

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 set fees around these operational costs. Only properties that are connected to a sewerage system (excludes septic systems or onsite waste water treatment systems) pay towards the cost of this service.

## Waste

During the 2017-2018 Financial year Council has continued to work towards an improved level of waste management offered to the Community.

This has been highlighted by the shredding of Council's green waste stockpile at the Ewenmar Waste Depot. The shredded green waste will now be used as daily cover for the main disposal pit as well as erosion control within the facility.

In 2017/2018 Council introduced cardboard recycling within the Warren Shire LGA with 10 recycling bins located adjacent to the main disposal pit at the Ewenmar Waste Depot. This initiative has helped to reduce the volume of cardboard entering landfill significantly.

Unfortunately, Council was unsuccessful with its application under the NSW EPA's Waste Less Recycle More Grant scheme. Items of urgency have been identified, this will result in residents starting to see infrastructure improvements soon at the Waste facility.

Warren Shire Council has also had an over the counter 'Return and Earn' deposit facility established at JC's Cotton Café in Dubbo Street where residents can return eligible drink containers for a 10-cent refund. Council is a strong supporter of this scheme which has seen the Warren Shire Community save thousands of drink containers from landfill.

## Environmental Management

During this year, Council has undertaken a clean up of asbestos material dumped over many years on its property in Warren. This material was brought to Council's attention through the Environmental Protection Authority and required Council to manage the removal.

As part of Council's improving processes, Council undertook training of its staff to identify asbestos materials and the handling procedures necessary to correctly remove and dispose of the material.

Council like many land owners has buildings that contain asbestos as sheet material and its staff come across asbestos based materials as part of their daily work. Councils improvement in this area is beneficial to the staff and the community.

Council operates a designated asbestos disposal area that the public can use. Access to the disposal area is by prior arrangement with our Health and Development staff and the payment of disposal charges. All asbestos material is buried as per EPA requirements.

Each year Council produces a Snap Shot of the local environment through the Councils that cover the central western area. This is part of our State of Environment Report process under the Local Government Act 1993. Council's web site has this snap shot and over the next couple of years the final State of Environment plan (SOE) will be produced and placed on our web site.

### Warren Swimming Pool

This year the Environmental protection Authority held discussions with Council staff around the release of waste water from the swimming pool to the stormwater system and into the river. This process of disposal was common across NSW when the public pools where built.

Council has undertaken an assessment of the pool this year with consultants to look at the work required and other works to bring the pool into conformity with NSW Health guidelines.

Council has budgeted in 2018/19 to commence rectification works to prevent waste water entering the river system and to improve the pool over all.

Council has reviewed the future use of the swimming pool and identified that substantial works are required to ensure that the pool is available to future generations of Warren Shire residents and will meet the needs of swimming club members, local schools and regional competition needs.



## Workforce and performance

### Structure and performance

This year Council undertook a review of its Workforce Plan to identify the staff resources required over the next four years to meet the commitments we make as part of the Delivery Plan and also to meet the day to day needs of our community.

The Workforce plan is part of the required documents a Council is to have available to the Councillors and the community.

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.

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;
- Contain human resources costs including the cost of turnover, absenteeism and injury.

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 web site at [www.warren.nsw.gov.au/council/policies](http://www.warren.nsw.gov.au/council/policies)

### 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.

The 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. The Council also tries to create a work environment which promotes good working relationships.

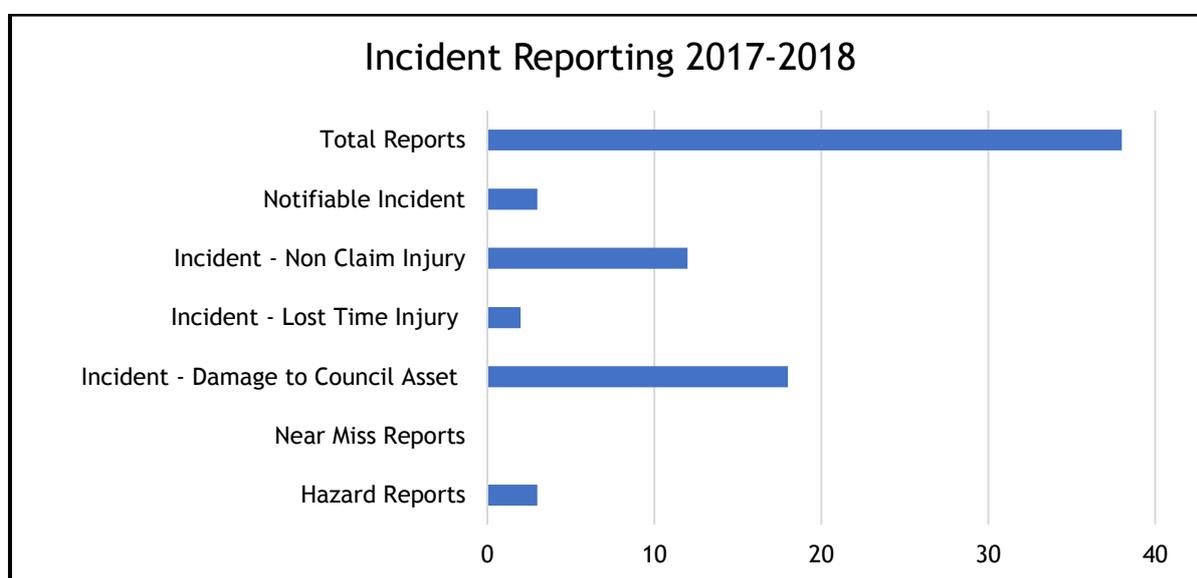
Council has worked with staff to develop a fair and equitable workplace to ensure that we employ the right people, to meet the Community Strategic Plan outcomes.

