

ANNUAL REPORT

2024/2025



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ABOUT THIS REPORT

The Annual Report is one of the significant points of communication between Council and the community and provides details of our performance for the period 1 July 2024 to 30 June 2025.

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

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

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

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

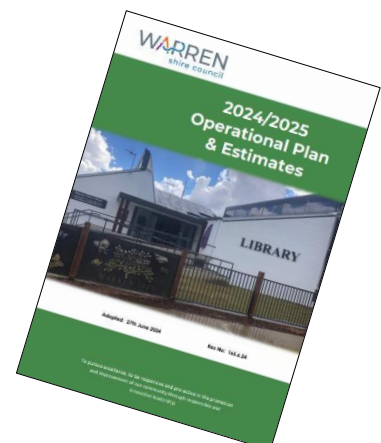
The report demonstrates the breadth of Council's operations and the services provided to the community throughout the year. It also describes how the organisation is governed and managed, including reporting on Council's financial performance.

The Warren Shire Council Annual Financial Statements 2024-2025 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

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

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

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



MESSAGE FROM THE MAYOR

I commend the 2024/2025 Warren Shire Council Annual Report to our ratepayers and residents.

In summary, the year has been characterised by our continuing efforts, despite wetter weather, to restore then maintain and improve our road network and our efforts to complete many of the infrastructure projects that have been initiated in the last couple of years.

Council has largely been focused in 2024/2025 on rehabilitating our road network following the significant flood damage that occurred particularly in the second half of 2022, together with a number of road reconstruction projects.



Significant progress has been made with the completion of road reconstruction work on the RR 7515 Warren Road (to Coonamble), RR 333 Carinda Road, RR 202 Marthaguy Road, SR 58 Nevertire – Bogan Road, SR 91 Industrial Access Road, including the intersection with SR 65 Old Warren Road and Newe Park and Tenandra Bridges replacement on RR 7515 Warren Road.

Flood restoration work that includes pothole patching, shoulder grading of our sealed roads and the grading of many of our unsealed roads continues. Routine road maintenance has also been occurring on our roads in line with Council's planned Works Program alongside the flood damage work.

The presentation of the town of Warren and villages of Collie and Nevertire including their parks, gardens sporting facilities and cemeteries also continues to be a priority of Council.

We have seen and will continue to see many of the infrastructure projects, begun in previous years, either completed or shortly to reach completion such as the Animal Shelter Replacement, Warren War Memorial Olympic Swimming Pool Amenities, Change Rooms, Canteen and Club Room, the Warren Town Levee Upgrading and Rehabilitation Project including Flood Gate Refurbishment, the Flood Pump and Flood Pump Generators, the Victoria Park Female Friendly Facilities, the Warren Parks and Facilities CCTV Security System, the Warren Showground/Racecourse Complex Exclusion and Equine Fencing Project, Water and Sewer Telemetry Equipment installation, the Warren Sewerage Treatment Plant Evaporation Pond Construction, the Warren Water Valve Replacement Program, the Warren Water Supply Pump Station Motor Control Centre Replacement, the Ewenmar Waste Depot Transfer Station and the Warren Airport Terminal Building and Emergency Lighting Generator.

The Carter Oval Youth Sports Precinct continues to be developed and is close to completion.

Following completion of the Regional Drought Resilience Plan, I am pleased that Warren Shire Council is leading the Regional Drought Resilience Plan Implementation Project 'Country Heartline' that will see the development over the three (3) Council areas of Bogan, Coonamble and Warren Shires of appropriate agritourism products, nature based tourism experiences, itinerary and trail creation, digital infrastructure and marketing and community engagement and capacity building that is expected to make this region more drought resilient and have a positive economic impact.

The Alliance of Western Councils comprising of 13 Councils continues to grow in status as an advocate for the large geographic area of rural NSW that we are part of. The Country Mayors Association is also a valuable organisation that we continue to support.

In closing, may the season continue to be with us, so that our economy based on agriculture is able to continue to thrive.

A handwritten signature in black ink, appearing to read 'G. Whiteley'.

Greg Whiteley
Mayor

OUR YEAR 2024/2025

OUR YEAR IN REVIEW IN CONJUNCTION WITH THE DELIVERY PROGRAM

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

The new Warren Shire Councillors commenced in October 2024. The new Council re-adopted the Warren Shire Community Strategic Plan (CSP) 2035 which is the minimum 10-year plan and re-developed and finalised Council's 2025/2026 – 2028/2029 Delivery Program and the 2025/2026 Annual Operational Plan.

2024/2025 saw the commencement of the flood restoration works for the flood event of September 2022 (AGRN 1034), one of Warren Shire Council's largest flood restoration programs ever undertaken and expected to be up to \$9.6 million.

(AGRN – Australian Government Reference Number).

2024/2025 saw the commencement or finalisation of the following projects:

- Bushfire Hazard Reduction - \$15,000;
- Administration – ICT Strategic Plan Program that includes managed services and new financial services software - \$52,000;
- Warren Street Christmas Party 2024 - \$66,000;
- Website Creation for Discover Warren - \$12,000 commenced;
- Warren Sporting & Cultural Complex – Gym Equipment Renewals - \$5,700;
- Stoney Creek/Reddenville Break - Signage Disaster Readiness Grant - \$53,000 commenced;
- Urban Roads – Bitumen Resealing - \$200,000;
- Rural Roads – Bitumen Resealing - \$655,000;
- Rural Roads – Gravel and Loam Resheeting - \$309,000;
- Regional Roads – Bitumen Resealing - \$290,000;
- Regional Roads – Recycling in conjunction with the Towards Zero Safer Roads Program for RR 202 Marthaguy Road and RR 333 Carinda Road - \$711,000;
- Towards Zero Safer Roads Program for RR 202 Marthaguy Road and RR 333 Carinda Road - \$2,083,000 commenced with a further \$7,027,000 of work to be undertaken in 2025/2026;
- Regional Emergency Roads Repair Program Local Roads – SR 91 Industrial Access Road, Urban Roads Bitumen Reseals and Shire Roads Bitumen Reseals - \$716,060;
- Regional Emergency Roads Repair Program Regional Roads – RR 333 Carinda Road, RR 7515 Warren Road - \$1,711,577 commenced;
- Carter Oval Youth Sports Precinct/Depot Electrical Upgrade - \$122,375;
- Warren Tennis Court Light Poles Refurbishment - \$11,000;
- Animal Shelter Replacement - \$140,000 - reaching practical completion;
- Plant Replacement 2024/2025 (Net Purchase Cost) - \$868,000;
- Regional and Local Roads Repair Program SR 91 Industrial Access Road / SR 65 Old Warren Road Intersection Reconstruction - \$266,000;
- Warren Medical Centre Cabinetry Improvement/Replacement Works - \$24,200;
- RR 7515 Warren Road Newe Park Bridge and Tenandra Bridge Replacement - \$4,262,000 commenced with further road reconstruction works to be undertaken in 2025/2026;
- September 2022 AGRN 1034 Flood and Storm Damage Essential Public Asset Reconstruction Work Shire and Regional Roads - \$9,600,000 (estimated over 2 years);
- Stronger Country Communities Fund Round 5 and Infrastructure Reserves Upgrading of Amenities, Change Rooms, Canteen and Club Room Facilities at the Warren War Memorial Olympic Swimming Pool - \$1,400,000;
- Warren Town Levee Upgrading and Rehabilitation including Floodgate Refurbishment, Flood Pump and Flood Pump Generators - \$6,617,000, commenced with \$2,040,000 expended;
- NSW Severe Weather and Flood Grant for AGRN 1025 Macquarie Park Restoration - \$112,500;

- Office of Sport – Female Friendly Community Sports Facilities and Lighting Upgrade Grant Program Victoria Park Precinct New Female Amenities - \$702,500;
- CCTV and Smoke Testing of Sewer Mains at Warren and Nevertire - \$253,000 with report to be analysed and actioned in 2025/2026;
- Local Roads and Community Infrastructure Program – Phase 4 – \$400,000 commenced with CCTV System to be finalised in 2025/2026;
- EV Charging Stations at Carter Oval Youth Sports Precinct, Warren and Macquarie Marshes Visitors Information Centre and Dubbo Street, Warren (\$75,000);
- Warren Lawn Cemetery Improvements approximately - \$62,000;
- Water and Sewer Telemetry Equipment installation - \$130,000;
- Warren Sewerage Treatment Plant Project Finalisation, including new pond - \$476,500;
- Water Valve Replacement Program - \$113,500;
- Water Supply Pump Station Motor Control Centre Replacement - \$75,000;
- Water Supply Pump Station Valve Chambers Refurbishment - \$10,000;
- Discover Warren and for Discover Macquarie Marshes Website and Social Media Program - \$12,000 commenced;
- Strategic Planning / Integrated Water Cycle Management Plan Development - \$1,015,000 commenced;
- Warren Showground/Racecourse Complex Exclusion and Equine Fencing Project - \$272,727, commenced and reached practical completion;
- Carter Oval Youth Sports Precinct Development - \$250,000 commenced and reached practical completion with Carter Oval Cricket Ground works to be finalised in 2025/2026;
- SR 58 Nevertire-Bogan Road – Segments 04 to 10 – Reconstruction - \$3,496,725;
- RR 7515 Warren Road Segments 28 to 32 – Rehabilitation - \$3,670,000;
- Gunningba Estate Stage 3 Subdivision Investigation and Design \$30,000; and
- Ewenmar Waste Facility Transfer Station (\$266,000).

Many major grant applications were arranged to the Commonwealth and State Governments during the year particularly for road reconstruction and safety improvements it is hoped that many will come to fruition in 2025/2026.

Neill Earthmoving Pty Ltd have commenced fully operating Mt. Foster Quarry and in particular supplied and delivered over 12,000 tonnes of minus 600mm rock for the Warren Town Levee rehabilitation works.

The concept plans for the Warren Town Centre Masterplan – Dubbo Street Upgrade and design works have been completed and a grant application has been arranged to the Commonwealth Government for the necessary improvement works.

The community of Warren Shire is aware that Warren Shire Council was also responsible for the emergency operations works on the Warren Town Levee on behalf of the State Emergency Service, through the Local Emergency Management Committee for the November 2021 floods and the September 2022 floods and unfortunately Council is yet to be reimbursed over \$695,000 of these emergency costs by the NSW Government (NSW SES and NSW Reconstruction Authority). Council continues to advocate with the NSW Government for the payment of these costs.

Council is responsible for maintaining and operating the State Highway 11 – Oxley Highway through Warren Shire under the Roads Maintenance Council Contract (RMCC) on behalf of Transport for NSW. This saw Council undertaking in 2024/2025 as a contractor just over \$4.61 million of work consisting of routine maintenance, bitumen reseal works, heavy patching, road reconstruction and culvert restoration and cleaning works.

Council was most pleased to be able to officially open the following major projects being:

- Warren War Memorial Swimming Pool Kiosk, Amenities and Club Room Refurbishment;
- Carter Oval Youth Sports Precinct Amenities Building and Kiosk;
- Warren Airport Upgrade, including Terminal Building;
- Warren's new flexible groundwater system;
- Warren Showground/Racecourse Complex improvements; and
- Ewenmar Waste Depot Transfer Station.

As the year came to a close the Carter Oval Youth Sports Precinct Project is nearing completion.

Council has also been involved in the development of a Regional Drought Resilience Plan in conjunction with our neighbouring Councils of Coonamble Shire and Bogan Shire that included community consultation through face-to-face meetings and online surveys. The Program will be extended in 2025/2026 to build capability and empower regional communities to plan and act early to reduce and respond to drought risks by the involvement in a Drought Resilience Implementation Project 'Country Heartline' that will see the development over the three (3) Council areas of agritourism products, nature based tourism experiences, itinerary and trail creation, digital infrastructure and marketing and community engagement and capacity building that is expected to make this region more drought resilient and have a positive economic impact.

Council also responded to a number of Commonwealth Government and State Government inquiries by providing submissions to the following:

- Regional Telecommunications Independent Review 2024;
- Select Committee on Essential Worker Housing;
- Inquiry into Infrastructure for Electric and Alternative Energy Source Vehicles in NSW; and
- Inquiry into the Review of the NSW Reconstruction Authority Act 2022.

Council has continued to be more open to community inclusiveness by the use of community-based Committees and in the development and implementation of community engagement plans with the community and facility users.

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

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

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2025/2026 budget (Operational Plan) process.

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 \$55 million over the past seven (7) years.

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

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

Council has an extensive Committee Structure that includes the members of the public. Currently the following three (3) Committees are community based:

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

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

Council, in conjunction with the Warren Jockey Club completed the installation of approximately 3.3 kms of exclusion and equine fencing around the Showground/Racecourse Complex which will prevent kangaroos and wallabies from entering the area. This in turn will improve security at the site and provides a safer environment for horse racing and other events.

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

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

Audit, Risk and Improvement Committee – This Committee membership comprises of three (3) Independent Members, one (1) of which is the Chairperson and all three (3) are Voting Members. Council's Deputy Mayor is a Non-Voting Member of the Committee. The objective of the Committee is to provide independent assurance to Warren Shire Council by monitoring, reviewing and providing advice about the Warren Shire Council governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

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

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

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

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

Plant Committee – Formed to review Council's 15 Year Plant Replacement Program annually, to make recommendations to Council on plant purchase/replacement, to monitor plant purchases/replacement for plant under the financial delegations provided to staff, to consider and recommend plant purchases/replacement with an anticipated value in excess of the financial delegations provided to staff, to monitor the performance of Council's plant and to make recommendations to Council on the operations of such plant, to monitor the operations of Mt. Foster Quarry and to review the performance of Council's Extended Flexible Working Hours Agreement and to make recommendations to Council on the operation of such Agreement.

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

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

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

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

Water and Sewerage Committee – Formed to investigate and report on the strategic planning and infrastructure improvement of the water and sewerage supply including all related matters, including the review of the level of water restrictions, the timing and trigger points of water restrictions and communication to the community of water restrictions. Council has also formed a Sub-Committee of the Water and Sewerage Committee (Warren

Flood Risk Committee) that will assist with the management of a Flood Study and Risk Management Plan development.

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

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

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

- Warren Interagency Support Services Group;
- Murray Darling Association Region 10;
- Macquarie Flood Mitigation Zone Reference Group;
- Outback Arts Inc. Board;
- Castlereagh Macquarie County Council;
- Country Mayors Association;
- Association of Mining and Energy Related Councils;
- Central-West Orana Renewable Energy Zone Regional Reference Group;
- North Western Library and Central West Zone;
- NSW Police Community Safety Precinct;
- Warren Health Action Committee;
- Warren Liquor Accord;
- Alliance of Western Councils;
- Alliance of Western Councils Water Utilities Group;
- Rural Fire Service North West Zone Service Level Agreement Liaison Committee; and
- Rural Fire Service Zone Bushfire Management Committee.

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

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

The plan contains target colours to indicate:

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

Delivery Program

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.1.1	Improve ageing, youth and disability services within the community	Review and define existing directory of service providers with a focus on aged care, youth and disability services	GM, MHD , DMFA, Interagency Delegates	Updated Directory	X				Not completed in 2023/2024 before the NSW Department of Primary Industries and Regional Development (NSW DPIRD) funded Business Development Facilitator Program ended. Determination of how to complete this project will be undertaken with the NSW DPIRD and the Economic Development and Visitation Office. Currently in the hands of the Warren Interagency Support Services Group, who are attempting to update the existing Directory.	
		Obtain expressions of interest for at least one care provider to establish satellite office/shop front in Warren	GM, MHD	Satellite office established	X	X	X		No action to date.	
		Provide leadership and work with the Warren Interagency Support Services Group to consider how best to support the Shire's local community services	MHD , Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	
		Host an expo on health services in Warren, including ageing, youth and disability services	MHD , Interagency Delegates	Expo conducted		X			No action to date on a Council arranged Expo however, support provided for the Grow Services Expo held annually by the Warren Youth Foundation and RFDS.	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Display list of service providers and their services on media channels (billboard, social media and Council's website)	MHD, Interagency Delegates	Information disseminated	X	X	X	X	In progress, where possible information provided on the Community Room Display Screen and on Council's Social Media and Website Events as information is provided.	
1.1.2	Improve health services within the community	Advocate for improved medical services including General Practitioners and Allied Health Providers	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X	Ongoing. RFDS commenced providing General Practice Services 15th December 2022 support provided and meetings held with RFDS General Manager Health Service and CEO.	
		Liaise with the Warren Multi-Purpose Health Service and other health providers to seek to provide improved health services	Mayor, GM	Meetings conducted	X	X	X	X	Ongoing. Meetings held with RFDS, Warren MPHS, WHAC, CEO Western Local Area Health District.	
1.1.3	Improve educational services within the community	Explore enhancements to our library services for our entire community	GM, DMFA, LIB	New services implemented	X	X	X	X	Ongoing. Mondays used for the Library Outreach Program provided to St Mary's School, Warren Central School, Warren Preschool and Little Possums. Renovations completed February 2024. Official Opening undertaken on 27th June 2024. Investigations have commenced on further extension works for the future.	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Advocate for new and additional educational services	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X	In progress, Dolly Parton's Imagination Library implemented using Council resources.	
1.1.4	Ensure current and future housing needs for the community are met	Research the status of the local housing market including vacancy rates and current demand	MHD	Research completed	X				In progress. Housing provision in the Orana and Central Darling Report provided by RDA Orana. Negotiations commenced for an Agreement with Housing Plus to purchase 8-9 Gunningba Estate blocks for use of affordable housing/key worker accommodation. Construction proposal subject to funding from the Commonwealth Government. A Commonwealth Grant Application made for the construction of Gunningba Estate Stage 3 and the associated Industrial Development in Stafford Street, which unfortunately has been unsuccessful to the present.	
		Research industry and economic forecasts for Warren to gauge projected employment demand and related demand for housing	MHD	Research completed	X				In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed	

Objective 1.1: Attract and retain community-focussed resources

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others or if an appropriate grant is obtained for development of residential lots.</p> <p>A Commonwealth Grant Application made for the construction of Gunningba Estate Stage 3 and the associated Industrial Development in Stafford Street , which unfortunately has been unsuccessful to the present.</p>	
		<p>Summarise specific housing needs by category:</p> <ul style="list-style-type: none"> ✓ short- to medium-term housing opportunities for seasonal workers, visitors and residents ✓ permanent housing opportunities for new residents 	MHD	Report prepared	X				<p>In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others or if an appropriate grant is obtained for development of residential lots.</p> <p>A Commonwealth Grant Application made for the construction of Gunningba Estate Stage 3 and the associated Industrial Development in Stafford</p>	

Objective 1.1: Attract and retain community-focussed resources

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Review the land release timetable for Warren	GM, MHD	Audit of suitable land completed	X				Street , which unfortunately has been unsuccessful to the present.	
									In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others or if an appropriate grant is obtained for development of residential lots.	
		Amend our Local Environmental Plan (LEP) to enable new housing options to be created (including community housing)	GM, SMT, MHD	LEP amended	X				A Commonwealth Grant Application made for the construction of Gunningba Estate Stage 3 and the associated Industrial Development in Stafford Street, which unfortunately has been unsuccessful to the present.	
									In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan and Consultant engaged to	

Objective 1.1: Attract and retain community-focussed resources

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Promote new housing opportunities to property developers and facilitate future investments	Mayor, GM , SMT	Promotions undertaken	X	X	X	X	<p>progress the new Draft LEP which was presented to the 24 October 2024 Council Meeting for endorsement by Council and the renewed LEP is expected to be completed in 2025/2026. The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is proceeding subject to conditions in the gateway determination and should be completed on or before 4 March 2026.</p> <p>In progress, working with Housing Plus to provide an affordable housing opportunity using Council owned public land in Gunningba Estate. The 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others or if an appropriate grant is obtained for development of residential lots.</p> <p>A Commonwealth Grant Application made for the</p>	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									construction of Gunningba Estate Stage 3 and the associated Industrial Development in Stafford Street, which unfortunately has been unsuccessful to the present.	
1.1.5	Work with local Police and the community to ensure that our community is safe	Advocate for an appropriate level of policing services	Mayor, GM	Advocacy strategy rolled out with key meetings conducted	X	X	X	X	<p>In progress, meeting undertaken with local Acting Sergeant and Inspector, particularly as the current local policing levels are lower than normal. This has not seen any increase yet and arrangements to have a Council Safety Precinct Meeting are still in train through the Acting Inspector OIC Wellington, Narromine, Warren.</p> <p>Initial meeting held with Acting Inspector OIC Wellington, Narromine, Warren on the 19 March 2025. Canvassing Warren Police numbers, new Sergeant, rural crime, methadone clinic, Traffic Committee attendance, Warren Youth Foundation relationship, drugs in Warren Shire and how to attract Police Officers to Warren.</p>	

Objective 1.1: Attract and retain community-focussed resources										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Continually monitor and take legal action on the use of illicit drugs within the community	Mayor, GM	Meetings conducted to facilitate actions leading to a reduction in crime and the use of illicit drugs	X	X	X	X	In progress, appropriate reporting undertaken to the NSW Police.	
		Provide animal control services to meet the demands of the community	MHD	Reduction in complaints	X	X	X	X	In progress, advertising campaigns undertaken to educate the community on provision of advice to Council relating to dog complaints. Campaigns were undertaken leading up to Christmas 2023 and 2024.	
1.1.6	Recognise and support our wide range of local community groups	Develop strategies across social, economic and environmental issues	GM, MHD, SMT, MANEX	Strategies developed and implemented	X				Ongoing, an Aboriginal Elder provided a Welcome to Country at the first Meeting of the new Council in October 2024.	
		Council to meet with local peak indigenous organisations	GM, Mayor, SMT	Regular meetings organised	X	X	X	X	In progress, however availability of relevant members affecting meeting levels. The Mayor has made arrangements to met informally with a relevant Aboriginal Elder and representatives of the Warren Local Aboriginal Land Council.	

Objective 1.1: Attract and retain community-focussed resources

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Council to meet with community peak bodies and stakeholders to build collaborative relationships	GM, Mayor, SMT, MANEX	Regular meetings organised	X	X	X	X	Ongoing, however availability of relevant members affecting meeting levels. The Mayor has made arrangements to met informally with a relevant Aboriginal Elder and representatives of the Warren Local Aboriginal Land Council.	
1.1.7	Improve transport services within the community	Facilitate the improvement of transport services both within the Shire and those to and from the Shire	GM, DMES, MHD, Interagency Delegates	Increased level of connectivity for residents	X	X	X	X	In progress, some contact at high levels undertaken by the Economic Development and Visitation Manager. The Warren Interagency Support Services Group also investigating improved transport services particularly between Nevertire and Warren, linking with bus services travelling the Mitchell Highway. The Mayor, General Manager and the Roads Infrastructure Manager attended Transport for NSW's Central West and Orana Strategic Regional Integrated Transport Plan Workshop in October 2024.	

Objective 1.2: Engage with the community

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.2.1	Maintain ongoing community engagement to instil a strong collaborative environment with the community	Implement Council's Community Engagement Strategy	GM, EDVM, MANEX	Increased engagement with the community	X	X	X	X	<p>Ongoing, Community Engagement Plans enacted for all major projects and programs. Extensive campaign enacted to obtain subscribers to Whispir that enables dissemination of emergency and important information to those subscribers together with a similar campaign for Council's social media and Council's newsletter EDM.</p> <p>Council Officers and Councillors attending and undertaking presentations to community organisations (Rotary, View Club, etc) Grow Services Exp, Warren Show, Marra Field Days and various community events.</p>	

Objective 1.2: Engage with the community

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.2.2	Support and promote community-based lifestyle and social events	Work with community to support community-based events	GM, EDVM, MANEX	Activities and events supported by Council held	X	X	X	X	Ongoing, major events program enacted. Arrangements for Warren Street Christmas Party 2023 completed and in train for Warren Street Christmas Party 2024 to be held on the 6th December 2024 using the Transport for NSW Open Streets Grant Program.	
		Train and assist community organisations in obtaining grants	EDVM , IPM, MANEX	Grants received by Council and the community organisations	X	X	X	X	Economic Development and Visitation Office and Infrastructure Projects Management Office undertaking assistance within resources constraints. Liaison with Warren Youth Centre and Community Hub in successfully obtaining Children's and Young People Wellbeing Recovery Initiative Large Grants in 2023.	

Objective 1.2: Engage with the community										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.2.3	Encourage volunteerism within the community	Build a collaborative relationship with community organisations to offer assistance to volunteer organisations	GM, MANEX , Interagency Delegates	Positive feedback from volunteer organisations	X	X	X	X	Ongoing. A grant application arranged for the training of volunteers within several organisations within Warren Shire however, unsuccessful. A number of community based organisation grant applications completed by Council staff and finding success.	
		Work with the Warren Interagency Support Services Group to encourage volunteerism	MHD , Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	
1.2.4	Ensure that our emergency services organisations are ready to support our community during natural disasters and other emergencies	Assist with the coordination of emergency services, through the Local Emergency Management Committee	GM, Mayor, DMES (LEMO) , MHD, TSM	Efficient coordination of emergency services management	X	X	X	X	Ongoing, LEMC meeting regularly and providing support to combat agencies. Debrief of the 2022 Floods undertaken (what was done well and areas of improvement). The Warren Local Emergency Management Plan (Emplan) 2023 completed. Currently, the Warren Shire Flood Emergency Sub Plan to draft stage however, NSW State	

Objective 1.2: Engage with the community

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>Emergency Service is not prepared to ensure that requirements of previous Plans that Warren Shire Council is reimbursed its costs for flood mitigation works is kept.</p> <p>Council was successful in obtaining a grant from the NSW Government under the Floodplain Management Program that will assess Warren town under a Flood Study in 2025/2026, which Council is hoping will lead to reduced insurance costs for residents of Warren.</p>	
1.2.5	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Warren Shire	Build and maintain collaborative relationships with the Warren Local Aboriginal Land Council	GM , Mayor, MANEX	Regular meetings held	X	X	X	X	<p>In progress, however availability of relevant members affecting meeting levels.</p> <p>The Mayor has made arrangements to met informally with a relevant Aboriginal Elder and representatives of the Warren Local Aboriginal Land Council.</p>	

Objective 1.2: Engage with the community

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
				Support provided to increase cultural awareness and inclusion	X	X	X	X	Ongoing. Code of Meeting Practice has an appropriate Acknowledgement of Country included. Council will continue to ensure indigenous representation on relevant community based Committees. An Aboriginal Elder provided a Welcome to Country at the first Meeting of the new Council in October 2024.	

