



TABLE OF CONTENTS

About this Report	3
Message from the Mayor	4
Our year 2020/21	6
Our year in review	
Performance snapshot	
Financial snapshot	
Value for rates	
Snapshot and overview	
Our results	17
Reporting our achievements	
Caring for the environment	
Caring for our community	
Sport, recreation and culture	
Transport, roads and drainage	
Urban and economic development	
Civic leadership	
Business activities	
Our reports	27
Our Services reports	
Workforce and performance	30
Structure and performance	
Fair and equal employment	
Work health and safety – bullying and harassment	
Productivity improvements	
Performance, complaints and issues generally	
Community engagement and education	33
Community engagement	
Public access to information	
Swimming pool inspections	
Companion animals	
Support and partnerships	41
Contributions and donations	
Partnerships, co-operatives and joint ventures	
External bodies exercising Council functions	
Controlling interest and service charges	
Voluntary planning agreements	
Private works	
Assets	44
State of our Assets	
Financial reports	45
Legal proceedings	
Councillors' and Mayor's expenses	
Overseas visits	
Councillor Induction, Training and Costs S186 LGA 1993	
Senior staff remuneration	
Contracts awarded	
Fit for the Future position	
Financial position	
Financial statements	
Appendix A	52

ABOUT THIS REPORT

The Annual Report is one of the significant points of communication between Council and the community and provides details of our performance for the period 1 July 2019 to 30 June 2020.

The Annual Report provides a comprehensive statement on Warren Shire Council's performance over the past twelve-month period and to identify our achievements in meeting the direction set under the Community Strategic Plan 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.

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

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

The report demonstrates the breadth of Council 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 2019-2020 and the Annual Financial Statements 2019-2020 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

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

The Delivery Program 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.

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

This is my second year as Mayor of Warren Shire Council, and it has been an exciting year to watch Council projects rolled out. The present Council's strategic focus and determination for grant funds is developing our community and infrastructure to a high level.

Warren Shire Council commenced a new direction in 2018/19 to look at long term strategic planning to ensure that the Community Strategic Plan is being developed, funded and delivered. This year we are seeing the effort applied by Councillors and staff is moving Warren Shire to a better level of community development.



We are in the middle of the delivery of many upgrades to our roads, sporting areas and buildings. We end this financial year with many items completed and many good projects to be delivered early in the following financial year. Council staff continue to develop programs and to seek grant funding that not only helps Council projects but also funds community groups to produce long term benefits.

I must acknowledge the commitment of staff. Our staff live and work in the community and are aware of the requests and needs of the community. Staff are coordinating the works approved by Council that are producing the long-term improvements for the Shire community.

As Council, we still have a way to go to ensure that we prepare long term Master Plans for improvements to roads, the swimming pool, our sports fields and to continue the work commenced in our villages. The more effort we as Council put into the development of these plans, the greater the chance of grant funding. Councillors have been provided an additional 12 months before going to an election in September 2021. This time needs to be used wisely to continue to work with the community, document our plans for the future and seek funding to resource the projects.

“Council is now working to deliver long term community outcomes”

“We have 12 months additional time to ensure we plan and deliver for our future”

Our staff have attracted approximately \$21 million towards projects in our Master Plans. This has shown that our planning is paying dividends to the community and that we are being supported by both State and Federal Governments. The receipt of grant funding and the implementation of a number of projects has seen many local trades people continue to be working and retaining staff during a drought where otherwise they may not have been. The benefit is that as we emerge from drought, tradespeople are still in our community helping to make it a better place to live.

Council is working to ensure that it remains open and transparent.

At times in the past we have not been as clear about our projects and directions as we might have been. This is changing each year as we move towards publishing our monthly newsletter, cooperate more with local and regional media and further use social media. Council has approved a formal process to address our communication levels.

We are working to continue to improve ourselves and through an Internal Audit process, we are reviewing areas of Council operations that are raised by staff and Councillors that may require improvement and adjustment. This internal review is to ensure that we are operating at a high level, that we are compliant with legislation and our own policies and to ensure that the public has trust in Council. We report the outcomes of the Internal Audits through Council meetings so the public can see where improvement is required.

As we are becoming more transparent, it opens Council up to more criticism from the public. Some of this is valid and we learn from such comments. Other comments are made to cause irritation or to cause social media to run rampant for no good reason. Before you join the conversations on social media, think about the comments being made, who the person is making these comments and whether there is any justification for them.

Councillors and staff are regularly contacted to discuss these comments, and many are made due to incorrect information or a misunderstanding. Please contact your Councillors and ask them to comment or ask them to seek information about the issue so that you can receive the correct information. The majority of Councillors and staff live in the Shire and like all residents want the best outcomes that Council can provide.

“Social media is a great source of community information where the truth is told”

This year has seen many changes across the Warren Shire Community, with firstly drought and now COVID-19. We have experienced water restrictions, business closures and self-isolation. Through all this, the community has remained positive and worked through the issues. The year has been very different, and we are told that the world will change as a result of these events. Warren Shire has worked hard to be ready for the future.

Our future is to develop long term plans for road and asset upgrades, to seek continued Government funding for roads, bridges and footpaths, to develop the inland flat route as a major transport corridor and to ensure that our State and Federal members are working with us to achieve improved roads right across this region. We are well down this path and our new Roads Committee will continue to look at roads right across the Shire and take your comments forward to include in our long-term plans.

This year as Mayor has seen some wonderful achievements and I would like to thank Councillors and all the staff for their continued support to enhance Warren Shire for future generations. I wish to also thank the community for your support and let's make 2020/21 an even better year.

Milton Quigley



Mayor

OUR YEAR IN REVIEW

Warren Shire Council is delivering on its Community Strategic Plan Commitments

This is Year 4 of Warren Shire Councillors term in office and the Council overall have made progressive changes that includes a more transparent and consultative approach to the four-year Delivery Program.

The Community Strategic Plan (CSP) is the 10-year plan that drives Council's delivery and operational and delivery program. Many residents are not aware or have forgotten the requests made by the community many years ago. Council has worked hard to plan and to meet the end of term deadline for this plan. We have achieved most of the items under the four-year Delivery Program as reported in this document.

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

Council's consultation process has included the hosting of Council meetings in the Villages of Collie and Nevertire, Council's monthly meetings are available online to ensure that access to council information is available in addition to its monthly newsletter, website and social media platforms.

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

Council through its staff and with assistance from the new Council committees have developed long term outcomes that are finally being funded and delivered. Many aspects such as the development of the youth precinct at Carter Oval are in progress and have proved extremely successful, such as the skate park installation which may have taken more than a generation to develop but will provide for future generations.

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2020/21 budget (Operational Plan) process. Council will continue to improve the Carter Oval area, the Warren Swimming Pool, the Warren Airport and continue with village enhancements. The users and the communities shall continue to be involved in these projects and your advice is vital to ensure we meet the communities long term requirements.

Council and its staff have been working hard to attract grant funding for all the projects listed under the CSP and the Master Plans. As at the close of the financial year, Council had signed grant funding agreements for approximately \$21 million.

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

- the Showground/Racecourse,
- Carter Oval,
- the villages of Collie, Nevertire and Warren,
- the upgrade to footpaths across Warren,
- the Macquarie Park redevelopment,
- the synthetic netball courts at Victoria oval,
- water upgrades at Collie and to the airport
- contributions to village hall upgrades, and
- community events and events such as the Christmas Party in Dubbo Street.

Council has commenced to develop committees that include the members of the public. This change has opened Council up to improved ideas and to look closely at how it was delivering services and outcomes to its community. Public membership committees include the Airport Committee, the Showground /Racecourse Committee and the recently formed Public Arts Committee.

Council has established an internal Roads Committee. This committee made up of Councillors and senior staff is tasked to look at our road network, to ensure that the roads, bridges and road assets overall are being improved and to seek government support to improve the major transport network roads for freight and agricultural produce. Council has developed a strategic plan for road capital improvements and will program funding towards these areas from rates and grant funding.

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



ACTIVE GRANTS 2020

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Village enhancements for Warren, Nevertire and Collie	<p>The project will implement the Village Enhancement Plans for Warren, Nevertire and Collie.</p> <p>These Plans are a result of the community's request of Council through the IP&R process to ensure that the villages, footpaths, roads, parks and gardens and the overall appeal of the villages is maintained and enhanced.</p>	742,966 (amount requested was 1,142,296)	306,250 (included in 2018/19 Estimates in March 2018 to seal streets in Nevertire & Collie)
Upgrade Warren Swimming Pool	The Warren War Memorial Swimming Pool is an essential sporting and leisure asset for the community. The pool is in desperate need of renewal upgrades to meet future needs of the community. Upgrades include updates to filtration system.	742,966	750,000 (proposed loan funds)
Warren Water Park	A Water Park will be constructed at the Carter Oval Recreation Precinct. A free facility for the whole community.	608,000	0
Enhancing Western Plains Equestrian Centre (EWPEC1)	<p>Redevelopment of Warren Showground and Racecourse including:</p> <ul style="list-style-type: none"> - Undercover arena - 42m x 80m. - Polocrosse fields upgrade and irrigation. - Hospitality areas upgrade. - Construction of building for Campdraft office/canteen. - Pavilion building. - Perimeter fencing rebuild. - Upgrade to toilets and showers. - Landscaping, signage and entrance upgrades. 	1,755,231	198,000 (Council/User groups in-kind contribution)
Drought Communities Programme Extension (DCPE) – Round 2	Warren CBD Toilet, Netball courts – turf surrounds, Warren tennis courts upgrade, Carter Oval – LED lights, Skate Park Shade, Swimming Pool Shade, Warren Cemetery Upgrade – Toilet, Drought relief events funding, Walkway Structures and CBD Murals planning.	1,000,000	0