## Work health and safety

Council has taken a very proactive stand around work place health and safety this year and has undertaken substantial changes to ensure that its staff and contractors meet legislative requirements and to work safely and go home uninjured.

A large number of procedures have been developed and Council has become more insistent on ensuring our contractors come up to the standards for safety and insurance. Council has worked with its insurers to improve our liability position and we have complied with all areas of improvement suggested.

As shown in the graph below we have had accidents and incidents. Council has encouraged staff to report incidents as this allows us to review what has happened and to look at ways to prevent them from occurring in the future. We do not want any of our staff, our contractors or members of the public to be injured and we will keep improving in this area to improve safety.



During the reporting period Council has unfortunately been required to address issues of bullying and harassment both in its work force and within the community.

To ensure that Council is a leader in preventing bullying and harassment, all staff are to be trained to recognise behaviours that are not acceptable and to ensure that these behaviours do not result in hurt or isolation of staff, councillors or members of the community. Council has been supported in its endeavours to educate our workforce by the union groups that operate within local government.

Council recognises that for it to be an equal opportunity employer and to ensure that our work environment does not discriminate or isolate people, we need to work harder and to break long held social or personal opinions.

Council will continue to work towards an improved outcome for our community and our workforce through its reporting, its policies and its social recognition of all members of this community. Council policies can be viewed on its web site at

[www.warren.nsw.gov.au/council/policies](http://www.warren.nsw.gov.au/council/policies)

### Productivity improvements

Council has been looking at various areas of improvement during the year including its budget process, governance and operational areas of 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.

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

Council has commenced a review into 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 shall identify 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.

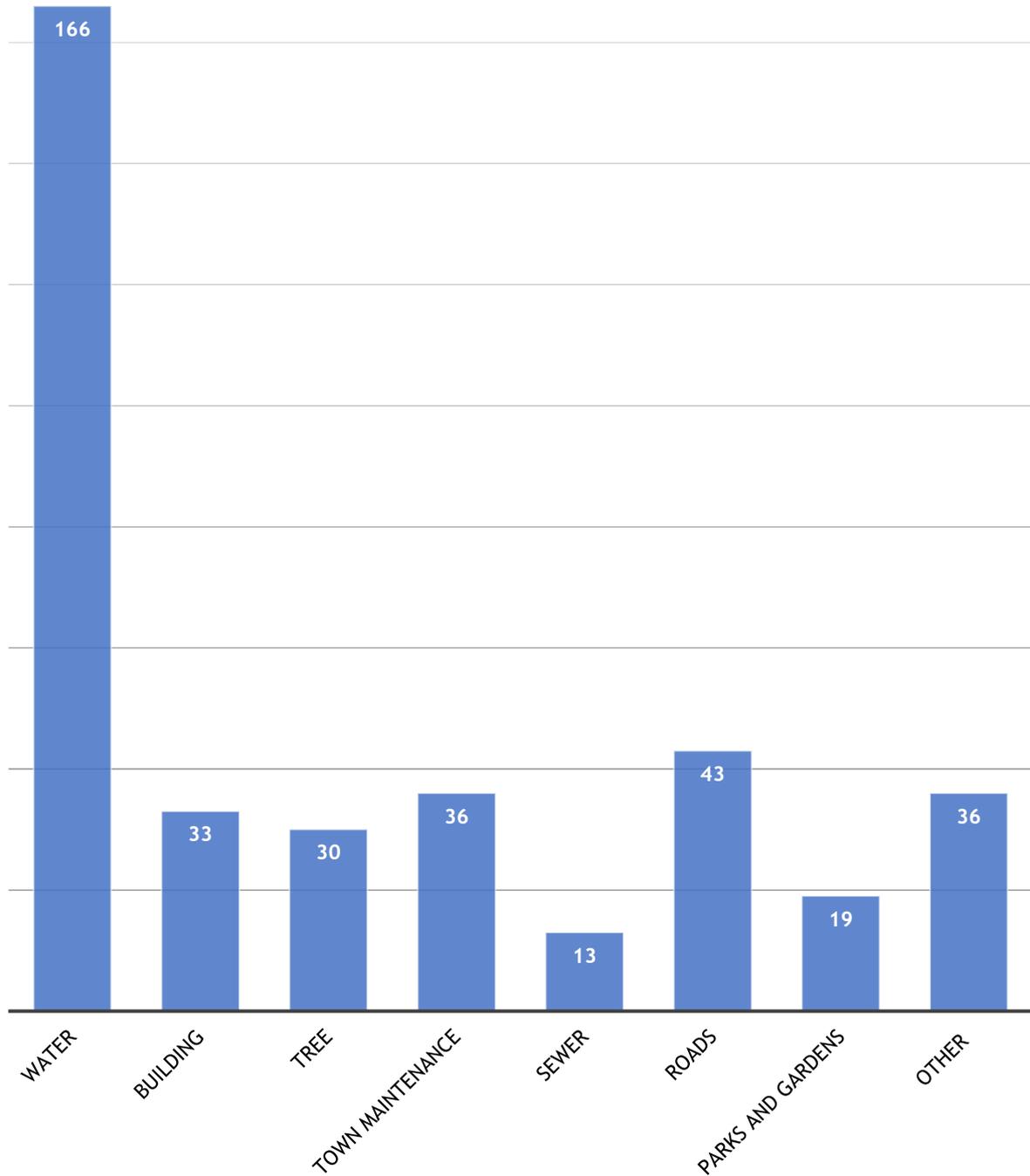
Council is also looking at its governance areas and ways to reduce red tape whilst ensuring the community has access to required information for them to make decisions. Council identified a need to improve its web site to be user friendly and the new web site includes policies and procedures for the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