Objective 1.3: Support young people and encourage their development

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.3.1	Support programs and services that support and assist young people in our community	Support the Warren Youth Foundation to develop strategies to assist the youth of Warren Shire	MHD, Interagency Delegates	Number of successful projects undertaken	X	X	X	X	Ongoing. Success with Children and Young People Well Being Recovery Initiative – Get Fit Get Strong Healthy Minds, which was completed in July 2023. Funding auspice in relation to Youth Counselling Services. Support provided to the 2023, 2024 and 2025 Grow Services Expo by the provision of advertising, participation by Council via a Stand and traffic control as required.	
1.3.2	Promote, to our youth, the facilities and activities that are available to them within the Shire	Address schools on the facilities that are available	MHD	School presentations conducted	X	X	X	X	No action to date, an extensive promotional program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available.	

Objective 1.3: Support young people and encourage their development										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Promote the facilities and activities available through Council's website, social media and Council newsletters	MHD	Increased usage of facilities and participation in activities	X	X	X	X	Ongoing. An extensive promotional program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available. The Warren Soccer Club has commenced using the soccer fields at Carter Oval.	

Objective 1.3: Support young people and encourage their development

Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
1.3.3	Develop traineeship programs to retain youth	Review opportunities to develop traineeships within Council's structure	GM, SMT	Council's structure reviewed	X	X	X	X	<p>A Program has commenced on "Careers at Warren Shire Council" with the NSW Department of Education and Warren Central School which will provide opportunities for students in Years 10-12 to experience the array of careers available at Council.</p> <p>School Work Experience Visits are also being undertaken in the Parks and Gardens Section and at the Warren War Memorial Swimming Pool.</p> <p>Arrangements made for applications for funding of 4 Trainees/Apprentices under the Local Government Apprentice, Trainee and Cadet Program by the NSW State Government with all 4 positions successful, currently 2 filled, with another 2 positions advertised.</p>	

Objective 1.3: Support young people and encourage their development										
Social Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Liaise with businesses and the Warren Chamber of Commerce to encourage traineeships	GM, SMT	Presentations conducted	X	X	X	X	In progress however, has been delayed due to the reduction of meetings of the Chamber.	
		Develop indigenous traineeships within the Shire	GM, SMT	Indigenous traineeships developed	X	X	X	X	In progress, where possible will be considered as part of the Local Government Apprentice, Trainee and Cadet Program funded by the NSW State Government.	

Objective 2.1: Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire										
Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.1.1	Improve skilled and unskilled employment opportunities to attract and retain young people and working families	Survey the community to ascertain reasons for leaving or staying	GM, SMT, EDVM	Surveys completed	X				In progress, survey drafted, working with the Warren Chamber of Commerce.	
		Survey business owners to ascertain what keeps their young people and what could bring them back	GM, SMT, EDVM	Surveys completed	X				In progress, survey drafted, working with the Warren Chamber of Commerce.	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
	Interview business owners who have successfully employed skilled, unskilled and young people	GM, SMT, EDVM	Interviews conducted	X				In progress, working with the Warren Chamber of Commerce. Three (3) Employers Roundtable Sessions have been held through Pinnacle Business Solutions and Workforce Australia. Results have been collated and a further workshop to be held to develop solutions and best practice.	
	Survey business owners to understand what may have stopped them in attracting and keeping skilled and unskilled people	GM, SMT, EDVM	Surveys completed	X				In progress, three (3) Employers Roundtable Sessions have been held through Pinnacle Business Solutions and Workforce Australia. Results have been collated and a further workshop to be held to develop solutions and best practice.	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Survey business owners to understand what skills they are missing	GM, SMT, EDVM	Surveys completed	X			Completed as part of the Employers Roundtable Sessions. Arrangements made for applications for funding of 4 Trainees/Apprentices under the Local Government Apprentice, Trainee and Cadet Program by the NSW State Government with all 4 positions successful, currently 2 filled, with another 2 positions advertised.	
		Collate findings and prepare action plan	GM, SMT, EDVM	Report prepared	X	X		In progress, report compiled.	
2.1.2	Proactively identify and create new business opportunities and associated investment within the Shire	Facilitate business-led community forums to identify business and investment opportunities	Mayor, GM, SMT, EDVM	Forums held	X	X	X	X In progress, initial forum undertaken with relevant local businesses (small and large) to start the process. Initial campaign has commenced to attract an Aircraft related business to the Warren Airport.	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
	Engage with industry bodies and investors to share business and investment ideas	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X	<p>In progress, Council has attended the Destination Country and Outback Tourism Outlook Forum, Regional Development Australia Orana – Regional Outlook Forum, Office of Regional Economic Development NSW Investment Attraction Seminar, Aboriginal Business Round table Forum and National Aboriginal Tourism Operators Council Cultural Investment Attraction Workshop.</p> <p>Initial campaign has commenced to attract an Aircraft related business to the Warren Airport.</p>	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
	Meet with potential businesses and investors to explore opportunities	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X	In progress, facilitated a meeting with GDT potential investors and the Office of Regional Economic Development. Further meetings held with GDT and representatives of investors to help facilitate the expansion of the GDT facilities in Warren which has commenced. Initial campaign has commenced to attract an Aircraft related business to the Warren Airport.	
	Seek to close out investment opportunities	Mayor, GM, SMT, EDVM	Opportunities completed	X	X	X	X	In progress. An Investment Prospectus is being developed.	

Objective 2.2: Proactively support the development of tourism as a key industry for the Shire										
	Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.2.1	Prepare and implement a tourism strategy for the Shire	Prepare a tourism strategy for the Shire with input from the community	GM, SMT, EDVM	Strategy completed	X				In progress. Warren Visitor Economy Consultation undertaken. Consultation Group has been arranged and a more detailed community forum scheduled for 2025/2026.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Implement the tourism strategy with support from tourism businesses, the community and Government	GM, SMT, EDVM	Strategy implemented	X	X	X	X	<p>In progress. Consultation Group has been formulated. Established a working relationship with Destination Country and Outback (Tourism Operator Representation). The Economic Development and Visitation Manager is part of a working group for National Aboriginal Tourism Operators Council (NATOC) to develop tourism operators and cultural tourism for Warren Shire.</p> <p>Warren Shire Council has taken the lead in a Drought Resilience Plan Implementation Project "The Country Heartline" to see diversified farm income, tourism infrastructure and trail development in conjunction with Bogan and Coonamble Shire Councils.</p>	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Prepare a visitor destination management plan for the Shire with input from the community	GM, SMT, MANEX, EDVM	Plan completed	X				In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated with Destination Macquarie Marshes Strategy and Action Plan being formulated.	
		Implement the visitor destination management plan for the Shire with support from tourism businesses, the community and Government	GM, SMT, MANEX, EDVM	Plan implemented	X	X	X	X	In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.2.2	Provide and promote sustainable recreation and tourism access to our rivers and marshes	Confirm preferred locations to provide access to rivers for fishing and other recreational activities	GM, SMT, MANEX, EDVM	Locations identified	X	X			In progress. Destination Macquarie Marshes Taskforce facilitated and working with RiverSmart Australia Limited and Murray Darling Basin Authority to facilitate more activity in Tiger Bay and along the Macquarie River. Signage at Tiger Bay renewed as part of the Community Assets Program Grants.	
		Develop selected river locations	GM, SMT, MANEX, EDVM	Development complete	X	X	X		In progress. Destination Macquarie Marshes Taskforce facilitated and working with RiverSmart Australia Limited and Murray Darling Basin Authority to facilitate more activity in Tiger Bay and along the Macquarie River. Signage at Tiger Bay renewed as part of the Community Assets Program Grants.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Actively assist with the maintenance, improvement and expansion of recreational infrastructure at the Macquarie Marshes	GM, SMT, MANEX, EDVM	Support provided	X	X	X	X	In progress. Destination Macquarie Marshes Taskforce facilitated. Burrima Boardwalk Access Road constructed by Council as a contractor, Infrastructure for Destination Macquarie Marshes Phase 1 grant project completion report provided to Infrastructure NSW with most works complete. The Monkeygar Birdviewing Platform construction was completed at the end of December 2023 and the facility has proved to be most popular with tourists and birdviewing enthusiasts. Signage at Tiger Bay renewed as part of the Community Assets Program Grants.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.2.3	Develop and deliver a customer service framework for all businesses in our Shire	Research best practice customer service approaches	GM, SMT, MANEX, EDVM	Research completed	X	X			In progress, with a Training Program developed and will initially used for the training of relevant Council staff in early 2025/2026.	
		Host a customer service workshop with local businesses to consider best practice customer service approaches	GM, SMT, MANEX, EDVM	Workshop conducted		X			In progress, with a Training Program developed and will initially be used for the training of relevant Council staff in early 2025/2026. This program will then be used for training of interested local businesses.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Facilitate agreement on a customer service framework for all businesses in the Shire	GM, SMT, MANEX, EDVM	Framework agreed		X			<p>In progress, with a Training Program developed and will initially be used for the training of relevant Council staff in early 2025/2026.</p> <p>This program will then be used for training of interested local businesses.</p> <p>No formal action to date on obtaining Agreements.</p>	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.3.1	Facilitate the growth of local businesses	Research industry and economic forecasts for Warren	GM, SMT, MANEX, EDVM	Research completed	X				<p>In progress. The Economic Development and Visitation Manager has attended the Destination Country and Outback Tourism Outlook Forum, Regional Development Australia Orana – Regional Outlook Forum, Office of Regional Economic Development NSW Investment Attraction Seminar, Aboriginal Business Round table Forum and National Aboriginal Tourism Operators Council Cultural Investment Attraction Workshop.</p> <p>Much initial investigation undertaken as part of the Business Case for the Drought Resilience Plan Implementation Project “The Country Heartline”.</p>	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Research growth strategies adopted by Shires like ours	GM, SMT, MANEX, EDVM	Research completed	X				In progress. The Economic Development and Visitation Manager has commenced gathering examples of Growth Strategies adopted by other Councils and collation of statistical data.	
		Facilitate a business growth working group comprised of business-focussed community groups and individual businesses to: ✓ identify barriers to growth ✓ consider growth opportunities for existing businesses	GM, SMT, MANEX, EDVM	Working group established and operating	X	X			In progress. The Economic Development and Visitation Manager has commenced gathering examples of Growth Strategies adopted by other Councils and collation of statistical data. The Economic Development and Visitation Office Stakeholders Group established.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Facilitate the development and implementation of a business growth strategy	GM, SMT, MANEX, EDVM	Strategy developed and implemented	X	X	X	X	<p>In progress, the Economic Development Strategy and Action Plan finalised and is continually updated and provided to Council's Economic Development and Promotions Committee on the progress. The Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. Growth Strategies examples being obtained.</p> <p>Warren Shire Council has taken the lead in a Drought Resilience Plan Implementation Project "The Country Heartline" to see diversified farm income, tourism infrastructure and trail development in conjunction with Bogan and Coonamble Shire Councils.</p>	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.3.2	Facilitate improvements in business efficiency for local businesses	Research best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Research completed	X	X		<p>In progress. The Economic Development and Visitation Manager is working with local businesses and community organisations (Warren Museum and Art Gallery, RiverSmart Australia Limited, Warren Youth Foundation, Warren Gun Club, Warren Chamber of Commerce and new accommodation providers) to build business proficiency, improvements and best practice.</p> <p>Warren Shire Council has taken the lead in a Drought Resilience Plan Implementation Project “The Country Heartline” to see diversified farm income, tourism infrastructure and trail development in conjunction with Bogan and Coonamble Shire Councils.</p>	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Host a business efficiency workshop with local businesses to consider best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Workshop conducted		X			Customer Service Training Program developed and will initially used for the training of relevant Council staff in early 2025/2026, then will adapted and used as a Training Program for interested Local Businesses.	
									In progress with a Small Business Workshop, Mental Health in the Workplace undertaken during the 2023 Small Business Month via a grant.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Facilitate the implementation of new business efficiency approaches	GM, SMT, MANEX, EDVM	Efficiency approaches implemented		X	X	X	In progress. The Economic Development and Visitation Manager is working with local businesses and community organisations (Warren Museum and Art Gallery, RiverSmart Australia Limited, Warren Youth Foundation, Warren Gun Club, Warren Chamber of Commerce and new accommodation providers) to build business proficiency, improvements and best practice.	

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

Economic Strategy	Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
2.3.3	Diversify land use options in the Warren CBD to support new business opportunities for the community	Conduct community consultation regarding possible new land uses for the Warren CBD and collate outcomes	GM, SMT, MANEX, EDVM	Community consultation completed	X			The Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. Department of Regional NSW Business Development Facilitator completed a Land and Property Availability Analysis Report for Commercial, Industrial, Residential, Airport, etc. including Vacant Business Premises to draft stage. NSW Department of Primary Industries and Regional Development and Economic Development and Visitation Office to determine how this report can be completed.	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Amend our Local Environmental Plan (LEP) where required	GM, MHD , SMT	LEP amended	X				<p>In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan and Consultant engaged to progress the new Draft LEP which was presented to the 24 October 2024 Council Meeting for endorsement by Council.</p> <p>The LEP is expected to be completed in 2025/2026. The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is proceeding subject to conditions in the gateway determination and should be completed on or before 4 March 2026.</p>	

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

Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Promote zoning changes to the community	GM, MHD , SMT, MANEX	Promotion undertaken	X	X	X	X	<p>In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan and Consultant engaged to progress the new Draft LEP which was presented to the 24 October 2024 Council Meeting for endorsement by Council.</p> <p>The LEP is expected to be completed in 2025/2026. The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is proceeding subject to conditions in the gateway determination and should be completed on or before 4</p>	

Objective 2.3: Support the growth and revitalisation of existing and new local businesses										
Economic Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									March 2026. Gateway conditions include appropriate public exhibition and consultation with relevant public authorities and Government agencies.	

Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.1.1	Ensure that the road network is maintained to acceptable community standards	Ensure that our roads are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in the asset management plans	DMES, RIM, PO, FRSPM	Maintenance activities conducted in accordance with good engineering practice	X	X	X	X	<p>In progress however, recent floods and storms have severely affected the road network. The appointment of RIM, PO and FRSPM has progressed numerous road construction and maintenance projects. AGRN 960, 987, 1025, 1030, 1034 Flood Restoration Claims amounting to over \$13.5M. Approximately 60% of the Flood Damage Programs have been completed.</p> <p>6.3 kms of RR7515 Warren Road reconstructed.</p> <p>8.0 kms of SR 58 Nevertire-Bogan Road reconstruction has been completed.</p> <p>Extensive bitumen reseal program SH 11 (Oxley Hwy), Regional Road Network, Urban and Shire Roads undertaken.</p>	

Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>Replacement bridges of Marthaguy Creek and Newe Park on RR 7515 Warren Road at a cost of \$4.5M are expected to be completed by the end of 2024/2025.</p> <p>Regional Emergency Roads Repair Program for Local Roads – SR 91 Industrial Access Road completed.</p> <p>Regional Emergency Roads Repair Program for Regional Roads – RR 33 Carinda Road completed.</p> <p>Towards Zero Safer Roads Program for RR 202 Marthaguy Road and RR 333 Carinda Road commenced.</p> <p>Implementation and yearly completion of Shire Roads Gravel Resheeting Program.</p> <p>Implementation and yearly completion of Urban Roads Kerb and Gutter Replacement Program.</p> <p>Program completion of</p>	

Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Asphaltic Concrete Program for Warren roundabout, Boothaguy Creek Bridge approaches and railway crossing approaches.	
		Actively seek grants from Federal and State Governments	DMES, RIM, PO, FRSPM	Increased level of grant funds obtained	X	X	X	X	Ongoing – see grant applications reported to Council.	
3.1.2	Advocate for reliable telecommunications services throughout the Shire	Collate local data to demonstrate the importance of having reliable telecommunications networks throughout the Shire including: <ul style="list-style-type: none"> ✓ Mobile phone networks ✓ Data networks 	GM, SMT	Report prepared	X				Constant contact with Telstra however, with success with improvements currently not possible.	

Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Lobby relevant Government Ministers and Departments to advocate for improved telecommunications infrastructure	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	In progress however, submissions seem to be not working, Council submission made to the Regional Telecommunications Independent Review 2024. Engagement of Sat Pty Ltd for an independent review of reported 4G/5G Mobile Network Blackspots in Warren Shire and proposed improvement program. Grant application for improvements currently with the Commonwealth Government.	
r3.1.3	Ensure that the Shire is well positioned to rapidly adopt new, modern energy technologies as they emerge	Monitor trends in the energy supply sector, particularly with respect to renewable energy	GM, SMT	Research conducted	X	X	X	X	Program of solar panel installation on/in Council facilities complete. Expected completion of 3 EV charging stations in Warren by the end of 2024/2025 at the VIC, Carter Oval Youth Sports Precinct and in Dubbo Street.	

Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Lobby the Government, energy authorities and energy providers to ensure that Warren Shire is included in the Central-West Orana Renewable Energy Zone with improved high-voltage connectivity	Mayor, GM	Meetings conducted and submissions made	X	X	X	X	Now not possible however, Council is receiving Development Applications for small scale Solar Farms in the Nevertire area.	
3.1.4	Advocate for improved rail access to Warren	Lobby relevant Government Ministers and Departments to advocate for improved rail access to Warren	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	In progress, advice provided to the Local State Member. Draft Action Plan Report on the Gunningbar Creek Railway Bridge replacement progress produced by the Regional NSW Business Facilitator for future consideration of the Economic Development and Promotions Committee. Finalisation of this report is hoped to be arranged by the NSW Department of Primary Industries and Regional Development and Economic Development and Visitation Office.	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.2.1	Maintain community assets (swimming pools, library, council buildings, parks, gardens, reserves, cemeteries, aerodrome, stormwater, water and sewer infrastructure) to acceptable community standards	Conduct community consultation regarding community assets	GM, SMT, MANEX , MHD, IPM, TSM	Community consultation completed	X	X	X	X	Ongoing, constant monitoring of complaints and actions required.	
		Ensure that community assets are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in our asset management plans	DMES, MHD , TSM	Maintenance activities conducted	X	X	X	X	Ongoing, follow-up processes in place. Carter Oval Youth Sports Precinct Development completed in May 2025, playground equipment soft fall installed at Carter Oval Splash Park, Macquarie Park equipment, Ravenswood Park equipment, and Warren Showground / Racecourse re-development completed in December 2024. Improvements in water and sewerage infrastructure completed in June 2025. Library Lobby upgrade works completed and Official Opening held in June 2024. Warren Airport re-development including Terminal building completed August 2024.	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>Warren War Memorial Swimming Pool kiosk and amenities re-development completed at the end of September 2024 ready for the 2024 Swimming Season.</p> <p>Carter Oval Youth Sports Precinct Amenities and Kiosk completed and Official Opening held on 5 December 2024 in conjunction with the Warren War Memorial Swimming Pool Kiosk and Amenities redevelopment.</p> <p>Victoria Park Female Friendly Amenities Block design development, stakeholder consultation, tendering and contract awarding in August 2024 with works completed in early June 2025.</p>	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>Warren Tennis Court light pole refurbishment expected to be completed in 2024/2025.</p> <p>Warren Animal Shelter replacement expected to be completed in early 2025/2026.</p> <p>Warren Medical Centre cabinetry improvement/replacement works completed.</p> <p>Warren Town Levee Upgrading (floodgates, pump replacement and rehabilitation works) commenced and expected to be completed by December 2025.</p> <p>CCTV and Smoke Testing of Sewer Main Program undertaken.</p>	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Warren Lawn Cemetery improvements completed. Warren Sewerage Plant new Pond Project completed. Warren Showground/ Racecourse Fencing Project completed. Warren Parks Fencing Program completed. Parks and Facilities CCTV Installation Program near completed. Warren Gym Equipment Renewal Program completed. Carter Oval Youth Sports Precinct/Depot Electrical Upgrade completed. Water Valve Replacement Program commenced. Oxley Park Water Supply Pump Station Valve Chamber Refurbishment complete.	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Saunders Park Shelter and Table Replacement complete. Collie CWA Playground Equipment Installation complete. Nevertire Community Park Irrigation System and Playground Equipment Replacement complete. Aerodrome Emergency Generator Installation complete.	
									Water and Sewer Telemetry Equipment Installation complete. Warren Airport Terminal Building complete. Victoria Oval LED Lighting Installation complete. Warren Showground/ Racecourse PA System Upgrade complete.	

Objective 3.2: Provide sustainable infrastructure for the community

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.2.2	Ensure that the Warren levee continuously remains fit for purpose	Undertake a regular renewal and repair program for the Warren levee	DMES, TSM	Renewals and repairs completed	X	X	X	X	<p>Ongoing with Project Management Team formulated.</p> <p>Warren Town Levee Upgrading (floodgates, pump replacement and rehabilitation works) commenced and expected to be completed by December 2025.</p>	

Objective 3.2: Provide sustainable infrastructure for the community

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Actively seek grants from Federal and State Governments	DMES, TSM	Grant funds obtained	X	X	X	X	<p>In progress. Project Management Team have finalised funding from both the State and Commonwealth Governments with the complete rehabilitation project funded by grants.</p> <p>Tenders accepted and orders placed for the provision of submersible pumps, electric generators and stormwater floodgate replacement. Tender documents are in train for portable pump purchases that most probably tender results will be reported in early 2025.</p> <p>Following a peer review and appropriate amendments and design improvement the levee rehabilitation design completed and tender analysis report</p>	

Objective 3.2: Provide sustainable infrastructure for the community										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>provided to the April 2025 Council Meeting.</p> <p>Warren Town Levee Upgrading (floodgates, pump replacement and rehabilitation works) commenced and expected to be completed by December 2025.</p>	

Objective 3.3: Proactively manage our infrastructure assets										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.3.1	Adopt comprehensive and practical asset management plans that support, and are supported by, our long-term financial plans	Prepare asset management plans for each class of asset	DMFA, DMES, MHD, TSM, RIM, PO, FRSPM	Plans adopted by Council	X	X	X	X	In progress for Roads and Stormwater in 2024/2025, Recreational Assets and Other Assets in 2025/2026, and Water and Sewer Assets in 2026/2027. Condition assessment and revaluation of road assets including roads, bridges and footpaths and stormwater are nearing completion.	

Objective 3.3: Proactively manage our infrastructure assets

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Ensure that plans are integrated with our long-term financial plans	DMFA, PO	Plans completed	X	X	X	X	In progress each year, new 10 Year Financial Plan expected to be completed by November 2025 following the adoption of the 2025/2026 Operational Plan & Estimates.	
		Ensure that operations, maintenance, capital renewal and capital expansion activities are undertaken in accordance with the asset management plans	DMES, MHD, TSM, RIM, PO, FRSPM, IPM	Programs in place	X	X	X	X	In progress. Infrastructure recently completed/upgraded and added to the Asset Data Registry – Equestrian Arena, Library Lobby Upgrade, Warren Airport Terminal Building, Warren War Memorial Swimming Pool Kiosk and Amenities Upgrade, Carter Oval Youth Sports Precinct infrastructure, Female Friendly Amenities at the Victoria Park Precinct.	

Objective 3.3: Proactively manage our infrastructure assets

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Capture accurate and complete asset condition data regularly	DMES, MHD, TSM, RIM, PO, FRSPM	Condition assessments undertaken	X	X	X	X	In progress, Metrix Asset Management System implemented replacing Confirm. Reflect used for the management of the road network including RMCC. Council using the new AI Inspection Program that is helping with road and traffic facility inspections.	
		Actively seek grants from Federal and State Governments	DMES, MHD, TSM, RIM, PO, FRSPM, IPM	Increased level of grant funds obtained	X	X	X	X	Ongoing – see grant applications reported to Council. The supposed dry up of 2023/24 grants from the State Government is most concerning. This concern raised with the Country Mayors Association and the Local Member for Barwon. The commencement of 2024/2025 has seen an improvement in grant success for roads and water supply.	

Objective 3.3: Proactively manage our infrastructure assets

Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.3.2	Maintain a well-resourced team of infrastructure staff to ensure that our infrastructure needs are met	Ensure infrastructure staff are appropriately experienced and qualified to adequately maintain and improve infrastructure	GM, SMT, RIM, PO, FRSPM, TSM, IPM	Experienced and qualified staff	X	X	X	X	<p>In progress. Appointment of RIM, PO and FRSPM has ensured that the team is well resourced to progress numerous road construction and maintenance projects. Unfortunately, the ability to fill vacant operational positions in roads and services has curtailed some works.</p> <p>Arrangements in train to set up at least 2 Contract Grader Crews to help with road construction, maintenance and flood damage works.</p> <p>Infrastructure Projects Management Office/Teams are well resourced to undertake any projects that require specialised Project Management. Staff complete projects to specifications standards and within budgets set and time.</p>	

Objective 3.4: Revitalise the Warren, Nevertire and Collie streetscapes										
Infrastructure Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
3.4.1	Continually upgrade streetscapes in Warren, Nevertire and Collie to create attractive places to live and to visit	Finalise investigation, design and implementation of the upgrading of the Warren CBD streetscape	GM, DMES	Design and implementation completed	X	X	X	X	In progress, the Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. Milling and AC work in Dubbo Street and other Warren town streets was undertaken in August 2023. The bitumen reseal of SH 11 (Oxley Hwy) through Warren and shoulders undertaken in May 2024. Warren Roundabout Asphaltic Concrete work undertaken in June 2025.	
		Continue consultation with the Warren, Nevertire and Collie communities on possible future streetscape improvements	DMES	Consultation program instigated	X	X	X	X	In progress with appropriate consultation completed for the Warren Town Centre Master Plan – Dubbo Street Upgrade.	