ACTIVE GRANTS 2020

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Nevertire Hall Upgrade	Air-conditioning (heating and cooling) and painting of cultural facility.	48,509	5,884 (Nevertire Hall Trust contribution)
Improve Regional Structures to Facilitate Economic Development	The project will develop critical infrastructure across the region. The infrastructure that will be developed is outlined in the Village Enhancement Plans for Warren, Nevertire and Collie. Projects utilising this funding include the construction of the Warren Skate Park.	3,521,588	0
Warren Airport Upgrade	Warren Airport to be developed to a higher level and ensure that the Royal Flying Doctor, Air Ambulance, Rescue helicopters and general users have a safe facility to operate from. Works include: <ul style="list-style-type: none"> - Installation of RNAV and an Automatic Weather Station. - Repair and resurfacing of the main runway, taxiways and aprons. - Installation of Aircraft (Av Gas) Fuelling Station (User Pays.) - Grading, repairs and resurfacing to the clay runway. 	2,370,000	911,000 (Council contribution from works already undertaken, water supply installation, land subdivision and taxiway "C" upgrade)
Groundwater Augmentation Project	Water trunk main and three cross connections. Maintaining firefighting services during times of drought.	1,000,000	0
Wonbobbie Bridge Replacement	Funded via the NSW Government Fixing Country Roads grant programme. Construction of a new bridge over the Marthaguy Creek on the Wonbobbie Road.	898,500	300,000
New Sewerage Treatment Plant	Construction of new sewerage treatment works in Warren.	3,000,000	3,000,000 (Partial loan funds)
Help grassroots cricket grow in Warren region	Installation of cricket practice nets and construct turf wicket at the Carter Oval Recreation Precinct.	125,000	0

ACTIVE GRANTS 2020

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Ewenmar Waste Facility Transfer Station	Construction of a delivery receival platform to enable the greater segregation of waste.	155,658	92,750
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 14 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 20 of Ellengerah Road.	324,150	108,050 (LR&CIP Funding)
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 22 and 24 of Old Warren Road.	534,300	178,100 (LR&CIP Funding)
Nevertire-Bogan Rd (SR58)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 2 of Nevertire-Bogan Road.	445,300	165,100 (LR&CIP Funding)
Skate Park Shade	Funded via the NSW Government Community Building Partnership Programme. Installation of shade sails at Warren Skate Park.	15,469	15,469
Restore Warren War Memorial	Will restore the Warren War Memorial and install three flag poles in Warren Memorial Park.	12,000	0
Making Warren Swimming Pool more accessible	Installation of access lift at the Warren War Memorial Swimming Pool.	10,000	1,000
Crown Land Management Plans	Funds to enable Council to develop plans of management for Crown reserves.	74,629	0
Local Roads and Community Infrastructure Program	Funded by the Department of Infrastructure, Transport, Regional Development and Communications, Warren Shire Council funding allocation to help communities bounce back from COVID-19 pandemic.	655,258	

COMPLETED GRANTS IN PERIOD 2017-2020

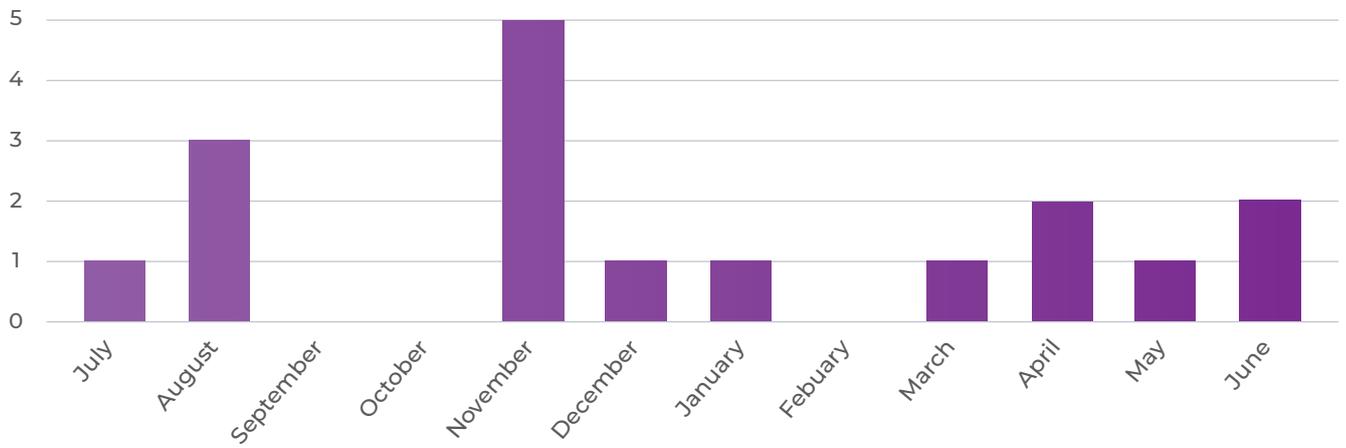
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Macquarie Park Revitalisation	New playground equipment, landscaping, park furniture and pathways.	238,242	0
Walkways and Cycleways	Walkways and cycleways including those connecting CBD with hospital and Victoria Oval precinct.	568,870	0
Outdoor netball courts and basketball court	Two synthetic netball courts and half basketball court at Victoria Oval sporting precinct.	226,674	91,000
Emergency generator – Sporting and Cultural Centre	New emergency generator at Warren Sporting and Cultural Centre.	29,812	0
Drought Communities Programme Extension (DCPE)	Fencing Warren Airport, Fencing at Warren Library, Water Main Extension to Warren Airport and Industrial Area, Drought Protection Measures Collie Village, Events Funding at Warren, Nevertire, Collie, Marra, Marthaguy, Infrastructure Funding – Halls – Warren CWA Hall, Endeavour Hall, Marra Hall, Marthaguy Hall, Nevertire Hall, Collie CWA Hall, Bowling Green Development Project.	1,000,000	0
Storage Shed at Warren Sporting and Cultural Centre	External storage for community groups utilising the Warren Sporting and Cultural Centre.	35,750	35,750
Warren/Nevertire War Memorial	Funded a condition assessment report to be completed for the Warren and Nevertire War Memorials.	5,893	487
Develop Warren's Art and Cultural Facility	Funded via the NSW Government Regional Cultural Fund – Round 1 – tiered seating, bi-fold doors, air-conditioning, audio and lighting equipment.	90,618	10,000
Regional School Holiday Activities	Funded via the Drought Stimulus – Regional School Holiday Activities grant. Movie night, skate workshop, swimming pool inflatable, disco event and free entries to the Warren War Memorial Swimming Pool.	8,000	0

COMPLETED GRANTS IN PERIOD 2017-2020

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Club grants Category 3 – Infrastructure	Funds to complete the construction of the synthetic bowling green at the Warren Golf Club (application prepared by Warren Shire Council in collaboration with the Warren Golf Club.)	222,100	0
Keeping Warren Seniors Active	Funded by the FRRR – Strengthening Rural Communities grant. Purchase of two recumbent exercise bikes and two arm/leg ergometers.	6,730	0
Local Sport Defibrillator Grant Program	Funded by the Office of Sport – Defibrillators for locations around Warren.	3,900	3,600
NSW Small Business Month grants	Two grants valued at \$5,000 each for small business month events in Warren – Sydney Comedy Festival Showcase and Sam Bailey.	10,000	0
Keep Warren Moving – Caring for Ageing Rural Australian (CARA)	Funded via the Foundation for Rural and Regional Renewal – funds towards outdoor exercise equipment, Warren.	10,000	0
Community Building Partnership Program	Funding for outdoor exercise equipment, Warren.	25,000	28,820
Murray Darling Basin Regional Economic Diversification Program	Funded by NSW Government, Office of Regional Development. Funding for CBD works and economic research	500,000	0
Total of all grants:		21,421,113	6,601,260