### 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 roads repairs and maintenance, whilst other relate to ovals, play grounds and recreation type facilities. Council also manages water supplies, sewerage services and waste management.

Below is a tables of Action requests brought to Councils attention during the year to highlight some of the work performed by Council and its staff.

## Number of Action Requests / Service Area 2017/2018



# Community engagement and education

## Community engagement

During the year, Council has made a greater attempt to inform the community of its activities and to ensure that the community has an opportunity to provide feedback on many aspects of governance and delivery.

The Mayor has been running a Mayoral Column in the local paper nearly every week to give a general overview of issues currently before Council or within the community. These have included major events happening across the shire area such as the Rugby carnival, Anzac Day, the show and polocrosse events. The column is also used to alert the community on issues before Council such as the State Governments development of Joint Regional Organisations (JO's) and grant funding opportunities.

Council is using social media to a higher extent and this has allowed us to provide advice to you through Facebook and our web site. Council has found that social media is spreading the word quicker than traditional forms of communications and it allows Council to give a snap shot of our activities or considerations. We also watch social media to understand what the community wants us to do and to view how we are doing. During the year Council watched the concern by residents as to changes to the wharf area adjacent to Oxley Park. When Council received a formal letter requesting Council reconsider a decision on blocking off the wharf it was aware of the community opinion and reviewed its decision.

Council has also recommenced meeting the community as part of its Council meeting by travelling to the Village of Collie and we plan to go to Nevertire. The meeting at Collie gave a good insight into local concerns and issues and it allowed Councillors to meet with many members of the community that it may never see or hear from.

Council has also held open public meetings to discuss its strategic planning directions for Nevertire and Collie and to have the community assist in the development of its village enhancement plans. Both Communities provided fantastic feed back into this process and as a result Council has developed its 2018/19 budget to reflect the enhancements requested and identified. On the Street discussion around the Warren Village plan was held through staff who made themselves available to catch up with people in the street, at businesses and at our office. Again, the community feedback has help to identify enhancements required by the Warren community.

Council is aware that it needs to advertise its successes and limitations to a higher level and as we develop new web sites and information we will endeavour to provide this to the community.

During this year several community events have been held that continue to put Warren Shire on the map. These have included, race meetings, rugby carnival, Rotary Spring Festival and celebratory events such as Australia Day and ANZAC Day. Council is a major contributor to these events across the shire.



### 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 web site. Should a person require more information than shown on the web site 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.



**GIPA Annual Report  
for Warren Shire Council  
for the 2016/2017 Financial Year**

**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 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

\*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
<b>Total</b>	<b>0</b>

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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*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

## WARREN SHIRE COUNCIL

### *Report to the NSW Ombudsman*

*Submitted On: 18 Jan 2018*

*Reporting Period: July to December 2017*

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes
If so, please select how staff have been made aware			
Policy briefing from senior managers, Staff undertaking that they have read and understood your organisation's internal reporting policy			

## WARREN SHIRE COUNCIL

### Report to the NSW Ombudsman

Submitted On: 17 Jul 2018

Reporting Period: January to June 2018

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes
If so, please select how staff have been made aware			
Policy briefing from senior managers, Staff undertaking that they have read and understood your organisation's internal reporting policy, Training provided to new staff during induction			

### 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 a large number of swimming pools being:

Registered Pools in LGA: 85

Pools inspected in 2017/2018 period: 11

It is note that the last round of the Council's inspection program to issue compliance Certificates was undertaken in 2015 and most pools will be required to be re-inspected in 2019 onwards.