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

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.1.1	Work with appropriate agencies to proactively address the local impacts of climate change	Actively participate in Macquarie Floodplain Management Committee	Mayor, GM	Meetings attended	X	X	X	X	Ongoing, active involvement by both the Mayor and General Manager.	
		Actively participate in the Central West Councils Environment and Waterways Alliance	MHD	Meetings attended	X	X	X	X	Ongoing, active involvement.	
		Respond to climate-driven regulatory changes that impact our community	GM, MHD, DMES, RIM, PO, FRSPM, TSM	New initiatives implemented	X	X	X	X	In progress, six (6) sites completed for solar panel installation. Expected completion of 3 EV charging stations in Warren by the end of 2024/2025 at the VIC, Carter Oval Youth Sports Precinct and in Dubbo Street.	
		Lobby Government to pipe the Albert Priest channel	Mayor, GM	Pipe installed	X	X			Ongoing, submissions continue to be provided.	

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

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Amend our Local Environmental Plan (LEP) to enable Council to better manage the impact of solar farms on our agricultural land and our community	GM, SMT, MHD	LEP amended	X				In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan and Consultant engaged to progress the new Draft LEP which was presented to the 24 October 2024 Council Meeting for endorsement by Council and the renewed LEP is expected to be completed in 2025/2026. The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is proceeding subject to conditions in the gateway determination and should be completed on or before 4 March 2026.	

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

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Review our Consequence Management Guides under our Local Emergency Management Plan	GM, DMES (LEMO) , MHD, TSM	Review completed	X	X	X	X	Local Emergency Management Plan (Emplan) renewal completed. CMG's were the responsibility of the relevant combat agencies and have been included in the renewed Local Emergency Management Plan (Emplan).	
		Update our Local Emergency Management Plan to take into account the impact of climate change	GM, DMES (LEMO) , MHD, TSM	Plan updated		X			Local Emergency Management Plan (Emplan) renewal completed. Warren Shire Flood Emergency Sub Plan to draft stage however, NSW State Emergency Service is not prepared to ensure that requirements of previous Plans that Warren Shire Council is reimbursed its costs for flood mitigation works is kept.	

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

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

Objective 4.2: Proactively manage environmental-based assets for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.2.1	Sustainably manage the Shire's limited water resources	Assist with the education of landowners on the role and activities of the Natural Resources Access Regulator	MHD	Educations programs completed	X	X	X	X	No action to date.	
		Lobby the Government to increase the capacity of the Burrendong dam	Mayor, GM	Submissions made	X	X	X	X	In progress, submissions including for the Macquarie Castlereagh Regional Water Strategy undertaken with meetings with the Minister for Water arranged. The Regional Water Strategy now includes the increase in capacity of Burrendong Dam as one of the priorities. The General Manager and Mayor continually provide information and updates to relevant Ministers.	
4.2.2	Ensure that our town water usage complies with our licenced allocations	Monitor water usage to ensure that extraction limits are not exceeded	DMES, TSM	Water usage remains within our limits	X	X	X	X	Ongoing, constant reporting.	
		Investigate the installation of smart meters	DMES, TSM	Investigation undertaken		X			Smart meters installed on all Council licenced water extraction points. Smart meters for domestic users a low priority and considered an expensive option.	

Objective 4.2: Proactively manage environmental-based assets for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Educate the community on sustainable water usage	DMES, TSM	Education program delivered	X	X	X	X	No action to date. Conditions being monitored to determine if an education program needs to be delivered.	
4.2.3	Provide Warren and the villages of Nevertire and Collie with an adequate and safe water supply that is appropriately priced for all consumers	Maintain and renew our water supply network in accordance with our water supply network asset management plan	DMES, TSM	Adherence to asset management plans	X	X	X	X	Ongoing, including the provision of funding for bore replacement refurbishment works and pumps. Inspection of all bores undertaken and all bores cleaned. Replacement of Telemetry System complete.	
		Comply with current best practices for water supply networks	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing. Council has been successful in obtaining a grant through the Safe and Secure Water Program for a Warren Water Security Project (just under \$1.015 million).	
		Upgrade the chlorination systems at Warren, Nevertire and Collie to best practice levels	DMES, TSM , IPM	Chlorination systems installed	X				Upgrading of chlorination systems is complete.	

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

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Remain actively involved in the Orana Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing, active involvement.	
4.2.4	Provide Warren and the village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Maintain and renew our sewerage network services in accordance with our sewerage network asset management plan	DMES, TSM	Sewerage network renewed and maintained	X	X	X	X	Ongoing, new Sewerage Treatment Works and Pump Station operational November 2022. Tender for the construction of a further evaporation lagoon accepted at the October 2024 Council Meeting, with works expected to be completed in June 2025. Replacement of Telemetry System complete.	
		Comply with current best practices for sewerage systems	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing.	
		Remain actively involved in the Orana Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing, active involvement.	
4.2.5	Ensure that our stormwater drainage system remains effective	Maintain our stormwater drainage assets in accordance with our stormwater drainage asset management plan	DMES, TSM	Adherence to asset management plan	X	X	X	X	Ongoing.	

Objective 4.2: Proactively manage environmental-based assets for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Install stormwater quality improvement devices (SQIDs)	DMES, TSM	Funding approved and devices installed		X	X	X	Subject to grant funding.	

Objective 4.3: Provide a sustainable waste management service for the community										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.3.1	Reduce the rate of landfill through appropriate waste minimisation and waste collection processes	Participate in regional initiatives relating to the reduction of waste deposited in our landfill facilities	MHD	Reduction in waste deposited in our landfill facilities	X	X	X	X	Ongoing with the Netwaste Contract for scrap steel being utilised.	
		Investigate and implement improved waste collection and waste processing processes	MHD	New improved processes implemented	X	X	X	X	Implementation of the new Ewenmar Waste Depot Management Regime, Strategies and Plan implemented in November 2024 following completion of the Waste Transfer Station in August 2024. Further Management improvements to be undertaken.	

Objective 4.3: Provide a sustainable waste management service for the community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Implement the Ewenmar Waste Depot Management Regime, Strategies and Plan	MHD	New Management Plan implemented	X				Excavator and equipment purchased, Transfer Station works complete. Implementation of the new Ewenmar Waste Depot Management Regime, Strategies and Plan implemented in November 2024 following completion of the Waste Transfer Station in August 2024. Further Management improvements to be undertaken.	
4.3.2	Introduce new sustainable waste management practices for both green waste and recyclable materials	Investigate and implement improvements in green waste processing	MHD	New green waste processing implemented	X	X	X	X	In progress. A program of green waste shredding undertaken with the shredded material used around the Ewenmar Waste Depot site. Still concerns about the quality of the processed green waste.	

Objective 4.3: Provide a sustainable waste management service for the community

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Investigate and implement new uses for processed green waste	MHD	New uses for processed green waste identified and utilised	X	X	X	X	Use of processed green waste is subject to materials cleanliness, which may be improved with the implementation of the Ewenmar Waste Depot Management Regime, Strategies and Plan. Still concerns about the quality of the processed green waste.	
		Investigate and implement state of the art recycling initiatives	MHD	New recycling initiatives introduced	X	X	X	X	In progress, second hand goods and materials sale area arranged. Research and information collated for future recycling initiatives and costs. Council has determined to not progress kerb side recycling. Other types of recycling initiatives including Return and Earn Facilities will be further investigated and reported over the next two (2) years.	

Objective 4.4: Support environmentally sustainable land management practices

Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.4.1	Actively manage noxious weeds	Apply the weed management guidelines of the Castlereagh Macquarie County Council (CMCC) to land that Council manages	DMES, MHD, TSM, RIM, PO, FRSPM	Guidelines adhered to	X	X	X	X	In progress, particularly following reports.	
		Assist in promoting and endorsing the CMCC guidelines to landowners	MHD	Guidelines promoted and endorsed	X	X	X	X	Ongoing, Council monthly newsletter now being utilised when information is provided by the CMCC and some program signage installed. Weed display provided at Council's Customer Service Counter.	
4.4.2	Actively manage pests	Continually liaise with Local Land Services (LLS) to ensure that current pest management initiatives are undertaken on land that Council manages	DMES, MHD, TSM, RIM, PO, FRSPM	Initiatives undertaken when requested by LLS	X	X	X	X	Ongoing.	
4.4.3	Ensure that crown land is managed using environmentally sustainable principles and practices	Continually liaise with Government to ensure that Council maintains the crown land under its management in an environmentally sustainable way	DMES, MHD, TSM	Environmentally sustainable management achieved	X	X	X	X	In progress with Plans of Management in train nearing completion. Victoria Park and Oxley Park Plan of Management complete, other Plans of Management to draft stage and to be reported to Council through relevant Committees.	

Objective 4.4: Support environmentally sustainable land management practices										
Environmental Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
4.4.4	Preserve and protect endangered ecological communities (EEC) of native plants, animals and other organisms living in unique habitats within the Shire	Liaise with Government and other agencies to remain appraised of the latest legislation and initiatives concerning the preservation and protection of endangered ecological communities	DMES, MHD, TSM, RIM, PO, FRSPM	Current EEC legislation and initiatives understood	X	X	X	X	Ongoing.	
		Implement preservation and protection initiatives as required	DMES, MHD, TSM, RIM, PO, FRSPM	Processes implemented	X	X	X	X	Ongoing.	
4.4.5	Sustainably manage Council's road-making materials and storage sites (gravel, sand, loam pits and roadside stockpile sites)	Regularly monitor the safety and operations of gravel, sand and loam pits and roadside stockpile sites to ensure high environmental standards are adhered to	DMES, RIM, PO, FRSPM, WHS/RC	Monitoring in progress and actions undertaken	X	X	X	X	In progress, gravel pit investigation being undertaken.	
		Redevelop and implement the Quarry Safety Management Plan	DMES, RIM, PO, FRSPM, WHS/RC	Plan in place	X				In progress with an initial Quarry Site Inspections Findings and Recommendations Report completed to inform the Quarry Safety Management Plan.	

Objective 5.1: Ensure strong engagement and collaboration with the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.1.1	Undertake regular community engagement activities as per the Community Engagement Strategy	Complete all community engagement activities outlined in the Community Engagement Strategy	Mayor, GM, SMT, MANEX	Strong community engagement	X	X	X	X	<p>Ongoing, Community Engagement Plans enacted for all major projects/programs. Local paper being utilised together with Council's social media platforms and the Community Room display screen.</p> <p>Where required, Community Members are nominated and included in various Council Committees to actively participate and contribute to those Committees (Airport Operations, Showground/ Racecourse, Warren Public Arts).</p> <p>Whispir Program commenced to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter.</p>	

Objective 5.1: Ensure strong engagement and collaboration with the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Councillor stands held at Grow Services Expo, Warren Show and Marra Field Day.	

Objective 5.1: Ensure strong engagement and collaboration with the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.1.2	Provide training to the community on making grant applications	Disseminate grant opportunities to the community	GM, SMT, MANEX, IPM , EDVM	Grant opportunities promoted	X	X	X	X	Ongoing, by the Infrastructure Projects Management Office and Economic Development and Visitation Office.	

Objective 5.1: Ensure strong engagement and collaboration with the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Train community members and community groups on best practice grant preparation	EDVM	Number of successful grants	X	X	X	X	<p>Progress by the Infrastructure Projects Management Office who are liaising with and assisted the Warren Youth Centre and Community Hub to successfully obtain the Children and Young People Wellbeing Recovery Initiative Large Grants 2023.</p> <p>With the appointment of the Economic Development and Visitation Manager preparation for this training has commenced. The Economic Development and Visitation Manager has also been able to progress a number of grant applications for community groups.</p>	

Objective 5.1: Ensure strong engagement and collaboration with the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									<p>There is concern that State Government grants have significantly reduced even for community organisations. This concern raised with the Country Mayors Association and the Local Member for Barwon.</p> <p>2024/2025 has seen some improvement in Council obtaining grant funds for roads and water projects.</p> <p>Free Grant Writing Workshop, Peer Review of Grant Applications prepared by Community Organisations, help provided with project estimates and project plans and preparation of some task assistance being provided.</p>	

Objective 5.1: Ensure strong engagement and collaboration with the community

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.1.3	Promote Warren Shire Council to wide audiences both within the Shire and externally	Prepare and implement community engagement plans	Mayor, GM, SMT, MANEX , EDVM	Plans completed and implemented	X	X	X	X	Ongoing, Community Engagement Plans enacted by all major projects/programs.	
		Promote Council through websites, social media and other relevant promotional channels (print and online)	Mayor, GM, SMT, MANEX, EDVM	Increased positive image of Council	X	X	X	X	<p>Ongoing through newsletters, Community Room display screen, Facebook posts, website, LinkedIn, Western Plains App, Warren Star Newspaper and local radio stations etc.</p> <p>Whispir Program commenced to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter.</p> <p>Councillor stands held at Grow Services Expo, Warren Show and Marra Field Day.</p>	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.2.1	Ensure that this strategic planning framework becomes an integral part of our operating culture	Adopt all delivery programs from this strategic planning framework	GM, SMT, MANEX	Strategic planning framework imbedded within Council operations	X	X	X	X	In progress. Responsibilities being communicated.	
5.2.2	Proactively manage known compliance risks	Review our compliance risk register	GM, SMT, MANEX, WHS/RC	Number of non-compliance notices	X	X	X	X	Ongoing, Legislative Compliance Register continually updated and actioned plans implemented to reduce non-compliance.	
		Implement actions to mitigate against known compliance risks	GM, SMT, MANEX , WHS/RC	Number of non-compliance notices	X	X	X	X	Ongoing, Council Enterprise – Wide Risk Management Matrix has been updated to include Cyber Security and other matters.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.2.3	Seek new sources of income for Council	Implement the Road Maintenance Council Contract (RMCC) from the State Government for the maintenance of Government-owned roads	GM, DMES , RIM, PO, FRSPM	Successful delivery of contract maintenance and improvement works	X	X	X	X	<p>Ongoing, with commencement on the 1 September 2022. Successful management of the Oxley Highway during the September – December 2022 floods and with good results being achieved on Contractor Performance Reports and an extensive program of heavy patching and bitumen reseals in May 2024, with reconstruction of the “Milawa” section completed (\$3.4 million).</p> <p>2024/2025 saw a further extensive Heavy Patching Program amounting to \$1.597 million and a Maintenance Program in the amount of \$851,000 that included 25 culverts cleaned, 3 culverts repaired, 1 culvert replaced and an extensive Reseal Program of over 62,500 m² undertaken.</p>	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Contractor Performance Report one of the highest Council has ever received with an 85/100 with all matters either good or superior.	
		Apply for private works contracts with local businesses, landowners and the community	DMES , RIM, PO, FRSPM, TSM	Contracts in place	X	X	X	X	Ongoing, successful undertaking of construction of the Burrima Boardwalk access road.	
		Reassess Council's schedules of rates, fees and charges	GM, SMT, DMFA , DMES, MHD, MANEX	New schedules confirmed	X	X	X	X	Ongoing, contained within the 2022/2023, 2023/2024, 2024/2025, 2025/2026 (Draft) Operational Plan & Estimates.	
		Review Council's investment management strategies	DMFA	New strategies developed and implemented	X	X	X	X	Ongoing, Investment Policy renewed following liaison with TCorp.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Continually review and seek grant opportunities	GM, SMT, MANEX , MHD, RIM, PO, FRSPM, TSM, IPM	Grants won	X	X	X	X	<p>Ongoing – see successful grant applications reported to Council.</p> <p>Concerned about the reduction of State Government funding in 2023/2024. This concern raised with the Country Mayors Association and the Local Member for Barwon.</p> <p>2024/2025 has seen some improvement in Council obtaining grant funds for roads and water projects.</p>	
5.2.4	Explore partnerships with others to share costs	Create partnerships with Government, businesses and NGOs to create shared services agreements	Mayor, GM, SMT, MANEX	Shared services agreements in place	X	X	X	X	Ongoing.	
5.2.5	Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible	Utilise and maintain the VendorPanel procurement and contract management system	GM, SMT, MANEX	VendorPanel actively used	X	X	X	X	Ongoing, request for “Preferred Supplier” Status for Relevant Local Trades and Commercial Services and Local Motor Vehicles arranged.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Train staff in procurement and contract management practices	GM, SMT, MANEX	Staff trained	X	X	X	X	In progress, grant application for training of staff responsible for procurement arranged however, unfortunately unsuccessful. Further grant applications being considered. Appropriate training arranged using Council's training allocation in March 2024. Staff involved in Procurement Awareness and Compliance Workshop facilitated by Regional Procurement Initiative.	
		Promote opportunities for local businesses to provide services to Council	GM, SMT, MANEX	Community and businesses informed	X	X	X	X	Ongoing, VendorPanel constantly advertised.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.2.6	Embrace a team centred culture of continual improvement to improve operational efficiency	Consult with the community to agree on the levels of service it requires from Council	GM, SMT, MANEX	Levels of service agreed	X	X	X	X	The Senior Management Team received training in November 2023 and four (4) Service Reviews (Service NSW Service Provision, Customer Service Provision and Procedures, Economic Development and Visitation and Waste / Garbage Services) expected to be undertaken in 2025/2026 to determine service improvements within resources.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Positive staff surveys	X	X	X	X	<p>In progress, staff are encouraged to attend Continued Professional Development Programs, Workshops and Networking Meetings relevant to their professions.</p> <p>Performance Management training undertaken in May 2024 and Performance Management Procedure adopted by Manex in April 2024.</p> <p>Council WHS Induction Day undertaken on the 29 August 2024 and a further day is scheduled for 21 July 2025.</p> <p>Council inaugural staff Health and Wellbeing Day held on the 21 October 2024 and a further day is scheduled for 22 September 2025.</p>	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Embrace the use of new technology to support our processes	GM, SMT, MANEX	Processes improved	X	X	X	X	<p>Ongoing, a Draft ICT Strategy and Action Plan developed which saw Managed Services implemented in 2024/2025, a new Electronic Document System and a full Financial Software Package to be implemented in 2025/2026. Improvements in Council's cyber security are also expected to be implemented in 2025/2026.</p> <p>New audiovisual system installed in the Community Room, Conference Room and General Manager's office to replace the Lifesize System and improve meetings communications.</p> <p>Metrix Asset Management System has replaced Confirm.</p> <p>Asset AI commenced being used for defects on Council's road network.</p>	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
									Commencement of implementation of new GIS and mapping information system.	

Objective 5.3: Support our people to provide high-quality services to the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.3.1	Provide effective training and development of our staff	Review our staff evaluation and goal-setting processes to incentivise staff	GM, SMT, MANEX	Updated staff evaluation process	X				Ongoing, Performance Management training undertaken in May 2024.	
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress, Performance Management training undertaken in May 2024.	
		Provide career path opportunities to incentivise staff and to improve business continuity	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress, expected to be reported to Council in early 2026.	
		Implement a tailored training and development program for each member of staff	GM, SMT, MANEX	Staff reviews completed	X	X	X	X	Completed for 2022/2023. Completed for 2023/2024. Completed for 2024/2025.	

Objective 5.3: Support our people to provide high-quality services to the community										
Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Implement formal flexibility working arrangements for staff	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	In progress, Extended Flexible Working Hours Agreement for Road Crews and Associated Staff agreed to for 2023/2024 and 2024/2025. Negotiations underway for renewal for 2025/2026.	
		Review our salary system against current best practice	GM, SMT, MANEX	Updated salary system	X	X	X	X	No action to date.	
5.3.2	Create a productive and cooperative working environment for Councillors to support their governance responsibilities	Train Councillors on their roles and responsibilities	GM, SMT	Programs delivered	X	X	X	X	Ongoing. Asset Management Training undertaken by interested Councillors. Councillor Induction and Training Workshop for new Councillors undertaken 3 October 2024.	
		Provide Councillors with community leadership opportunities	GM, SMT	Opportunities provided	X	X	X	X	Ongoing.	
		Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making	GM, SMT, MANEX	Reports and information delivered	X	X	X	X	Ongoing.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.3.3	Ensure a quality customer service focus by customer staff	Promote quality customer service approaches to all Council employees	GM, SMT, MANEX	Customer service training implemented	X	X	X	X	In progress, initial report provided to the April 2024 Council Meeting on a Customer Service Ethos Policy. Further reporting in the near future on both a Customer Service Ethos Policy and a Customer Service Policy. Customer Service Training Program developed and will be used for the training of relevant Council staff in early 2025/2026.	
		Obtain community feedback on Council's customer service	GM, SMT, MANEX	Increased customer satisfaction	X	X	X	X	In progress, initial report provided to the April 2024 Council Meeting on a Customer Service Ethos Policy. Further reporting in the near future on both a Customer Service Ethos Policy and a Customer Service Policy.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
5.4.1	Obtain new development funds from developers to support the provision of improved infrastructure services	Arrange through negotiations Planning Agreements with developers	GM, SMT, MHD	Planning Agreements implemented	X	X	X	X	No action to date, currently not applicable.	
		Negotiate with major developers to obtain new development funds	GM, SMT, MHD	Negotiations completed	X	X	X	X	No action to date, currently not applicable.	
		Allocate additional funds to the provision of new infrastructure and services for the community	GM, SMT, MHD, MANEX	Fund allocated	X	X	X	X	No action to date, currently not applicable.	
5.4.2	Lobby the State Government to reduce the amount of cost shifting, from Government to Council, for the provision of community services	Develop and implement a lobbying plan for cost shifting reduction measures	Mayor, GM	Lobby plan developed and implemented	X	X	X	X	Ongoing, submissions and presentation provided to both the State Government Inquiry into the Ability of Local Governments to Fund Infrastructure and Services and the Commonwealth Government Inquiry and Report into Local Government Sustainability. Liaison with the Local Member for Barwon undertaken.	
		Obtain the support of other local Councils and the Alliance of Western Councils	Mayor, GM	Support obtained	X	X	X	X	Ongoing.	

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

Governance Strategy		Council delivery program actions	Responsible officer / department	Measures	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	Comment	Target
		Meet with relevant State Government Ministers and Departments	Mayor, GM	Meetings conducted	X	X	X	X	Ongoing, use of Country Mayors Association and other meetings and Conferences to hold appropriate meetings with State Government Ministers.	
5.4.3	Actively seek external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community	Meet with community groups to consider the support that they might require to develop new community services and amenities	GM, SMT, MANEX	Meetings conducted	X	X	X	X	Ongoing, particularly through the Warren Chamber of Commerce and the Warren Interagency Support Services Group.	
		Facilitate the development of a plan to target and engage with potential support providers	GM , SMT, MANEX	Plan developed and implemented	X	X	X	X	In progress.	
		Facilitate meetings between the potential support providers and our community groups	GM , SMT, MANEX	Meetings conducted	X	X	X	X	In progress.	

ACTIVE GRANTS FROM PREVIOUS YEARS CARRIED INTO 2024/2025

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Ewenmar Waste Facility Transfer Station (NSW)	Construction of a delivery receival platform to enable the greater segregation of waste.	155,658	212,255
Stronger Country Community Fund – Round 4 (NSW)	Supply and construct a new canteen, amenities and storage building at Carter Oval.	671,000	0
Stronger Country Communities Fund (SCCF) Round 5 (NSW)	Upgrading of Amenities, Changerooms, Canteen and Club House Facilities – Warren Swimming Pool.	856,903	417,699.72
Department of Planning and Environment	Warren Flood Levee Mitigation – Rehabilitation Works	5,325,000	0
Office of Sport (NSW)	Female Friendly Community Sports Facilities and Lighting Upgrades at Victoria Park Precinct.	500,000	202,549.88
NSW Severe Weather and Flood ARGN 1025	Warren Flood Levee Mitigation – Rehabilitation Works	887,500	0
NSW Severe Weather and Flood ARGN 1025	Macquarie Park Restoration	112,500	0
Bridges Renewal Program (Commonwealth)	Replacement of Newe Park and Tenandra Bridges, Warren Road	3,883,200	0
Fixing Local Roads Round 4 (NSW)	Rehabilitation of Nevertire Bogan Road – Segments 4 to 10	2,797,380	0
NSW Reconstruction Authority Special Grant	Warren Flood Levee Mitigation – Rehabilitation Works	887,500	0
	Total previous years grants:	16,076,641	832,504.60



Water Supply Works Oxley Park Pump Station



Rock Stock Piled for Levee Restoration Works



Oxley Park BBQ and Shelter



SR 58 Nevertire – Bogan Road



*Warrern Showground/Racecourse Complex
Exclusion and Equine Fencing*

Projects & Grants



Generators



Splash Park Fencing



Showground/Racecourse Equine Fencing



Roadworks new Marthaguy Bridge, RR 7515 Warren Road

GRANTS RECEIVED IN 2024/2025

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Towards Zero Safer Roads Program	Carinda Road Shoulder Widening	4,142,973	450,000
Towards Zero Safer Roads Program	Marthaguy Road Safety Improvements	4,777,592	450,000
Disaster Risk Reduction Fund	Electronic Signage at Reddenville Break, Wambianna Road, and at Stocney Creek Crossing, Bundemar Road	38,555	38,555
NSW Severe Weather and Flood ARGN 1034 EPA RW	Various Roads Flood Damage Repairs	8,655,788	0
Floodplain Management Program (DCCEEW)	Warren Town Flood Study	193,978	32,330
Safe and Secure Water Program	Integrated Water Cycle Management (IWCM) Strategy Project	339,470	33,947
Safe and Secure Water Program	Warren Shire Water Security Project	1,127,700	112,770
	Total grants received in 2024/2025:	19,276,056	1,117,602
	Total of all grants:	35,352,697	1,950,106.60



Towards Zero Safer Roads Program,
Carinda Road Shoulder Widening

COMPLETED GRANTS IN PERIOD 2024/2025

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Ewenmar Waste Facility Transfer Station (NSW)	Construction of a delivery receival platform to enable the greater segregation of waste.	155,658	212,255
Stronger Country Community Fund – Round 4 (NSW)	Supply and construct a new canteen, amenities and storage building at Carter Oval.	671,000	0
Stronger Country Communities Fund (SCCF) Round 5 (NSW)	Upgrading of Amenities, Changerooms, Canteen and Club House Facilities – Warren Swimming Pool.	856,903	417,699.72
Office of Sport (NSW)	Female Friendly Community Sports Facilities and Lighting Upgrades at Victoria Park Precinct.	500,000	202,549.88
NSW Severe Weather and Flood ARGN 1025	Macquarie Park Restoration	112,500	0
Disaster Risk Reduction Fund	Electronic Signage at Reddenville Break, Wambianna Road, and at Stoney Creek Crossing, Bundemar Road	38,555	38,555
	Total grants completed in 2024/2025	2,334,616	871,059.60



Upgrading of Amenities, Changerooms, Canteen and Club House Facilities – Warren Swimming Pool.

