



Warren Shire Council



End of Term Report

2012 ~ 2016

Adopted: 25th August 2016 – Res No: 209.8.16

“WARREN SHIRE 2022”

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

VALUES -

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

MAYOR'S MESSAGE

The four (4) years from 2012 to 2016 has been another period of solid achievement for Warren Shire Council with a continued focus on the core activities of Local Government.

This focus will ensure Warren is a functional attractive town and a service centre offering a pleasant lifestyle for residents and facilities for visitors to enjoy.

There have been the usual challenges all rural Councils go through from seasonal difficulties and commodity price fluctuations to population statistics showing a decline in working age males leading to some dependence on outside labour at peak times such as grain harvesting. These factors make it essential that Council has an effective and well maintained road network, to enable producers to get their product to markets.

However, the really disappointing additional challenge for Local Government has been the NSW Government's so called "Fit for the Future" agenda. Responding to this has been time consuming and stressful for all in our organisation, with very little tangible benefit.

Council's primary accountability is to our community, not this State Government or any other. However, Council has no concerns of being scrutinised by Government nor being held accountable or answerable on how it prioritises resources resulting from grant funding.

It is a relief that Council has not been directed to amalgamate with any other Council and recognition needs to be attributed to our staff who put a great deal of effort in to our responses to standalone. A community based petition was overwhelming in support of this position.

Hopefully our Regional Organisation of Councils (OROC) will also succeed in remaining an effective body in transition to becoming a Joint Organisation.

NRF (Rex) Wilson OAM
Mayor

The *End of Term Report 2012 -2016* has been prepared to meet the Integrated Planning and Reporting requirements of the Local Government Act 1993. It is a report from the outgoing Council on its achievements and effectiveness over the past four years in meeting the objectives of its Community Strategic Plan – Warren Shire 2022.

These objectives will be addressed under the following categories:

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

This Report will also highlight what Council considers to be the significant achievements during this term of Council and is provided as to inform an incoming council of the operations of the Local Government Area for the previous four years.

THE COUNCIL

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

COUNCILLORS

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

ELECTED MEMBERS OF COUNCIL 2012-2016

A WARD

Pauline Serdity (Deputy Mayor)
Julian Campbell AM
Noel Kinsey

B WARD

Rex Wilson OAM (Mayor)
Nick Brennan
Mark Beach

C WARD

Kevin Taylor
Richard Azar
Tony Van Lubeck

D WARD

Jim McCalman AM
Brett Williamson
Milton Quigley

MANAGEMENT TEAM

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

COMMITTEES

Council has in place a number of Committees that are made up of Councillors, staff and stakeholders. These committees have the role of dealing with specific areas and can look at issues more in depth.

These committees make recommendations that are then presented to Council for decision. They have proved to be an extremely effective tool for Council. It has been Council’s practice that all delegations and authorities vested with the various committees are reviewed on an annual basis and appointments to the various committees and delegates have been life of that term of Council.

NAME	RESPONSIBLE OFFICER	MEMBERSHIP
Plant Committee	Manager Engineering Services or Nominee	Councillor JH McCalman AM Councillor RF Azar Councillor NR Kinsey Councillor MJ Beach
Showground/Racecourse Management Committee	Manager Engineering Services or Nominee	Councillor JL Campbell AM Councillor JN Brennan Councillor AW Van Lubeck
Warren Shire Traffic Committee	Manager Engineering Services or Nominee	Councillor JH McCalman AM
Warren Water and Sewerage Committee	Manager Engineering Services or Nominee	Councillor RF Azar Councillor BD Williamson Councillor JN Brennan
Warren Town Improvement Committee	General Manager - Planning Manager Engineering Services - Works	Councillor JH McCalman AM Councillor KW Taylor Councillor BD Williamson
Warren Sporting Facilities Committee	Sporting Grounds – Manager Engineering Services Complex – Manager Health & Development	Councillor M Quigley Councillor KW Taylor Councillor BD Williamson
Economic Development & Promotions Committee	General Manager or Nominee	Councillor M Quigley Councillor MJ Beach Councillor AW Van Lubeck
Council Chambers Development Sunset Committee	General Manager or Nominee	Councillor M Quigley Councillor RF Azar Councillor JN Brennan
Ewenmar Waste Depot Sunset Committee	Manager Health & Development or Nominee	Councillor JL Campbell AM Councillor P Serdity Councillor Councillor AW Van Lubeck

DELEGATES

COMMITTEE	DELEGATE
Castlereagh Macquarie County Council	Councillor NR Kinsey Councillor AW Van Lubeck
Orana Regional Organisation of Councils (OROC)	Mayor (or delegate) General Manager
North Western Library	Councillor JL Campbell AM Councillor P Serdity
Local Emergency Management Committee	General Manager
Work, Health and Safety Committee	Councillor KW Taylor (Observer) Councillor BD Williamson (Observer)
Outback Arts Inc. Board	Councillor P Serdity
Australia Day Committee	Councillor KW Taylor Manager Finance and Administration
Warren Interagency Group	Councillor JL Campbell AM Councillor P Serdity
Murray Darling Association Region 10	Councillor NRF Wilson OAM Councillor Campbell AM
Macquarie Flood Mitigation Zone Reference Group	Councillor NRF Wilson OAM General Manager
Audit & Risk Management	Councillor NRF Wilson OAM Councillor RF Azar
NSW Police Community Safety Precinct	All Councillors
Warren Liquor Accord	Councillor KW Taylor General Manager