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

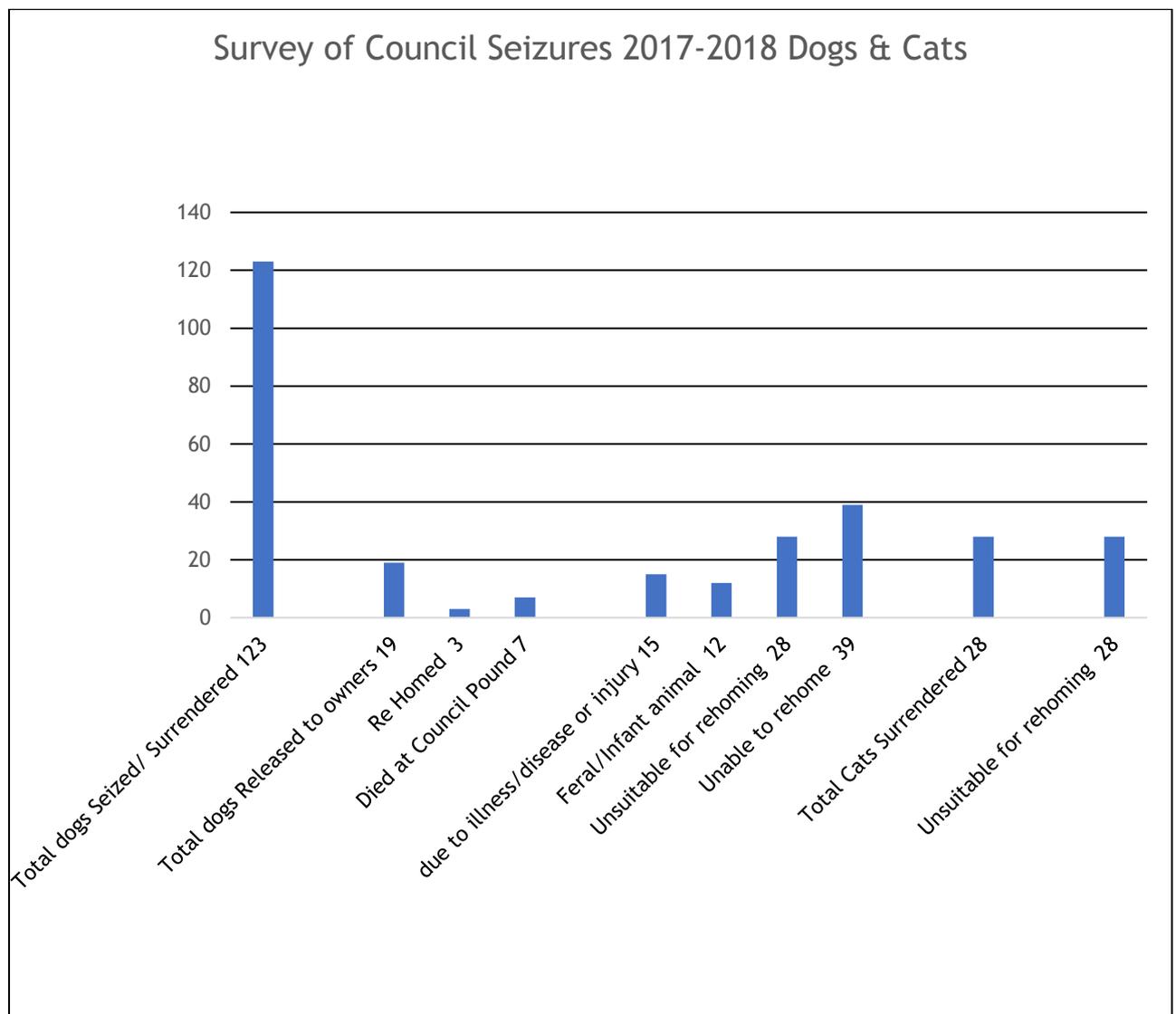
## Companion Animals

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

As part of Councils animal pound process, we attempt to rehouse as many animals as possible.

Council has also been working with our community to desex dogs and cats. This program helps to ensure the reduction of unwanted animals and the breeding of stray animals that leave their owners.

Councils 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.