Funded under the Stronger Country Communities Fund (SCCF) Round 5 (NSW)

OPENING DAY 22ND AUGUST 2024
BY THE MEMBER FOR BARWON, MR ROY BUTLER, MP AND
MAYOR MILTON QUIGLEY



Warren Airport Opening - New Airport Terminal Building



Warren Showground Racecourse - Various Facilities Opening



Ewenmar Waste Depot - Transfer Station Opening



Warren Water Supply Augmentation - Bore Flat Opening

OPENING DAY 5TH DECEMBER 2024 BY MAYOR GREG WHITELEY

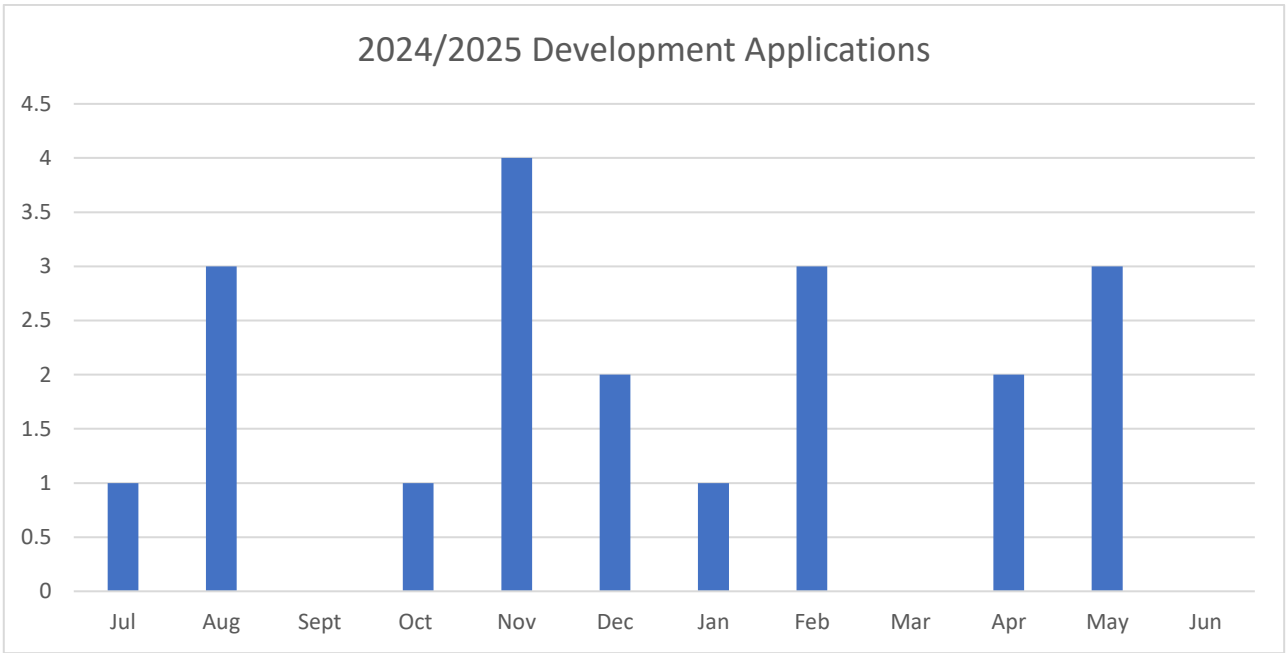


Carter Oval Amenities Building Opening

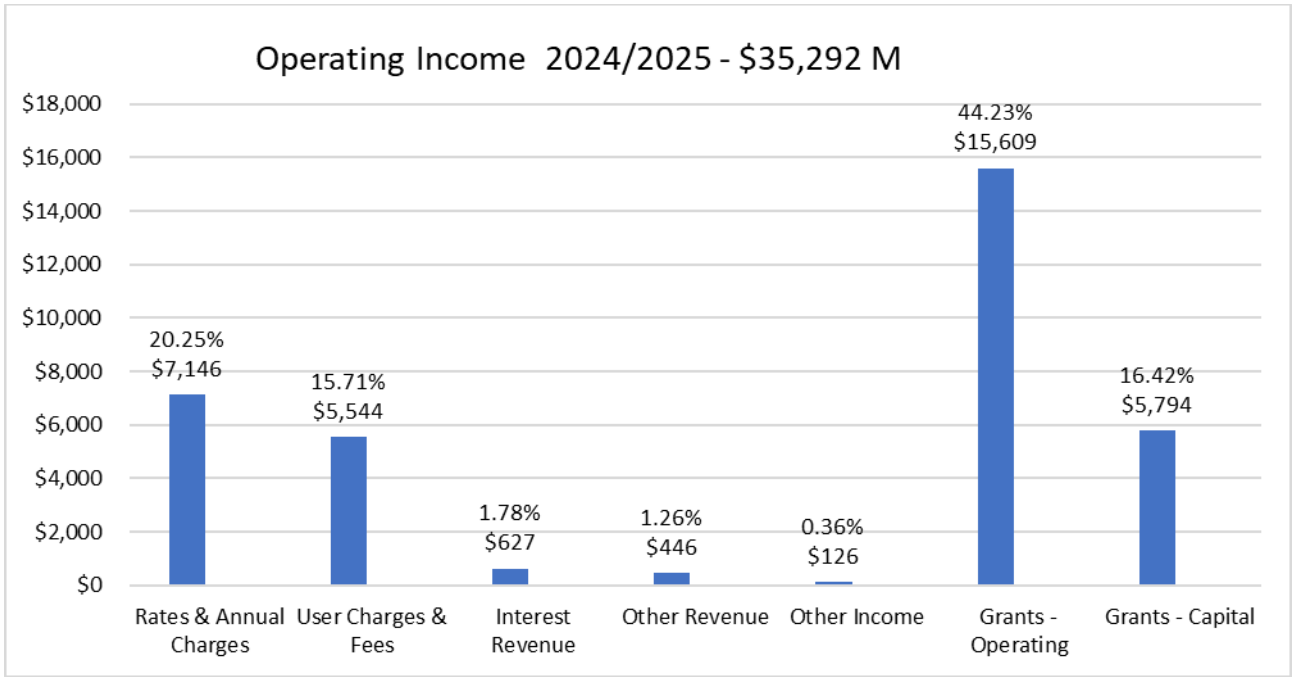


Warren War Memorial Olympic Swimming Pool Amenities, Change Rooms, Canteen and Club Room Facilities Upgrade Opening

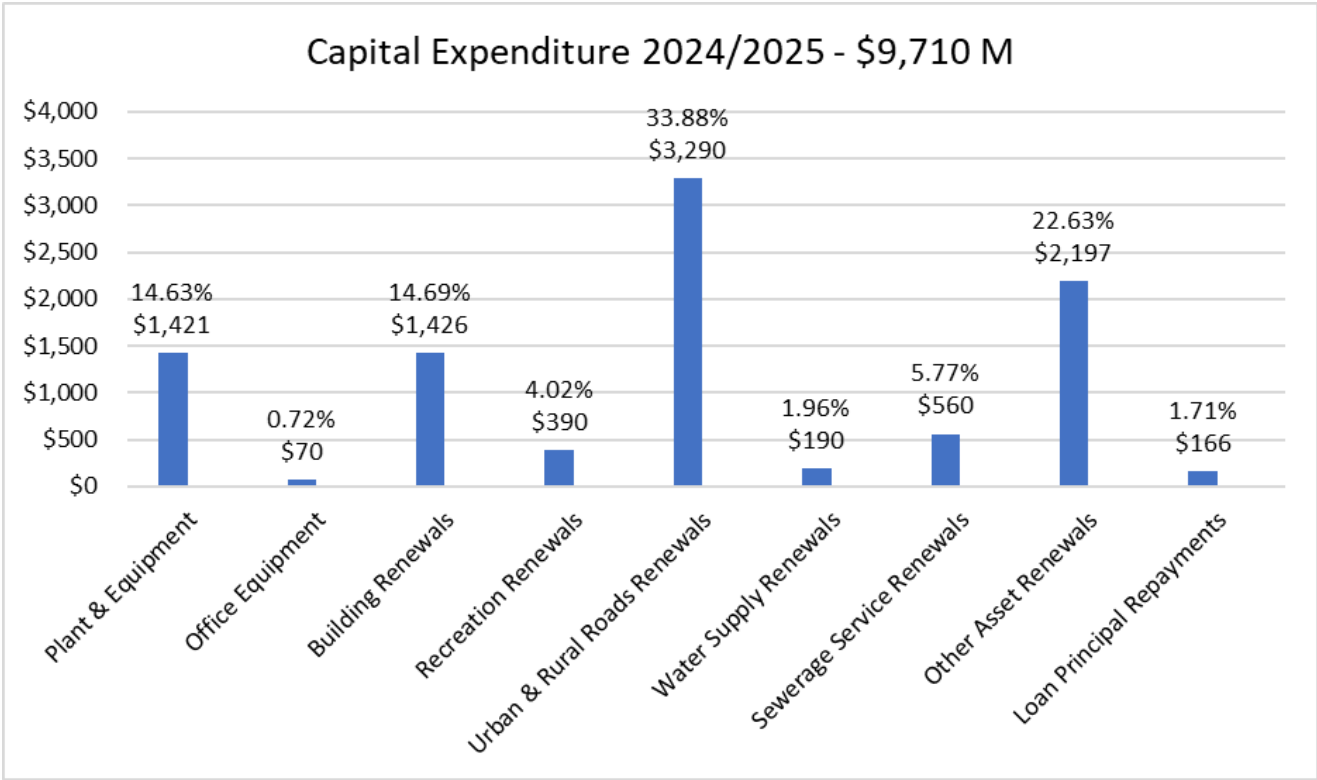
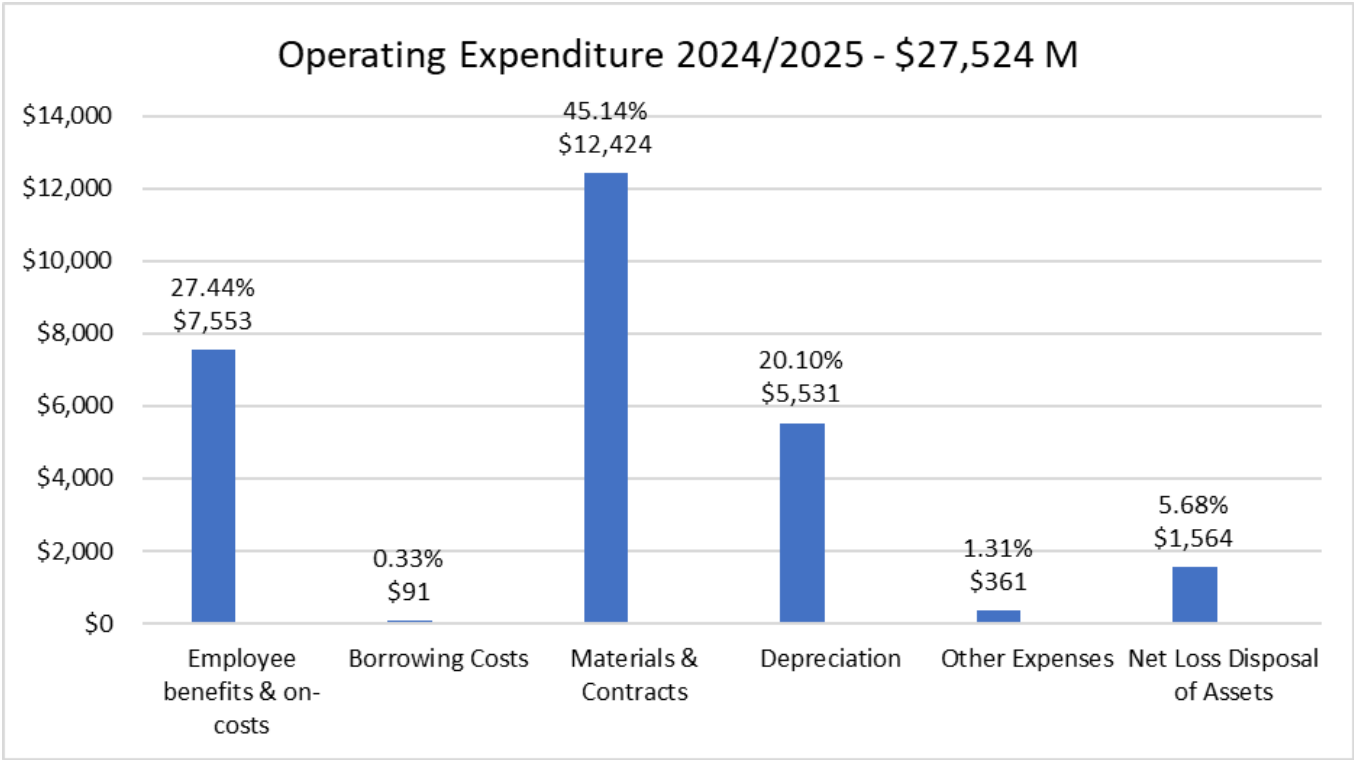
PERFORMANCE SNAPSHOT



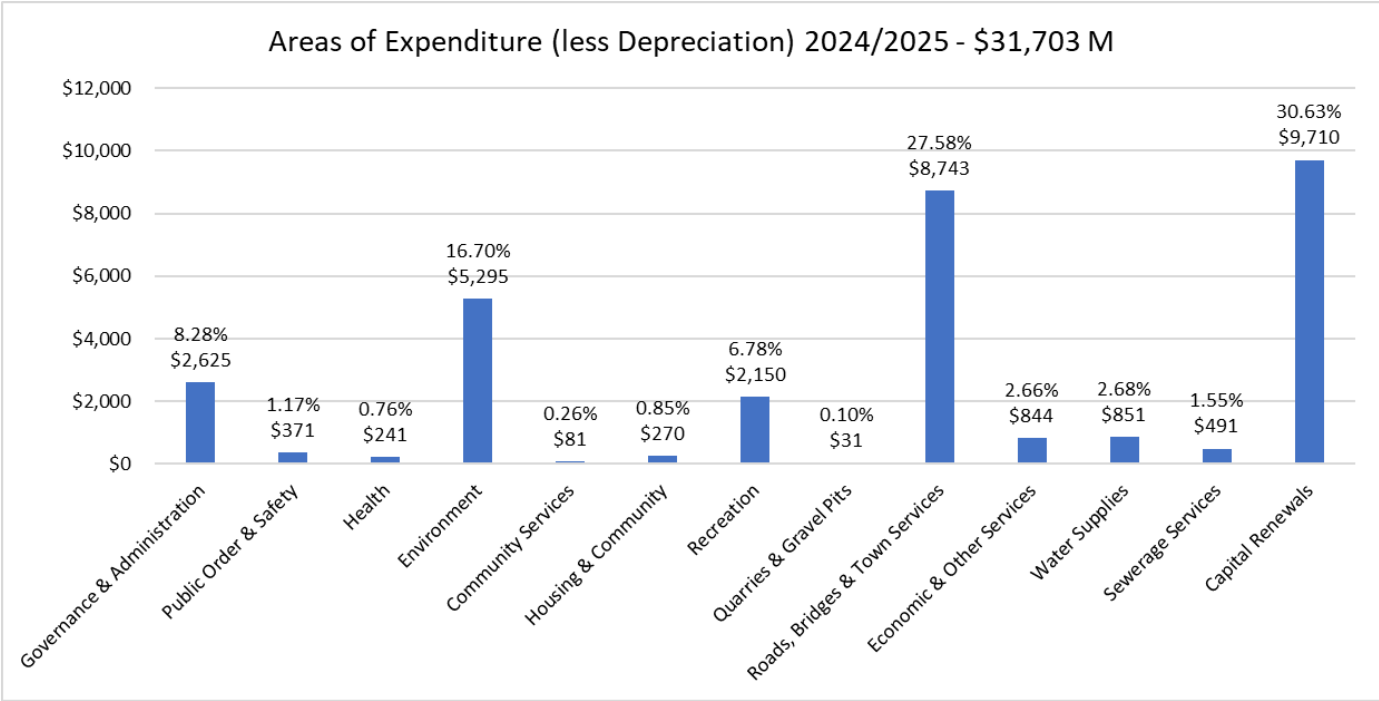
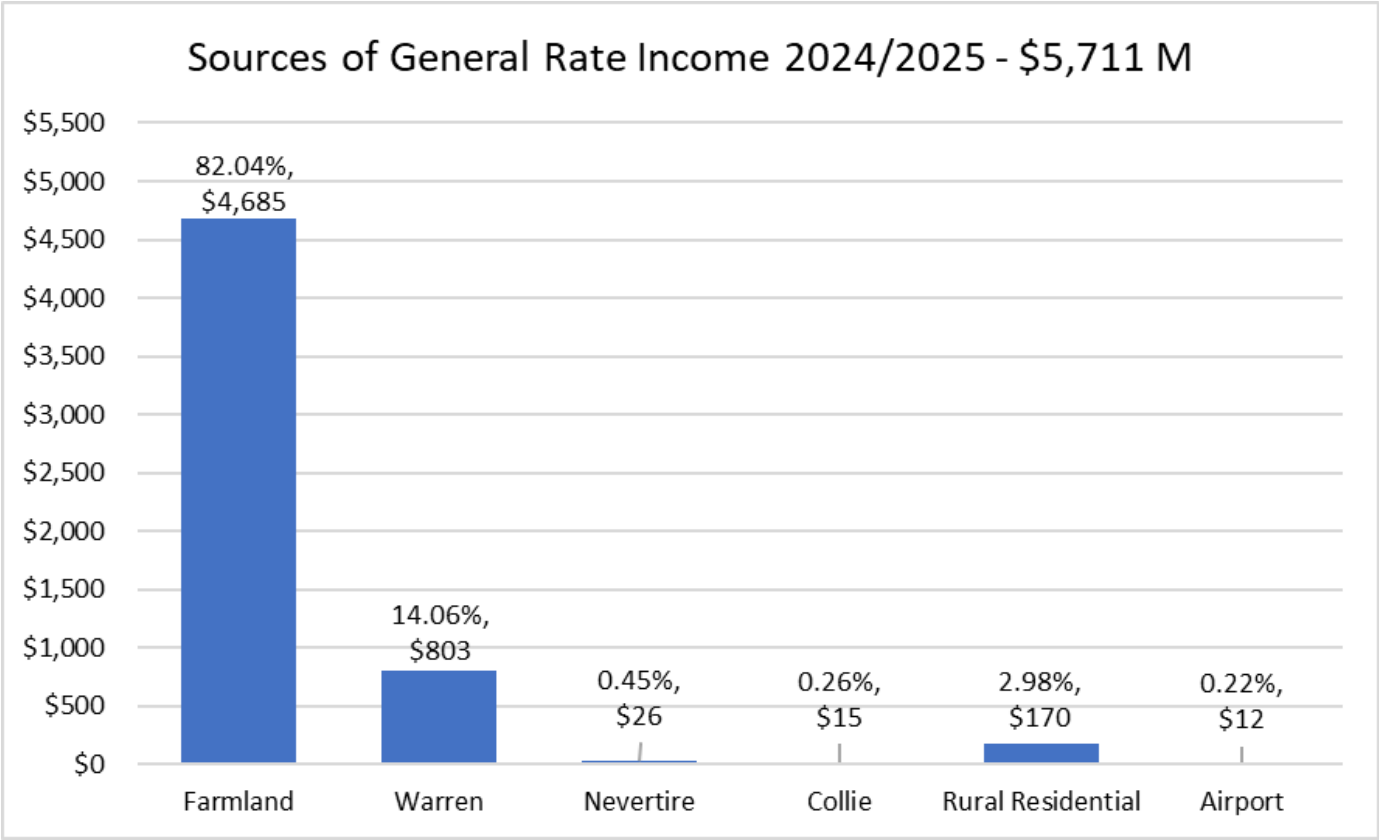
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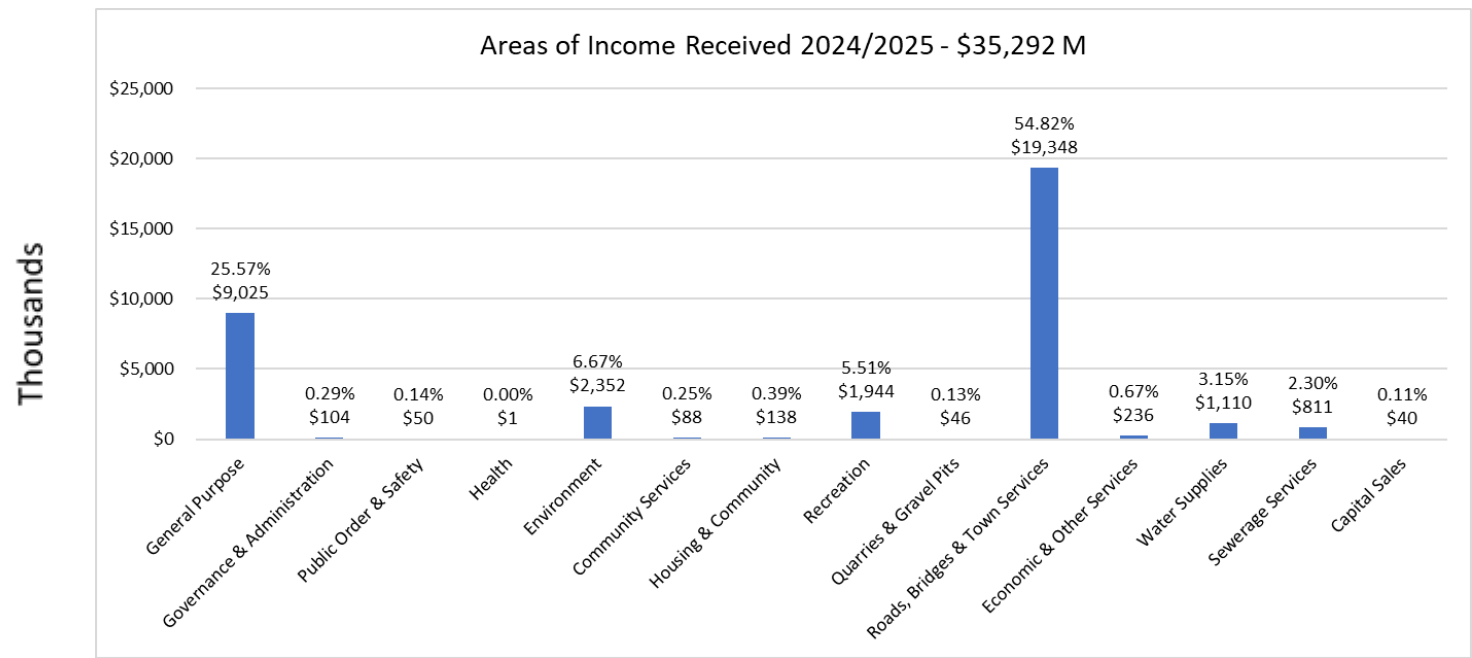
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FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



RATES AND CHARGES WRITTEN OFF DURING 2024/2025

The amount of rates and charges that were written off during 2024/2025 was \$85,030.95 made up as follows:

Mandatory Pensioner Rebate	-	\$82,174.99
Accumulated small debt written off as at 30 th June 2025	-	\$ 2,855.96

SNAPSHOT AND OVERVIEW

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

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges only make up approximately 20.25% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council reassessed its workforce plan in the 2024/2025 financial year and Council's General Manager is undertaking a further reassessment of the required workforce as the community moves into a different economical phase and to consider the levels of grant funds that are being received and to ensure works identified in the Delivery Program can be achieved by having the right staff for the work to be undertaken. This plan is available on our website.

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

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

As part of Council's reporting of activities that are identified by the community through the Community Strategic Plan and the Council's four-year Delivery Program, the following information has been provided. The information is reported biannually to Council's Ordinary Council Meetings and has been developed to quickly identify the Council's performance over the last twelve months and over the last year 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 B1-1 of the General-Purpose Financial Statement.