REGIONAL INITIATIVES AND GROUPS

In the attempt to maximise the benefit of scarce resources, keep abreast with the latest information and benefits from economies of scale Council has continued to participate in a number of regional initiatives and groups. This participation is undertaken without impacting on Council's autonomy.

This participation involves: -

Orana Regional Organisation of Councils	Procurement, lobbying, resource/knowledge sharing -	12 councils
Castlereagh Macquarie County Council	Noxious weed control	5 councils
North Western Library Co-operative	Library services	4 councils
Lower Macquarie Water Utilities Alliance	Water & Sewerage	12 councils
Central West Catchment Management	Environment	16 councils
Roads Maintenance Council contracts cluster	State Highway works	2 councils
Rural Fire Service Zoning	Rural Fire Protection	3 councils
NetWaste	Waste Management initiatives	26 councils
Local Government Procurement	Procurement	Statewide
Regional Procurement	Individual procurement contracts	11 councils
Outback Arts	Arts & Cultural	6 councils
Northwest Regional Food Surveillance group	Food inspections	12 councils
Warren Interagency	Service agencies	All agencies
Audit & Risk Management Committee	Internal auditing	6 councils
Local Government Rangers Association – Western Region	Animal control and regulatory services	26 councils
OROC – Finance Group	Local Government Finance	12 councils
OROC – Human Resource Group	Industrial Relations	12 councils
OROC – Economic Development Officer Group	Economic Development & Promotions	12 councils

EMPLOYEES

Once again Council has continued on with the high value it places on its employees with training playing a lead role in the workforce and this informs Council's Salary System. The actions enable us to provide a better skilled employee to provide a better service to our community. Council is also continually reviewing and upgrading its plant and work practices to maximise the use of the additional training provided.

Enough cannot be said for stability and loyalty in the workplace. In August 2016 a Long Service Awards Luncheon was held and all council staff and councillors were invited. Presentations were made to 34 staff members who had accumulated 672 years of service and 10 councillors with 234 years of service. This epitomises stability and loyalty.

SIGNIFICANT ACHIEVEMENTS

Council's philosophy has not changed which sees Warren Local Government Area as an agricultural based economy with the town of Warren being the main service centre and it is important that it remains an attractive functional rural centre. During the term 2012 – 2016 a number of worthwhile programs and enhancements have been undertaken to improve the quality of life for our community and improve operational efficiency.

These include:

- ▶ Fit for the Future Rural Council Proposal (4 submissions, 6 workshops, many meetings held)
- ▶ Council Wards elector numbers brought back into tolerance
- ▶ Review of council Committee structure
- ▶ Review of council staff structure
- ▶ Re-appoint of Council's external auditors
- ▶ Yearly completion of Annual Report within required time frame
- ▶ Yearly completion of Financial Reports within required time frame
- ▶ Alcohol free zones renewed (4 years)
- ▶ Privacy Management Plan adopted
- ▶ Presentation to Senate Select Committee on impacts of MDB Plan
- ▶ Co-ordinate Australia Day
- ▶ Co-ordinate Anzac Day & Remembrance Day
- ▶ Cenotaph Layback and pathway
- ▶ Small site electricity contract (16% discount)
- ▶ Engineering Department temporary office installation
- ▶ Records compactus
- ▶ Participation in NSW Grain Harvest Management Scheme
- ▶ Local Emergency Plan and Consequence Management Guidelines adopted

- ▶ LEP gazetted and adopted
- ▶ Development Control Plan adopted
- ▶ Private Pool Inspection Program
- ▶ Companion Animals De-sexing Program
- ▶ Extension Tiger Bay walkway approval
- ▶ 2 X bird hides at Tiger Bay
- ▶ Fish restocking program (30,000 Golden Perch, 18,700 Murray Cod)
- ▶ Land Rehabilitation Training (CWCMA, OROC)
- ▶ Participation in Clean Up Australia Day
- ▶ Pesticide Use Notification Plan reviewed and adopted
- ▶ Ewenmar Waste Depot Sunset Committee created
- ▶ Closure of Nevertire tip
- ▶ New garbage contract let
- ▶ Waste Less Recycle More Initiative Grant
- ▶ Levee stormwater gates repaired/cleaned
- ▶ Gunningba stormwater drains – installed 320 metres of 600mm pipe
- ▶ Lawn Cemetery Extension including ashes columbarium
- ▶ Renewal of North Western Library Agreement (4 years)
- ▶ Library Windows
- ▶ Library new mobile shelving.
- ▶ Library revamped circulation desk
- ▶ Library new technology equipment – PC's, Ipad's, 3D printer
- ▶ Library upstairs makeover.
- ▶ Library painting
- ▶ Swimming pool amenities improvements
- ▶ New pool cleaner
- ▶ Warren Sporting & Cultural Centre - mezzanine ramp repaired
- ▶ Warren Sporting & Cultural Centre – two (2) new stages
- ▶ Warren Sporting & Cultural Centre – 250 new chairs
- ▶ Warren Sporting & Cultural Centre – upgrade security
- ▶ Warren Sporting & Cultural Centre – new microphones
- ▶ Warren Sporting & Cultural Centre – Honour Board
- ▶ Warren Sporting & Cultural Centre – gym equipment
- ▶ Victoria Park - Sports lighting repaired
- ▶ Carter Oval - amenities upgraded