Councils principle support during the 2017/18 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

#### Council Contributions & Donations - 2017/18

Organisation	Donation Description	Amount
Nevertire Hall Trust	2017/18 Rates & Charges	\$1,252.00
Warren Men's Shed	2017/18 Rates & Charges	\$1,634.00
Collie CWA	2017/18 Rates & Charges	\$876.00
St Andrews Church	2017/18 Rates & Charges	\$263.00
Warren CWA	Grounds Maintenance 2017/18	\$1,528.93
Warren Central School	Prize Night Donation	\$80.00
St Mary's School	Prize Night Donation	\$55.00
Marra Creek Public School	Prize Night Donation	\$50.00
Breast Screen Van	Pickup and Drop off	\$562.98
Anzac Day	Preparation Expenses	\$908.06
Narromine CWA	Public Speaking Event - Students	\$100.00
Local Sporting & Community	Printing of Booklets & Flyers etc.	\$590.76
<b>TOTAL</b>		<b>\$7,900.73</b>

### Partnerships, co-operatives and joint ventures

Council participated in the following throughout 2017/2018:

- 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

### 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).

### 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. Warren Shire Council has also included works for the Roads and Maritime Service (RMS) as private works as these works require its staff to work in a capacity that is technically of a competitive nature.

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

Council undertakes private works to make a profit.

### Types of Private Works undertaken during 2017/18

State Highway 11 - Maintenance - Nevertire to Collie  
 State Highway 11 - Heavy Patching Segments 225 & 230  
 State Highway 11 - Resealing Segments 225 & 230  
 State Highway 11 - Rehabilitation Segment 340  
 State Highway 11 - Table Drain Construction Segment 250  
 State Highway 11 - Culvert Renewal/Replacement Segments 245, 250, 270, 280 & 315  
 State Highway 11 - Heavy Patching Segment 285  
 State Highway 11 - Rehabilitation Segment 260  
 Hire of Various Council Plant (with operator)  
 Sealing and Tar Patching of Private Access Roads  
 Supply & Delivery of Sand, Crusher Dust & Aggregates  
 Mowing of Private Land  
 Repairs to water mains on Private Land

# Assets

## State of our building assets

Council has been required to consider the condition and value of its building assets this financial year. To assist Council, Aspect Property Consultants P/L were contracted to undertake a valuation and review the condition of all buildings that required assessment. Staff have made other assessments and this advice was submitted to the Auditor General's consultant to review.

Council's building assets include its major buildings such as the Administration office, the council workshop buildings, community sport and cultural areas, minor sheds, bus shelters, and rural fire service sheds.



## 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 not taken any legal proceedings against any person, or organisation in relation to a failure to complete or abide by a contract.

Council as part of its regulatory functions has issued and will defend fines issued by its regulations 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 for exhibition a Draft Councillor Expense Policy in June 2018 which is available on our web site at [www.warren.nsw.gov.au/council/policies](http://www.warren.nsw.gov.au/council/policies)

A summary of payments made indicate:

STATEMENT OF EXPENSES		
		2017/18
	Section	\$
Mayoral Fees		25,245.75
Councillor Fees		111,069.00
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)	12,331.94
*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		11,306.16
Councillor Insurance		3,337.25

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 \$1,000 per Councillor per year.
		\$6,000 for the Mayor / year
	Interstate, overseas and long distance	
	intrastate travel expenses	\$10,000 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		\$2,000 per Councillor / year
Conferences and seminars		\$20,000 total for all Councillors / year
ICT expenses	iPad, Laptops and ancillary IT items.	\$2,000 per Councillor (upon election)
Carer expenses	To attend Council or committee meetings.	\$2,000 per Councillor Per year
Home office expenses		\$100 per Councillor Per year
Corporate Clothing		\$500 per Councillor Per term
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	\$10,000/ year
Furnished office	Provided to the Mayor	\$500 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.

#### 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.

Council has had two General Managers during the period 1 July 2017 to 30 June 2018.

The Senior staff remuneration including the salary under the contract and all associated on costs for the period of employment are \$480,728.96.

No additional payments outside of the contracts have been made.

### Contracts awarded

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

Contract Number Name of Contractor	Nature of goods and services	Amount expended Ex GST
Plant 17/18-06 P2-5.36/06 Paveline International Pty Ltd	Supply of one (1) 2017 Road Maintenance Unit (Paveline) emulsion Vessel	\$378,270.91
S12-1 Hotondo Homes Pty Ltd	Construction of (2) dwellings	\$674,680.00

### 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 Ratio
- Cash Expense Cover Ratio
- Building and Infrastructure Renewals Ratio (unaudited)

The Auditor General's Conduct of the Audit Report attached in Appendix "A" lists the above ratio's over the last 3 years.

Council complies with all criteria except for the Own Source Operating Revenue Ratio, that is based on rates income and other charges. 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 Councils 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 a letter from the Auditor General's Office in relation to Councils Financial position and any explanations relating to our accounts or governance areas.