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

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

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Social	Youth	16.67%	<ul style="list-style-type: none"> • Council has delivered several key recreation infrastructure projects targeted at providing more activities for youth and to help retain youth and families: • Revitalise Macquarie Park – completed 2019. • Construction of outdoor netball and basketball courts – completed 2019. • Construction of Warren Skate Park – completed 2020. • Commencement of Carter Oval redevelopment – including construction of Water Park – construction commenced 13/10/2020 and was officially opened on the 10th February 2021. • Development of MOU with Warren Youth Foundation to help support youth activities – 2020. • Contribution to the Community Christmas Tree in courtyard and Santa display. • Conduct of the Warren Christmas Street Party 2022; • Additional seating around the Warren Skate Park. • Warren Community Triathlon support with traffic facility installation. • Replacement of shade structure at the Nevertire Community Park. • Nevertire Community Park upgrade.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Installation of lights at Carter Oval for cricket and soccer fields. • Carter Oval Youth Sports Precinct Development. • Conduct of the Warren Christmas Street Party 2023; • Installation of LED lights at Victoria Oval for cricket, rugby union and league fields. • Youth Wellbeing Program. • Paint the Town REaD Library Literacy Program. • Commencement of the Dolly Parton Imagination Library Program. • Commencement of the Warren Shire Library in conjunction with the North Western Library Digital Platform Access Program. • Warren Shire Library – Doorways to an Open – Air Library Construction. • Soft fall installation at Macquarie Park, Ravenswood Park, Splash Park and Showground/Racecourse Play Equipment. • Conduct of the Warren Christmas Street Party 2024. • Warren Tennis Courts Light Poles Refurbishment. • Stronger Country Communities Fund Round 5 and Infrastructure Reserves Upgrading of Amenities, Change Rooms, Canteen and Club Room Facilities at the Warren War Memorial Olympic Swimming Pool. • Office of Sport – Female Friendly Community Sports Facilities and Lighting Upgrade Grant Program Victoria Park Precinct New Female Amenities.
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 commenced the installation of 42 new or replacement CCTV cameras and hardware. • Ranger services. • Emergency Management. • CCTV installed at Council's Works Depot. • Timed locks on public toilets. • Practical completion of Animal Shelter (Pound) replacement. • Commencement of major CCTV installation program.
Economic	Expand Economic Base	4.55%	<ul style="list-style-type: none"> • During the 8-year period – 2017-2024, Council has secured in excess of \$55 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren. • Village Hall upgrades. • Nevertire Reservoir Mural. • Public Art on Private Property Murals.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Stafford Street Reservoir Mural. • Showground/Racecourse Mural. • Sculpture Program. • Shade Structure Installation Program. • Community Events Program. • Equestrian Arena at the Warren Showground/Racecourse. • Warren Airport upgrade. • Further development of the Economic Development and Visitation Office. • Monkeygar Creek Bird Viewing Platform, Toilet Amenities and Parking Area Construction. • Warren Lawn Cemetery Improvements Stage 3 – Family Plots and Extension of Lawn Cemetery. • 15 Year Plant Replacement Program and Yearly Plant Replacement. • Construction of a Disability Access Ramp to the GBS Falkiner Lounge at the Warren Showground/Racecourse. • Commencement of the Warren Town Levee Upgrading and Rehabilitation including Floodgate Refurbishment, Flood Pump and Flood Pump Generators.
Economic	Employment	9.85%	<ul style="list-style-type: none"> • During the 8-year period – 2017-2024, Council has secured in excess of \$55 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 COVID-19. • Conduct of Heavy Vehicle Inspection Station in conjunction with the Heavy Vehicle Inspection Regulator. • Warren Sewerage Treatment Works Replacement. • Flexible Groundwater System Augmentation and Chlorination System upgrade. • Construction of the Monkeygar Creek Bird Viewing Platform, Carpark and Toilet Facilities. • Construction of the access road works into Burrima Boardwalk on behalf of the Macquarie Marshes Environmental Trust and Macquarie Wetlands Association Inc. • Warren Cemetery toilet. • Expansion of the Warren Lawn Cemetery. • Nevertire Reservoir refurbishment. • Recommencement of Warren Shire Council undertaking the Roads Maintenance Council Contract Maintenance and Work Order Program of the SH 11 Oxley Highway on behalf of Transport for NSW. • Recommencement of full Quarry Operations at Mt. Foster Quarry. • Water Valve Replacement Program. • Completion of the Warren Town Centre Masterplan - Dubbo Street Upgrade Plans and

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<p>Management of the Commonwealth Government Grant Application.</p> <ul style="list-style-type: none"> • Commencement and development of the Economic Development and Visitation Office and the taking over of the Warren Shire and Macquarie Marshes Visitor Information Centre. • Lease arrangements for the undertaking of Aircraft Operation Training Services at the Warren Airport Terminal Building. • Commencement of the website creation for Discover Warren. • Carter Oval Youth Sports Precinct/Depot Electrical Upgrade. • CCTV Smoke Testing of Sewer Mains at Warren and Nevertire. • Warren Sewerage Treatment Plan additional Evaporation Pond Construction. • Water Supply Pump Station Valve Chambers Refurbishment. • Water Supply Pump Station Motor Control Centre Replacement. • Commencement of Strategic Planning/Integrated Water Cycle Management Plan Development. • Warren Showground/Racecourse Complex Exclusion and Equine Fencing Project. • Regional Drought Resilience Planning Program – Plan Development. • Commencement of employment for Trainees/Apprentices under the Fresh Start Program.
Economic	Housing	2.27%	<ul style="list-style-type: none"> • Council has invested in housing by building two new homes for Council staff. • Refurbishment of two existing homes for Council staff. • Gunningba Estate Stage 3 Subdivision investigation and design. • Commencement of the Warren Flood Study and arrangements for the set up of the Warren Floodplain Risk Management Committee.
Infrastructure	Footpaths/ Roads	1.52%	<ul style="list-style-type: none"> • Council has delivered the 'Paths and Cycleways' project in 2019. This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'. The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways. • Dubbo Street Footpath Replacement Program. • Nevertire Footpath Replacement Program. • Kerb and Gutter Program (Nevertire 400m and Warren 200m). • RR 347 Collie-Trangie Road Reconstruction. • SR 64 Ellengerah Road Construction. • SR 65 Old Warren Road Construction.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Village Enhancement Works. • Flood Restoration Works (AGRN 960, AGRN 987, AGRN 1025, AGRN 1030, AGRN 1034). • Recommencement of full Quarry Operations at Mt. Foster Quarry. • Pothole Repair Program. • Regional and Shire Roads Roadside Slashing and Bushfire Hazard Reduction Program. • Regional and Shire Roads Guardrail Replacement Program. • Regional and Shire Roads Crack Sealing Program. • Urban Roads Bitumen Resealing Program. • Shire Roads Bitumen Resealing Program. • Regional Roads Bitumen Resealing Program. • Cycleway and Park Roadways Resealing Program. • Shire Roads Gravel and Loam Resheeting Program. • Regional Road 7515 Warren Road Rehabilitation. • SR 83 Rifle Range Road and SR 64 Ellengerah Road intersection improvements. • Regional and Local Roads Repair Program – SR 70 Dubbo and Stafford Streets Milling Program, SR 65 Old Warren Road Gravel Resheeting, RR 347 Collie-Trangie Road Bitumen Reseal, RR 202 Marthaguy Road Bitumen Reseal, RR 7515 Warren Road Bitumen Reseal, SR 70 Warren Streets Bitumen Reseals, RR 202 Marthaguy Road Heavy Patching, SR 91 Industrial Access Road/SR 65 Old Warren Road Intersection Reconstruction. • Emergency and Immediate Restoration Flood Damage Roads Programs. • Disaster Risk Reduction Fund - Merrigal Road, Dragon Cowl Causeway Construction. • Development of a Road Safety Strategic Plan. • Commencement of the Stoney Creek/Reddenville Break Signage Disaster Readiness Project. • Regional Emergency Roads Repair Program Local Roads – SR 91 Industrial Access Road, Urban Roads Bitumen Reseal Program and Shire Roads Bitumen Reseal Program. • Regional Emergency Roads Repair Program Regional Roads – RR 333 Carinda Road, RR 7515 Warren Road. • RR 7515 Warren Road – Newe Park Bridge and Tenandra Bridge Replacement. • SR 58 Nevertire-Bogan Road Reconstruction. • Electric Vehicle (EV) Charging Station installations at Carter Oval Youth Sports Precinct, Window on the Wetlands Precinct and Dubbo Street.
Environmental	Waste Management	1.52%	<ul style="list-style-type: none"> • In the last 8-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

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<p>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.</p> <ul style="list-style-type: none"> • Purchase of an excavator and associated equipment. • Commencement of Waste Depot Operational Improvements Program. • Facilitation of the Macquarie River Raft Removal Program with NSW EPA including the Removed Timber Chipping Program.
Governance	Communication with the community	0.76%	<ul style="list-style-type: none"> • During the 2024/2025 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs. • Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services. • Council continued a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. • Community Room Display Screen and portable display boards. • The Mayor continued the flow of information to the community using the 'From the Mayors Desk'. • Women of Warren Shire Program. • Community Events – Australia Day, ANZAC Day, Remembrance Day, Warren Street Christmas Party. • Promote Your Event on Council's Website Program. • Community Engagement Program – Marra Field Day, Warren P & A Show and Grow Services Day. • Set up of photographic display of Councillors and Senior Management Team members together with Council's Vision and Values Statement at Council's Administration Centre. • Commencement of the Whispir Warren Shire Alert Emergency and Information Update Program. • Conduct of a visit of Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales with the inclusion of Women of Warren Shire and local dignitaries. • Public Exhibition of relevant Council documents – Policies, Codes, Programs and Plans. • Undertaking of Education Programs and Displays for Evasive Weed Species, Animal Control, Health Matters, Vaccinations, Community Events, Library Events including for both Children and Adult Programs. • Public invitations for Project and Program Official Openings.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
			<ul style="list-style-type: none"> • Conduct of the Santa Street Christmas Lights Program Competition. • Conduct of the Warren Shire Business House Front Window Christmas Decorations Display Competition.

Many achievements over the past eight years have been the result of Council undertaking extensive strategic planning to develop with the community and user groups Masterplans that allow Council to apply for and build on grant funding from Federal and State Governments. Council has not undertaken this level of strategic planning in the past and changes in staff and a greater awareness by Councillors has ensured that the Warren Shire Local Government area is progressing in the direction required by its residents. Council has also been working strategically to develop projects from its own internally restricted funds. These projects included the new Council Chambers Development, the new Sewerage Treatment Plant, development of the Carter Oval Youth Sports Precinct and upgrading of the Warren Airport and Terminal Building, refurbishment of the Warren War Memorial Olympic Swimming Pool Kiosk, Amenities and Club Room, redevelopment and refurbishment of the Warren Showground/Racecourse Complex, new Dog Pound and Victoria Park Female Friendly Amenities facility. These developments are multimillion-dollar projects that have been in the planning stage for many years and are now completed or nearing completion.

In regards to the road network, Council has commenced the largest flood restoration program ever undertaken for AGRN 1034 September 2022 floods in the amount of \$9.6 million which is expected to be completed in 2025/2026.

Council also undertook an extensive Shire Roads Bitumen Resealing Program (\$655,000), Urban Roads Resealing Program (\$200,000), Shire Roads Gravel and Loam Resheeting Program (\$309,000), Regional Roads Bitumen Resealing Program (\$290,000), a Regional Emergency Roads Repair Program on both the SR 91 Industrial Access Road and RR 333 Carinda Road, a Regional and Local Roads Repair Program at the intersection of SR 91 Industrial Access Road and SR 65 Old Warren Road (\$266,000), the RR 7515 Warren Road Newe Park Bridge and Tenandra Bridge Replacement (\$4,262,000) with further road reconstruction works to be undertaken 2025/2026, SR 58 Nevertire-Bogan Road Reconstruction (\$3,496,000) and RR 7515 Warren Road Rehabilitation (\$3,670,000). Works have also commenced on reconstruction works on RR 333 Carinda Road and RR 202 Marthaguy Road under the Towards Zero Safer Roads Program (over \$9 million).



Warren Junior Soccer Association Children versus Parents game under lights - Photo courtesy of Tracey Lummis

Social

1.1 Attract and retain community-focussed resources

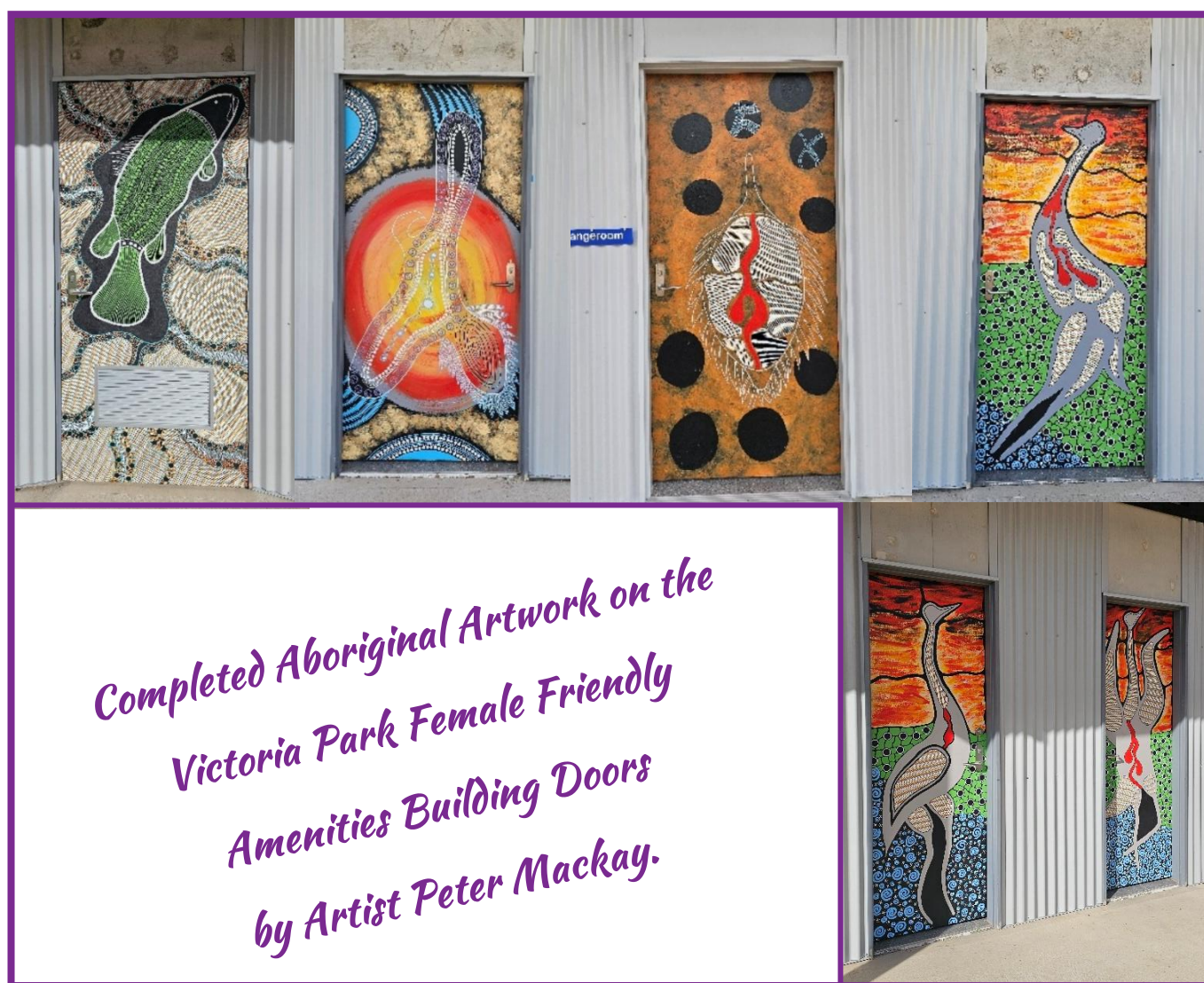
Public Arts

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

The following project was completed in the 2024/2025 financial year:

- Aboriginal Artwork on the Victoria Park Female Friendly Amenities Building Doors.

It is expected that during 2025/2026 the Committee will review the Warren Shire Council Public Art Masterplan and commence an Action Plan for the obtaining of grants for further public art works.



1.2 Engage with the community

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

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

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

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

During 2024/2025 Council introduced the Whispir Communication Program 'Stay Connected, Stay Safe with Whispir' which is a Warren Shire Alert Program providing SMS and emailed public safety updates, emergency alerts, important announcements and essential services updates.

Council was also very fortunate to be able to participate in a visit of Her Excellency The Hon. Margaret Beazley AC KC, Governor of NSW which included attendance by many Women of Warren Shire and local dignitaries.

Members of the public are always invited to Council's projects and programs official openings.

Council also continued to conduct the every popular Santa Street Christmas Lights Program Competition and the Warren Shire Business House Front Window Christmas Decorations Display Competition.



WARREN
shire council

Stay Connected, Stay Safe with Whispir

WSC introduces the **Whispir Communication Program** to keep our community connected with real-time SMS and email updates.

To receive updates, scan the QR code below to register.

Public Safety Updates

Emergency Alerts

Important Announcements

Essential Services Updates

SCAN HERE!

You can also register at the Council's service desk or by visiting <https://bit.ly/whispirregistration> to complete your registration.

1.3 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan, both 2027 and 2035 and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development and programs in 2024/2025 include:

- Installation of lights at Carter Oval for cricket and soccer fields;
- Carter Oval Youth Sports Precinct Development;
- Western Plains Equestrian Centre - undercover arena, upgraded facilities;
- Conduct of the Warren Christmas Street Party 2024;
- Installation of LED lights at Victoria Oval for cricket, rugby union and league fields;
- Youth Wellbeing Program;
- Paint the Town REaD Library Literacy Program;
- Dolly Parton Imagination Library Program;
- Warren War Memorial Olympic Swimming Pool Amenities, Change Rooms, Canteen and Club Room Facilities Upgrade;
- Warren Tennis Courts Light Pole Refurbishment;
- Warren Shire Library – Doorways to an Open – Air Library; and
- Soft fall installation at Macquarie Park, Ravenswood Park, Splash Park and Showground/Racecourse Play Equipment.

The community is now benefiting from these improved and upgraded facilities that have been developed.



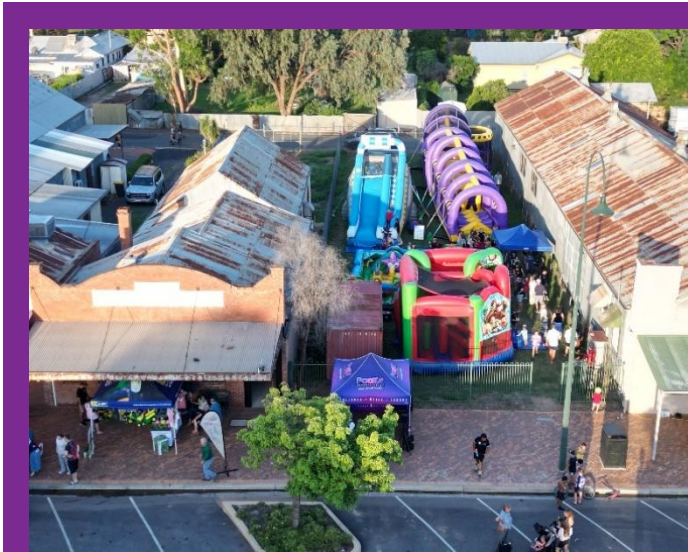
Warren Shire Library, the Western NSW Local Health District and United Way Australia celebrated a year of the Dolly Parton Imagination Library! The program helps put books in the hands of children across the region. Eligible children are enrolled at birth and mailed a free age appropriate book every month until they turn five! To find out more, give the Library a call or call in and see them.

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

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

- Grow Services Day;
- Halloween;
- Ukelele Program; and
- Psychology Services.

Council continued to support the Warren Shire Community Christmas Party that was held in Dubbo Street, in December 2024. It was estimated that over 700 people, with many youth and children attended and participated.



*Warren Shire Community
Street Christmas
Party 2024*



Economic

2.1 Facilitate the diversification of industries within the Shire

The Economic Development and Visitation Office has consolidated its role as a key driver of economic transformation for Warren Shire, actively facilitating industry diversification to build a stronger and more resilient economy. A landmark achievement this year was the successful design, pitch and funding win for the Country Heartline Project — a tri-council collaboration centred on agritourism, cultural tourism and drought resilience. The Office led the development of the business plan, secured cross-council commitment and delivered the funding submission that resulted in a major multi-year investment for the region.

Recognising the growing scope of its responsibilities, the Office expanded into a dedicated team of three staff, significantly increasing its capacity to support local businesses, drive projects and provide professional engagement across community and industry. This investment in people has strengthened the Shire's ability to proactively lead development initiatives and seize opportunities.

Business and community grant facilitation has remained a core strength. The Office has assisted many local organisations and enterprises to secure funding for infrastructure, equipment and programs, while also providing training in grant writing and acquittal to ensure long-term capacity within the community. This work has delivered tangible results across sporting, cultural and not-for-profit organisations, as well as directly supporting the growth of local enterprises.

The Office has also played a central role in facilitating the re-establishment of the Destination Macquarie Marshes Taskforce, uniting stakeholders around the future of one of the Shire's most significant natural assets. Building on this, work is now underway to develop a dedicated Macquarie Marshes brand, brochure and website, ensuring the Marshes are strategically positioned as both an ecological treasure and a driver of sustainable visitation.

Regional engagement continues to be a priority, with the Office representing Warren Shire at industry forums on agribusiness, renewable energy and circular economy opportunities. In parallel, partnerships with education providers have been strengthened, including delivery of the Regional Industry Education Program (RIEP) and a one-day Leadership Academy hosted at Council. These initiatives connect young people to local career pathways and build skills for emerging industries.

Collectively, these achievements demonstrate that Warren Shire is not only laying the foundations but also delivering visible, funded and forward-looking pathways for diversification across multiple sectors.

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

Tourism development has been a standout focus this year, with the Office delivering significant progress in positioning Warren Shire as a recognised and competitive destination. The redevelopment of the Warren and Macquarie Marshes Visitor Information Centre (VIC) has continued, including upgrades to visitor reception rooms, offices, information offerings and service delivery, all aimed at achieving official Visitor Information Centre accreditation. The VIC is now a more professional, welcoming and accessible hub that anchors the Shire's tourism growth.

The launch of the Discover Warren Tourism Brochure has been an outstanding success, distributed widely and received enthusiastically by visitors and locals alike. Building on this momentum, development has commenced on the dedicated Discover Warren website and brand, which will provide a modern digital gateway showcasing attractions, itineraries and local businesses. These initiatives collectively strengthen the Shire's tourism profile and provide the infrastructure for sustained growth.

Alongside these efforts, the Office has continued to champion the Macquarie Marshes as the region's signature drawcard. Through its leadership in re-establishing the Destination Macquarie Marshes Taskforce and progressing the creation of a dedicated brand, brochure and website, the Office is building a strong, unified identity for the Marshes. This will support visitor education, broaden marketing reach and reinforce the Marshes as a nationally significant cultural and ecological experience.

The VIC has also worked collaboratively with the Warren Shire Library to attract grant investment under the Connecting Seniors: Stay Connected, Stay Curious project. This innovative initiative delivered a dedicated Tovertafel system for the Library and introduced Memory Café and Postcards with Purpose activities. These programs have provided seniors with opportunities to stay connected, improve memory and coordination through interactive games and share their personal stories. Importantly, they have also linked directly with the Tourism Office's visitor servicing, as Welcome Postcards created by seniors have been offered to visitors, allowing community members to welcome travellers in a deeply personal way. These morning tea gatherings have built social cohesion, enhanced community pride and strengthened the VIC's role as a connector between residents and visitors.

Strategic planning has also advanced with the ongoing development of the Warren Tourism Strategy and Destination Management Plan, a long-term framework designed to align local aspirations with regional and state tourism opportunities. The Office has ensured the plan is community-driven through extensive consultation, while also embedding best practice from Destination Country & Outback NSW, the Great Western Plains Alliance and other tourism partners.

Importantly, this year also saw the commencement of community feedback, investigation and early planning for a dedicated Shire-wide event or festival. While still in development, progress has been made towards creating a signature community event that can strengthen the visitor economy, celebrate local identity and provide a unifying platform for residents and visitors.

Through these diverse initiatives, Warren Shire is not only enhancing the visitor experience but also positioning itself as a leader in sustainable, innovative tourism development across regional NSW.

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

Over the past twelve months, the Economic Development and Visitation Office has delivered a record level of engagement with local businesses, providing tailored support that has directly contributed to growth, revitalisation and resilience. Businesses have benefited from hands-on assistance in areas such as workforce planning, human resources, marketing, sponsorship and strategic development. The Office has also guided multiple operators through successful grant applications, unlocking funding that has delivered new infrastructure, programs and services across the Shire.

Central to this year's efforts has been a renewed focus on Business Development Facilitation and Action Plan Management. The Office has worked closely with businesses and community stakeholders to identify priority needs, align with strategic goals and shape practical action plans that support growth. This facilitation role has strengthened accountability, built shared ownership of outcomes and provided a clear framework for measuring progress. Building on this, the Office has also commenced work on a Business Opportunities, Growth and Effectiveness Program, which will be implemented in the coming year to deliver structured support for enterprises seeking to expand, innovate or adapt.

The Office has taken a proactive role in planning and piloting new initiatives that will strengthen the business environment in the years ahead. Work has commenced on the design of a Business Incubator and Accelerator model, a Shop Local campaign and a Façade Improvement program to reinvigorate the main business precinct. Additional programs in development include youth entrepreneurship pathways, digital transformation support, small business advisory services and creative industry support. Each of these initiatives responds directly to community feedback and market demand, ensuring relevance and high impact.

Networking and collaboration have also been actively advanced. The Office has hosted business roundtables and workshops covering worker resourcing, grant writing, sponsorship attraction and other critical topics. These events have created stronger connections between businesses, encouraged collaboration and built a supportive culture of shared growth across the Shire.

With a strengthened team of three, a proven track record of grant success, and a suite of ambitious new initiatives, the Economic Development and Visitation Office has firmly established itself as a leader in driving business growth, innovation and revitalisation. The Office's achievements over the past year reflect a community-wide commitment to building an economy that is diverse, resilient and vibrant — ensuring Warren Shire remains an attractive and prosperous place to live, work and invest.