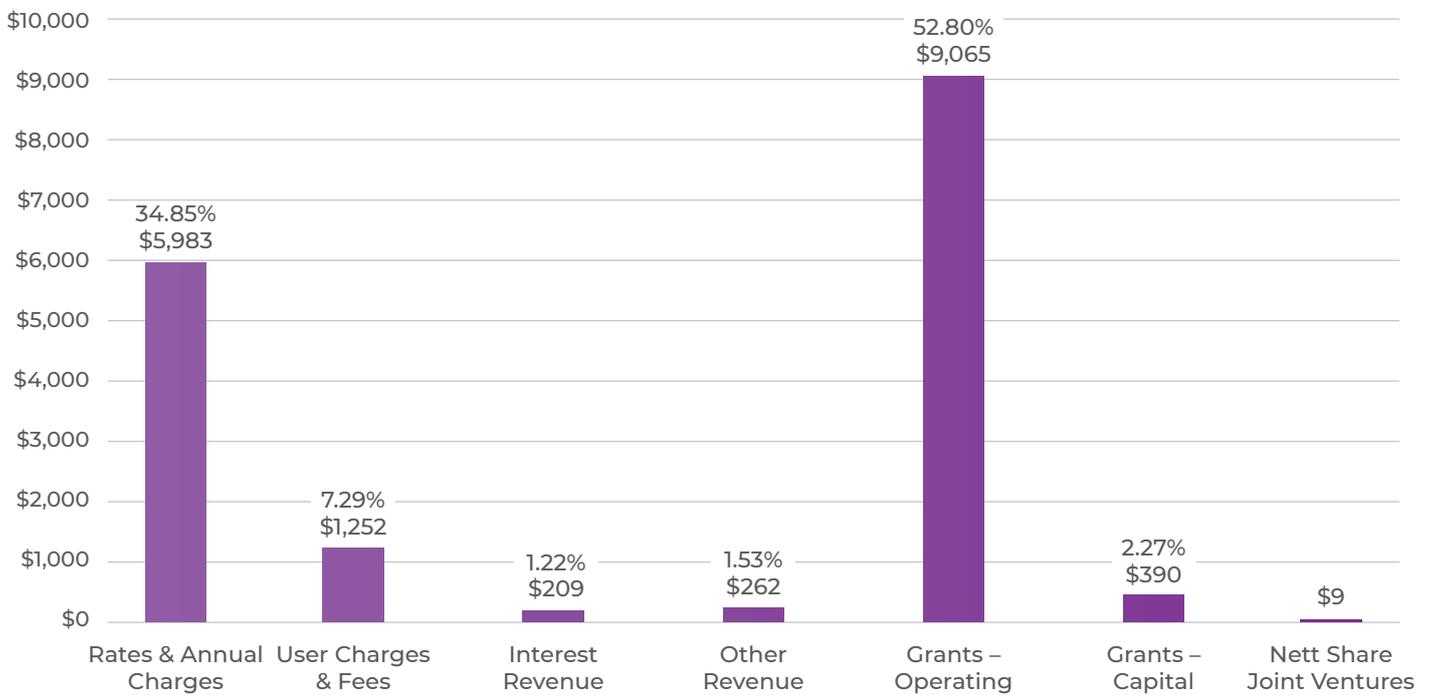
PERFORMANCE SNAPSHOT

Development Applications
2019/2020



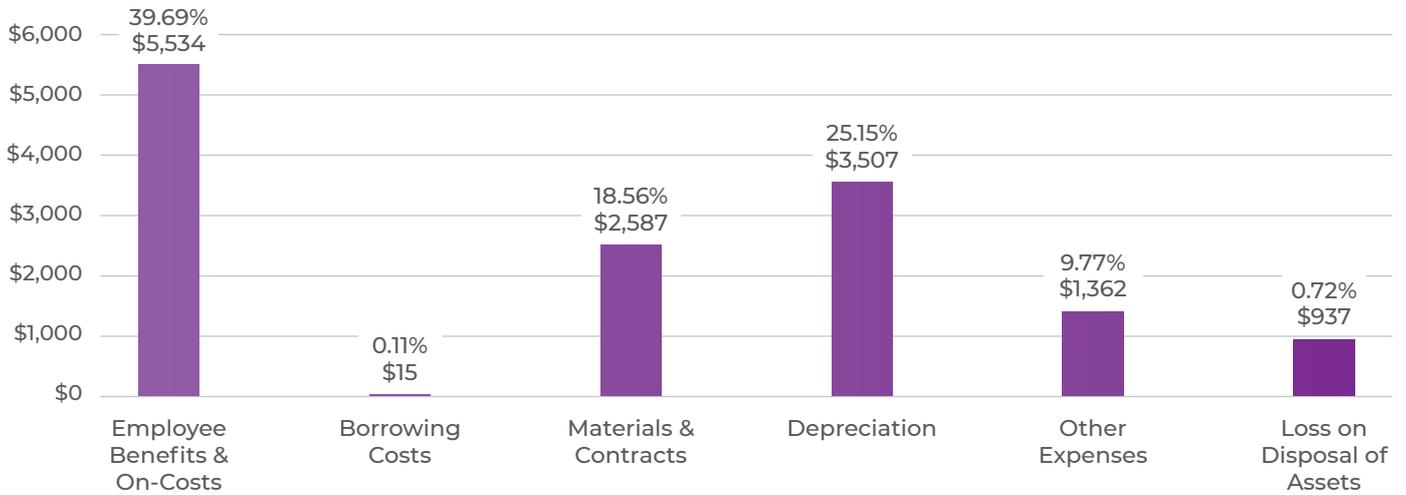
FINANCIAL SNAPSHOT

Operating Income
2019/2020 - \$17,170 M

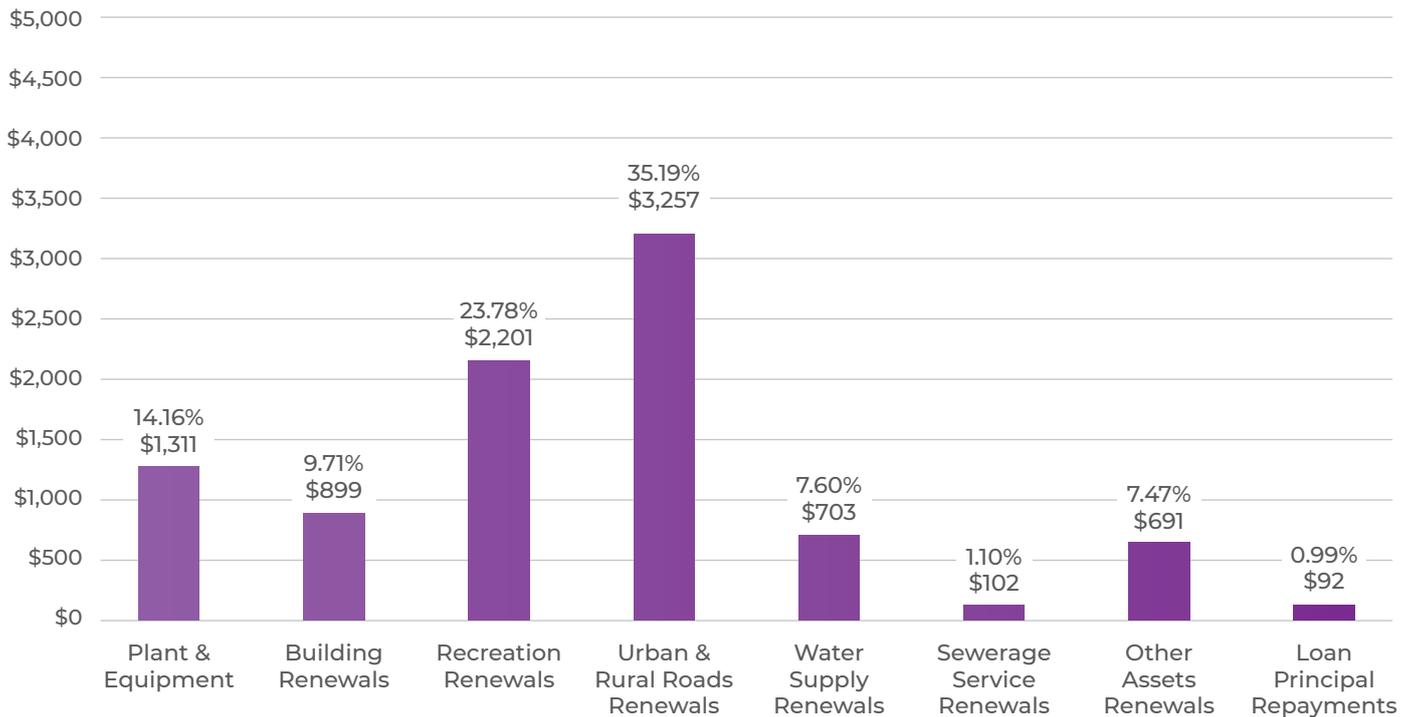


FINANCIAL SNAPSHOT

Operating Expenditure 2019/2020 - \$13,942 M

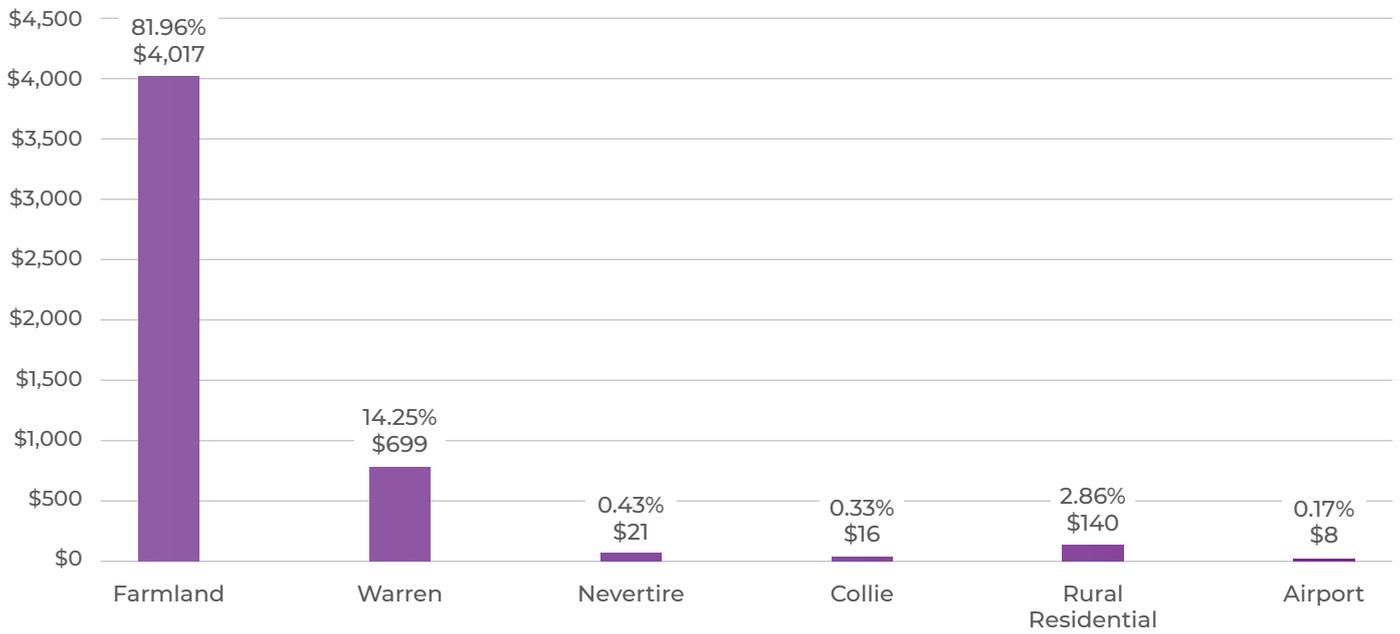


Warren Shire Council - Capital Expenditure 2019/2020 - \$9,256 M

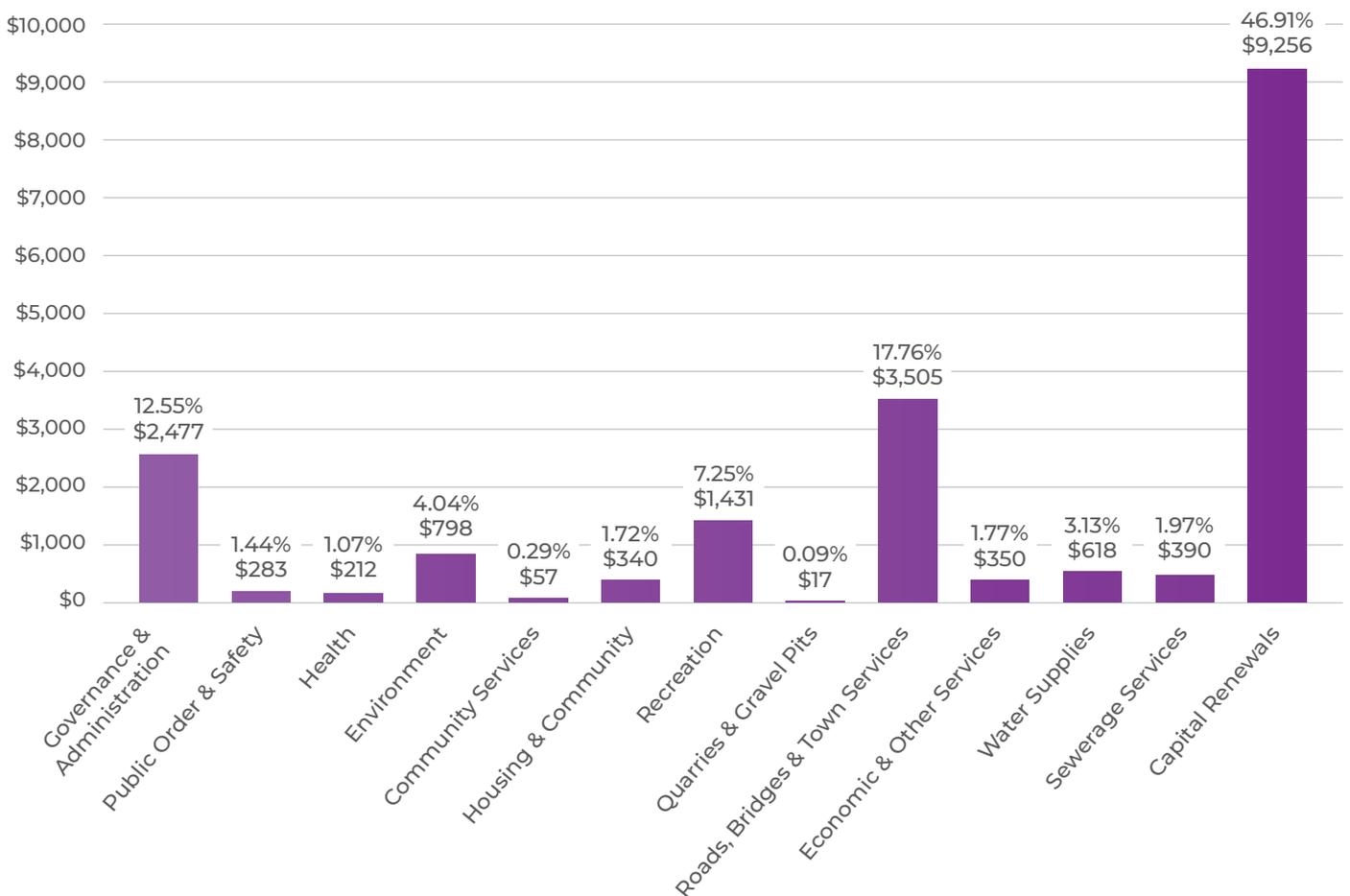


FINANCIAL SNAPSHOT

Sources of General Rate Income 2019/2020 - \$4,901 M

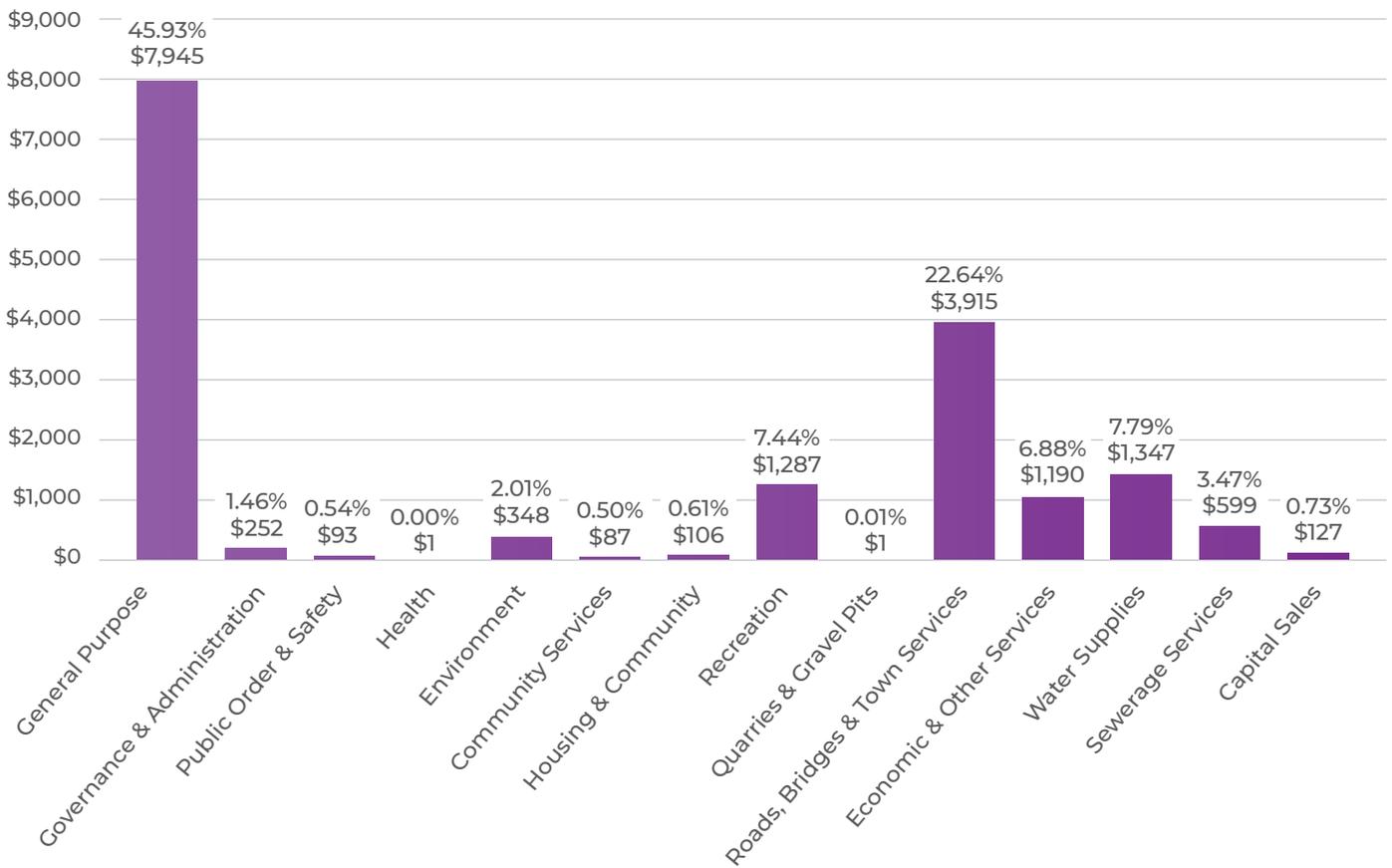


Areas of Expenditure (less Depreciation) \$19,732 M



VALUE FOR RATES

Areas of Income Received \$17,297 M



SNAPSHOT AND OVERVIEW

The above charts provide a brief snapshot 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 approximately 35% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council has reassessed its workforce plan in 2019/20 to account for the impacts of the drought and again moving into the 2020/21 financial year to allow 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 website.

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

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

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

The plans are linked by the key subject matters of:

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

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

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

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

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Social	Youth	16.67%	<p>Council has delivered several key recreation infrastructure projects targeted at providing more activities for youth and to help retain youth and families:</p> <ul style="list-style-type: none"> • Revitalise Macquarie Park – completed 2019. • Construction of outdoor netball and basketball courts – completed 2019. • Construction of Warren Skate Park – completed 2020. • Commencement of Carter Oval redevelopment – including construction of Water Park – construction commenced 13/10/2020. • Development of MOU with Warren Youth Foundation to help support youth activities – 2020.
Social	Law and Order	14.39%	<ul style="list-style-type: none"> • Council continues to liaise with NSW Police on law and order issues within the community. • Council installed CCTV – 2018 • Council continues to seek additional funding to expand CCTV installation. • Ranger services. • Emergency Management.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Economic	Expand Economic Base	4.55%	During the 4-year period – 2017-2020, Council has secured in excess of \$21 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren.
Economic	Employment	9.85%	During the 4-year period – 2017-2020, Council has secured in excess of \$21 million in grant funding to assist with the delivery of key infrastructure projects to help maintain and create employment opportunities particularly in periods of economic downturn caused by drought and now COVID-19.
Economic	Housing	2.27%	Council has invested in housing by building two new homes for Council staff.
Infrastructure	Footpaths	1.52%	Council has delivered the 'Paths and Cycleways' project in 2019. This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'. The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways.
Environmental	Waste Management	1.52%	In the last three-year period, Council has made a significant effort to manage its waste resource areas to a higher level acceptable to the community. A new management regime has been introduced at the Ewenmar Waste Depot, site clean-up and rehabilitation work has been undertaken to control long-term waste deposited at the facility and construction is planned of a public transfer platform.