### **Financial statements**

Councils Audited Financial Statements are included in a separate attachment to this report which can be found on our web site at [www.warren.nsw.gov.au/council/financial-reports](http://www.warren.nsw.gov.au/council/financial-reports)

## Appendix A - Auditor General's Advice to Council



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

Contact: David Nolan  
 Phone no: 02 9275 7377  
 Our ref: D1824900/1802

16 October 2018

Dear Mayor

**Report on the Conduct of the Audit  
 for the year ended 30 June 2018  
 Warren Shire Council**

I have audited the general purpose financial statements of Warren Shire Council (the Council) for the year ended 30 June 2018 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's general purpose financial statements.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2018 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the general purpose financial statements issued under section 417(2) of the Act.

## INCOME STATEMENT

### Operating result

	2018 \$m	2017 * \$m	Variance %
Rates and annual charges revenue	5.56	5.46	↑ 1.8
Grants and contributions revenue	7.40	8.98	↓ 17.6
Operating result for the year	1.05	3.79	↓ 72.3
Net operating result before capital amounts	0.47	3.39	↓ 86.1

Council's operating result (\$1 million including the effect of depreciation expense of \$3.3 million) was \$2.7 million lower than the 2016–17 result. The decrease from the previous period is mainly due to reduced funding from grants and contributions and the disposal of renewed components of infrastructure.

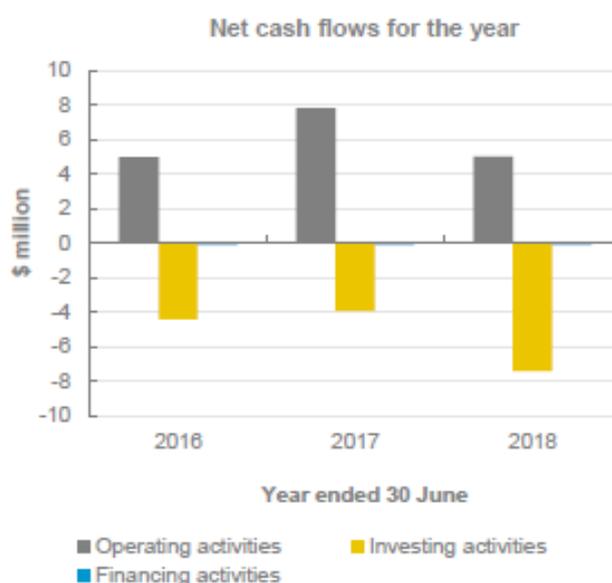
The net operating result before capital grants and contributions (\$466,000) was \$2.9 million lower than the 2016–17 result for the reasons noted above.

Rates and annual charges revenue (\$5.6 million) increased by \$93,000 (1.8 per cent) in 2017–2018.

Grants and contributions revenue (\$7.4 million) decreased by \$1.6 million (18 per cent) in 2017–2018 due to the timing of financial assistance grants received over the past two years and reduced RMS contributions.

## STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$2.5 million to \$12.7 million at the close of the year.
- The decrease can be mostly attributed increased capital works during the year.



## FINANCIAL POSITION

### Cash and Investments

Cash and Investments	2018	2017	Commentary
	\$m	\$m	
External restrictions	4.2	5.5	• External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds.
Internal restrictions	8.0	9.2	
Unrestricted	0.5	0.5	• Balances are internally restricted due to Council policy or decisions for forward plans including works program.
<b>Cash and investments</b>	<b>12.7</b>	<b>15.2</b>	
			• Unrestricted balances provide liquidity for day-to-day operations.

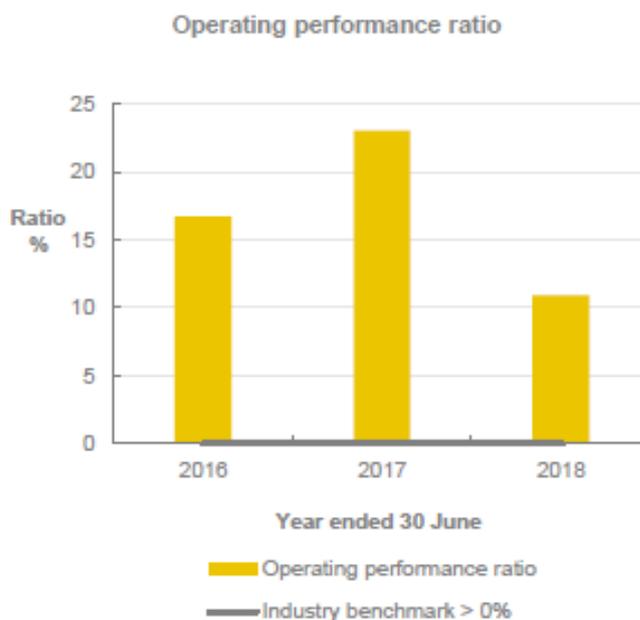
## PERFORMANCE RATIOS

The definition of each ratio analysed below (except for the 'building and infrastructure renewals ratio') is included in Note 24 of the Council's audited general purpose financial statements. The 'building and infrastructure renewals ratio' is defined in Council's Special Schedule 7 which has not been audited.