Infrastructure

3.1 Provide reliable and accessible connectivity across the Shire

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

The \$2.37 million Warren Airport Facilities Improvement Project, funded through the NSW Government's Drought Stimulus Package, delivered significant enhancements to safety, amenity, and operational capacity at the Warren Airport. The project supported local employment, engaging local tradespeople and small businesses throughout construction.

All grant milestones were successfully achieved, and the project reached completion on schedule. The newly constructed terminal building, delivered by a local contractor features an Aero Club training room, two office spaces, an entry foyer with a covered walkway, a kitchenette, and modern amenities including a unisex accessible toilet with shower facilities.

The new terminal and associated airport improvements were officially opened in August 2024. These upgrades directly benefit key emergency and community services such as the Royal Flying Doctor Service and Air Ambulance, ensuring enhanced accessibility and safety.

Council has finalised a two-year lease agreement, with an option to extend, with Bankstown Flying School Pty Ltd to establish Straight n Level, a regional flying school operating from the new terminal. Commencing in October 2024, this initiative marks the return of pilot training to Warren, strengthening local aviation opportunities and contributing to regional economic growth.

The upgrades align with the Warren Airport Master Plan 2018–2028, which identified the need to replace the original 1960 terminal to meet modern standards. Additional improvements under the project included runway and taxiway upgrades, apron reconstruction, drainage enhancements, installation of a refuelling facility and an automatic weather station - collectively positioning Warren Airport for continued growth and future service expansion.

3.2 Provide sustainable infrastructure for the community

Carter Oval Amenities Building

Warren Shire Council celebrated the official opening of major upgrades to the Carter Oval Youth Sports Precinct in December 2024, marking another milestone in the delivery of high-quality community infrastructure. Funded through the NSW Government's Stronger Country Community Fund and complemented by a contribution from Council, the project reflects Council's ongoing commitment to providing inclusive and accessible recreational facilities for residents of all ages.

The revitalised precinct now includes modern amenities such as male and female change rooms, a referees' room, and a fully equipped canteen. These improvements enhance user experience and support greater participation in local sport, particularly for women and girls.

The facility also includes three community sporting club storerooms. These upgrades reinforce Council's vision of fostering an active, inclusive, and connected community through the delivery of modern sporting and recreation facilities.

Since 2019, more than \$8 million in grant funding has transformed Carter Oval Youth Sports Precinct into a vibrant, multi-use community hub. Works have included a new car parking area with 47 spaces, including two accessible parking bays and two EV charging bays, the installation of a turf cricket wicket, practice nets, soccer fields, athletics track, LED sports lighting and the development of family-friendly spaces including a skate park and splash park with shaded areas. It is expected that 2025/2026 will see the completion of the precinct with finalisation of the cricket pitch, cricket field, cricket practice nets, athletics track area and the discus and shotput throwing facility.



The upgrades reinforce Council's vision of fostering an active, inclusive and connected community through the delivery of modern sporting and recreation facilities.

Disability Ramp to GBS Falkiner Lounge Concourse

Construction of the disability access ramp at the GBS Falkiner Lounge concourse commenced in July 2024 and reached completion in November 2024. The project has delivered a fully compliant accessible concourse within the Warren Showground and Racecourse Complex, providing safe and convenient access to both the GBS Falkiner Lounge and the Grandstand.



This important infrastructure upgrade addresses a longstanding accessibility gap, ensuring equitable access for people with disabilities and enhancing inclusivity for both residents and visitors attending events at the venue. The works reflect Council's commitment to improving community facilities in line with accessibility standards and universal design principles.

Warren War Memorial Olympic Swimming Pool Upgrades

The Warren War Memorial Olympic Swimming Pool has undergone a major transformation, delivering improved facilities and accessibility for the community. Supported through grant funding from the NSW Government's Stronger Country Communities Fund complemented by a contribution from Council, the \$1.4 million project focused on upgrading the amenities, change rooms, canteen and clubhouse facilities at the Warren War Memorial Olympic Swimming Pool complex.

The project delivered new accessible amenities, an adult change room, a kiosk, a modern reception area, and upgraded concrete pathways to improve access and usability. These works ensure compliance with Disability Discrimination Act (DDA) requirements, creating a more inclusive and comfortable environment for all users.

Design consultants were engaged to prepare concept and detailed plans within a challenging timeframe, limited to a single swimming off-season in 2024. To meet these time constraints, the chosen design retained key existing substructure elements, entry reception area's superstructure and the single-shell external brickwork. After a competitive and open tendering process Council endorsed Precinct Commercial Pty Ltd as the preferred contractor with a confirmation to start and finish all site works in 2024 swimming off -season.

The works on site commenced in April 2024 and the upgraded facility opened to the public in October 2024, as forecasted and officially opened on 5th December 2024.

The upgraded facilities align with Council's ongoing commitment to enhancing community recreation infrastructure, complementing recent precinct developments such as the Carter Oval Youth Sports Precinct.

Warren Levee Bank Rehabilitation and Riverbank Rock Armouring Project

The \$7.1 million Warren Levee Bank Rehabilitation and Riverbank Rock Armouring Project has reached a key milestone, progressing from the design and procurement stages into construction readiness. Jointly funded by the Australian Government, NSW Government, and Warren Shire Council, the project forms a cornerstone of Council's long-term flood mitigation strategy. It is administered by the Department of Climate Change, Energy, the Environment and Water (DCCEEW) on behalf of the NSW Reconstruction Authority under the National Flood Mitigation Infrastructure Program.

To minimise disruption to the community and maintain flood protection throughout delivery, works have been planned and implemented in stages. Key project activities completed to date include the replacement of floodgates, procurement of critical pumps and generators, and the stockpiling of rock materials from the Mount Foster Quarry for upcoming levee revetment works.

An engineering peer review of the design documentation for Levee Rehabilitation works resulted in several technical refinements to ensure compliance with required standards. Following environmental approvals and the issue of a NSW Fisheries Permit for in-river works, an open tender process was undertaken. MGN Civil Pty Ltd was subsequently engaged as the Principal Contractor, with the contract endorsed at the April 2025 Council Meeting. MGN Civil commenced on-site works in mid-June 2025.

Once complete, the project will deliver significant upgrades to Warren's flood protection system, including:

- Construction of strong rock revetments to stabilise and reinforce the levee bank;
- Installation of modernised floodgates to improve water flow management; and
- Deployment of diesel-powered pumps to safeguard homes, roads and critical community assets during high-water events.

These works represent a major investment in the community's resilience, ensuring Warren is better protected from future flood risks while supporting long-term economic and environmental sustainability.

Warren Levee Riverbank Slip Located Opposite Warren TAFE



Before works



After works

Victoria Park Female Friendly Amenities Building Project

The Victoria Park Precinct New Amenities for Female Participants, a project designed to create safer, more inclusive, and accessible spaces for women and girls in community sport was completed in June 2025.

The project was jointly funded through a grant from the NSW Government's Female Friendly Community Sport Facilities and Lighting Upgrades Program, complemented by a contribution from Council. The facility saw the construction of a new female-friendly amenities building at the Victoria Park Precinct, thanks to \$500,000 in funding from the NSW Government's Female Friendly Community Sport Facilities and Lighting Upgrades Program. Council also contributed \$202,549 from its Infrastructure Improvement and Replacement Reserve, bringing the total project value to \$702,549.

A key highlight of the project is the inclusion of original Aboriginal artwork by a local artist, featuring culturally significant totem designs and Wayilwan language elements across six doors. The artwork celebrates local heritage and reinforces Council's commitment to cultural inclusion.

The new facility promoting gender equality in community sport. Consultation with local sporting clubs and schools identified strong demand, with participation by women and girls at Victoria Park expected to increase by approximately 12% annually following completion.

The modern facility features two separate changerooms designed to provide safety, privacy, and accessibility for female participants, along with universally accessible public toilets. Reflecting the values of inclusivity and cultural recognition, the design incorporates Aboriginal artwork by Peter Mackay of Warraan Widji Arts and reached completion in May 2025.

This project stands as a testament to Council's ongoing investment in modern, inclusive infrastructure that supports community wellbeing and active participation across all demographics.



Victoria Park Female Friendly Amenities Building

Electric Vehicle (EV) Charging Infrastructure Expansion

Warren Shire Council has expanded its commitment to sustainable transport through the installation of new electric vehicle (EV) charging infrastructure across key community locations. Under a revised project scope, three 22kW chargers have been installed at the Windows on the Wetlands Centre, Dubbo Street (Council Administration Centre) and the Carter Oval Youth Sports Precinct.

The project was funded through the Local Roads and Community Infrastructure (LRCI) Program – Phase 4, supplemented by Council's infrastructure reserves. The initiative aims to support the growing adoption of EV technology and provide improved charging accessibility for both residents and visitors to the Warren Shire.

Council to deliver the installations, with all works progressing in accordance with traffic management and safety requirements. The Dubbo Street site was reviewed and endorsed by the Warren Shire Traffic Committee, with recommendations to allocate two existing parking spaces exclusively for EV use with Transport for NSW provided guidance on associated signage, line-marking and traffic plan adjustments.

These EV chargers will enhance connectivity across the Shire and reinforce Council's ongoing efforts to support environmental sustainability and modern transport infrastructure.



*Windows on the Wetlands Centre
EV Charging Station*

Animal Shelter Replacement



Construction of Warren Shire Council's new animal shelter marks a major step toward improving animal welfare facilities within the community. The project is fully funded by Council and designed to enhance the capacity, safety, and functionality of existing operations while ensuring improved comfort and care for animals awaiting reunification or adoption.

The concrete slab was completed late September 2024, with superstructure works, including besser block walls and roofing, commenced in late October 2024. By mid-2025, the facility has taken full shape, with roof framing and sheeting installed and plumbing and electrical systems underway to support the building's operational readiness.

Once operational, the new animal shelter will provide a safer, more efficient and humane environment for the care and management of animals within the Warren Shire.

3.3 Proactively manage our infrastructure assets

Council is continuing to use the Asset AI platform which enables efficient recording of road defects. It uses a dash-mounted camera which logs defects while the inspector's vehicle moves at the road's speed limit.

Council has also begun using the Metrix Assets Management Information System for managing assets. This will be integrated with the QGIS/Pozi system for mapping assets.

3.4 Revitalise the Warren, Nevertire and Collie streetscapes

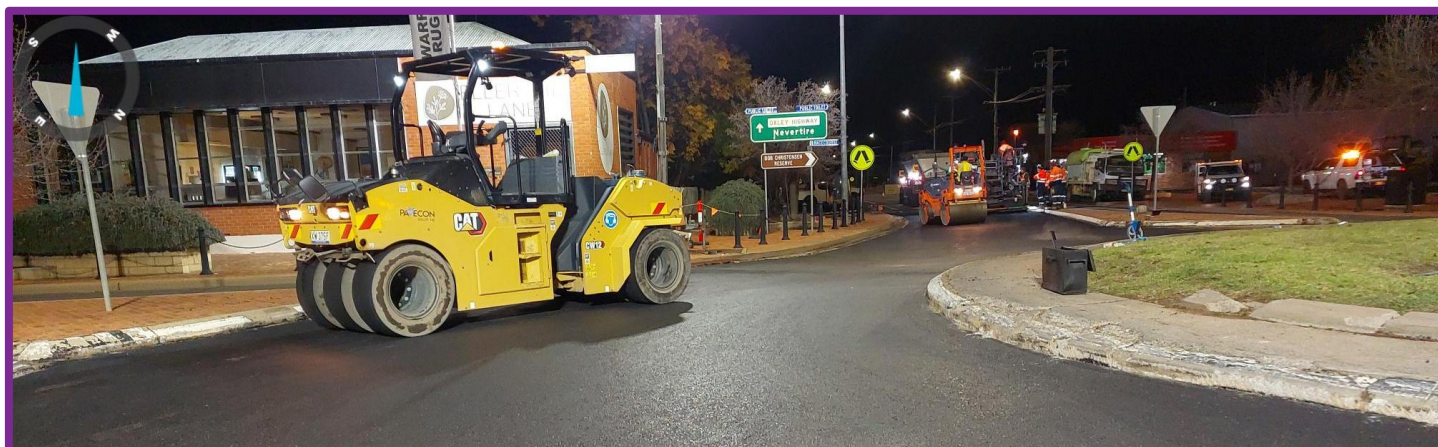
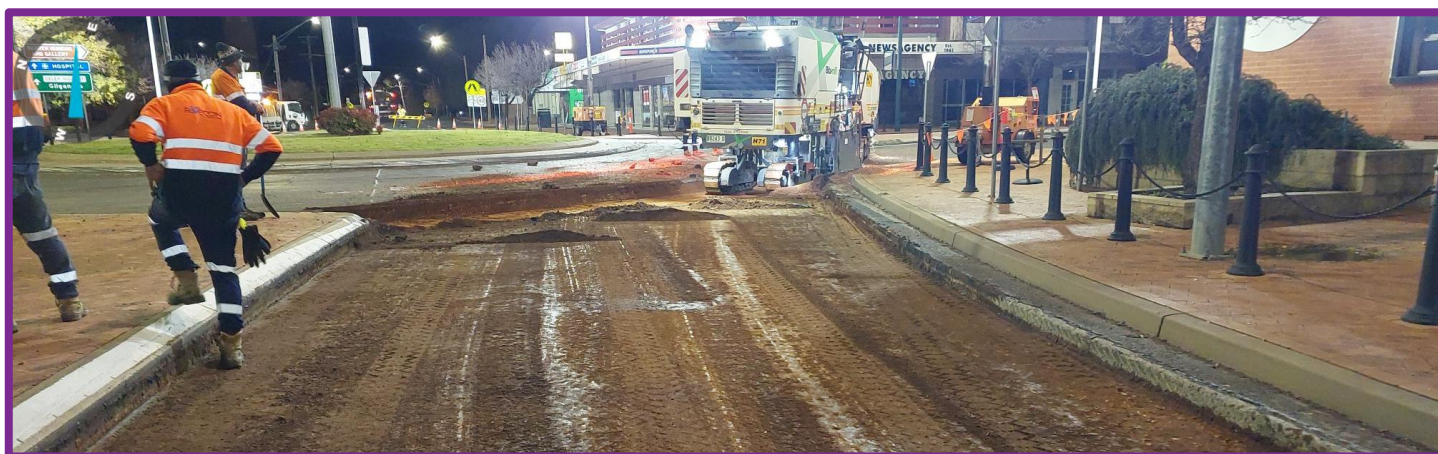
The Dubbo Street/Burton Street Roundabout on the SH 11 Oxley Highway has been renewed with asphaltic concrete.

This has now completed the revitalisation of the main street in Warren. Further funding is being sought to complete the Warren Town Centre Masterplan – Dubbo Street Upgrade.

Nevertire Kerb and Guttering



Roundabout works on the intersection of Dubbo/Burton Streets
and SH 11 Oxley Highway



Environment

4.1 Manage the impact of climate change on our local community

To reduce carbon emissions and power bills, Council has previously installed 5 solar PV systems on various buildings. To further increase this range of infrastructure and work towards being a more sustainable business Council has submitted a grant application to install a solar and battery system at the Ewenmar Waste Facility and expand the solar PV at the Warren War Memorial Olympic Swimming Pool to a larger system. This will result in a more sustainable and reliable system at the Ewenmar Waste Facility and a reduction of costs at the pool.

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

4.2 Proactively manage environmental-based assets for the community

In the last year, Council has made a significant effort to review its Local Environmental Plan, to reflect current land use trends and to include the necessary house keeping amendments.

4.2.1 Local Environmental Plan - Review

In summary, are the following amendments;

- Re-zone land inside the levee from RE1 Public Recreation to R1 General Residential (Wilson Street);
- Re-zone crown land from E4 General Industrial to RE1 Public Recreation (Reserve 89777 & 89778, Saleyards);
- Temporary workers accommodation clause;
- Updated Macquarie Marshes mapping;
- Re-zoning land at the aerodrome from E4 General Industrial to SP2 Special purpose; and
- Re-zoning Oxley Highway to SP2 Special purpose.



Figure 2: Current zone boundary versus recommended zone boundary (red) for Lot 3 DP853548.

4.3 Provide a sustainable waste management service for the community

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

Kerb and guttering replacement program is ongoing. In 2024/2025, kerbs were replaced in Bundemar Street, Thornton Avenue in Warren, and Narromine Street and Clyde Street in Nevertire.

Council has completed installation of 44 new flood gates as part of the Levee Improvements Project. In addition, Council has purchased 8 submersible electric pumps, 40 trash pumps and 3x100kVA, 2x60kVA and 1x250kVA generators to aid in keeping the town-side of the levee free of water during flooding and rain events.

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.

Council has completed a roll out of telemetry system to the water supply network. The system allows Council to remotely monitor the operation of the network to ensure that water supply is not disrupted.

Preparation of the Integrated Water Cycle Management Plan and the Warren Water Security Project are currently underway. The plans would advise efficient and effective management of a safe and secure water supply services over a long-term planning framework.

The annual valve replacement program is ongoing. The new valves would ensure possibility of isolation of sections of the network if required, as opposed to shutting off water in the entire network.

The Leakage Reduction Program, which investigates water loss and recommends mitigation measures, is also ongoing.

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.

An additional evaporation lagoon has been constructed at the Warren Sewerage Treatment Plant. This will ensure that Council adequately treats wastewater and complies with the environmental regulations.

Council has completed a roll out of telemetry system to the water supply network. The system allows Council to remotely monitor the operation of the network to ensure that water supply is not disrupted.

Preparation of the Integrated Water Cycle Management Plan is currently underway. The plan would advise efficient and effective management of sewerage services over a long-term planning framework.

The CCTV and Smoke Testing project is substantially complete. The outcome of the project is to investigate points in the network where water infiltration occurs and ascertain the condition of the underground assets. The findings will drive improvements to the system.

Governance

5.1 Ensure strong engagement and collaboration with the community

Warren Shire Council has developed relevant Strategic Plans to enable the delivery of projects and programs across the Shire. These plans include:

- Warren Shire 2035 Community Strategic Plan;
- Delivery Program 2025/2026 – 2028/2029;
- Operational Plan 2025/2026;
- Warren, Nevertire and Collie Village Enhancement Plans;
- Warren Health, Sporting and Cultural Precinct Connections Study;
- Pedestrian Access and Mobility Plan;
- Carter Oval Youth Sports Precinct and Warren War Memorial Olympic Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Asset Management Strategy;
- Asset Management Plans for Roads, Recreation, Buildings, Stormwater, Water Supply Network, Sewerage Service Network, Other Assets and 15 Year Rolling Plant Replacement Program;
- Community Engagement Strategy;
- Disability Inclusion Action Plan;
- Ranger Services Plan 2021-2026;
- Road Safety Strategic Plan;
- Work Force Plan and Strategy;
- Warren Showground and Racecourse Development Plan;
- Warren Town Centre Masterplan – Dubbo Street Upgrade;
- Warren Shire Council Public Art Master Plan;
- Warren Airport Master Plan;
- Regional Drought Resilience Plan (Bogan, Coonamble and Warren Shires); and
- Additional Policy areas listed below.

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

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

Via the progression and implementation of an MOA with local non-profit organisation RiverSmart Australia Limited Council has been able to work collaboratively in the tourism space.

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. Following the election of a new Council in September 2024, Council has been undertaking an extensive review program of its Policies with most having been completed by June 2025 and the remaining expected to be complete by September 2025.

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

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

Council has a modern looking website which is compliant with accessibility requirements. The community is able to utilise an online form to request services. The ever reliable 'bluey' Customer Service Request form continues to be used to ensure that requests are actioned where possible.

During 2024/2025, Council continued the monthly 'Council Newsletter' publication, which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council.

During 2024/2025 Council introduced the Whispir Communication Program 'Stay Connected, Stay Safe with Whispir' which is a Warren Shire Alert Program providing SMS and emailed public safety updates, emergency alerts, important announcements and essential services updates.

5.2 Maintain a financially sustainable Council that provides cost effective services

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

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

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

Council continues to provide training programs for its Staff and Councillors with appropriate Staff evaluation and goal setting processes in train for individual staff members and an Extended Flexible Working Hours Agreement for Road Crews and Associated Staff to increase productivity and plant usage, with this Agreement being renewed in 2024/2025.

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

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

Council actively seeks external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community.

Council continues to be successful in the Roads Maintenance Council Contract (RMCC) for works on the State Highway 11 – Oxley Highway within Warren Shire that improves the efficiency of road works in the area, the undertaking of private works such as road construction and maintenance for a profit and to improve other works efficiencies.

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



Completed Dubbo Street, Warren Roundabout Works

OUR REPORTS

OUR SERVICES REPORTS

Water

Council is continuing with the Water Valve Replacement Program and has completed its replacement program of its Telemetry System (water). They are using an intuitive program named Farmbot for remote supervision control and data acquisition. Other water supply works have included a pump station motor control centre replacement and valve chambers refurbishment.

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

Two strategic planning processes have commenced. The Integrated Water Cycle Management Plan and Warren Water Security Projects jointly funded by the NSW Government, will ensure that Council appropriately manages its water resources within a 30-year planning period.

Warren Shire Council is an active member of the Alliance of Western Councils Utilities Group.

Sewer

An additional evaporation lagoon has been constructed at the Warren Sewerage Treatment Plant to ensure efficient operation and compliance with environmental laws.

Council continues to assess the underground pipes and pump systems that remain as an unknown asset as to the life span of these items and to commence a replacement program that reduces blockages and breaks. Council makes an assessment annually to determine the funding required to maintain the sewerage system and sets fees around these operational costs. CCTV and smoke testing of the sewerage network is substantially complete.

Council continues with safety upgrades at Sewer Pump Stations, Sewerage Mains Replacement and refurbishment of sewer pumping stations.

Council has completed its replacement program of its Telemetry System (sewer).

Waste

During the 2024/2025 Financial year Council has continued to work towards an improved level of waste management offered to the community.

Council's Ewenmar Waste Depot Committee is actively looking to make changes to waste management to ensure that the costs to the community are not increased above the level that can be afforded. The community was surveyed for the feasibility of implementing kerbside recycling however, the interest was not strongly supported enough to commence implementation. Recycling will be reviewed again in 2025/2026 for consideration of commencement in 2026/2027.

Council's Ewenmar Waste Depot Committee shall continue to monitor waste and recycling changes both locally and across NSW to improve the service it is providing to the community. The recycling initiatives that Council is working towards better implementation are; DrumMuster, Return and Earn, waste oil and a better facility for the recycling of household goods such as furniture.

Environmental Management

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

Council is in the process of developing Plans of Management for those Crown Land Reserves. Victoria Park and Oxley Park Plan of Management has been completed.

Warren Shire Council is an active member of the Western Environment Alliance of Councils.

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

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

Council is expecting to complete the review by the due date of March 2026.

Stormwater Services

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

As part of the Warren Levee Rehabilitation Project and using information from the last flood works has replaced all of the flood gates and purchased several large flood pumps (diesel and electric) and generators to ensure that Warren is protected from flooding for years to come.

In addition, Council has commissioned a consultant to undertake a flood study and floodplain risk management plan/study. The assignment is ongoing and is envisaged to be completed early 2027.

Coastal Protection Services

Not applicable.

Warren Airport

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

Council has an active Airport Operations Committee that is made up of Councillors, staff and community members. This Committee is to drive improvements at the airport and to ensure that these improvements meet the needs of the emergency services, air ambulance, Royal Flying Doctors Service and aeromedical transport organisations. The Committee is also ensuring long term improvements are made to attract aircraft and to develop flight training and tourism. This includes the provision of fuel on the airfield and safe tie down and parking areas a new airport terminal and aero club facility and a back-generator for the runway lighting.

Capital Expenditure Reviews

No projects required a Capital Expenditure Review.

Internal Audit and Risk Management Attestation Statement for the 2024-2025 Financial Year for Warren Shire Council

I am of the opinion that Warren Shire Council has an Audit, Risk and Improvement Committee, Risk Management Framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Warren Shire Council has appointed an Audit, Risk and Improvement Committee that comprises of an Independent Chairperson and at least two Independent Members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The Chairperson and all members of Warren Shire Council's Audit, Risk and Improvement Committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Warren Shire Council has adopted Terms of Reference for its Audit, Risk and Improvement Committee that are informed by the Model Terms of Reference approved by the Departmental Chief Executive of the Office of Local Government and the Committee operates in accordance with the Terms of Reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Warren Shire Council provides the Audit, Risk and Improvement Committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Warren Shire Council's Audit, Risk and Improvement Committee exercises its functions in accordance with a Four-Year Strategic Work Plan that has been endorsed by the governing body and an Annual Work Plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

	Requirement	Compliance
6.	Warren Shire Council's Audit, Risk and Improvement Committee provides the governing body with an annual assessment each year, and a strategic assessment each Council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant – 18 November 2025
7.	The governing body of Warren Shire Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each Council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant – Not due until May 2028

Membership

The Chairperson and Membership of the Audit, Risk and Improvement Committee are:

Chairperson	Graeme Fleming PSM	27 May 2024	26 May 2028
Independent Member	Grahame Marchant	27 May 2024	26 May 2028
Independent Member	Paul Smith	27 May 2024	26 May 2028
Councillor Member	Clr Sarah Derrett	11 October 2024	September 2028

Risk Management

	Requirement	Compliance
8.	Warren Shire Council has adopted a Risk Management Framework that is consistent with current Australian Risk Management Standard and that is appropriate for the Warren Shire Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant
9.	Warren Shire Council's Audit, Risk and Improvement Committee reviews the implementation of its Risk Management Framework and provides a strategic assessment of its effectiveness to the governing body each Council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Compliant – 11 March 2025

Internal Audit

	Requirement	Compliance
10.	Warren Shire Council has an internal audit function that reviews the Council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant

	Requirement	Compliance
11.	Warren Shire Council's internal audit function reports to the Audit, Risk and Improvement Committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Warren Shire Council's internal audit function is independent and internal audit activities are not subject to direction by the Warren Shire Council (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
13.	Warren Shire Council has adopted an Internal Audit Charter that is informed by the Model Internal Audit Charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14.	Warren Shire Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Warren Shire Council has appointed a staff member to direct and coordinate internal audit activities for all participating Councils (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Warren Shire Council provides the internal audit function with direct and unrestricted access to staff, the Audit, Risk and Improvement Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Warren Shire Council's internal audit function undertakes internal audit activities in accordance with a Four-Year Strategic Work Plan that has been endorsed by the governing body and an Annual Work Plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
18.	Warren Shire Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each Council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant – 2 September 2025

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that Warren Shire Council has not complied with the following requirements prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its Audit, Risk and Improvement Committee/risk management/internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Nil.			

