

ANNUAL REPORT

2018/2019



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About this report

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

The Annual Report has been produced to provide a comprehensive statement as to Warren Shire Council's performance over the past twelve-month period and to identify our achievements in meeting the direction set under the Community Strategic Plan and our four-year Delivery Plan as approved by the community. The Annual Report is an important piece of our Integrated Planning and Reporting framework that identifies how we connect our daily activities to the community's long-term requirements. The report is a requirement under the Local Government Act 1993 and legislative reporting requirements.

This Annual Report provides details of our performance for the period 1 July 2018 to 30 June 2019.

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

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

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

The Warren Shire Council Snap Shot - State of the Environment Report 2018-2019 and the Annual Financial Statements 2018-2019 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 has allowed the Council and community to identify the important long-term needs and wants of the community. The Community Strategic Plan recognises that the community would like its council to develop a safe and pleasant living environment, that has access to improving standards of roads and other infrastructure and that it is working towards a more sustainable financial and environmental future.

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

With limited resources – skills, labour, time and money – we cannot achieve everything at once. The four-year Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

Message from the Mayor

This year Warren Shire Council has continued to build in the direction established over the first two years of this term of Council. In collaboration with senior staff, Council has been looking at its long term strategic planning to ensure that the community direction set under the Community Strategic Plan is being developed, funded and delivered.

Council has now seen a number of projects planned and many delivered. Some of the achievements of the last 12 months are listed below:

- Collie-Bourbah Road Recycling - 3.768kms
- Nevertire Bogan Road Recycling - 2.00 kms
- Completion of Thornton Road Construction - 7.161 kms
- Urban Reseals – 1.378 kms
- Rural Road Reseals – 11.165 kms
- Regional Roads Reseals – 13.11 kms
- Rural Road Resheeting – 7.360 kms
- Macquarie Park Redevelopment
- Shared Pathways Upgrade – Lawson Street to MPHS
- Commencement of Nevertire Village Streets Upgrade
- Commencement of Collie Village Streets Upgrade
- Two (2) Netball and ½ Basketball Court construction – Victoria Park
- Replace Lights – Victoria Oval
- Fencing at Library
- Fencing around Airport
- Computer cabling and technology upgrade at the Library
- Sporting Complex – performing arts upgrade
- Shade structure at Swimming Pool
- Airport Subdivision and Taxiway upgrade
- Commenced new water supply to the Airport

Council staff are being extremely diligent in identifying and obtaining grant funding for our projects. This has been helped considerably by Council having prepared its Village Enhancement Plans for Warren, Nevertire and Collie and the development of Master Plans for areas such as the Airport, Victoria and Carter Ovals and the Showground /Racecourse. These long-term development plans have been seen by State and Federal Governments as essential to gaining grant funding. As a result of the development of these plans, Council has received over \$8 million in additional funding that has begun and will continue over the next year, to enhance our facilities and services.

At an administrative level, Council has been proactive in its decision making and has undertaken significant reviews of its governance documents. It has looked at strategic purchasing of plant for maximum utilisation and efficiency. It has sought public feedback regarding waste management services and reviewed the condition and function of the waste depot. It has established community committees to assist in the development of the Airport, the Showground/Racecourse and the Skate Park.

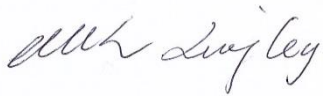
As part of Council's review process, it has received internal audit reports that help it identify where changes can be made to prevent wastage, corruption and to make improvements in staff training and organisational outcomes. Council has external auditors that review our financial position and I am

proud to say that Warren Shire Council is working within its budgets, is well managed and has a positive financial outlook.

Some aspects of Council and its decisions do come under question from the community. Many of these result from people commenting without the correct information. Rest assured no decision of Council is taken lightly. All of your Councillors are ratepayers and with staff we are intent on delivering continually improving services and facilities throughout the Shire. With grant funding being successful the rate of change possible has surprised some. I believe we will look back in another year's time at the completion of this term of Council and be very proud of all that has been achieved.

Council does not claim to be the best communicator of actions and outcomes, however we are slowly improving this by holding meetings in our villages, by openly meeting and listening to our community, through attendance at community events such as the Show, Spring Festival and other events and by the use of the local newspaper, radio, and television. We will continue to improve in this area, and it is high on Council's list of actions.

This first year as Mayor has been rewarding in that much has been achieved and as a Shire, we are working together to improve our facilities, our services and our long-term future. I wish to thank our Deputy Mayor, Brett Williamson, my fellow Councillors, the General Manager, Glenn Wilcox and his staff and you, our community for your support. In a seasonal sense let's hope that the next twelve months is a significant improvement on the last. In a Council sense I envisage further significant progress in making our Shire a wonderful place to live.

A handwritten signature in cursive script, appearing to read 'Milton Quigley'.

Milton Quigley
Mayor

Our year 2018/19

Our year in review

This year Warren Shire Council is delivering on its Community Strategic Plan.