- ▶ Lions Park - shade structure
- ▶ Lions Park - fencing
- ▶ Macquarie Park - shade structure
- ▶ New boat ramp installed
- ▶ Showground/Racecourse - downstairs area refurbished
- ▶ Showground/Racecourse – toilets refurbished and painted
- ▶ Showground/Racecourse - retaining wall and stairs
- ▶ Depot land additional 1.4 Ha secured
- ▶ New workshop at Depot constructed
- ▶ Shelving in depot and workshop
- ▶ 50 KVA generator
- ▶ Reviewed 15 Year Plant Replacement Program
- ▶ Purchase of new emulsion tank 20,000 L
- ▶ Aerodrome fencing
- ▶ Aerodrome reinstated pavement markings
- ▶ 2 x Nevertire bus shelters
- ▶ Economic Development Strategy adopted
- ▶ Consumer Behaviour and Economic Leakage Project
- ▶ Participation in the Small Business Friendly Council Program
- ▶ Nevertire industrial land development complete
- ▶ Obtained RV Friendly Town status
- ▶ Visitors Information Centre exterior painting
- ▶ New Community Notice Board
- ▶ New Shire boundary signs
- ▶ New Information Bay signs
- ▶ Advertising in “Great Western Plains” visitors guide
- ▶ Portable display Boards – empty shop fronts
- ▶ Warren CBD Streetscape concept
- ▶ Spar carpark garden re-development
- ▶ New Street bins
- ▶ Pedestrian Access and Mobility Plan (PAMP) adopted
- ▶ Pedestrian access ramps – Dubbo Street
- ▶ RaRMS Agreement to Practice Manage Warren Family Health Centre
- ▶ Dubbo Street Medical Centre reconstruct walls
- ▶ Dubbo Street Medical Centre interior painting

ROADS

A reliable road network is essential for our food and fibre producers to get produce to market and Council places a high priority on ensuring adequate resources are directed to its road network. The 2013/14 year has seen the unsealed network being maintained to a higher engineering standard (reformed and crowned) with the aim of extending maintenance intervals.

The lesser travelled sealed roads have been treated as what Warren Shire terms “Recycling” (road ripped, pulvey mixer, reshaped and a 5 metre seal). This process vs. reconstruction can be undertaken at 25% of the cost of reconstruction thus enabling 4 times the length of the road to be achieved.

In addition to the general maintenance the following works were undertaken on Council’s road network: -

STATE HIGHWAY (RMS CONTROLLED)

- ▶ Heavy Patching
- ▶ Reseals
- ▶ Shoulder grading (both sides) – 58 km

REGIONAL ROADS (COUNCIL CONTROLLED RMS FUNDED)

- ▶ Reseals
- ▶ Maintenance grading – 59 km
- ▶ Shoulder grading – 293 km
- ▶ Construction/Reconstruction – 8.8 km
- ▶ Road recycling – 10.5 km

LOCAL ROADS (COUNCIL CONTROLLED AND FUNDED)

- ▶ Reseals – rural
- ▶ Reseals – town streets
- ▶ Urban heavy patching
- ▶ Maintenance grading – 1,312 km
- ▶ Shoulder grading (both sides) - 136 km
- ▶ Gravel/Loam resheeting – 117 km
- ▶ Construction/Reconstruction – 9.4 km
- ▶ Road recycling – 59.9 km
- ▶ Urban footpath replacement
- ▶ Urban Kerb and guttering -replacement

ROAD PLANT (UPGRADES)

- ▶ 2 x John Deere motor graders
- ▶ Paveline Bitumen patcher
- ▶ Pacific road broom
- ▶ 2 x Western Star prime movers
- ▶ Tri-axle low loader
- ▶ Road train dolly
- ▶ 2 x tri-axle side tipper trailers
- ▶ Caterpillar Backhoe 432F
- ▶ Portable Traffic Lights
- ▶ 2 x Multipac SPR 260 Self Propelled Roller

The following quantifies works on Council’s road network were undertaken:

LOCAL ROADS

RURAL UNSEALED ROADS MAINTENANCE - GRADING

Road No	Road Name	Road Length	2012/ 2013 Km	2013/ 2014 Km	2014/ 2015 Km	2015/ 2016 Km
1	Oxley	5	-	5	-	-
2	Sanctuary	3	-	-	-	-
3	Canonba	15	-	3	25	15
4	Sullivans	5	-	1	5	-
6	Retreat	11	11	-	-	-
8	Ben Avon	-	-	1.5	1.5	-
9	Booka	51	5	51	51	16
10	Killaloo Lane	7	-	7	-	-
11	Catons	16	-	-	16	-
14	Griffiths Lane	2	-	-	-	-
15	Johnsons	17	17	-	17	-
16	Notts Lane	8	8	-	8	-
17	Lamphs	4	-	4	-	-
18	Mannix	5	-	-	-	-
19	Macks	6	-	-	6	-
20	Nellievale	5	-	-	-	5
21	Duffity	7	7	-	-	7
22	Gillendoon	3	-	-	3	-
23	Gradgery	22	22	3	22	22
24	Hatton Lane	8	-	8	-	-
25	Cullemburrawang	7	-	-	7	-
26	Drungalear	13	13	-	13	13
28	Rothsay	6	-	6	-	6
30	Wonbobbie	11	11	4	11	2
31	Pigeonbah	15	-	15	-	15
32	Gunnegaldra	3	Sealed			-
33	Castlebar Lane	10	10	-	10	10
34	Pleasant View	12	12	12	-	12
36	Gibson Way	24	24	-	24	5
38	Yungundi	10	10	-	-	10

Road No	Road Name	Road Length	2012/ 2013 Km	2013/ 2014 Km	2014/ 2015 Km	2015/ 2016 Km
40	Merrigal	19	-	19	-	19
41	Dicks Camp	5	-	-	-	-
42	Boss's Lane	3	-	-	-	-
43	Armatree	6	-	6	-	6
44	Charlieville	2	-	-	-	-
45	Emby West	7	-	-	-	-
48	Ringorah	12	12	12	-	6
50	Christies Lane	14	2	14	-	14
51	Oakley	7	-	-	-	7
52	Wyndabyne	1	-	-	-	-
53	Thornton	7	7	7	7	7
54	Cathundral-Bogan	27	11	11	-	27
56	Tabratong Lane	18	18	9	18	-
60	Dandaloo	26	26	-	4	26
61	Elsinore	14	14	14	-	14
62	Buddabadah	17	17	-	6	17
63	Heatherbrae	4	-	-	4	-
64	Ellengerah	13	-	13	-	13
65	Old Warren	19	19	19	19	19
68	Bundemar	11	11	-	11	-
69	Mullengudgery	8	-	-	8	8
70	Warren St (Hilton Lane)	1	Sealed			-
72	Snakes Lane	2	2	2	-	-
75	Pineclump	11	-	11	-	11
76	Brangus Park	1	-	-	-	-
77	Wambianna Soldier	5	-	-	-	5
79	Greentree	3	3	-	-	3
81	Kiameron	10	-	10	-	-
83	Rifle Range	5	Sealed			-
86	Ellerslie	2	2	-	2	2
87	Cremorne	6	6	6	6	-
88	Quigley/Carroll	3	3	3	-	-
89	Leeches Creek	1	1	-	-	1

Road No	Road Name	Road Length	2012/ 2013 Km	2013/ 2014 Km	2014/ 2015 Km	2015/ 2016 Km
90	Inglewood	1	-	-	-	1
95	Gunningba	13	13	13	-	13
98	Colane	14	-	-	14	-
93	Yarrendale	5	-	5	-	5
97	Kianga-Marebone	10	10	-	-	10
Total kms maintained			327	295	318	372
Total Length Unsealed Roads			638	638	638	638
% maintained			51%	46%	50%	58%

SHOULDER GRADING (BOTH SIDES)

Road No	Road Name	Road Length	2012/ 2013 Km	2013/ 2014 Km	2014/ 2015 Km	2015/ 2016 Km
27	Bullagreen	32	-	-	23	-
46	Widgeree	3	-	6	-	-
58	Bogan	26	12	-	-	-
59	Tottenham	48	15	4	13	16
65	Old Warren	23	2	2	-	-
37	Collie	6	-	-	-	6
35	Collie/Bourbah	10	-	10	-	5
68	Bundemar	34	4	-	-	-
75	Pineclump Soldier	6	-	12	-	6
Total kms Shoulder Grading			33	34	36	33
Total kms Road			291	291	291	291
% Road Shoulder Grading			11%	12%	12%	11%

GRAVEL/LOAM RESHEETING (RURAL)