These processes, including the alternative measures implemented, demonstrate that Warren Shire Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Warren Shire Council.



Gary Woodman, General Manager

18 November 2025

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;
- Improve employee health and wellbeing; and
- Contain human resource costs including the cost of turnover, absenteeism and injury.

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

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

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

LABOUR FORCE DATA

The number of people who performed paid work for Council as at 4th December 2024:

- On a permanent full-time basis - 62
- On a permanent part-time basis - 5
- On a casual basis - 3
- Under a fixed-term contract - 1
- The number of persons employed by the Council who are "senior staff" for the purposes of the Local Government Act 1993 - 1
- The number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person - 1
- The number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee - 0

FAIR AND EQUAL EMPLOYMENT

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

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

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

WORK HEALTH AND SAFETY

Warren Shire Council has worked hard to meet its responsibilities under the Work Health and Safety Act and Regulations.

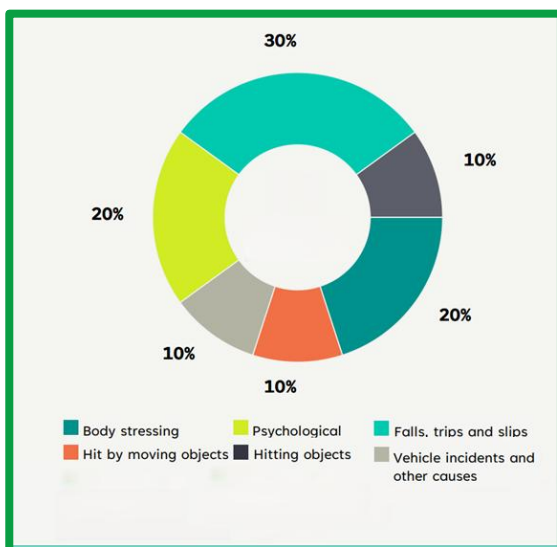
Highlights of the year included Warren Shire Council's inaugural Well Being Day. This was a day where all staff were able to spend time together with some fun activities and team building exercises.

The day also had in attendance, guest speaker Darren Flanagan. Darren was the explosives expert brought in to rescue miners trapped in the Beaconsfield mine disaster in Tasmania in 2006.

His story was a bones and all description of what took place including the serious, the funny and the tragic side of what happened, much of which was not in the media reports of the time. All those listening were totally enthralled with Darren's story but it was more than that Darren gave honest accounts of how the tragic experience affected the mental health of those involved including himself and how important it was to rely on the support and trust of others in times of need.



Darren Flanagan



Another innovative step Council has taken this year is to invest in an electronic Safety Management System. This will allow employees, contractors and volunteers to easily access all aspects of safety in one spot. This will include inspections, training, documents and reporting incidents.

Unfortunately, after last year's pleasing results relating to injuries this year saw increase in injuries resulting medical treatments.

Significantly, 70% of injuries that needed medical treatment were due to falls or muscular strains.

Council has recognised this significant statistic and will implement programs in the future to address this problem and reduce these types of injuries.

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 its strategic 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 continually reviews its plant inventory (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 several 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 website includes policies, plans and some relevant 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 requires.

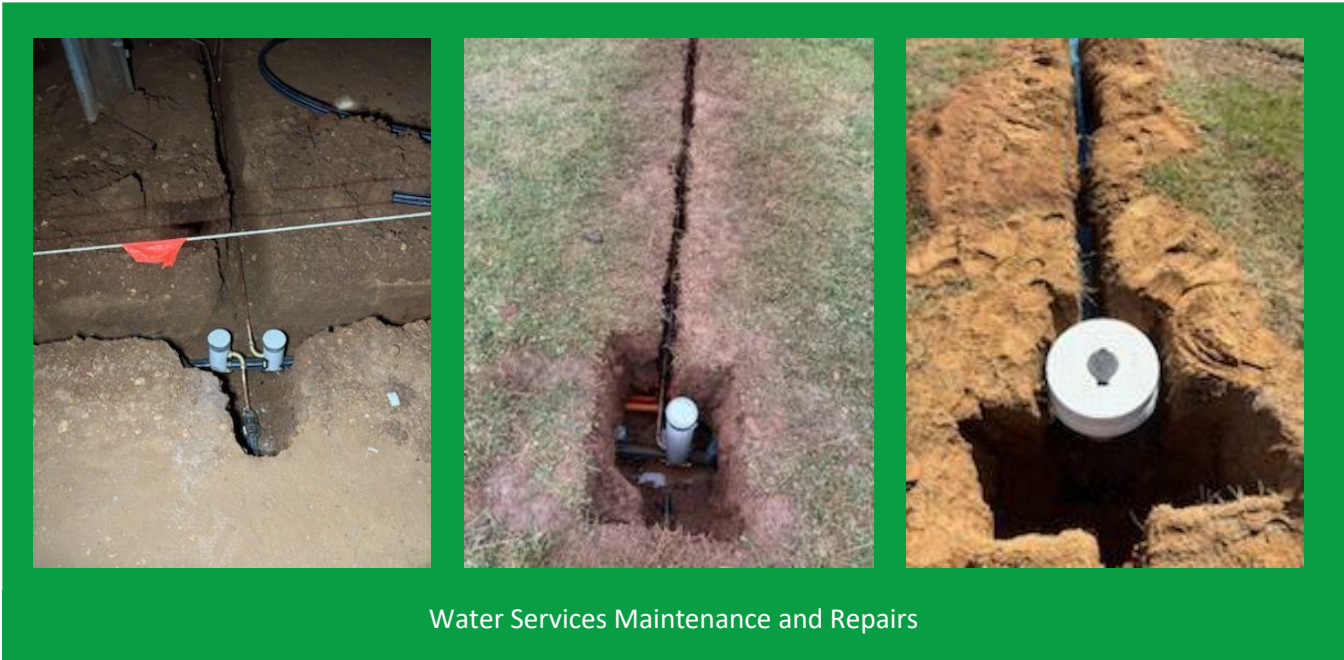
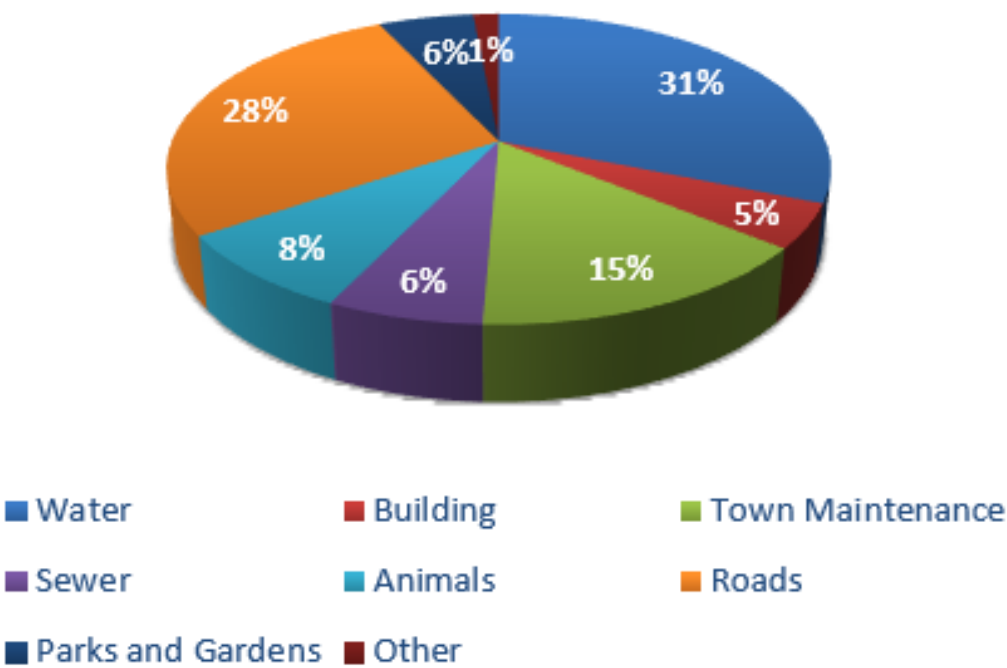
2024/2025 saw the continuation and renewal of the Extended Flexible Working Hours Agreement for Road Work Teams and Other Associated Staff which improves productivity and plant utilisation on our road maintenance and construction projects and programs.

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

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

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

Customer Action Request as a Percentage 2024/2025



COMMUNITY ENGAGEMENT AND EDUCATION

COMMUNITY ENGAGEMENT

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

5.1 Ensure strong engagement and collaboration with the community.

Council and the community has undertaken much strategic planning to enable the delivery of projects and programs across the Shire.

These plans include:

- Warren Shire 2035 Community Strategic Plan;
- Delivery Program 2025/2026 – 2028/2029;
- Operational Plan 2025/2026;
- Warren, Nevertire and Collie Village Enhancement Plans;
- Warren Health, Sporting and Cultural Precinct Connections Study;
- Pedestrian Access and Mobility Plan;
- Carter Oval Youth Sports Precinct and Warren War Memorial Olympic Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Asset Management Strategy;
- Asset Management Plans for Roads, Recreation, Buildings, Stormwater, Water Supply Network, Sewerage Service Network, Other Assets and 15 Year Rolling Plant Replacement Program;
- Community Engagement Strategy;
- Disability Inclusion Action Plan;
- Ranger Services Plan 2021-2026;
- Road Safety Strategic Plan;
- Work Force Plan and Strategy;
- Warren Showground and Racecourse Development Plan;
- Warren Town Centre Masterplan – Dubbo Street Upgrade;
- Warren Shire Council Public Art Master Plan;
- Warren Airport Master Plan; and
- Regional Drought Resilience Plan (Bogan, Coonamble and Warren Shires).

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

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

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

Events such as the Councillors Stall at the Warren Show and Grow Services Expo continues to provide opportunities for the community to meet with Councillors and Senior Staff and 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 and Senior Staff directly if they wish to discuss a matter.

Via the progression and implementation of a MOA with local non-profit organisation RiverSmart Australia Limited, Council has been able to work collaboratively in the tourism space.

5.1.3 Promote timely and quality dissemination of information to the community

During the 2024/2025 period Warren Shire Council continued to modernise the Council website utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

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

During 2024/2025, Council continued a monthly 'Council Newsletter' publication which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council including road maintenance and repairs.

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

During 2024/2025 Council introduced the Whispir Communication Program 'Stay Connected, Stay Safe with Whispir' which is a Warren Shire Alert Program providing SMS and emailed public safety updates, emergency alerts, important announcements and essential services updates.

Expressions of Interest



Information on Public Exhibition

PUBLIC ACCESS TO INFORMATION

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

Government Information (Public Access) Act – Annual Report for Agency Warren Shire Council			
Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.			
Reviews carried out by the agency		Information made publicly available by the agency	
No		No	
Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)			
Total number of applications received			
0			
Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)			
Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

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

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

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

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether Information is Held	Application Withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal informa- tion applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal informa- tion 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 use*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Schedule 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	0%

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

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

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

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

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

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

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

SWIMMING POOL INSPECTIONS

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

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

- Registered Pools in LGA - 90
- Pools inspected in 2024/2025 - 6
- Tourist/Visitor Accommodation - 0
- Premises with more than two dwellings - 0
- Certificates of Compliance - 2
- Certificates of Non-compliance - 1

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

COMPANION ANIMALS

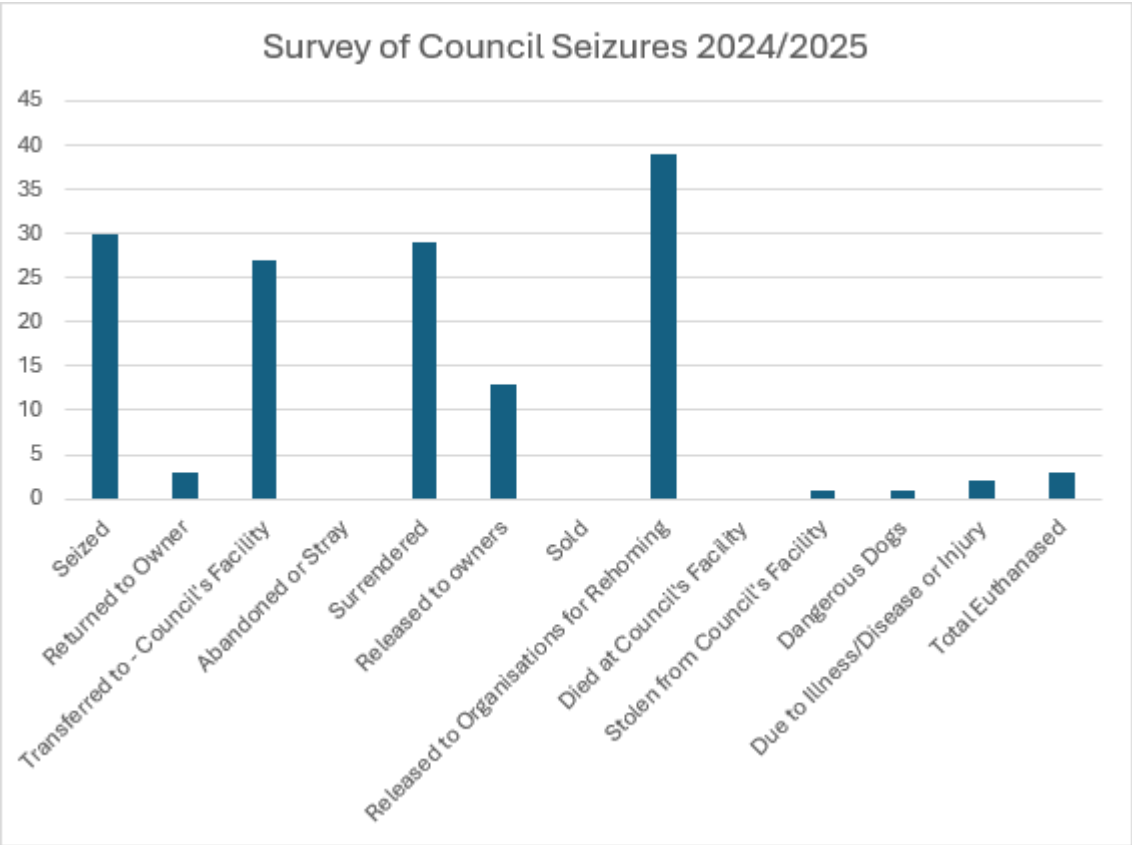
Under the Companion Animals Act, Council is required to regulate domestic animals and ensure that they are registered and that a nuisance is not being created.

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

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

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

The provision of a new Animal Shelter will enhance the service provided by Council.



SUPPORT AND PARTNERSHIPS

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

Council's principal support during the 2024/2025 year has been for events utilising the community parks, ovals and sporting areas. Below is listed our recorded contributions or donations and other activities that Council must advise the public including partnerships and external organisations it supports or interacts with.

CONTRIBUTIONS AND DONATIONS

Organisation	Donation Description	Amount
Nevertire Hall Trust	2024/2025 Rates & Charges	\$2,073.16
Warren Men's Shed	2024/2025 Rates & Charges	\$2,211.00
Collie CWA	2024/2025 Rates & Charges	\$1,087.52
Youth Foundation	2024/2025 Rates & Charges	\$3,280.45
Warren Museum	2024/2025 Rates & Charges	\$351.00
Presbyterian Church	2024/2025 Rates & Charges	\$321.00
RiverSmart	2024/2025 Rates & Charges	\$1,558.00
Anzac Day	Preparation and Traffic Control	\$5,131.18
Warren Triathlon	Setup	\$3,026.27
Various	Labour & Plant Donations	\$666.72
St Mary's School, Marra School & Warren Central School	Prize Night Donations & Perpetual Shields	\$666.35
TOTAL		\$20,372.65

Description	Amount
Rates – Pension Rebates (Section 583(1) Local Government Act, 1993)	\$84,070
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 2024/2025:

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

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

CONTROLLING INTEREST AND SERVICE CHARGES

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

Council is a member of the Alliance of Western Councils Board with both Warren Shire Council's Mayor and General Manager voting members. This organisation does not have any controlling interest over Warren Shire Council and its role and functions are that of an advocacy and advisory body.

VOLUNTARY PLANNING AGREEMENTS

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

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

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

PRIVATE WORKS

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

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

Types of Private Works Undertaken During 2024/2025

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

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

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

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

There were no issues identified or raised by the Anti-Slavery Commissioner during 2024–2025 in relation to Council's operations. Council continues to ensure that organisations such as Local Government Procurement (LGP), VendorPanel, and the Regional Procurement, which provide tenders and contracts for Council's use, include relevant clauses addressing modern slavery.

For tenders, quotations and contracts arranged directly by Council, appropriate modern slavery clauses and tender schedules are included where possible, depending on the type and scale of the procurement, to ensure that goods and services supplied to the Council are free from modern slavery.

Modern Slavery Act Reporting Statement 2024/2025

This statement is made pursuant to the Modern Slavery Act 2018 (NSW) and outlines the actions taken by Warren Shire Council during the 2024/2025 financial year to prevent the occurrence of modern slavery practices within its operations and supply chains. Council remains committed to upholding human rights and ensuring that any form of modern slavery does not take place within its business activities or procurement processes.

Overview

Warren Shire Council provides a diverse range of community services, including infrastructure development, asset maintenance and management, water, wastewater and waste management, and sporting and recreational services. To deliver these, Council engages a variety of external suppliers and contractors.

Actions Taken in 2024/2025

During the year, Council sourced and implemented the LGP Modern Slavery Toolkit to ensure it is adequately equipped to meet legislative obligations and reporting requirements. Council engaged LGP to conduct modern slavery risk assessments and to assist in developing a Modern Slavery Risk Management Plan.

Both the Modern Slavery Risk Management Plan and Modern Slavery Policy were formally adopted at the July 2025 Council Meeting. Council was also successful in securing a \$10,500 grant from LGP to build internal capacity in modern slavery risk management within procurement. The grant supports staff participation in Modern Slavery Risk Awareness Training and implementation of the new risk management plan.

Procurement Activities

In 2024/2025, Council awarded 16 contracts, comprised of:

- 7 contracts via panel procurement managed by Regional Procurement or LGP; and
- 9 contracts managed directly by Council.

In all cases, procurement processes were designed to identify, assess and mitigate potential modern slavery risks.

Modern Slavery Clauses

Of the 16 contracts awarded, 13 included modern slavery clauses outlining contractors' obligations to monitor and report any actual or suspected instances of modern slavery within their operations or supply chains. These clauses also require contractors to notify Council of any identified risks or incidents. As the Principal, Council retains overarching responsibility for monitoring and managing these risks.

Monitoring and Due Diligence

Council, together with its contractors, conducts ongoing monitoring and due diligence to ensure compliance with anti-slavery and human trafficking regulations. Throughout the 2024/2025 financial year, no issues or concerns were raised by contractors, nor were any identified by Council.

Future Actions

Warren Shire Council remains committed to strengthening its approach to preventing modern slavery. In 2025/2026, Council will:

- Participate in Modern Slavery Risk Awareness Training and implement the Modern Slavery Risk Management Plan developed with LGP;
- Continue to ensure that all contracts include appropriate modern slavery clauses;
- Require tenderers to demonstrate awareness of modern slavery risks and to outline measures for identifying and managing these risks;
- Apply appropriate evaluation criteria for assessing modern slavery risk in tendering processes, using weighted and non-weighted non-price criteria as relevant;
- Collaborate with suppliers and contractors to build awareness and shared responsibility; and
- Strengthen monitoring and reporting mechanisms to ensure any concerns are promptly identified and addressed.

Conclusion

Warren Shire Council takes its obligations under the Modern Slavery Act 2018 (NSW) seriously and remains committed to continuous improvement. The Council will continue to review, monitor and enhance its practices to ensure that modern slavery has no place in its operations or supply chains.

Contract Reference Table

File No.	Contract Reference #	Proposed or Active	Council Resolution	Contract Title	Name of supplier	Date Awarded	Expected completion date	Contract Value (Inc GST)	Contract Variation Value (Inc GST)	Extensions / Variations	How Contract was Advertised	Selection Process	One-off / Ongoing supply
C14-6.2/74	REGPRO272425	Active	CC 43.12.24	Provision of Road Stabilising	Various ; Best value	1/01/2025	31/12/2026	Various		12 Months	Regional Procurement	Open Tender	Ongoing supply arrangement
C13-87	C13-87	Active	CC38.10.24	Sewer Mains Condition Assessment (CCTV) and Smoke Test/Dye Test	Plumbtrax Pty Ltd	24/10/2024		\$348,087		Nil	Council Advertised		One off purchase
C13-94	C13-94	Active	194.7.24	Preferred Supplier Status - Relevant Local Trades and Commercial Services	Various Local Suppliers	25/07/2024	30/06/2026	Various		Nil	Council Advertised	Open Tender	Ongoing supply arrangement
C13-95	C13-95	Active	50.2.25	Supply and Deliver 30 Diesel Driven Trash pumps and accessories	B.A.R. Group	26/02/2025	30/08/2025	\$409,684		Nil	Council Advertised	Open Tender	One off purchase
C13-96	C13-96	Active	CC37.10.24	Construction of a clay lined evaporation lagoon & associated structure - Tiger Bay Sewerage Treatment Works	Conseth Solutions Pty Ltd	24/10/2024	14/12/2024	\$491,193		Nil	Council Advertised	Open Tender	One off purchase
C13-101	C13-101	Active	CC 11.3.25	Netwaste Initiative - Collection of Used Motor Oil Waste	Sam's Waste Management	29/05/2025	29/05/2026	Variable	Contamination only	2 x 12 month extensions	Regional Procurement	Closed / restricted tender	Ongoing supply arrangement
C13-103	C13-103	Active	143.4.25	Warren Levee Bank Rehabilitation & Riverbank Rock Armouring Works	MGN Civil Pty Ltd	15/05/2025	15/12/2025	\$4,580,497		Nil	Council Advertised	Open Tender	One off purchase
C13-104	C13-104	Active	CC 17.4.25	Provision of Casual Plant Hire & Minor Works 2025	39 Panel Contract	1/05/2025	30/04/2026	N/A		N/A	Council Advertised	Open Tender	Ongoing supply arrangement
C13-105	C13-105	Active	128.4.25	60kW EV Charging Station Installation - Warren Visitor Information Centre	Streamline Energy Group Pty Ltd	7/05/2025	30/06/2025	\$74,196		TBC	Council Advertised	Open Tender	One off purchase
F8-4.2	F8-4.2	Active	CC 12.3.25	Warren Flood Study	Hydrospatial Pty Ltd	27/03/2025	30/09/2026	\$211,240		Nil	Council Advertised	Closed / restricted tender	One off purchase
C14-6.2/77	T372425OROC	Active	CC 4.2.25	Supply and Delivery of Traffic Signage	5 Panel Contract	1/04/2025	31/03/2027	Variable		12 months	Regional Procurement	Open Tender	Ongoing supply arrangement
C14-6.2/76	T362425OROC	Active	CC 5.2.25	Supply and Delivery of Water Meters	2 Panel Contract	1/04/2025	31/03/2027	Variable		12 months	Regional Procurement	Open Tender	Ongoing supply arrangement
C14-6.2/78	T382425OROC	Active	CC 6.2.25	Supply and Delivery of Stationery	2 Panel Contract	1/04/2025	31/03/2027	Variable		12 months	Regional Procurement	Open Tender	Ongoing supply arrangement
LGP213-3	R4-1.70, R4-2.2, R4-1.58	Active	193.5.25	LGP Bitumen Emulsions and Asphalt Services - Asphalt Works for Warren Shire Council	Boral Australia	22/05/2025	31/07/2025	\$1,148,896			Local Government Procurement	Closed / restricted tender	One off purchase

ASSETS

STATE OF OUR ASSETS

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

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

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

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

Council has also developed a 15 Year Rolling Plant Replacement Program.

Council's total asset value is \$570,880,000 (estimated gross replacement cost).