Governance	Communication with the community	0.76%	<p>During the 2019/2020 period Warren Shire Council modernised the Council website, utilising the recently adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs.</p> <p>Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services.</p> <p>During early 2020, Council introduced a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire.</p>

A community survey in 2021 should be undertaken so that the next Council can compare its performance over that period.

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



Social

1.1 Improve social well-being to offer attractive lifestyle

The Warren Skate Park

The Olympic standard Warren Skate Park opened in February 2020 and is a facility that the community wanted for a long time. Additional funding has been obtained from both the State and Federal Governments to enable the installation of shade structures which will ensure that the facility is user-friendly year-round.

The Skate Park is part of the Carter Oval Youth Redevelopment Area. The Carter Oval precinct until recently has been underutilised, the realisation of the Carter Oval Concept Plan will create a state-of-the-art recreation precinct for the whole community and surrounding region to enjoy. Works that are underway as part of this development include the construction of a splash park, playground, cricket and soccer fields, LED lighting and amenities, BBQs shade structures, tree planting, accessible footpaths and parking. This park will be accessible and 'everyone can play' friendly. It allows all age groups to mix and grow as a community. (Expenditure – \$3 million)



Macquarie Park Revitalisation

The Macquarie Park Revitalisation Project has improved the safety and appearance of Warren Shire's largest and most frequented park, Macquarie Park. The works included construction of pathways, installation of new playground equipment as well as landscaping trees/gardens and park furniture (accessible BBQs and seating). The upgrades were jointly funded by the NSW Government and Warren Shire Council. This project was completed in 2019. (Expenditure – \$239,000)

Pathways and Cycleways Around Warren

This project has significantly improved pedestrian and cyclist conditions and connections. It has created a more accessible, connected and safe network through Warren to the Warren health, sporting and cultural precinct. This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'. The project was funded by the NSW Government. This project was completed in 2019. (Expenditure – \$569,000)

Public Arts

A Warren Public Arts Committee S355 has been formed to develop a public arts plan and to undertake projects such as painting the water tower at Stafford Street and development of a 'Sculptures by the River' competition. Grant funding has been made available for these projects and these will commence in the 2020/2021 financial year.

Outdoor Synthetic Netball Courts and Half Basketball Court

Two synthetic netball courts and one-half court basketball court were constructed at the Victoria Park Precinct. The project has already enabled the Summer Mixed Netball Competition to grow and provides another avenue for recreational activity for residents. This project was jointly funded by the NSW Government and Warren Shire Council. This project was completed in 2020. (Expenditure – \$318,000)

1.2 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development in 2019/20 include:

- Macquarie Park – new playground equipment, including flying fox
- Warren Skate Park
- Outdoor synthetic netball courts and half-court basketball court
- Paths and cycleways around Warren
- Bowling green redevelopment project
- Upgrades to facilities and equipment at the Warren Shire Library.