Road No	Road Name	2012/13 km	2013/14 km	2014/15 km	2015/16 km
9	Booka	-	-	3	-
22	Gillendoon	3	-	-	-
23	Gradgery	-	-	6	-
26	Drungalear	3	-	-	-
31	Pigeonbah	3	6	-	-
33	Castlebar	3	-	-	-
34	Pleasant View	3	-	-	4
36	Gibsons Way	-	4	-	-
40	Merrigal	-	-	-	5
48	Ringorah	-	-	4	-
51	Oakley	-	-	3	2
53	Thornton	-	3	-	3
54	Cathundral-Bogan	-	-	4	-
56	Tabratong	-	-	3	3
61	Elsinore	-	-	4	4
62	Buddabadah	4	-	3	-
63	Heatherbrae	-	-	4	-
64	Ellengerah	-	-	-	4
65	Old Warren	-	-	5	-
68	Bundemar	3	-	-	-
75	Pineclump	-	-	-	2
86	Ellerslie	2	-	-	-
95	Gunningba	3	-	4	2
98	Colane	-	5	-	-
Total Length Resheeted		<u>27</u>	<u>18</u>	<u>43</u>	<u>29</u>
Total Length Proposed		42	49	59	58
% Resheeted		64%	37%	73%	50%

ROAD CONSTRUCTION/RECONSTRUCTION

Road No	Road Name	2012/13 km	2013/14 km	2014/15 km	2015/16 km
Local					
64	Ellengerah	-	-	4.2	-
83	Rifle Range	3	.2	-	-
68	Bundemar	2	-	-	-
		5	.2	4.2	0
Regional					
347	Collie-Trangie	-	-	-	-
424	Marra Hall Rd	-	4.4	-	4.4

ROAD RECYCLING

Road No	Road Name	2012/13 km	2013/14 km	2014/15 km	2015/16 km
Local					
58	Bogan	-	10	-	-
27	Bullagreen	4	-	3.5	4.5
68	Bundemar	17	-	-	-
65	Old Warren	8	3	.9	-
12	Lemongrove	-	3.5	-	5.5
		29	16.5	4.4	10.0
Regional					
333	Carinda	-	7	3.5	-

REGIONAL ROADS

UNSEALED MAINTENANCE – GRADING

Road No	Road Name	Road Length	2012/ 2013 Km	2013/ 2014 Km	2014/ 2015 Km	2015/ 2016 km
MR 424	Coolabah-Quambone	8	18	2	12	8
MR 7516	Carinda-Brewarrina	19	-	19	-	-
MR 347	Collie-Trangie	12				
Total kms Unsealed Maintenance			18	21	12	8
Total kms Unsealed Regional Roads			27	37	37	27
104%			49%	57%	32%	29%

SHOULDER GRADING

Road No	Road Name	Road Length	2012/13 km	2013/14 Km	2014/15 Km	2015/16 km
MR 424	Marra	22	-	-	-	3
MR 7515	Warren	41	-	10	15	40
MR 202	Marthaguy	78	27	-	5	10
MR 333	Carinda	165	25	75	40	30
MR 347	Collie-Trangie	21	-	-	-	13
Total kms Shoulder Grading		327	52	85	60	96
% Shoulders Graded			16%	25%	19%	29%

STATE HIGHWAY 11

SHOULDER GRADING

Road No	Road Name	Road Length	2012/ 2013 km	2013/ 2014 km	2014/ 2015 km	2015/ 2016 km
SH 11	Oxley Highway	70	25	5	15	13
Total kms			70	70	70	70
% Graded			35%	7%	21%	19%

The above breakdown of individual roads is summarised as follows: -

Description	Total Length for which Council is Responsible For	2012/13		2013/14		2014/15		2015/16	
		kms	%	kms	%	kms	%	kms	%
LOCAL ROADS									
Unsealed Maintenance	638 647 to 2012	327	51	295	46	318	50	372	58
Shoulder Grading	291 286 to 2012	33	11	34	12	36	12	33	11
Gravel Loam Resheeting	-	27	64	18	37	43	73	29	50
Construction/ Reconstruction		5	4.1	.2	-	4.2	-	-	-
Recycling		29	-	16.5	-	4.4	-	10	-
REGIONAL ROADS									
Unsealed Maintenance	27 49 to 2012	18	49	21	57	12	32	8	27
Shoulder Grading	327 309 to 2012	52	16	85	25	60	19	96	29
Construction/ Reconstruction		-	-	4.4	-	-	-	4.4	-
Recycling		-	-	7	-	3.5	-	-	-
STATE HIGHWAY									
Shoulder Grading	70	25	35	5	7	15	21	13	19

WATER AND SEWER FUNDS

The 2012 – 2016 seen the implementation of the reviewed organisational structure. This review sees two (2) teams (a reactive & proactive). One (1) team will undertake repairs and the other enhancements and preventative maintenance. This system will require further review on its effectiveness.

In Water Fund, Council was successful in acquiring grant funding of \$ 1.353 million under NSW State Government Restart NSW – Water Security for Regions for the following purpose. Installation of 4 new bores, (Warren x 2, Nevertire x 1, Collie x 1) the replacement of water main from Wilson Street to Burton Street.

The Sewer Fund, Council submitted an EOI for a new Sewage Treatment Plant under the State Government Restart NSW – Regional Water and Waste Water Backlog program. Council was invited and has submitted a detailed grant application which includes the Business Case for the new plant.