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

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

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

Condition ratings for assessing the condition of our assets

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

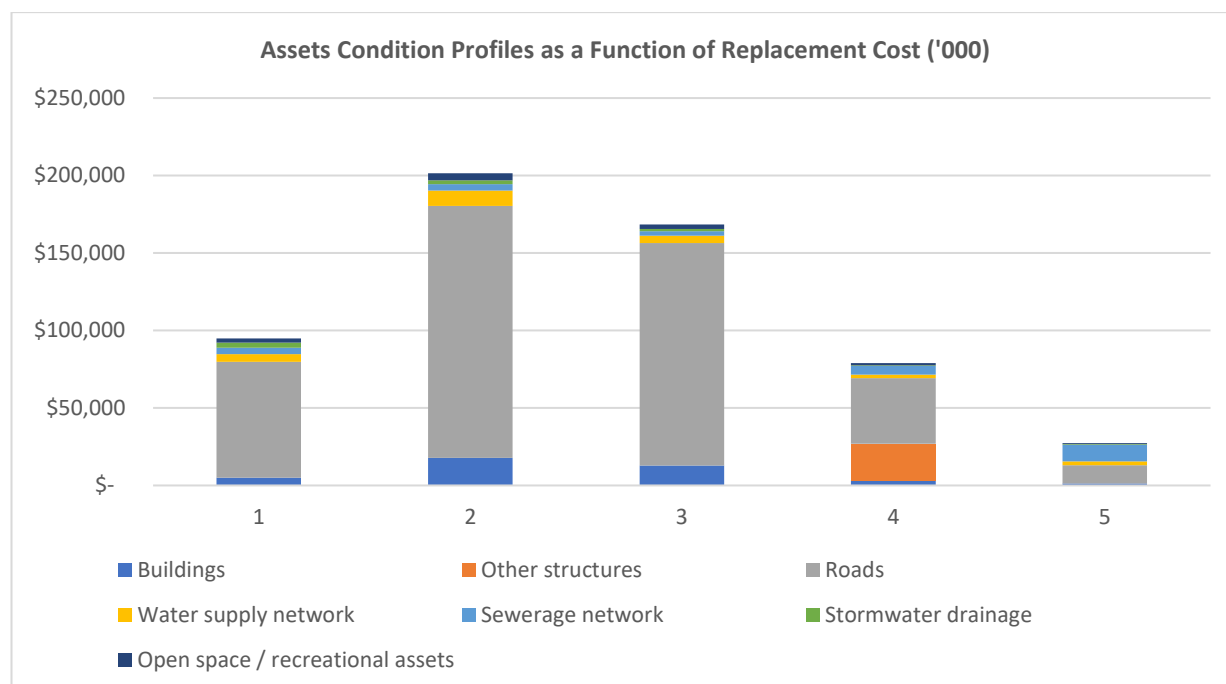
Generally, the minimum required condition rating for our assets is '3'.

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

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

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

Condition ratings, assets (estimated gross replacement cost) as at 30 June 2025.

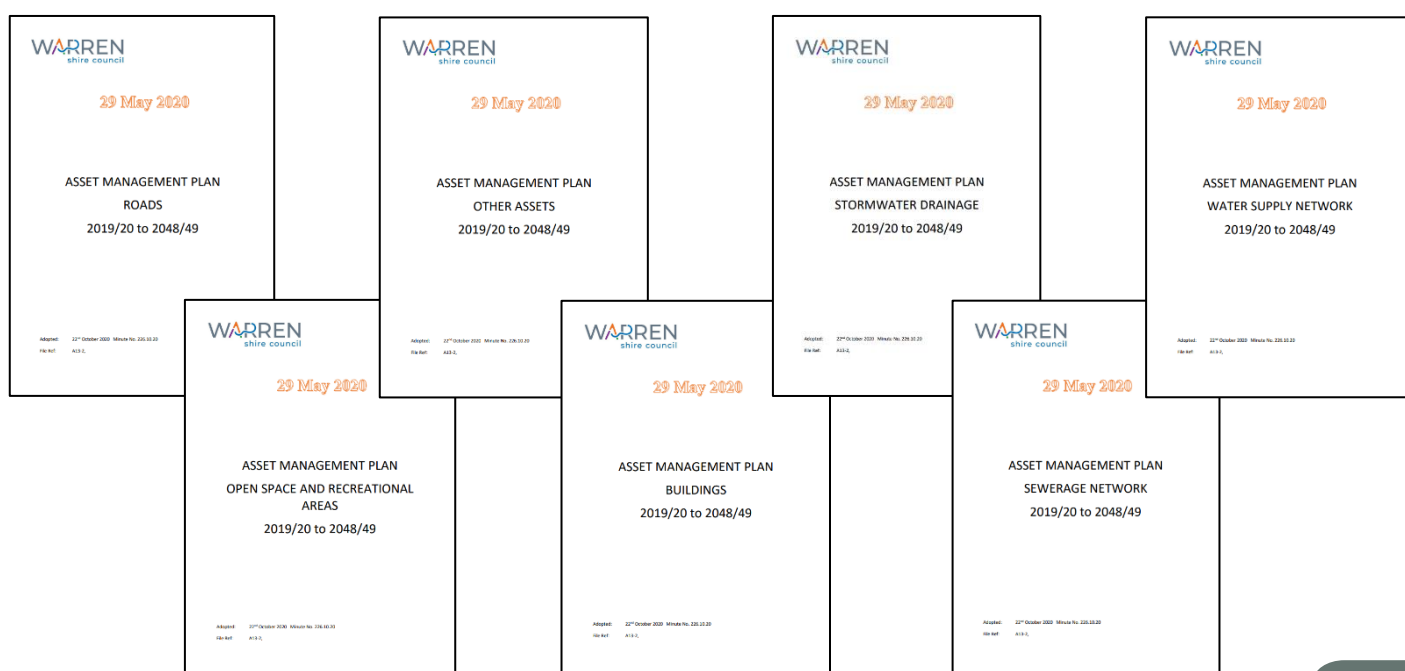


The graph above shows that our assets are mostly in an acceptable condition, i.e., 81% of our assets have a condition rating between 1 and 3. However some assets are in condition 4 and 5. These are providing a poor level of service and will need to be renewed in the short to medium term.

14% of our assets are in condition 4. These include some assets in our sealed road network.

5% of our assets are in condition 5. This includes our old sewer treatment plant at Warren, which is due for final decommissioning and disposal in 2025/2026.

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

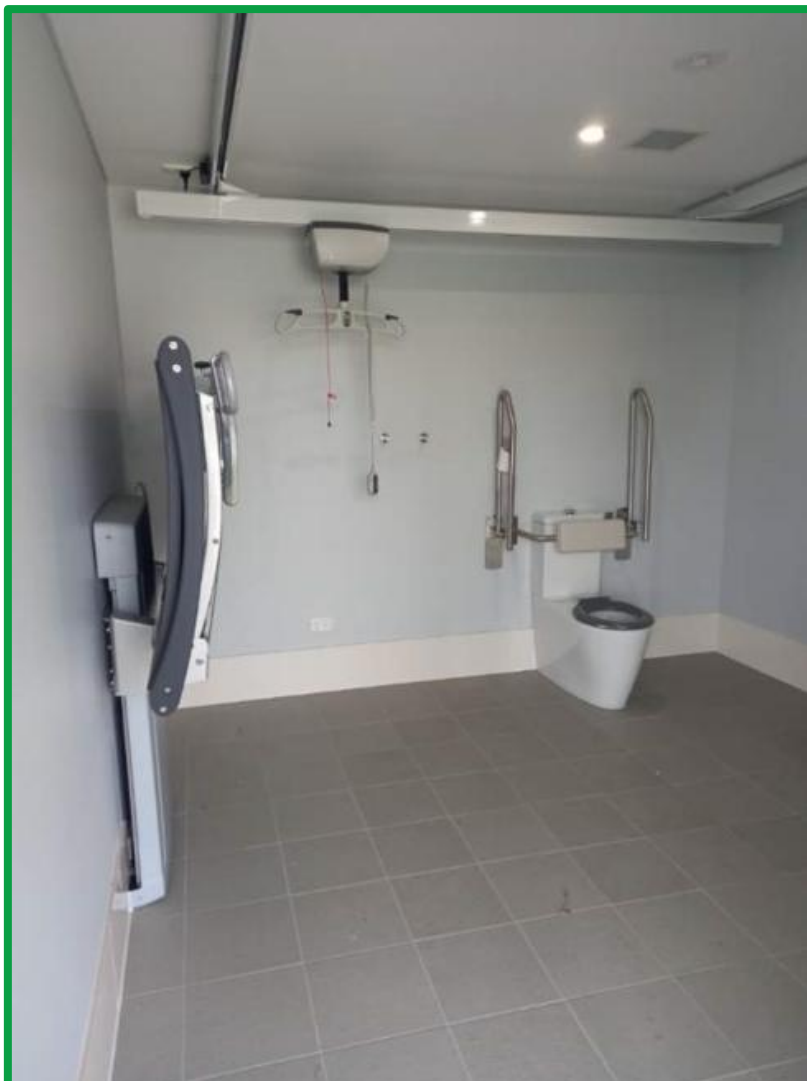


IMPLEMENTATION OF COUNCIL'S DISABILITY INCLUSION ACTION PLAN (DIAP)

Implementation measures of the DIAP have included:

- Construction of a disabled access toilet included in the construction of the Carter Oval changeroom facilities; and
- constructing Female Friendly changeroom facilities at Victoria Park.

The DIAP was reviewed in late 2024/2025 and adopted by Council with new implementation measures to reflect the communities needs and where improvements are required in August 2025.



New crane lift in accessible toilet at Warren War Memorial Olympic Swimming Pool

FINANCIAL REPORTS

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

LEGAL PROCEEDINGS

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

Council has commenced legal proceedings against a business with contract matters relating to failure in completion or abiding by relevant contract obligations. The value of legal expenses incurred for the 2024/2025 financial year was \$121,288.56. The state of progress in this matter is ongoing.

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

COUNCILLORS' AND MAYOR'S EXPENSES

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

Council reviewed and adopted the Councillor Expenses and Facilities Policy on 24th April 2025 and is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

Statement of Expenses	Section	2024/2025
Mayoral Fees		\$29,488.81
Councillor Fees		\$127,035.36
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 17(1)(a1)(i)	\$7,241.41
Provision of Telephone	cl.217(1)(a1)(ii)	Nil
Conferences & Seminars	cl.217(1)(a1)(iii)	\$33,346.73
Training	cl.217(1)(a1)(iv)	\$72.68
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		\$28,162.16

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 \$1,115 per Councillor per year
		\$6,690 for the Mayor per year
	Interstate, overseas and long distance intrastate travel expenses	\$11,150 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		\$2,230 per Councillor per year
Conferences & Seminars		\$22,301 total for all Councillors per year
ICT Expenses	iPad, Laptops and ancillary IT items	\$2,230 per Councillor (upon election)
Carer Expenses	To attend Council or Committee meetings	\$2,230 per Councillor per year
Home Office Expenses		\$111.50 per Councillor per year
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	\$11,150 per year
Furnished Office	Provided to the Mayor	\$557.5 per term

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

OVERSEAS VISITS

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

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

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

Councillor Name	Training Attended/Regional/State Meetings	Cost \$
Cr G Whiteley (Mayor)	Country Mayors Association, Alliance Western Councils, LG NSW Conference, IPWEA Roads Congress.	\$10,698.84
Cr S Derrett	LG NSW Conference.	\$1,896.32
Cr N Kinsey	IPWEA Roads Congress.	\$1,667.89
Cr R McKay	LG NSW Conference.	\$1,896.32
Cr D McCloskey	IPWEA Roads Congress.	\$1,667.89
TOTAL COST OF TRAINING AND ATTENDANCE		\$17,827.26

LOCAL GOVERNMENT ACT 1993

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

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

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

Note.

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

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

Induction Program Contents

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

Capabilities

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

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

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

SENIOR STAFF REMUNERATION

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

The Senior staff remuneration including the salary under the contract and all associated costs for the period of employment are \$298,498.00.

No additional payments outside of the contract have been made.

CONTRACTS AWARDED

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

File No.	Contract Reference #	Council Resolution	Contract Title	Name of supplier	Contract Value (Inc GST)
C14-6.2/73	T142425OROC	19.5.24	Supply and Delivery of Aggregates and Raw Materials	Holcim Australia Pty Ltd	Variable
C14-6.2/74	REGPRO272425	CC 43.12.24	Provision of Road Stabilising	Various ; Best value	Variable
C13-85	C13-85	200.7.24	New Amenities Building at Victoria Park	Precinct Commercial Pty Ltd	\$652,668
C13-94	C13-94	194.7.24	Preferred Supplier Status - Relevant Local Trades and Commercial Services	Various Local Suppliers	Variable
C13-95	C13-95	50.2.25	Supply and Deliver 30 Diesel Driven Trash pumps and accessories	B.A.R. Group	\$409,684
C13-101	C13-101	CC 11.3.25	Netwaste Initiative - Collection of Used Motor Oil Waste	Sam's Waste Management	Variable
C13-103	C13-103	143.4.25	Warren Levee Bank Rehabilitation & Riverbank Rock Armouring Works	MGN Civil Pty Ltd	\$4,580,497
C13-104	C13-104	CC 17.4.25	Provision of Casual Plant Hire & Minor Works 2025	39 Panel Contract	Variable
C13-105	C13-105	128.4.25	60kW EV Charging Station Installation - Warren Visitor Information Centre	Streamline Energy Group Pty Ltd	\$74,196
F8-4.2	F8-4.2	CC 12.3.25	Warren Flood Study	Hydrospatial Pty Ltd	\$211,240
C14-6.2/77	T372425OROC	CC 4.2.25	Supply and Delivery of Traffic Signage	5 Panel Contract	Variable
C14-6.2/76	T362425OROC	CC 5.2.25	Supply and Delivery of Water Meters	2 Panel Contract	Variable

File No.	Contract Reference #	Council Resolution	Contract Title	Name of supplier	Contract Value (Inc GST)
C14-6.2/78	T382425OROC	CC 6.2.25	Supply and Delivery of Stationery	2 Panel Contract	Variable
LGP213-3	R4-1.70, R4-2.2, R4-1.58	193.5.25	LGP Bitumen Emulsions and Asphalt Services - Asphalt Works for Warren Shire Council	Boral Australia	\$1,148,896

SUPPLIERS PAID OVER \$250,000 IN 2024/2025

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

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Batterline Earthmoving Pty Ltd	Hire of Equipment (VendorPanel)	\$2,135,491	Y
BD & DL Brouff Earthmoving Pty Ltd	Roadworks (VendorPanel)	\$474,608	Y
Conseth Solutions Pty Ltd	Install Drainage Culverts and Causeway	\$915,463	Y
Dwyers Transport	Haulage of Materials (VendorPanel)	\$463,345	Y
Fulton Hogan Industries Pty Ltd	Emulsion and Spray Sealing (Roads)	\$5,104,605	Y
Holcim (Australia) Pty Ltd	Quarry/Aggregate Products	\$850,683	Y
Inland Petroleum	Supply and Deliver Petroleum	\$567,247	Y
JMD Bulk Haulage	Haulage of Materials (VendorPanel)	\$281,195	Y
Precinct Commercial Pty Ltd	Swimming Pool & Victoria Oval Upgrades	\$1,733,851	Y
Rollers Australia Pty Ltd	Hire of Plant (VendorPanel)	\$960,071	Y
Splat Plumbing Services	Plumbing and Commercial Services (individual maintenance, reactive) (VendorPanel)	\$818,414	Y
The Stabilising Pty Ltd	Stabilising products and Services	\$497,149	Y
Westrac Equipment Pty Ltd	Supply of Motor Grader and Caterpillar parts and servicing	\$592,179	Y
JDC – Thomson Electrical Systems	Flood Mitigation Pumps	\$374,626	Y
Tracserv Pty Ltd	Supply 3 Trucks	\$469,214	Y
Central West Linemarking	Linemarking of Roads	\$307,104	Y
Construction & Kerb Contracting	Kerb & Guttering	\$250,602	Y
CT Management Group Pty Ltd	Hire Contractor	\$314,454	Y
Precision Civil Infrastructure	Installation of Flood Gates	\$718,792	Y
Watchout Traffic Control	Traffic Control	\$457,730	Y
Plumbtrax Pty Ltd	Sewer Main Condition Assessment	\$278,470	Y
Neill Earthmoving	Plant Hire & Mt Foster Quarry Materials	\$1,460,509	Y

FINANCIAL SUSTAINABILITY

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.

This criteria includes;

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

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

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

The Own Source Revenue Ratio 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 2024/2025 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2024/2025 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 Greg Whiteley
Mayor
Warren Shire Council
PO BOX 6
Warren NSW 2824

Contact: Hong Wee Soh
Phone no: 02 9275 7397
Our ref: R008-1981756498-7452

30 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
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 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

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

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation 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.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	7.1	6.8	↑ 4.4
Grants and contributions provided for operating purposes revenue	15.6	15.5	↑ 0.6
Grants and contributions provided for capital purposes revenue	5.8	3.7	↑ 56.8
Operating result from continuing operations	7.8	10.2	↓ 23.5
Net Operating result for the year before grants and contributions provided for capital purposes	2.0	6.4	↓ 68.8

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$2.4 million lower than the 2023–24 result.

In 2024-25 depreciation, amortisation and impairment of non-financial assets expense (\$5.5 million) increased by \$1.8 million (48.6 per cent).

The decrease in the operating result is partly due to increased depreciation expenses.

The net operating result for the year before grants and contributions provided for capital purposes was \$2 million. Refer to 'Grants and contributions revenue' below for details.



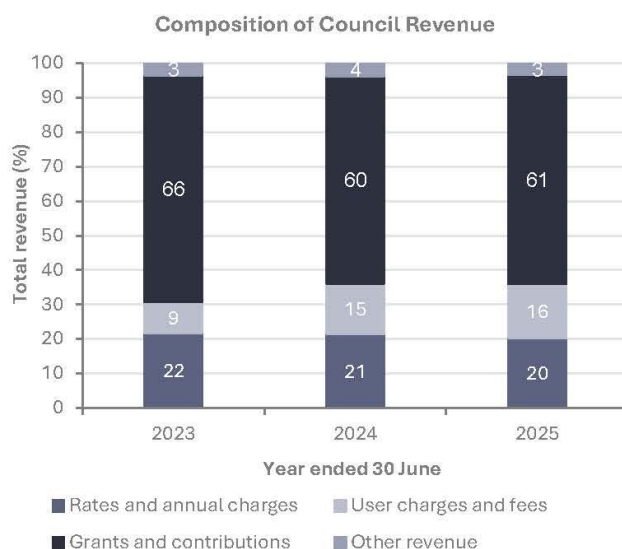
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$35.3 million) increased by \$3.4 million (10.8 per cent) in 2024–25 due to:

- rates and annual charges revenue (\$7.1 million) increased by \$0.3 million (4.4 per cent)
- user charges and fees revenue (\$5.5 million) increased by \$0.9 million (18.8 per cent) due to a increase in Transport for NSW works
- grants and contributions revenue (\$21.4 million) increased by \$2.2 million (11.5 per cent) – see additional details below.

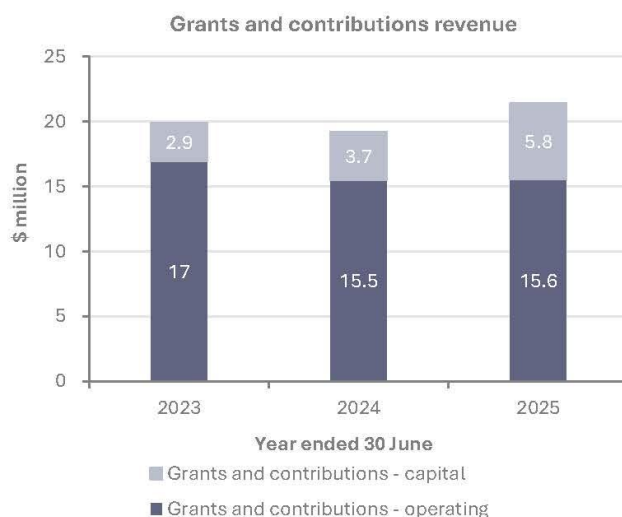


Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$21.4 million) increased by \$2.2 million (11.5 per cent) in 2024–25 due to:

- an increase in specific purpose operating grants of \$1.1 million, primarily relating to roads funding
- an increase in capital grants of \$2.1 million, primarily relating to roads and other capital projects
- receiving 50 per cent of the financial assistance grants for 2025-26 in advance compared to receiving 85 per cent for 2024-25 in 2023-24.



CASH FLOWS

Statement of cash flows

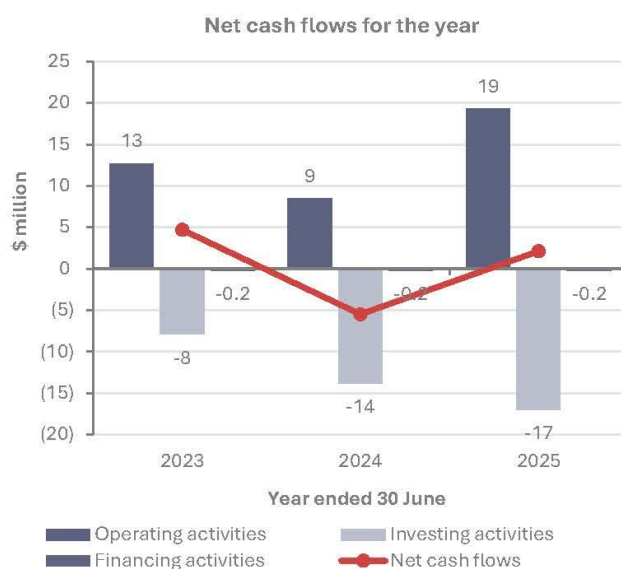
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash inflows for the year were \$2.1 million (outflow of \$5.5 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities increased by \$10.8 million, mainly due to increased receipts from grants and user charges revenue
- used in investing activities increased by \$3.2 million due to increased capital expenditure
- used in financing activities was consistent with the prior year.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	14.1	12.0		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party

Restricted and allocated cash, cash equivalents and investments:

• External restrictions	8.4	9.2	59.6
• Internal allocations	5.2	2.2	36.9

contract. A breakdown of the sources of externally restricted balances is included in the graph below.

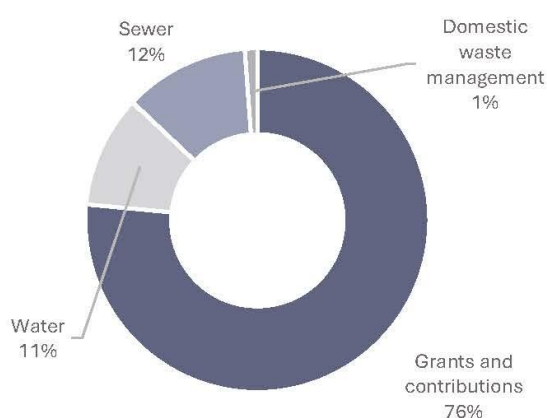
Internal allocations are determined by council policies or decisions, which are subject to change.

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- grants and contributions of \$6.5 million which decreased by \$0.4 million
- water charges of \$0.9 million which increased by \$0.3 million
- sewer charges of \$1 million which decreased by \$0.6 million.

Source of externally restricted cash, cash equivalents and investments



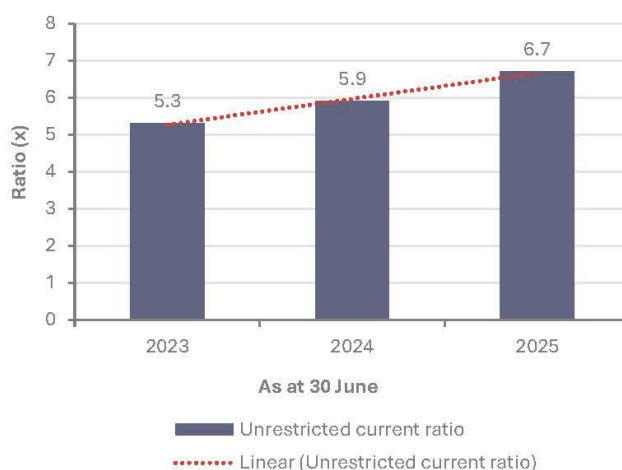
Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

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 ratio measures the ratio of unrestricted current assets to specific purpose liabilities.

In 2023-24, the average unrestricted current ratio was an average of 5.6 times for rural councils.

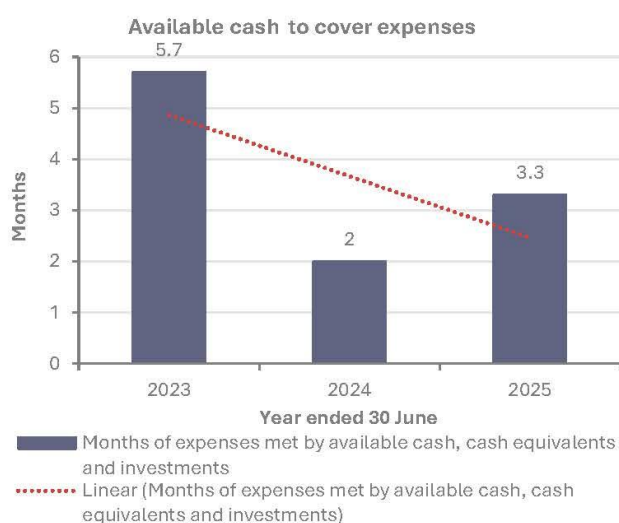
Unrestricted current ratio



This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

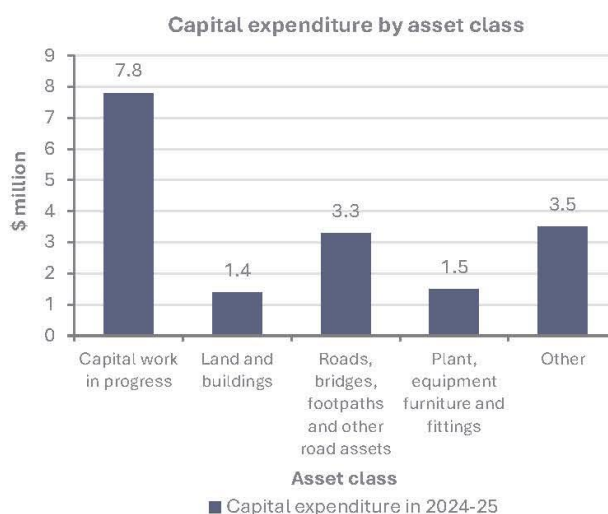
In 2023–24, the available cash to cover expenses was an average of 8 months for rural councils.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$16.9 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on roads and other capital works in progress. A further \$0.6 million was spent on new assets.



Sanku

Hong Wee Soh
 Associate Director - Financial Audit
 Delegate of the Auditor-General

GROW Warren Services Expo and
Councillor Stall at the Warren P & A Show



Her Excellency the Honourable Margaret Beazley AC KC and husband Dennis Wilson
Visit to Warren on Thursday, 19 June 2025