In the next 12 or so months the community will also be able to benefit from the facilities at:

- Carter Oval Sporting and Recreation Precinct, including a splash park, playground, cricket and soccer facilities.
- Western Plains Equestrian Centre – undercover arena, upgraded facilities.
- Warren War Memorial Swimming Pool upgrades – including upgrade of filtration systems, concourse, installation of shade shelters.

1.3 Improved health outcomes for the community and

1.4 A safe and clean community

Paths and Cycleways Around Warren

This project has significantly improved pedestrian and cyclist conditions and connections. It has created a more accessible, connected and safe network through Warren to the Warren health, sporting and cultural precinct.

This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'.

The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways. The project was funded by the NSW Government. This project was completed in 2019. (Expenditure – \$569,000)

Outdoor Gym

The outdoor gym was built using funding from the Community Builders Partners Grants, NSW Healthy Town Challenge 2016 Grant that the town participated in and restricted funds from Council.

The outdoor gym caters for all age groups and all fitness areas. Each piece of equipment has instructions and diagrams as to how to use the equipment correctly and in a safe manner.

The equipment includes both open and closed chained body weight training, which allows users to tailor the intensity of each workout to their own level of fitness.

Economic

2.1 Expand existing economic base and diversification into sustainable industries

By securing approximately \$21 million in grant funding in recent years, this has assisted with achieving the objective of expanding the existing economic base or at least keep the local economy afloat during the difficult drought conditions experienced over the past three years.

Grant funding has allowed local infrastructure projects to go ahead including activities at the Warren Airport, Warren Showground and Racecourse, Warren War Memorial Swimming Pool and Carter Oval, employing local contractors and in some cases increasing employment numbers.

2.2 Enhance the experience of visitors to Warren Shire

The provision of enhanced facilities across Warren Shire has helped to enhance the experience of visitors to Warren Shire.

In addition, during the 2019/2020 period Warren Shire Council modernised the Council website, utilising the recently adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs.

Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services.

Infrastructure

3.1 Quality transport infrastructure

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

The Warren Airport Masterplan was adopted in late 2018, and in the ensuing 12 months this detailed plan has enabled the Council to obtain significant (\$2.97 million) grant funding towards the 'Warren Airport Upgrade'. The project consists of several major and some minor construction and installation phases.

Already achieved include the completion of animal proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport for the NSW Rural Fire Service connection of their aerial bomber water storage tank and for industrial property firefighting. Continuing works include aviation fuel, runway improvements and development and sale of further hanger lots.

3.2 Quality community infrastructure and facilities

The Warren Skate Park

A piece of infrastructure that the community had wanted in place for more than 30 years was opened in February 2020. Following the initial opening further funding has been obtained from both the State and Federal Governments to enable the installation of shade structures which will ensure that the facility is user-friendly year-round.

The Skate Park is part of the Carter Oval Youth Redevelopment Area. The Carter Oval precinct until recently has been underutilised, the realisation of the Carter Oval Concept Plan will create a state-of-the-art recreation precinct for the whole community and surrounding region to enjoy.

Works that are underway as part of this development include the construction of a splash park, playground, cricket and soccer fields, LED lighting and amenities, BBQs shade structures, tree planting, accessible footpaths and parking. This park will be accessible and 'everyone can play' friendly. It allows all age groups to mix and grow as a community (Approximate cost \$3 million).

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

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

At this stage the construction of the undercover riding arena has commenced, a new pavilion building has been constructed, the polocrosse fields have had irrigation installed and have been resurfaced. Designs are underway for amenities and hospitality areas which also will be redeveloped. (Expenditure – \$1.96 million)

Bowling Green Redevelopment Project (A joint Council/community project)

The bowling green redevelopment project resulted in the construction of a synthetic bowling green at the Warren Golf Club. (Council managed the 'site preparation' for the bowling green, utilising Federal Government funding. The delivery of the project was completed utilising other funding, including NSW Government funding and was managed by a Committee from the Golf Club.)

Council and the community project managed the bowling green which has been a successful reintroduction of bowls back into the Warren community.

3.2.7 Upgrade and refurbishment of Warren Shire Council Chambers to comply with disability legislation

Work is progressing rapidly on the new Council Chambers/Community Centre/administration areas of Council's main office building. Council commenced planning 15 years ago and this year through restricted funding will complete this \$1.6 million project. The new chambers will allow all members of the public to attend this building as it is fully accessible.

Environment

4.1 Management of the local environment

Over the reporting period, Council has worked with several groups to reduce weed infestations along the water ways, to further develop bird hides, wetlands and walking trails.

These projects have been to assist the community to interact with the natural and built environment and to ensure that public access to key local sites is available.

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

4.2 Resource use, waste disposal and management

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

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

The waste depot clean-up was a high cost item and Council's Ewenmar Waste Depot Committee has taken charge of the operation, management and future outcomes required at this facility.

4.2.1 Ewenmar Waste Depot – New Management Regime

- Plan of management developed.
- Implementation of 'Waste Less, Recycle More' grant underway – construction of Public transfer (delivery/receival) platform to enable the greater segregation of waste and reduces users at tip face. In addition, fencing has been erected along the boundaries of the facility.
- Site clean-up and rehabilitation work undertaken to control long-term waste deposited at the facility. (Expenditure – \$268,400)

4.3 Management of water/wastewater

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

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

Survey and design were completed for roads and drainage for Collie and Nevertire. Following this drainage upgrades at Collie and Nevertire were undertaken. Unsealed roads were constructed, and bitumen sealing completed.

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

As part of an overall improvement of water supplies 4 new bores were installed in 2018/19.

During 2019/2020 the provision of water storage tanks (reservoir) was completed at Collie as part of a Drought Communities Extension funded project. Stage one of this project has been completed. Stage two will be to treat the water to make it a potable water supply (this will be reliant upon funding being obtained.)

New water tanks (1 megalitre) are installed in the Carter Oval area to enhance Warren township's water availability.

Estimated cost of adequate and safe water is approximately \$650,000.

A condition assessment has been completed of the current Nevertire Reservoir.

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

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

Council has issued tenders during the 2019/20 financial year to commence in 2020/21. Estimated cost of project \$6.5 million.

Governance

5.1 A community that partners with Council in decision making

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

- Warren, Nevertire and Collie Village Enhancement Plans
- Carter Oval Concept Plan
- Warren Showground and Racecourse Plan
- Warren Airport Masterplan
- Additional policy areas listed below.

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

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

Via the development of an MOA with local non-profit organisation RiverSmart, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a boardwalk. (Grant \$3.1 million approximately.)

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

All organisations have rules, codes or policies to guide them and councils are no different. Council is compliant with legislation and will continue to look at legislative and guidance changes from the NSW Government.

A list of policies and procedures or strategic plans are listed on Council's website;
www.warren.nsw.gov.au/council/policies

5.1.3 Promote timely and quality dissemination of information to the community

During the 2019/20 period Warren Shire Council modernised the Council website, utilising the recently adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs.

Via the website, which is compliant with accessibility requirements, the community is able to utilise an online form to request services.

During early 2020, Council introduced a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council. During the COVID-19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

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

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

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

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

OUR REPORTS

OUR SERVICES REPORTS

Water

During the 2019/20 year, Council continued voluntarily on level 3 (Modified) Water Restrictions to reduce the amount of river water being used for irrigation needs. The river water system is also the only firefighting system available to the Warren Community and the reduced flows in the river required the community to prepare for a more dramatic drop in water availability in the 2019/20 year.

Council continues to consult with the NSW Emergency Service providers about the prospect of no water in the river due to drought and inadequate rainfall in the upper Macquarie River catchment. Procedures have been established so there is a sufficient supply of water for firefighting and to allow Council and the services to plan for emergency events.

Council has received grant funding to commence the cross connection of water mains and to improve water availability from the two bore fields.

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 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.

Sewer

Over the past couple of years Council has been working with the NSW Public Service and other agencies to plan and design a new Warren Sewerage Treatment facility. This project was expected to commence in the 2018/19 financial year based on State Government approval, however delays have pushed the project beyond this date. Discussions have been held with NSW Public Works, Government Ministers and managers at Dubbo.

Council formally took control of the project in 2020 and have issued a contract through a selective tendering process. Council will assess this in the 2020/21 financial year.

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 wastewater treatment systems) pay towards the cost of this service.

Waste

During the 2019/20 Financial year Council has continued to work towards an improved level of waste management offered to the community.

The improvements undertaken in 2018/19 to ensure the site is clean and waste materials are contained has continued in 2019/20. Council have permanent staff at the waste depot and have commenced design work to develop and build a waste transfer station. Improvements are continuing to bring about change and ensure that the facility does not return to the poor state it was in.

Council's Ewenmar Waste Depot Sunset Committee is actively looking to make changes to waste management to ensure that the costs to the community are not increased above the level that can be afforded. Council has reduced the opening hours of the waste facility to allow for an employee to supervise the deposit of waste and to ensure that Council complies with EPA regulations.

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

Environmental Management

During this year, Council has undertaken a clean-up of the Carter Oval area to remove the old caravan park and to start the progress towards a youth recreation precinct. A major part of this redevelopment included the removal of asbestos materials in the old buildings and in the dwelling that was onsite. Council has also undertaken asbestos removal at the Warren War Memorial Swimming Pool to remove old pipework, the old filtration building and other structures.

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.

Council has commenced its review of environmental compliance through an internal audit process. The audit looks at areas that may have been raised as non-complying, EPA notices and self-reported non-compliances. The Internal Audit is undertaken independent of Council staff and is reported back to the Audit Committee and to Council for consideration of matters identified. The report to Council is a public document.

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

Warren War Memorial Swimming Pool

In 2018/19 Council undertook an assessment of the pool utilising consultants to assess the work required and other works to bring the pool into conformity with NSW Health guidelines.

Council released a tender for the reconstruction of the pool; however, it did not receive any tenders. Council determined that it would undertake the works in-house and use local contractors to deliver the required works to replace the filtration units, remove old and failing pipework, contract pool lining repairers and to remove and replace electrical wiring. This work along with improvements to sun protection and visual appearance will cross over the financial year.

Council has reviewed the future use of the swimming pool and identified that to ensure that the pool is available to future generations of the Warren Shire community, a Master Plan was required. The Master Plan will meet the needs of the general public, the swimming club members, local schools and regional competition needs. The Master Plan will be developed through the Council's Sporting Facilities Committee to ensure that the long-term upgrades meet the communities needs and that Councillors take a higher-level role in the long term planning and delivery.