This is year 3 of Warren Shire Councillors term in office and they have made progressive changes that includes a more transparent and consultative approach to operational delivery. The Community Strategic Plan (CSP) is the 10-year plan that drives Council's delivery and operational program. Many residents are not aware or have forgotten the requests made by the community many years ago. Council has been working hard to plan to meet the end of term deadline for this plan.

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

Council's consultation process has been to recommence the hosting of Council meetings in the Villages of Collie and Nevertire and to ensure that access to Council information is available through its web site and social media platforms. Council has held open meetings with residents at Collie and Nevertire to discuss village upgrades, water issues and to keep residents informed on the progress of projects.

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

Council would like to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2018/19 budget (Operational Plan) process. One of the major areas that the community requested has been a skate park. Council has prepared a design, undertaken community consultation and established a Skate Park Sub Committee to ensure that this project is delivered.

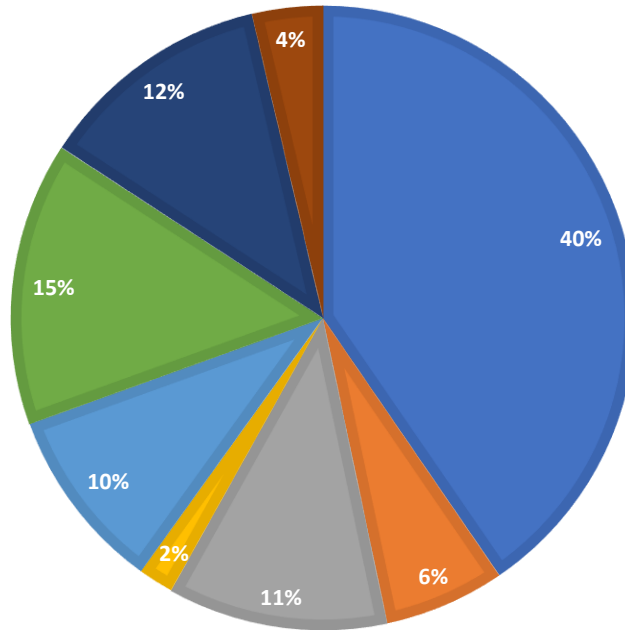
Council and its staff have been working hard to attract grant funding for all the projects listed under the CSP and the Village Plans. As at the close of the financial year, Council had signed grant funding agreements for over \$8 million. This funding is to be used in the upgrade and enhancement of the Racecourse/Showground, Carter Oval, the Villages of Collie, Nevertire and Warren, the upgrade to footpaths across Warren, the Macquarie Park redevelopment, the synthetic netball courts at Victoria Oval, water upgrades at Collie and to the airport and as contributions to the synthetic bowling green at the Golf Club, village hall upgrades, community events and events such as the Christmas Party in Dubbo Street and the band at the annual show.