### Operating performance ratio

- The indicator of 10.9 per cent was above the industry benchmark.
- The variance from the previous year is due to the reduced operating result noted above.

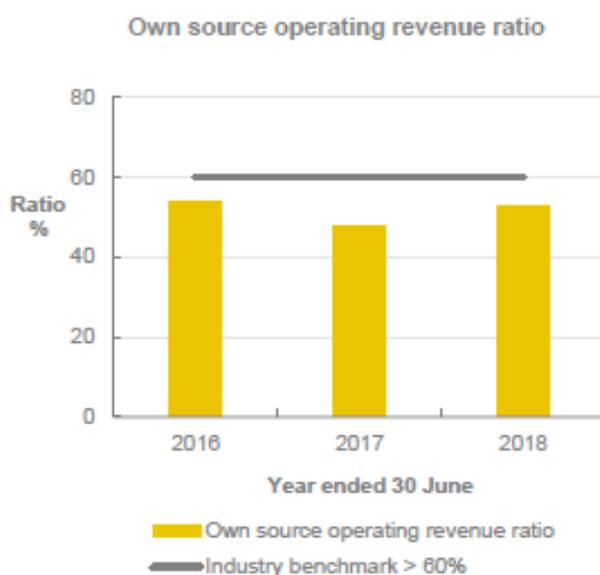
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the Office of Local Government (OLG) is greater than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



### Own source operating revenue ratio

- Council's own source operating revenue ratio of 52.7 per cent was below the industry benchmark.
- This indicator would increase with the inclusion of the financial assistance grant.

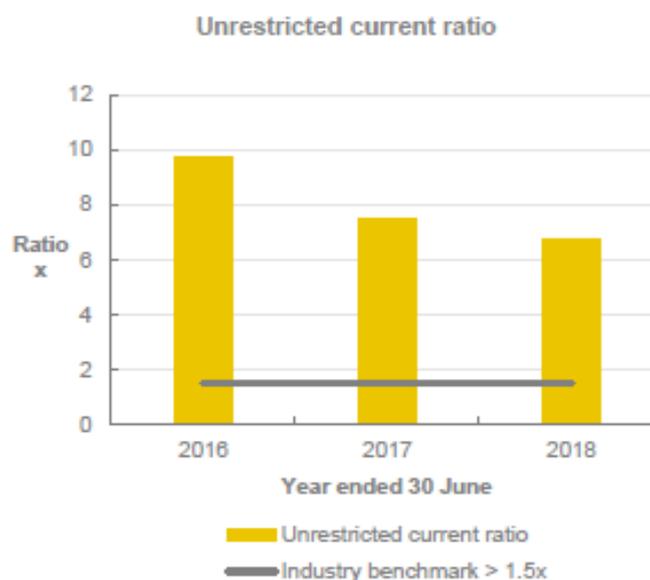
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



## Unrestricted current ratio

- This ratio indicated that Council currently had 6.76 times of unrestricted assets available to service every one dollar of its unrestricted current liabilities. This exceeded the industry benchmark.

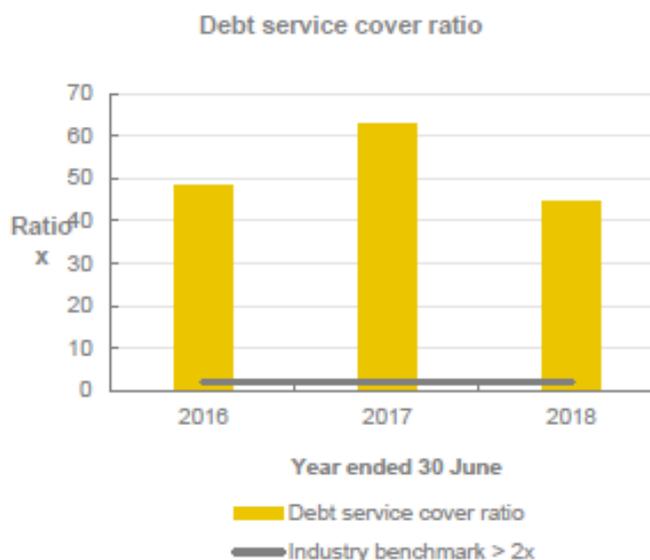
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



## Debt service cover ratio

- The debt service cover ratio of 44.5 times exceeded the industry benchmark.
- The variance from the previous is a reflection of the reduced operating result for 2017-18.