Warren Airport

During 2019/20, Council was successful in attracting grant funds to continue and potentially complete the redevelopment of the airport as per the Master Plan. The major upgrade works excluding maintenance will be paid for from grant funds.

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

During this period, animal exclusion fencing has been provided, survey works have been undertaken to review the drainage and runway conditions, the Stage 1 of developing saleable land for plane hangers has been achieved and repairs to lighting for night-time flights.



WORKFORCE AND PERFORMANCE

STRUCTURE AND PERFORMANCE

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

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

Workforce planning will help Council to:

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

Council undertook a review of its Workforce Plan in 2017/18 to identify the staff resources required over the next four years to meet the commitments we make as part of the Delivery Program and also to meet the day to day needs of our community. During 2019/20 Council again reviewed this plan to reflect the impacts of drought across the community and Council's ability to undertake work in this period. During the severe period of drought, Council reduced its workforce numbers through natural attrition and by non-hire of casual labour. Council undertook a further review in 2020 to re-establish the workforce numbers and to reflect improvements made both internally and externally in its workforce.

The Workforce Plan is part of the required documents a Council is to have available to the Councillors and the community and is part of the Community Strategic Plan suite of documents.

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

FAIR AND EQUAL EMPLOYMENT

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

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

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

WORK HEALTH AND SAFETY

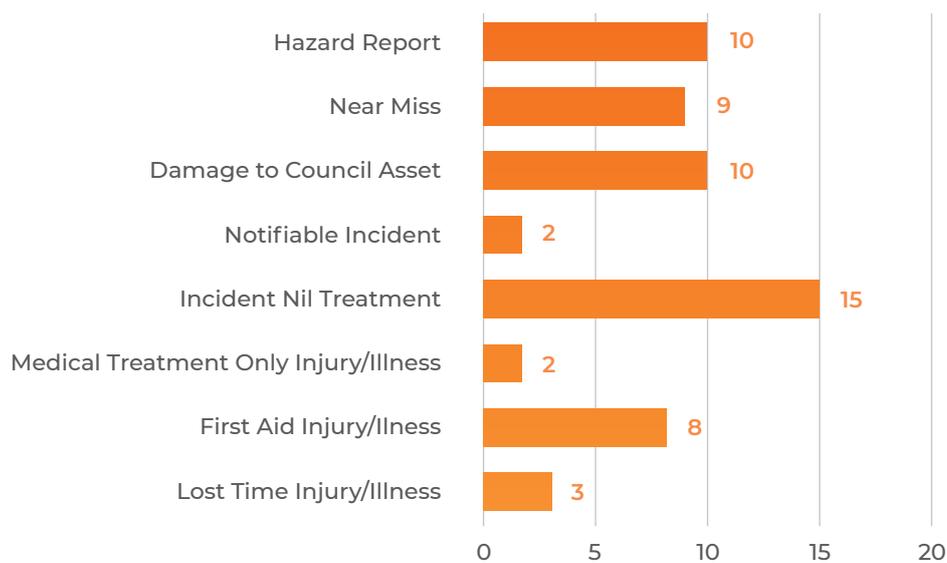
Council recognises its responsibilities under Workplace Health and Safety (WH&S) legislation and is committed to a safe and healthy workplace.

Council has taken a proactive approach to Workplace Health and Safety and has undertaken substantial improvements to ensure the health and wellbeing of our employees, contractors, volunteers and visitors. Council's commitment to WHS is reflected in its review, update and endorsement of its Work Health and Safety Policy 2020.

Council has developed and implemented documented procedures to ensure our contractors meet 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 investigate what has happened and implement corrective action 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 strive for continuous improvement in safety. Council is striving to improve upon its WHS planning and reporting practices to achieve continual improvement in risk management procedures, legislative compliance and oversight of WHS.

Incident/Injury Reporting Data 2019-2020



During the last four-year period, Council has unfortunately been required to address issues of bullying and harassment both in its workforce and within the community.

To ensure that Council is a leader in preventing bullying and harassment, all staff have been 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. Our trend in this area is reducing but, Council remains vigilant in managing appropriately future incidents and discrimination.

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 website at www.warren.nsw.gov.au/council/policies

PRODUCTIVITY IMPROVEMENTS

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

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

To allow Councillors additional time to work through future budgets, Council has held workshops to review its expenditure and discuss in more detail the ability to provide greater outcomes for the community. This has allowed Council, following public consultation of the village enhancement plans, to include improvements and seek grant funds to upgrade roads, drainage and the social amenity issues of the town and village areas. Council and staff have been reviewing plant purchases, roads maintenance and construction areas and have commenced identification of improvements in how they operate, the use of plant and construction techniques.

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

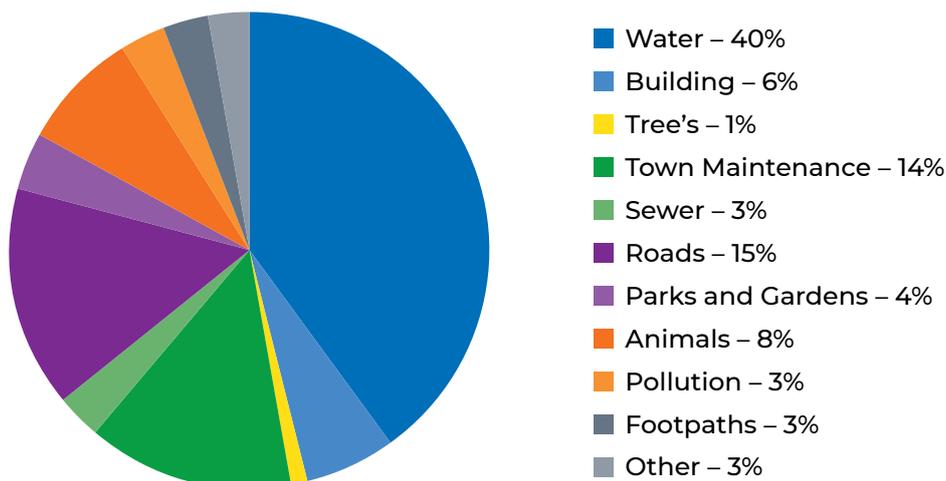
Council is also looking at its governance areas and ways to reduce red tape whilst ensuring the community has access to required information for them to make decisions. Council continues to improve its website to be user friendly and the new website includes policies and procedures for the community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

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

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

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

**Community Action Request as a Percentage
2019/2020**



COMMUNITY ENGAGEMENT

Key activities that link directly to this objective within the Community Strategic Plan – 'Warren Shire 2027' are as follows:

5.1 A community that partners with Council in decision making.

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

- Warren, Nevertire and Collie Village Enhancement Plans.
- Carter Oval Concept Plan.
- Warren Showground and Racecourse Plan.
- Warren Airport Masterplan.

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

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

Council representatives continue to visit the village communities to help keep lines of communication open and ensure that Council and the community can continue to work together on delivering projects across the Shire. COVID-19 has limited face to face meetings, but Council has ensured that lines of communication remain open through online broadcasting of Council meetings, site visits by staff and changes in customer services.

Councillors have also attended key community events, such as the Warren Christmas Street Party. These events continue to provide an opportunity for the community to meet with Councillors, ask questions around Council's decision making, works plans and other concerns and speak on a one-on-one basis. The community is also able to contact Councillors directly if they wish to discuss a matter or contact Council's senior staff.

Via the development of an MOU with local non-profit organisation RiverSmart, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a boardwalk.



A very wet and welcome opening of the Warren Skate Park.
The event broke the drought locally and everyone was happy to stand and play in the rain.

5.1.3 Promote timely and quality dissemination of information to the community

During the 2019/2020 period Warren Shire Council modernised the Council website, utilising the recently adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs.

Via the website, which is compliant with accessibility requirements, the community is able to utilise an online form to request services.

During early 2020, Council introduced a monthly 'Council News' publication, that is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council, included Road maintenance and repairs. During the COVID-19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

Where possible (prior to COVID-19 restrictions) the Council has again worked hard to bring the community together, via community events, particularly to provide some relief during the long-running drought. Examples include:

- The Warren Christmas Street Party.
- Regional School Holiday Activities – including pool party, movie night and inflatable at the Warren War Memorial Swimming Pool to celebrate Australia Day.
- Warren Skate Park Opening and Demo.
- Farmers Community Connect Program.
- Salvation Army Band – Street Performance.



PUBLIC ACCESS TO INFORMATION

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

Government Information (Public Access) Act – Annual Report for Agency Warren Shire Council			
Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review			
Reviews carried out by the agency		Information made public available by the agency	
Yes		Yes	
Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)			
Total number of applications received			
0			
Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)			
Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

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

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

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

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

Table B: Number of applications by type of 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
Total	0	0	0	0	0	0	0	0
% of Total	0%	0%	0%	0%	0%	0%	0%	0%