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

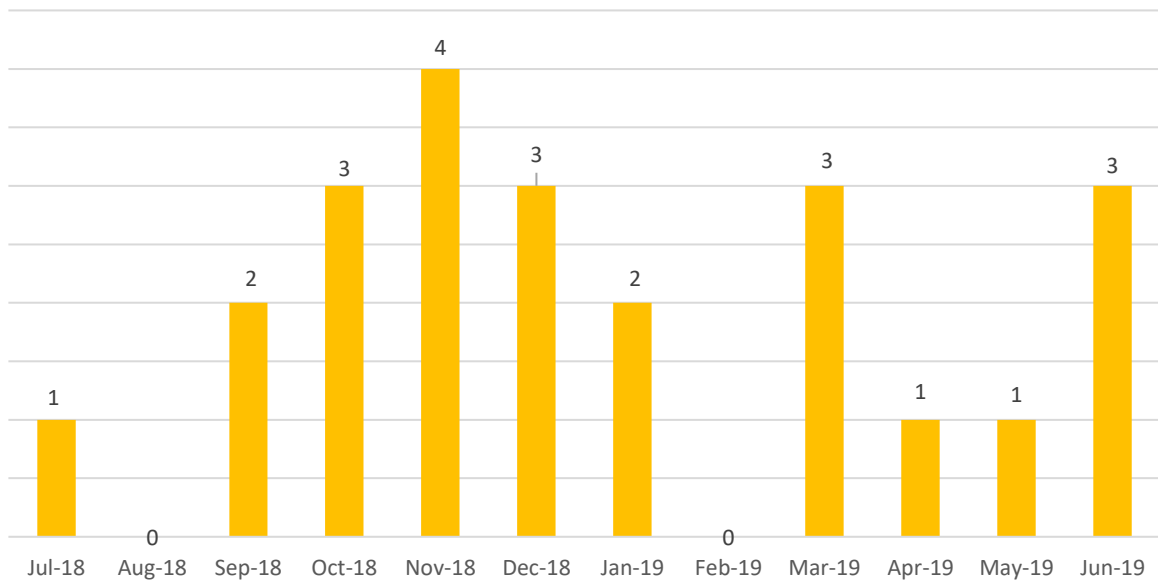
Performance snapshot

COMMUNITY ACTION REQUEST AS A PERCENTAGE 2018/2019

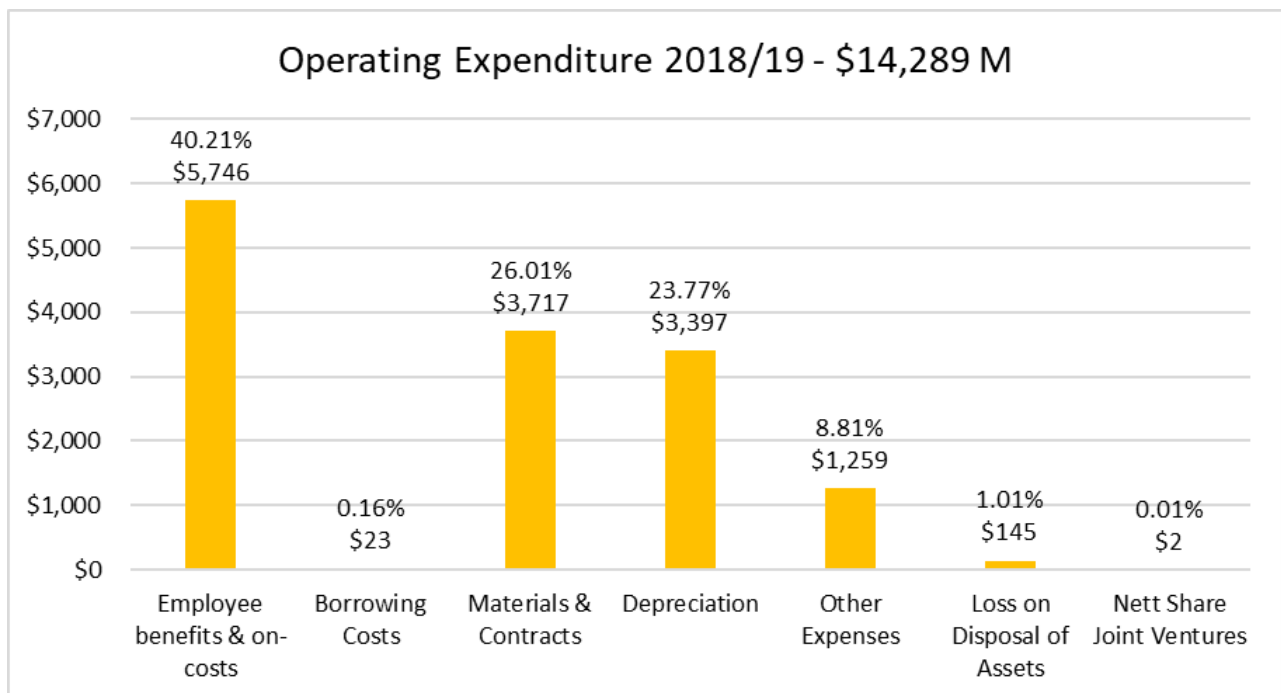
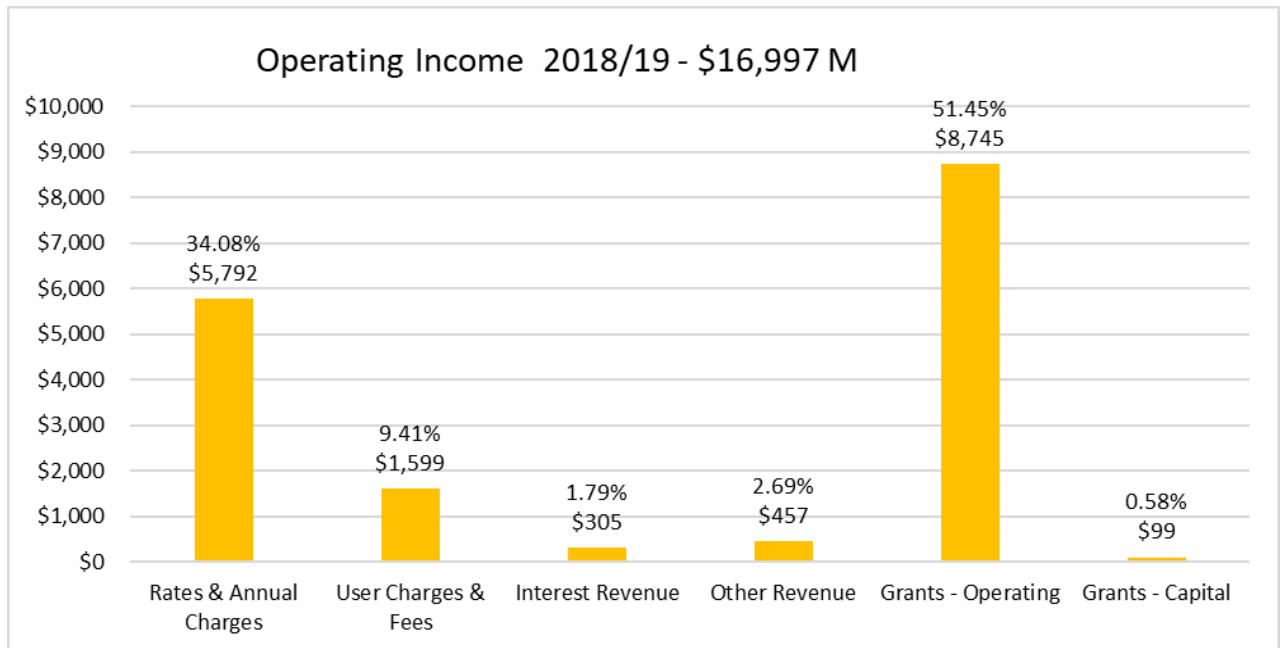
■ Water
 ■ Building
 ■ Town Maintenance
 ■ Sewer
 ■ Animals
 ■ Roads
 ■ Parks and Gardens
 ■ Other