In addition to the above, the following improvements were undertaken: -

- ▶ Gaseous chlorine water disinfection system installed
- ▶ Renewed Gillendoon Street sewerage pumps
- ▶ New potable water main river crossing
- ▶ Relining of Thornton Avenue sewer mains
- ▶ Sewer main relining – 676 metres
- ▶ Sewer main jump-up replacements – 35
- ▶ Water supply valve replacement – 18 bore, 4 river
- ▶ ICS power grit saw
- ▶ New sewer pump Thornton Avenue
- ▶ Sewer main degritting
- ▶ Stafford Street Reservoir inspection
- ▶ Lifeguard shields

Warren Shire Council is an active member of the Lower Macquarie Water Utilities Alliance. This group sees those councils on the regulated Macquarie working together to ensure each member council complies with “Best Practice Guidelines” and meets the statutory reporting requirements. It is also using peer exchange network with the long term goal of each council retaining its autonomy and as a group, reviewing Strategic Business Plans and synchronising capital improvements to take advantage of economies of scale.

The Alliance has demonstrated both innovation and best practice principles and has:

- ▶ Achievement of 100% overall compliance with Best Practice requirements
- ▶ Review of water licences
- ▶ Telemetry System review

Completion of the following Regional Strategic Plans:

- ▶ IWCM (Evaluation Study)
- ▶ Demand Management Plan for each Council and a Regional Demand Management Plan
- ▶ Drought Management Plan for each Council and a Regional Drought Management Plan.
- ▶ Drinking Water Quality Management Plan for each Council
- ▶ Regional IWCM
- ▶ Collaborative completion of Annual Performance Reports
- ▶ Alliance Long Term Plan

1. SOCIAL

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

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

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.1.1	Local access to essential services and less out-reach services, particularly for essential services.	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	Regular meetings held with both State and Federal Members. Interagency meetings held bi-monthly.
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / MHD	Number of activities	EIPP & CBP Programs EDO’s continuing to communicate with community groups. Community Notice Board updated weekly. Warren What’s On circulated.
		Production of an information package for new residents	GM	Completion/review of package	Ongoing when required.

OUR COMMUNITY'S 2022 SOCIAL STRATEGIES

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					Continued
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.1.3	Provide leadership and co-ordination of the Warren Shire Interagency group	Provide Chair & Secretariat	MHD	Production of business paper Number of meetings held	Business Paper circulated. Regular bi-monthly meetings.
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	Information circulated regularly.
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	Liaising with TAFE and schools on course availability. School Principals have addressed Council.
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Met with TAFE, Warren Central and St. Marys Schools. Attended functions at school.
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	15 lots available
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	EDO's monitoring. Reporting quarterly.

OUR COMMUNITY'S 2022 SOCIAL STRATEGIES

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					Continued
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community such as: Australia Day	Assess requests for support for community events	GM	Donation/support provided with council approval	Venue provided free for numerous community events
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback.	Ongoing
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Australia Day, ANZAC Day, Remembrance Day

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.2.1	Provide leadership and coordination of the 'Warren Youth sub-committee' – an organisation which coordinates action to assist all youth	Chair & Secretariat of sub committee	MHD	Number of meetings	In conjunction with Interagency
		EIPP program	MHD	Number/success of projects undertaken	27 approved (24 finalised)
		Community Builder program	MHD	Number/success of projects undertaken	77 approved (75 finalised)

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.2.2	More accessible facilities for youth and a greater range of youth activities are organised and coordinated	Introduction of EIPP & CBP projects	MHD	Sub-committee feedback	Ongoing. Refer 1.2.1
		Review/determine Youth Zone building usage	MHD	Report to Council	RiverSmart using building
1.2.3	Development of traineeship programs to retain youth and provide with new skills	Review council trainee places in structure	GM	Adopt structure	Structure reviewed
		Indigenous traineeships	GM	Success of program	Program lapsed due to lack of external support.
		Liaise with businesses to encourage traineeships	GM	Presentation to Chamber of Commerce	Refer to above

Objective 1.3: Improved health outcomes for the community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services	GM	Services provision	Warren GP succession group created to lobby when required
		Liaise with Warren MPHS	GM	Number of meetings	Continual communication with MPHS
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Introduce management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	RaMS are managing practice currently 2.5 GPs and Allied Health using facility

OUR COMMUNITY'S 2022 SOCIAL STRATEGIES

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.4.1	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Office of Local Government	All Reports undertaken by due date
		Maintain regular ranger patrolling	MHD	Number of complaints	Complaints register monitored
		Continuation of de-sexing program	MHD	Number of animals de-sexed	Cat and dog de-sexing program undertaken
1.4.2	More visible police presence	Regular meetings with local Police	GM	Number of meetings	Regular meetings with Officer in Charge, Warren sector
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	Attended all meetings
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM	Building inspection of EOC	Regular inspection of building
		Review/update of Warren DISPLAN	GM	DISPLAN now EMPLAN New EMPLAN signed off	EMPLAN adopted by LEMC and REMC
		Co-ordinate LEMC meetings	GM	Hold regular meetings	4 meetings annually
		Make available council resources for emergencies	ALL	Provision of resources	Resources provided to numerous fires