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

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

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

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

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

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

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

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

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

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

SWIMMING POOL INSPECTIONS

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

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

Registered Pools in LGA: 85 Pools inspected in 2019/20: 5

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

COMPANION ANIMALS

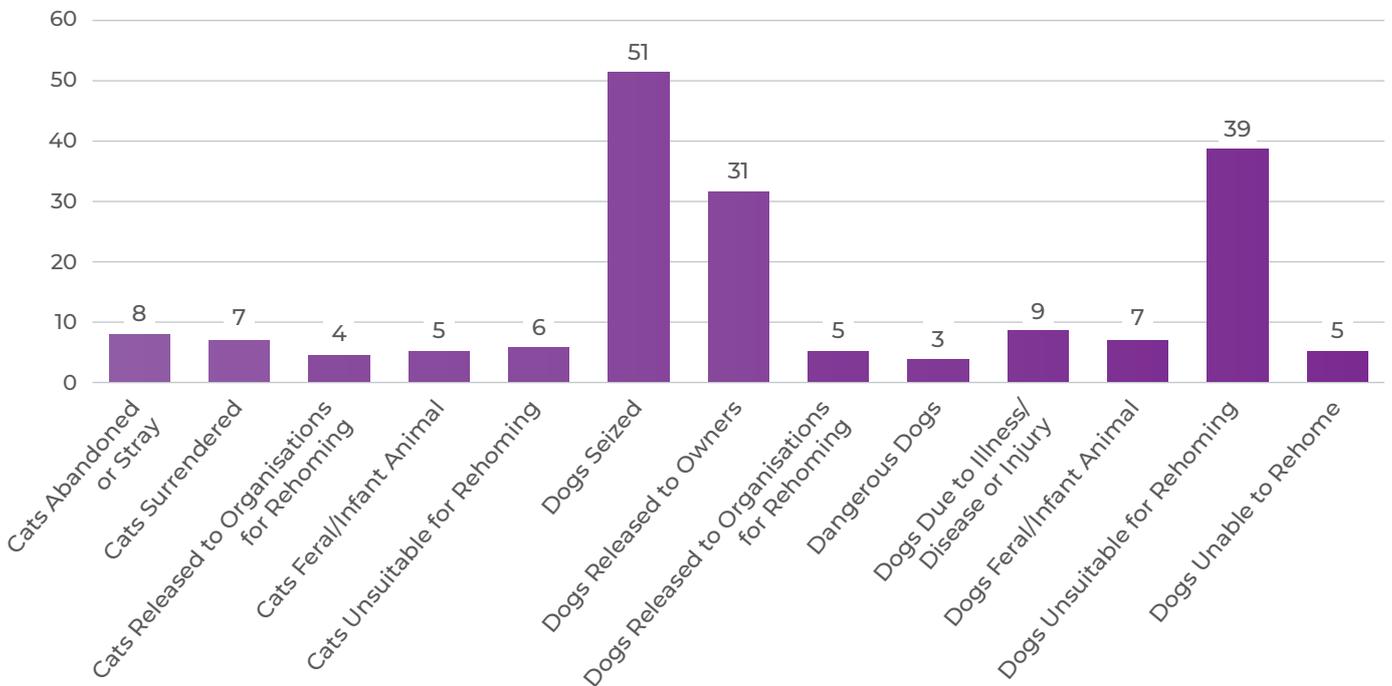
Under the Companion Animals Act, Council is required to regulate domestic animals and ensure that they are registered (dogs) and that a nuisance is not being created.

As part of Council's 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.

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

**Survey of Council Seizures
2019-2020 Dogs & Cats**



SUPPORT AND PARTNERSHIPS

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

Council's principle support during the 2019/20 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

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

Organisation	Donation Description	Amount
Nevertire Hall Trust	2019/20 Rates & Charges	\$1,628.00
Warren Men's Shed	2019/20 Rates & Charges	\$1,768.00
Collie CWA	2019/20 Rates & Charges	\$906.00
Warren CWA	Grounds Maintenance 2019/20	\$1,226.56
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
Local Sporting & Community	Printing of Booklets & Flyers etc.	\$198.00
Windows on Wetlands	2019/20 Rates & Charges, Maintenance	\$6,881.94
TOTAL		\$12,793.50

Description	Amount
Rates – Pension Rebates (Section 583(1) Local Government Act, 1993)	\$86,146
Rates – Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Levy Adjustments (Section 598(2) Local Government Act, 1993)	Nil
Charges – Interest on Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Sale for Outstanding (Section 607 Local Government Act, 1993)	Nil
Charges – Interest sale for outstanding (Section 607 Local Government Act, 1993)	Nil

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participated in the following throughout 2019/2020:

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

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

CONTROLLING INTEREST AND SERVICE CHARGES

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

Council is a member of the Orana Joint Organisation which was formed by the State Government as a regional Council organisation under the Local Government Act 1993 as amended. This organisation operates as a Council and Warren Shire Council's Mayor is a voting member. This organisation does not have any controlling interest over Warren Shire Council although if agreed can perform roles, functions or operate contracts for and on behalf of Council.

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 cannot subsidise private works or compete against private organisations through a cost advantage process that subsidises the work.

Types of Private Works undertaken during 2019/20

- State Highway 11 – Shoulder repair Segment 280
- State Highway 11 – Survey and Investigation Segment 210 & 215
- State Highway 11 – Heavy Patching Segment 240
- State Highway 11 – Tree clearing Segments 210,215 & 220
- State Highway 11 – Culvert Replacement Segment 240
- 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 ASSETS

Council over the past few years has been undertaking a review of all its assets to identify long term asset needs, costs and maintenance.

As part of this work Council has developed Asset Management Plans as follows;

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

The asset plans identify the method of assessing the asset to ensure that it meets the community expectation and that long-term funding is identified to maintain or replace the asset.

Council's total asset value is \$278,203,000

Council's assets are a key part of the operational areas of the community and even though long term planning is undertaken to identify the asset cost to retain and maintain, the Council will need to look at retiring some assets to allow the enhancement or provision of new assets to meet the needs of the community into the future due to the cost associated with maintenance.

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 regulatory staff for minor offences issued as On the Spot Fines. Most on the spot fines relate to dogs.

COUNCILLORS' AND MAYOR'S EXPENSES

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

Council reviewed and adopted for exhibition a Draft Councillor Expense Policy in June 2018 which is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

Statement of Expenses	Section	2019/20
Mayoral Fees		\$26,523.81
Councillor Fees		\$106,967.52
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 217(1)(a1)(i)	\$3,795
Provision of Telephone	cl. 217(1)(a1)(ii)	Nil
Conferences & Seminars	cl. 217(1)(a1)(iii)	\$15,353
Training	cl. 217(1)(a1)(iv)	\$2,858.70
Interstate Visits	cl. 217(1)(a1)(v)	Nil
Overseas Visits	cl. (217(1)(a1)(vi)	Nil
Spouse/family Expenses	cl. 217(1)(a1)(vii)	Nil
Care of Child/Family	cl. 217(1)(a1)(viii)	Nil
Mayoral Vehicle		Nil
Councillor Insurance		\$3,434.25

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 per 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 Per year
Conferences and seminars		\$20,000 total for all Councillors Per 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 Per 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.

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

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

Councillor Name	Training Attended/Regional/State Meetings	Cost \$
Cr Quigley (Mayor Sept 2018)	<ul style="list-style-type: none"> • Joint Organisation Meetings • LGNSW Conference • Country Mayor Meetings and • In-house training 	\$6,505
Cr Williamson (Deputy Mayor)	<ul style="list-style-type: none"> • Joint Organisation Meetings • LGNSW Meeting • Country Mayor Meeting and • In-house training 	\$3,463
Cr Druce	<ul style="list-style-type: none"> • In-house training 	\$260
Cr Irving	<ul style="list-style-type: none"> • Association of Mining and Energy Related Councils • Library Zone Meetings • In-house training 	\$4,201
Cr Beach	<ul style="list-style-type: none"> • Castlereagh Macquarie Country Council • LGNSW Water Management Conference • In-house training 	\$1,314
Cr Brewer	<ul style="list-style-type: none"> • Castlereagh Macquarie Country Council • In-house training 	\$260
Cr Derrett	<ul style="list-style-type: none"> • Code of Meeting practice review and inhouse training • In-house training 	\$260
Cr Walker	<ul style="list-style-type: none"> • In-house training 	\$260
Cr Serdity	<ul style="list-style-type: none"> • In-house training • Library Zone Meetings 	\$999
Cr Taylor	<ul style="list-style-type: none"> • In-house training 	\$260
Cr Higgins	<ul style="list-style-type: none"> • In-house training 	\$260
TOTAL COST OF TRAINING AND ATTENDANCE		\$18,042

LOCAL GOVERNMENT ACT 1993

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

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

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

Note.

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

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

Induction Program Contents

- Financial and other delegations
- The responsibility of Councillors for the financial management and sustainability of the council under the Act
- Council's long term financial plan and other components of council's resourcing strategy, including revenue sources
- How to interpret and understand the financial information contained in financial reports prepared by council

Capabilities

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

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

Council will seek assistance from the Regional Organisation of Council in future years to run training suitable for regional councils to attend.

SENIOR STAFF REMUNERATION

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

The Senior staff remuneration including the salary under the contract and all associated on costs for the period of employment are \$240,630.05.

No additional payments outside of the contracts have been made.

CONTRACTS AWARDED

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

File No.	Contract Reference	Council Resolution	Name of supplier	Contract Title	Contract Value (Inc GST)
G4-1.12	T06/2019	206.9.19	Oasis Skate Parks Pty Ltd	Design & Construction of Skate Park	\$430,000
B3-1.25	ET/05	55.3.20	Murray Constructions Pty Ltd	Construction of Wonbobbie Bridge	\$694,651

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 Audit Report is attached in Appendix "A" and lists the above ratios.

Council complies with all criteria except for the Own Source Operating Revenue Ratio, that is based on rates 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 the Auditor General's Office Audit Report for 2019/20 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2019/20 Financial Statements are included in a separate attachment to this report which can be found on our website at www.warren.nsw.gov.au/council/financial-reports



APPENDIX A



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

Contact: Manuel Moncada
 Phone no: 02 9275 7333
 Our ref: D2025872/1802

5 November 2020

Dear Mayor

**Report on the Conduct of the Audit
 for the year ended 30 June 2020
 Warren Shire Council**

I have audited the general purpose financial statements (GPFS) of the Warren Shire Council (the Council) for the year ended 30 June 2020 as required by section 415 of the *Local Government Act 1993* (the Act).

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

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2020 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2020	2019	Variance
	\$m	\$m	%
Rates and annual charges revenue	5.98	5.79	 3.3
Grants and contributions revenue	9.45	8.84	 6.9
Operating result from continuing operations	3.23	2.71	 19.2
Net operating result before capital grants and contributions	2.84	2.61	 8.8

Council's operating result (\$3.23 million including the effect of depreciation and amortisation expense of \$3.51 million) was \$520,000 higher than the 2018–19 result. This was mainly due to increased revenue from grants and contributions.

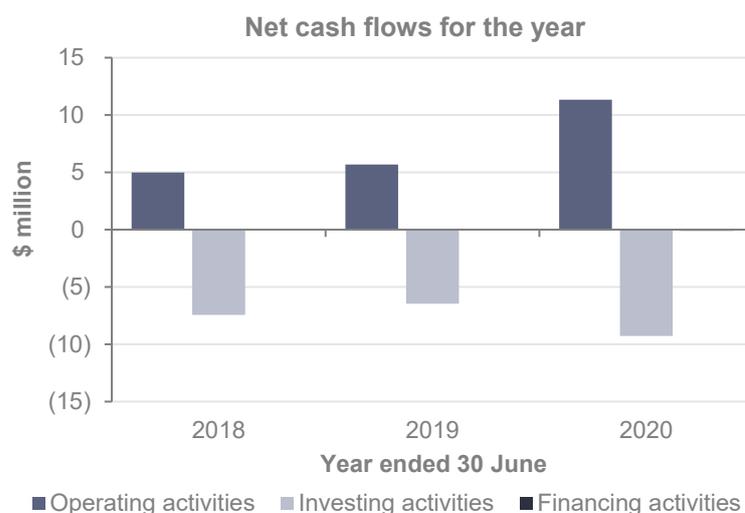
The net operating result before capital grants and contributions (\$2.84 million) was \$229,000 higher than the 2018–19 result.