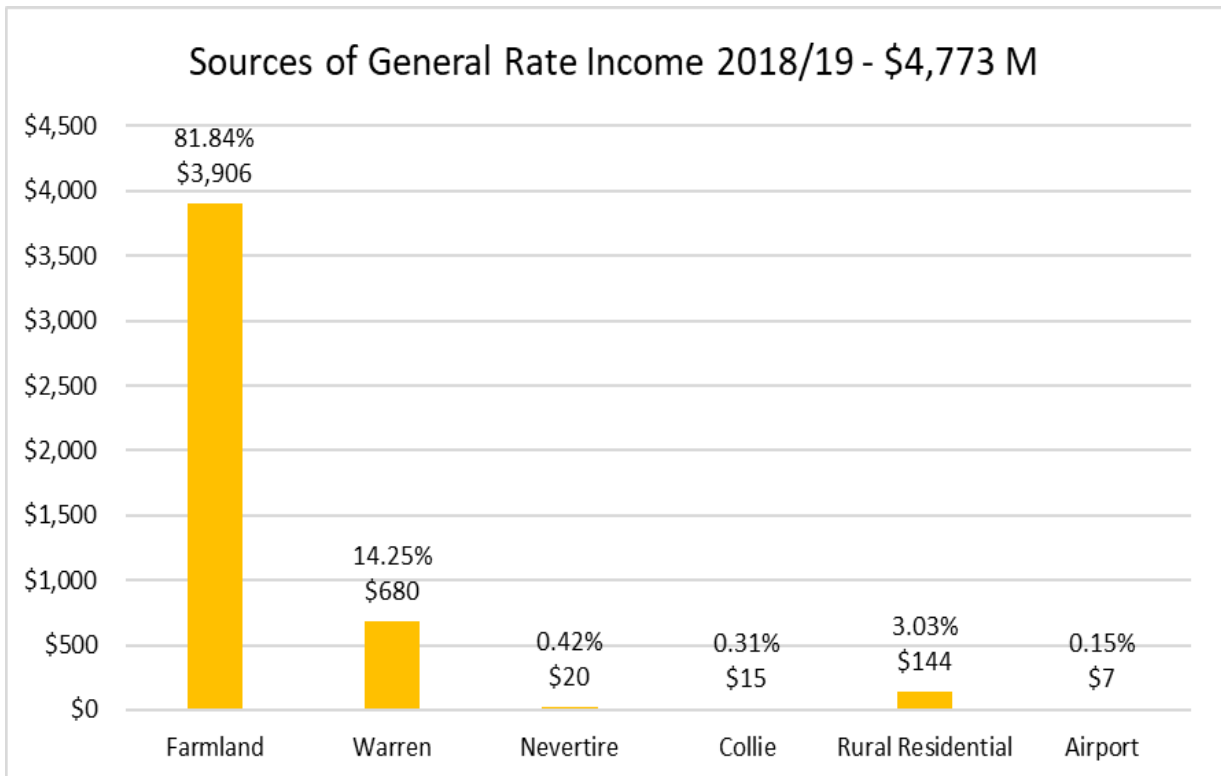
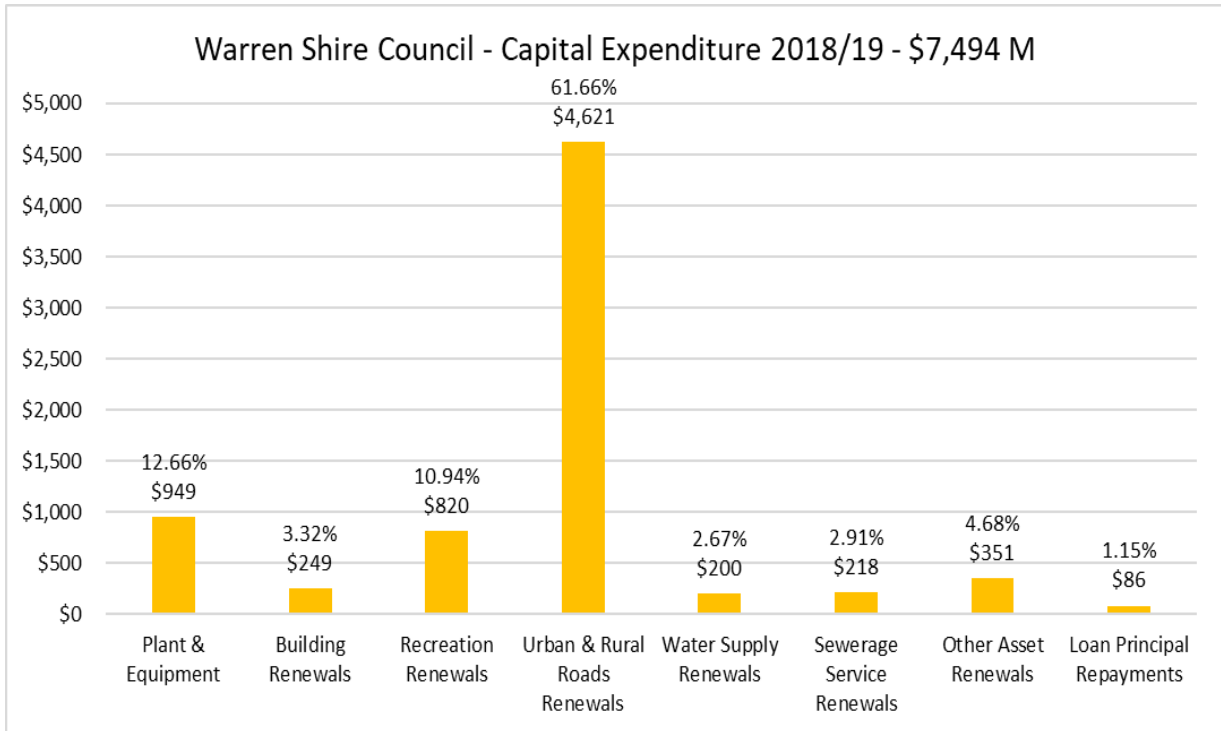