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Land use practices monitored.
		Monitor development	MHD	Ensure Develop in line with legislation/sustainable	Registers maintained
1.4.5	Maintain high standards of street cleanliness, vacant block management	Monitor daily and weekly schedules to ensure coverage and quality of service provided.	MES	Community feedback	Cleaning regime monitored
		Maintain existing street cleaning regime	MES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Regular inspections undertaken and notices issued where required
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	MES	Update of Footpath Defect Register	Register updated, works on XC5 defects undertaken. PAMP adopted.
		Regular patching and reseal of streets	MES	Effectiveness of programs	Regular patching and reseals undertaken

2. ECONOMIC

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

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

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

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

OUR COMMUNITY'S 2022 ECONOMIC STRATEGIES

Objective 2.1: Strengthening agriculture and existing local industries and exploring other options					
Strategies			Responsible Officer/ Department	Measures	Actions taken
2.1.1	Co-ordinate Stage 2 of Socio-Economic Study of the LMV – implementing Economic adaptation activities	Lobby government for funding for socio-economic program planner	GM	Recruitment of Social Planner	All action on hold as no support from State or Federal Government. Council still lobbying.
		Development of timetable for Stage 2	GM	Adoption of timeline	On hold
2.1.2	Implement Economic Development Strategy	Implementation of Strategies Schedule	GM	Adoption of Schedules	EDO's reporting on progress of Strategy quarterly.
2.1.3	Undertake a Skills Audit of local economy	Undertake Skills Audit	GM	Presentation of Report	Taken on by RDA Orana
2.1.4	Assist and encourage the development of new business	Development Information Package for business	GM	Regional Development Australia, local businesses	Information on Council website and package developed
		Liaise with Chamber of Commerce	GM	Number of meeting with Chamber of Commerce	3 formal meetings annually, regular communication and meeting presentations.
		Keep abreast with NRM legislation	GM	Submissions on NRM Act amendments	Legislative changes monitoring. Meeting with LLS. Submission on funding.

OUR COMMUNITY'S 2022 ECONOMIC STRATEGIES

Objective 2.2: Enhance the experience of visitors to Warren Shire					
Strategies			Responsible Officer/ Department	Measures	Actions taken
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays	Finalisation of Streetscape Masterplan	GM	Adoption of Streetscape Masterplan	Concept adopted
		Program/costing of works for Streetscape Masterplan	MES	Adoption of Streetscape Masterplan	Plan adopted
		Implementation of Streetscape works	MES	Works undertaken	Project held up by MDBA Plan. No grant funding available. RMS finalising roundabout plans.
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	GM	Continued membership	Inland NSW finished. Restructure currently being undertaken.
		Development of Tourism Strategy	GM	Adoption of Strategy	No action required.
		Promotion of Warren Shire	MHD	Participation in advertising campaign	Great Western Plains advertising.
		Review/introduction of signage	MES	Upgrade/new information signage	New information and shire boundary signs erected

3. INFRASTRUCTURE

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

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

OUR COMMUNITY’S 2022 INFRASTRUCTURE STRATEGIES:

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
3.1.1	Ensure local roads and bridges are maintained/constructed to acceptable community standards in a cost effective, efficient and safe manner	Renew Extended Work Hours Agreement	MES	Sign off agreement	Agreement renewed
		Undertake road standard audits to ensure compliance with standards	MES	Compliance with standards	Inspections undertaken
		Ensure maintenance is programmed as a preventative measure as far as practicable	MES	Quality/Quantity of work	Continued monitoring
		Continued maintenance management system	MES	Review Works programs	Programs reviewed
		Roads Inspection Procedures manual in place	MES	Inspection schedules	Inspections undertaken

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	MES	Review Works Programs	Regular PEG meetings
		Roads Inspection Procedures manual	MES	Inspection schedules	Regular inspections.
		Ensure RMCC requirements are met	MES	RMCC qualified	RMCC requirements met
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor and review operational plans and emergency procedures.	MES	Audit for compliance with standards and licence conditions	Regular inspections. Height survey undertaken. Fencing upgraded. Pavement markings reinstated.

OUR COMMUNITY’S 2022 INFRASTRUCTURE STRATEGIES

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	MES	Monitor community feedback	Ongoing
		Review Management Plan	MES	Adoption of Plan	No action
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council.	Ongoing
		Review rolling works and upgrade program	MHD	Asset Management Plan	In progress
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs.	MFA	Analyse user numbers.	Quarterly report to Council. On-line e-books from December 2015.
		Continued membership North Western Library	MFA	Participation	Active participation continued
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD MES	Report to Council/ Community Feedback	Monthly report to Council
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	MES/MHD	Work schedule	Inspections undertaken
		Annual meetings	GM/MES	Community feedback	No meetings required

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
3.2.6	Construction of Heavy Vehicle Inspection Station and upgrade existing Council Works Depot	Construction and fitout Site plan of depot	MES MES	Finished Workshop Tidiness of Depot	Complete Site plan developed. Additional land acquired. Works to proceed September 2016.
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Development of concept Quantity surveyed and Construction Certificate approved	GM / MHD GM / MHD	Concept adopted Project approved	Concept developed, but a full review required and currently underway. Quantity surveyed. Price estimate too high, full review required.