Rates and annual charges revenue (\$5.98 million) increased by \$191,000 (3.3 per cent) in 2019–2020.

Grants and contributions revenue (\$9.45 million) increased by \$611,000 (6.9 per cent) in 2019–2020. This was mainly due to additional funding received for recreation and culture projects.

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 increased by \$1.9 million to \$13.8 million at the close of the year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	7.0	4.3	• External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds.
Internal restrictions	6.3	7.0	
Unrestricted	0.5	0.5	• Balances are internally restricted due to Council policy or decisions for forward plans including works program. • Unrestricted balances provide liquidity for day-to-day operations.
Cash and investments	13.8	11.8	

PERFORMANCE

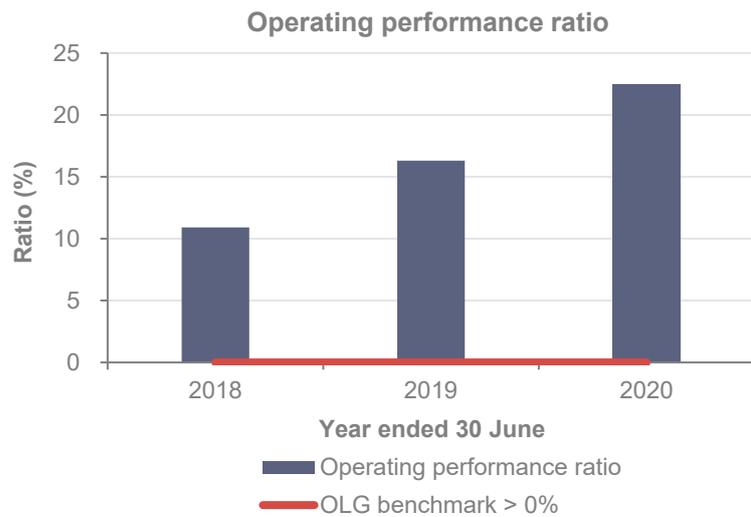
Performance measures

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

Operating performance ratio

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

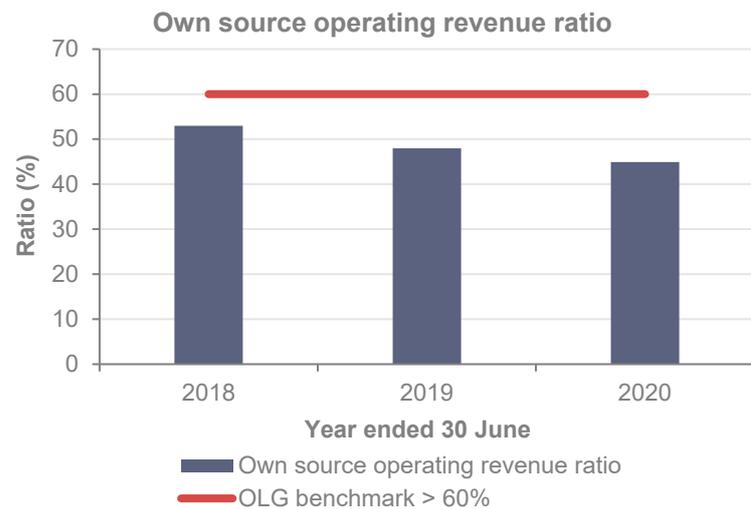
The Council exceeded the OLG benchmark for the current reporting period.



Own source operating revenue ratio

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.

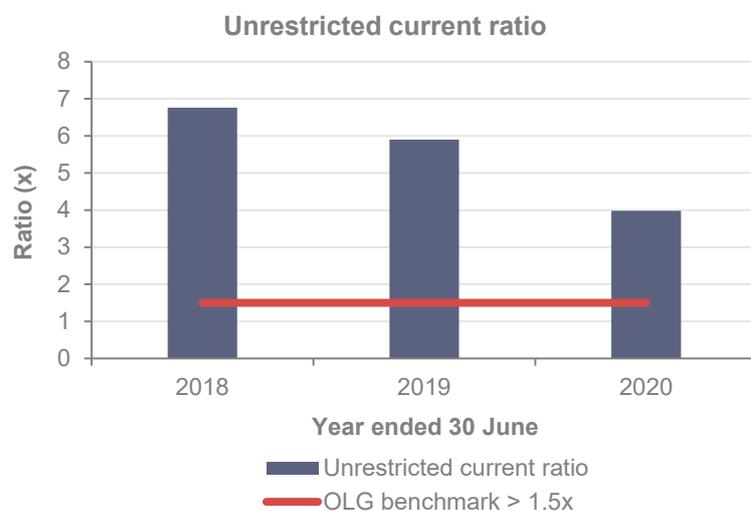
The Council did not meet the OLG benchmark for the current reporting period.



Unrestricted current ratio

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.

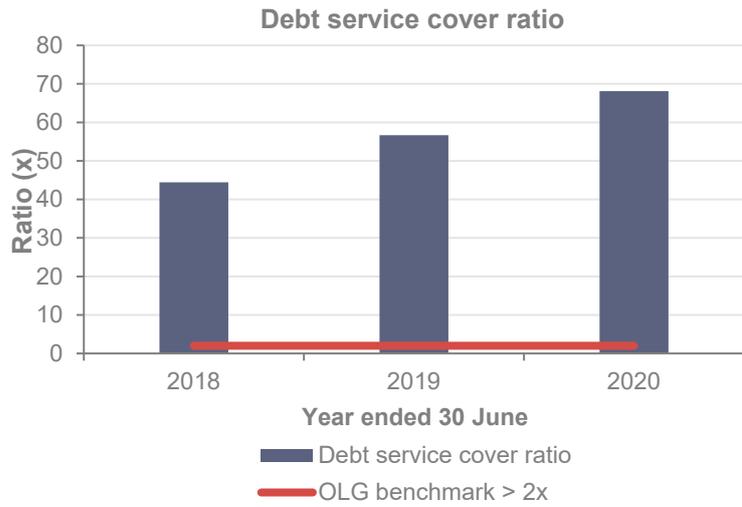
The Council exceeded the OLG benchmark for the current reporting period.



Debt service cover ratio

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.

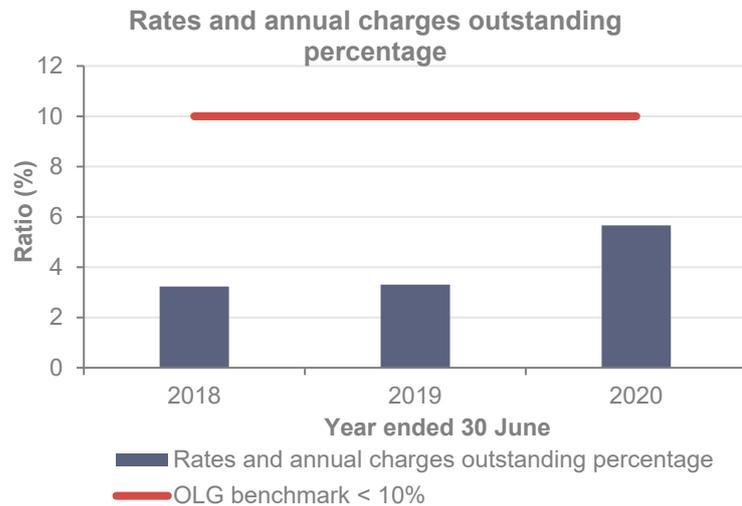
The Council exceeded the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

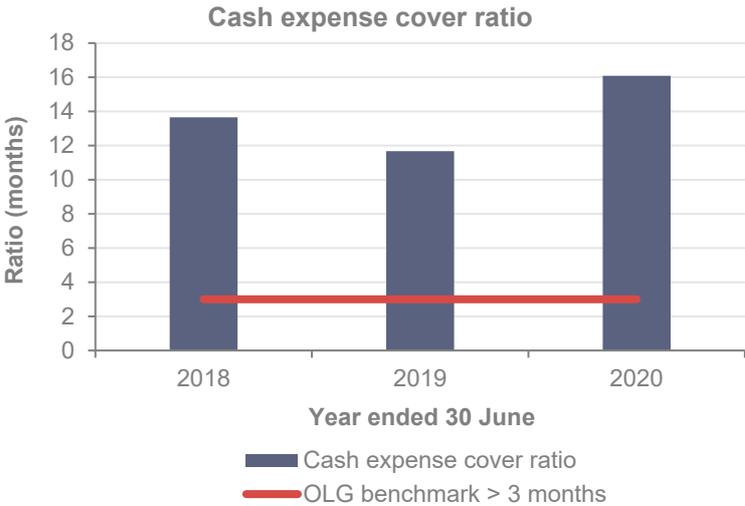
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

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



Cash expense cover ratio

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



Infrastructure, property, plant and equipment renewals

- Council’s asset renewal additions for the year were \$6.2 million compared \$5.9 million for the prior year
- Renewals primarily consisted of infrastructure assets and plant and equipment
- The level of asset renewals during the year represented 169 percent of the total depreciation expense (\$3.7 million) for the year.

OTHER MATTERS

Impact of new accounting standards

AASB 15 ‘Revenue from Contracts with Customers’ and AASB 1058 ‘Income for Not-for-Profit Entities’

The Council adopted the new accounting standards AASB 15 ‘Contracts with Customers’ and AASB 1058 ‘Income of Not-for-Profit Entities’ (collectively referred to as the Revenue Standards) for the first time in their 2019–20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and amount of revenue recorded in a councils’ financial statements, particularly for grant revenue. AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a councils’ financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council recognised a \$675,000 adjustment to opening accumulated surplus at 1 July 2019 on adoption of the new Revenue Standards.

The Council disclosed the impact of adopting the new Revenue Standards in Note 15.

AASB 16 ‘Leases’

The Council adopted the new accounting standard AASB 16 ‘Leases’ for the first time in their 2019–20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

There was no impact on Council's financial statements on adoption of AASB 16.

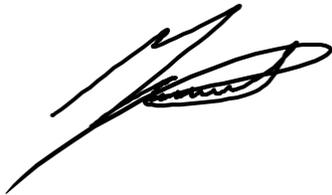
Legislative compliance

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

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

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the general purpose financial statements
- staff provided all accounting records and information relevant to the audit.



Manuel Moncada
Delegate of the Auditor-General for New South Wales

cc: Stephen Glen, Interim General Manager
Jim Betts, Secretary of the Department of Planning, Industry and Environment





warren.nsw.gov.au 

WARREN
shire council

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