2018/2019 Development Approvals

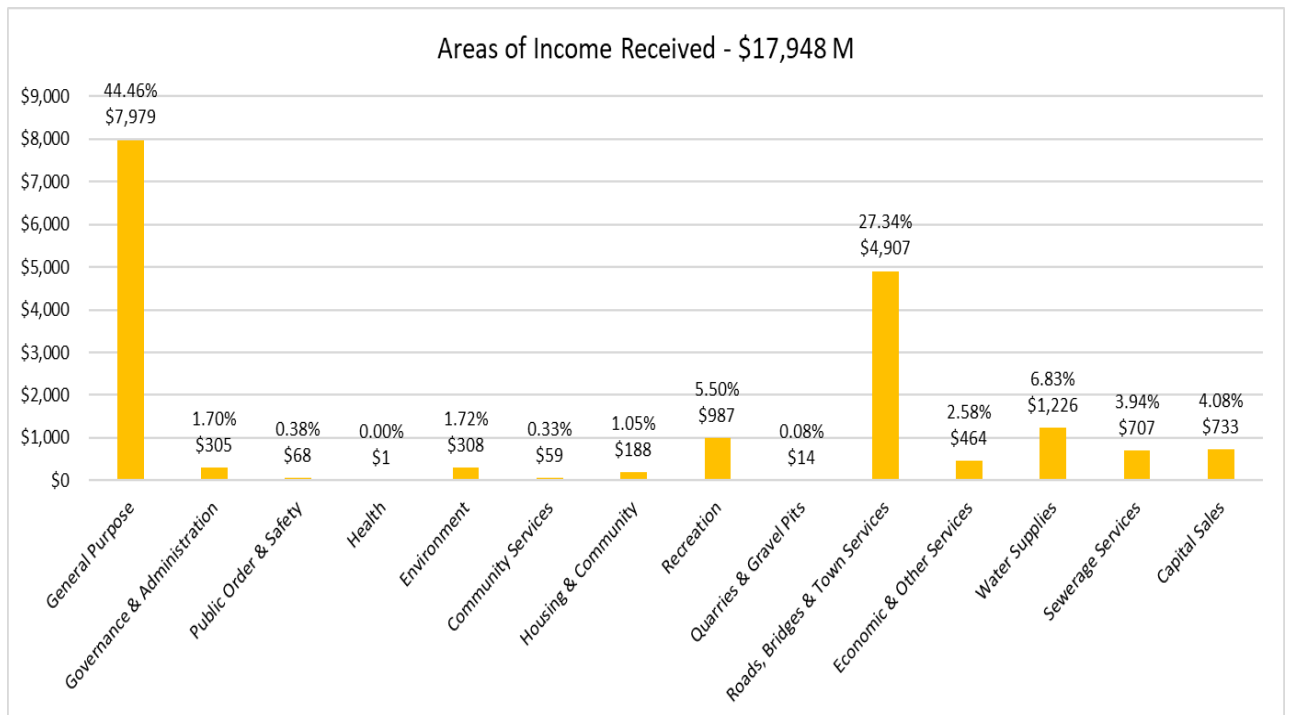
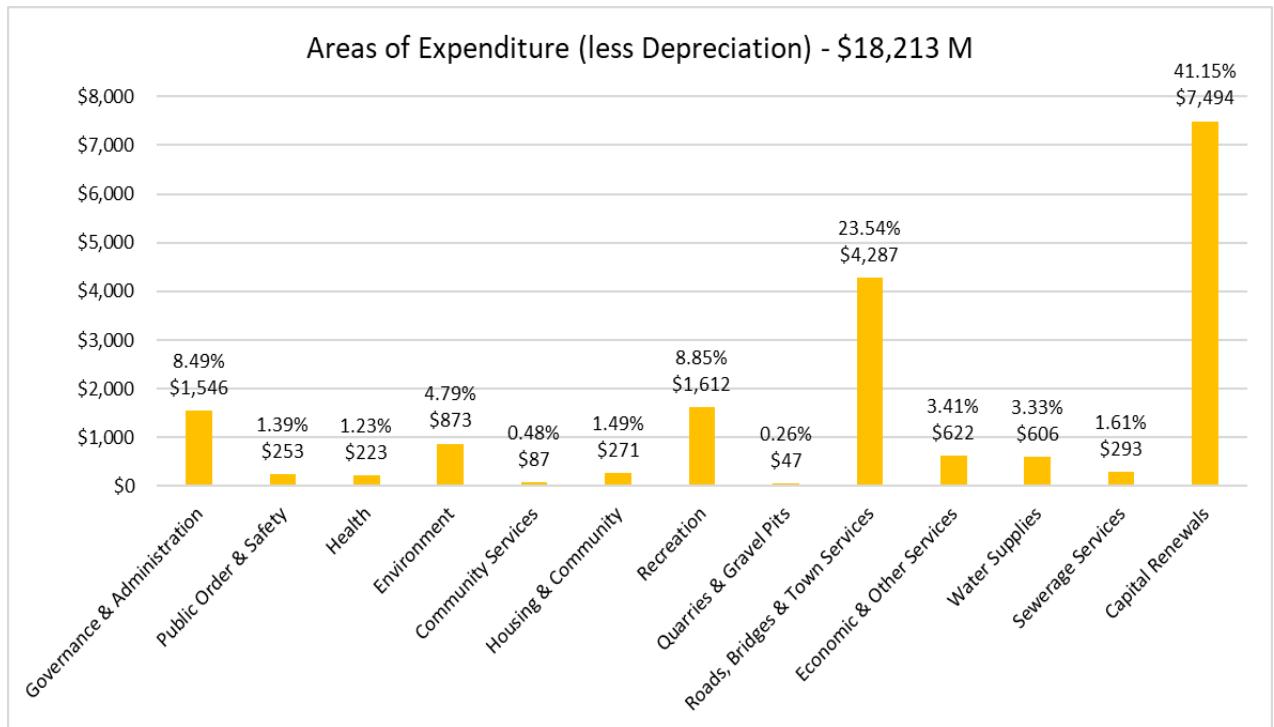