4. ENVIRONMENTAL

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

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

OUR COMMUNITY’S 2022 ENVIRONMENTAL STRATEGIES:

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
4.1.1	Monitor Warren Shire Council LEP	Document problem issue arising from implementation of LEP.	MHD	Number of reforms to LEP	No reforms required. Ongoing monitoring.
4.1.2	Maintain high levels of maintenance and services in the area of public Cemeteries	Ensure grave preparation meets the requirements of the community at all times.	MHD	Number of complaints	Complaints register monitored
		Ensure cemetery is maintained to acceptable standards	MHD	Community feedback	Weekly maintenance regime in place.
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	MFA	Report to Council	Regular updates to Council by delegates following CMCC meetings.

OUR COMMUNITY'S 2022 ENVIRONMENTAL STRATEGIES

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
4.1.4	Maintain involvement and support of Catchment Management Authority (now part of Local Land Services)	Active membership of Waterways & Environment Alliance	GM / MHD	Attendance at meetings	Regular attendance at meetings
		Implementation of projects	GM	Number of projects Council involved in	Local Green Team NRM training
		Develop Tiger Bay Management Plan	GM / MHD	Adoption of Management Plan	On hold

Objective 4.2: Resource use, waste disposal and management					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduce rate of landfill. Future plan for Ewenmar Waste Depot.	Currently under development
		Investigate all avenues for recommencement of kerbside recycling		Re-introduction of recycling	Ongoing investigation
4.2.2	Ensure the efficient and cost effective operation of Council's road making materials (e.g. Mount Foster Quarry and gravel pits.)	To regularly monitor the safety and operations of gravel pits under Council's control to review and act under the safety and Environment standards.	MES	Compliance with all safety, mining and environmental standards	No production at Mount Foster Quarry Gravel Pits ongoing

OUR COMMUNITY'S 2022 ENVIRONMENTAL STRATEGIES

Objective 4.3: Management of water/wastewater					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	MES	Design and construction on time and within budget.	320 m of 600 mm stormwater pipe installed. Open drains desilted.
4.3.2	Provide Warren and villages of Collie and Nevertire with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing. Restart NSW Programs 4 new bores and mains upgrade
		Compliance with best practice	MES	Annual report	100% compliance
		Continued active membership of Lower Macquarie Water Utilities Alliance	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee
4.3.3	Provide Warren and village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Operation in line with Warren Shire Council's Business Plan for Water Supply & Sewerage Services	MES	Adherence to Plan	Ongoing. EOI for a new Warren Sewage Treatment Plan submitted
		Compliance with best practice	MES	Annual report	100% compliance
		Continued active membership LMWUA	MES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee

5. GOVERNANCE

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

- The hollowing out of the population (trend toward increases in older, less skilled, more welfare dependent population) resulting in an increased burden on existing community leaders and stock of volunteers.
- Ensuring the Council continues to remain strong and financially sound and is pro-active in the promotion and improvement of the community through sound and responsible leadership working as partners with the community in decision-making.
- Long term governance and community leadership is vital for the future of Warren Shire. Leadership skills need to be fostered to encourage the development of future community leaders and volunteers within the community.

OUR COMMUNITY’S 2022 GOVERNANCE STRATEGIES:

Objective 5.1: A community that partners with Council in decision making					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
5.1.1	Implementation of Council’s Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy used when consultation with community required
5.1.2	Youth Sub-Committee – ensure active involvement by the youth of Warren Shire	Co-ordinate communication with youth	MHD	Liaise with schools	Ongoing
		Invite youth as members of Youth Sub Committee	MHD	Attendance of youth at meetings	In conjunction with Interagency

OUR COMMUNITY'S 2022 GOVERNANCE STRATEGIES

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers						
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken	
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored	
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	Reviewed September 2015	
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	E-mail system Weekly column in paper Rate notices Community Notice Board	
		To review business papers to improve information provided to elected members and the public.	GM	Council determination	Reviewed September 2015	
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	MFA	Reporting on time to auditors, Ministers and the general public.	All statutory reporting undertaken by due dates	

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Actions taken
		To provide for revenue and expenses in a fair and competent manner with due regard for Council’s financial position and public accountability.	MFA	Council’s financial reporting analysis	Regular reporting to Council
5.2.3	Effective staff training and development processes in place	Review staff training and development	ALL	Adoption of Training Plan for individuals following performance appraisals.	Ongoing
		To implement systems for performance management and staff review.	ALL	Review Salary System	In progress