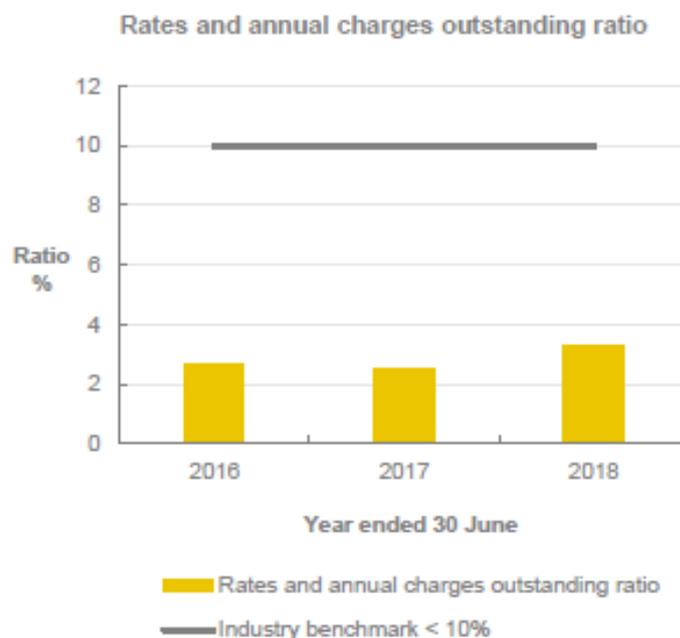
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



## Rates and annual charges outstanding ratio

- Council's outstanding rates and charges ratio of 3.3 per cent was within the industry benchmark.

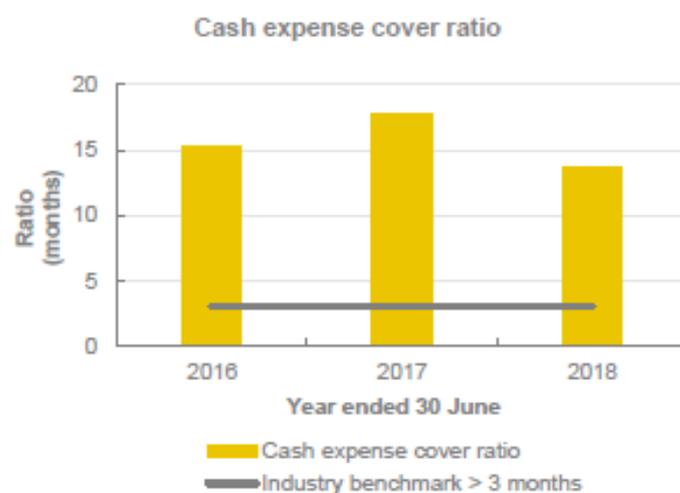
The 'rates and annual charges outstanding ratio' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.



## Cash expense cover ratio

- Council's cash expense cover ratio of 13.7 months well exceeded the industry benchmark.

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.

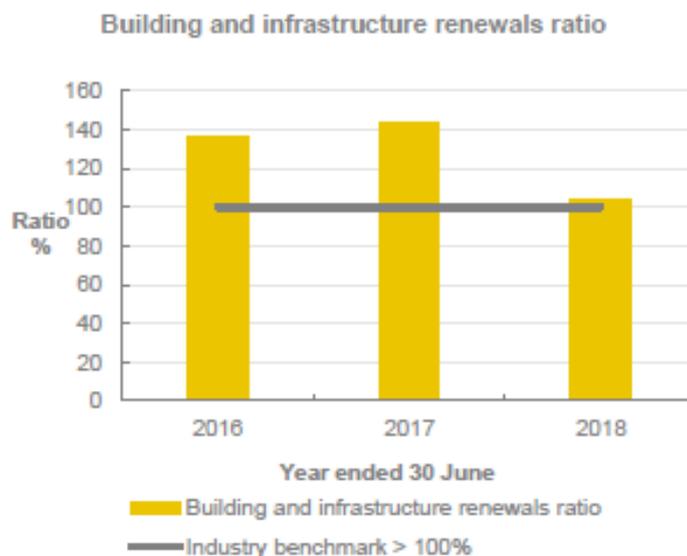


## Building and infrastructure renewals ratio (unaudited)

- Council's building and infrastructure renewals ratio of 103.6 per cent exceeded the industry benchmark.

The 'building and infrastructure renewals ratio' assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100 per cent.

This ratio is sourced from council's Special Schedule 7 which has not been audited.

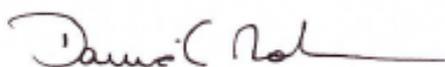


## OTHER MATTERS

### 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 reports. The Council's:

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



David Nolan  
Director, Financial Audit Services

cc: Mr Glenn Wilcox, General Manager  
Tim Hurst, Chief Executive of the Office of Local Government