Financial snapshot





Value for rates



Snapshot and overview

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

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges make up 34.08% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets we all enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council has developed a Workforce Plan for the four years of the Delivery Plan to ensure we have the right staff for the work to be undertaken. This plan is available on our web site.

Our staff are a valuable asset to the community as shown at the many events and functions held during the year. The success of our race meetings, the show and our week to week activities is down to the staff that work quietly away 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 Plan, the following table has been provided. This table was reported to Council's June 2019 Ordinary Council meeting and has been developed to quickly identify Council's performance over the last twelve months.







The plans are linked by the key subject matters of:





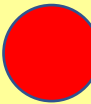


- Social
- Economic
- Infrastructure
- Environment and
- Governance.






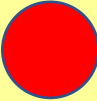
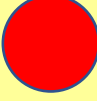
A major part of performing Council's role for the community is to ensure that in meeting the key outcomes that it also remains to be efficient and cost effective. The current reporting guidelines do not link efficiency and effectiveness to the community expectations and to understand these outcomes,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








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









Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.1.1	Local access to essential services and less out-reach of these essential services	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally	Regular communication with Interagency and service providers		Council attending Interagency meetings as reported. Meet WMPHS/ Medical Centre.
					Meet twice per year with State and Federal members		Regular meetings with local members.
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / MHD	Number of activities	EDO's to communicate with community organisations and produce "What's on"		Email updates provided and reports to Economic Development Committee.
		Provision of an information package for new residents	GM	Completion/ review of package	Supply of packages readily available		Packages available.
		Liaise with Local Aboriginal Communities	GM	Number of activities	Promote combined activities		Meetings held with Land Council. Council has supported development of walkways at Beemunnel. Support as required.
				Number of meetings	Arrange meetings bi-monthly		General catch up held as required.






Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.1.3	Provide leadership and co-ordination of the Warren Interagency group	Provide Chair & Secretariat	MHD	Production of business paper Number of meetings held	Business papers prepared for meeting every 2 months		Meetings held every 2 months.
		Provision of information on grants etc. and assistance in assessing grants to community groups	MHD	Circulation of information	Information circulated as received		Information circulated as received.
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available locally.	GM	Increase in students enrolled at local schools and TAFE	Meeting with TAFE and schools on courses available		
		Regular meetings with educational providers: - - Schools - TAFE	GM	Number of meetings held	Meet with TAFE and Warren schools at least twice per year. Invite to address Council once per year		
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of residential land available	GM	Number of lots available	Ensure adequate residential land available		Land available but development of housing very limited.
		Number of private houses available for sale/rent	GM	Liaise with Real Estate agencies	EDO's monitoring		Ongoing




Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community	Assess requests for support for community events	GM	Donation/support provided with Council approval	Develop guideline on usage charges of Council facilities when used by community groups		Annual Operational Plan
		Co-ordinate Australia Day and ANZAC Day	GM	Community feedback and number in attendance	Act as secretariat		Ongoing
		Support community events through administration and secretarial support	GM	Number of committees formed for special events	Involve Council in community events		Economic Development Officer's providing support. Staff assist Spring Festival, Rugby and other events.
1.1.7	Investigate initiatives in attracting and retaining working families	Implementation of actions from Goal 1 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions		Reported to Economic Development Committee.
1.2.1	Investigate options available looking to develop a solution that can provide leadership and coordination of actions to assist all youth.	Create Community Liaison Committee to develop strategies	MHD	Creation of Committee and number of meetings	Ensure Committee has Youth Membership. Regular reporting to Council.		Not undertaken.
		EIPP program	MHD	Number/success of projects undertaken	Administer and report on Programs		Funding is utilised within the community.
		Community Builders program	MHD	Number/success of projects undertaken	Administer and report on Programs		Funding is utilised within the community.




Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.2.2	Promote to youth Warren facilities and activities available	Address schools on facilities available	MHD	Number of addresses to schools	Arrange address to school assemblies		Councillors attended end school presentations as requested.
		Regular media/information releases	MHD	Media feedback and website hits	Monitor and report feedback		Information circulated when received.
1.2.3	Development of traineeship programs to retain youth	Review trainee places in Council structure	GM	Review structure	Monitor Council structure suitability		Workforce Plan prepared to Council.
		Develop Indigenous traineeships	GM	Review of previous programs and no. of traineeships	Investigate a more suitable model		Discussions being held to support training and casual employment outcomes.
		Liaise with businesses to encourage traineeships	GM	Presentation to Chambers of Commerce	Undertake regular presentations to Chamber of Commerce. Monitor and record no. of recruitments.		Meeting with Chamber attended by Councillors.
1.2.4	Investigate initiatives in creating employment for youth	Liaise with businesses to encourage youth employment	GM	Presentation to Chambers of Commerce	Monitor and record no. of recruitments. Undertake regular presentations to Chamber of Commerce	 	Chamber has not requested Council involvement into traineeships








Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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	Continue Monitoring		Meetings held with Doctors and Western Health.
		Liaise with Warren MPHS	GM	Number of meetings	Minimum 2 meetings per year		Ongoing.
1.3.2	Advocate for Dentist and Doctors available in Warren to meet community's needs	Continue existing management regime at Warren Family Health Centre	GM	Number of doctors and allied health using facility	Monitor the number/type of health service providers		Regular meetings held and Council working to attract health professionals.
1.4.1	Continually liaise with NSW Police on law and order issues within the community	Regular meetings with local Police	GM	Number of meetings	Meet with the Officer in Charge, Warren sector once a month		Meetings being held through LEMC and Area Command.
		Active participation in Community Safety Precinct meetings	GM	Attendance at meetings	Councillors and GM to attend all meetings. Invite relevant community members.		Meetings being held.
1.4.2	Continually monitor the use of illicit drugs within the community	Regular meetings with local Police	GM	Number of meetings	Meet with the Officer in Charge		Issues raised at Precinct Meetings. Regular discussion held with Police.
		Pass information to Police	GM	Information passed on	Record information from community and pass on to Police		Issues being forwarded.




Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support.	GM	Condition of EOC	Regular inspections of EOC		Regular meetings are held with emergency service providers under LEMC and RFS committees.
		Provide administrative, management and technical staff					
		Keep Warren EMPLAN up to date	GM	Review of EMPLAN	Continually review EMPLAN and CMG's		
		Co-ordinate LEMC meetings	GM	Hold regular meetings	Minimum 4 per year		
		Make available council resources for emergencies	ALL	Provision of resources	Make available Council resources		
1.4.4	Help ensure safe and sustainable development	Utilise Sub Regional Land Use Strategy	MHD	Reference to Strategy	Monitor land use practices.		Ongoing.
		Review LEP	MHD	Update LEP	5 year review of LEP		Currently being undertaken under planning proposal.
		Review Development Control Plan	MHD	Update Development Control Plan	5 year review		
		Monitor development	MHD	Ensure Develop in line with legislation/ sustainable	Maintain Registers		Ongoing.




Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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.	DMES	Community feedback	Adjust cleaning regime when required		Inspections carried out weekly by RO including review of the quality of the work undertaken, programming and scheduling of works to be done.
		Maintain existing street cleaning regime	DMES	Tidiness of streets	CBD twice weekly. Street sweeper 3 days per week		
		Regular inspection of vacant blocks	MHD	Complaints of untidy lots	Inspect vacant lots twice per year		
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	DMES	Update of Footpath Defect Register	Inspect footpaths minimum yearly		Footpath inspections undertaken annually by PAE and Defect Register updated. Program of works reported to Council annually for approval and budgeting.
		Regular patching and reseal of streets	DMES	Effectiveness of programs	Patching of streets three times per year, reseals as per plan.		RO inspects all urban streets weekly and schedules any routine maintenance works including patching. RIM and DMES inspect all roads annually and formulates the annual reseal program which is reported to Council for approval and budgeting purposes.






Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.4.7	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	MHD	Regular reporting to Office of Local Government	All reports undertaken by due date		Ongoing.
		Maintain regular ranger patrolling	MHD	Number of complaints	Complaints register monitored		Ongoing.
		Continuation of de-sexing program	MHD	Number of animals de-sexed	Continue annual program		Awaiting next round of funding.







Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
2.1.2	Review and update Economic Development Strategy	Reviewed Economic Development Strategy to Council	GM	Adopt reviewed strategy	To Council for adoption		Support policies adopted and grants being applied for.
		Implementation of Strategies Schedule	GM	Review and adopt schedules	Monitor actions from Schedule		Grants successful and work being completed under strategic plans.
					Report to Economic Development Committee		EDC meeting quarterly.








	Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
2.1.3	Implement updated activities of the Strategy's Action Plan	Implementation of strategies schedules	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions		Meetings being held. Grant funding is taking a priority.
2.2.1	Continue implementation of existing Economic Development Strategy Goal 6 until 2016 Census data released	Implementation of actions from Goal 6 Economic Development Strategy	GM	Report on actions taken	Report to each Economic Development Committee meeting on actions		
2.2.2	Implementation of Streetscape Masterplan and Town Improvement Committee activities	Program/costings of works for Streetscape Masterplan	DMES	Adoption of program of work for Streetscape Masterplan	Report to each Town Improvement Committee		Program for Streetscape Masterplan commenced.
		Implementation of Streetscape works	DMES	Works undertaken	Commence works as/when adopted		Construction works of Streetscape Masterplan underway.
					Report to each Town Improvement Committee meeting on actions		Town Improvement Committee updated on a 3 monthly basis.
2.2.3	Actively participate in the Great Western Plains Destination Management Group	Membership of Destination Management Group	GM	Continued membership	Attend regional meetings		
		Promotion of Warren Shire	GM	Participation in advertising campaign	Investigate advertising possibilities		









Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
2.2.4 Liaise with RiverSmart in line with Council's Economic Development Strategy	Regular meetings to be held	GM	Number of meetings	Minimum bi-monthly meetings to be held		Agreement developed and approved by Council and Riversmart to develop tourism and education outcomes. Grants applied for and successful. Council and Riversmart are working well to develop tourism and social actions.
	Review synergies between various Plans	GM	List of synergies	Develop list with RiverSmart		
	Progress synergies	GM	Report on actions	Report to Economic Development Committee on actions		





Strategies	Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
3.1.1 Ensure local roads and bridges are maintained /constructed to acceptable community standards in a cost effective, efficient and safe manner	Renew Extended Work Hours Agreement	DMES	Sign off agreement	Review Agreement annually		Extended Work Hours Agreement reviewed annually by DMES and RIM.
	Undertake road standard audits to ensure compliance with standards	DMES	Compliance with standards	Undertake inspections – 4 Sector Hierarchy		Road standard audits undertaken at least annually by RO, RIM and DMES.
	Ensure maintenance is programmed as a preventative measure as far as practicable	DMES	Quality/Quantity of work	Monitor works		Routine maintenance works carried out proactively after weekly inspections by RO. Resealing works funded







Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Continued maintenance management system	DMES	Review Works programs	Develop Yearly Works Schedule and Condition Assessments		and undertaken on a 10 year cycle as a proactive preventive measure to prevent early breakdown of the wearing surface and pavement, reducing routine maintenance costs.
		Roads Inspection Procedures manual in place	DMES	Inspection schedules	Regular Inspections		Condition assessment carried out annually in line with ACRVM. Annual works program developed by DMES and reported to Council for approval and budgeting purposes.
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	DMES	Review Works Programs	Regular PEG meetings		PEG meetings attended by PAE and works program reviewed by PAE.
		Roads Inspection Procedures manual	DMES	Inspection schedules	Regular inspections		Inspections carried out regularly by RO and RIM and annual inspections undertaken by DMES.
		Ensure RMCC requirements are met	DMES	RMCC qualified	RMCC requirements met		All RMCC requirements are met and maintained by PAE.







Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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.	DMES	Audit for compliance with standards and licence conditions	Regular inspections in line with requirements		Regular inspections in line with requirements undertaken by RO and RIM.
3.1.4	Maintain and enhance local pathways network to meet the needs of all sections of the community	Maintain existing pathways	DMES	Monitor works programs	Regular inspections		All footpaths inspected weekly by RO. Condition assessments carried out by PAE annually and work program formulated by PAE and reported to Council for approval and budgeting purposes.
		Investigate grant opportunities for new pathways as per Plan	DMES	Number of grants submitted	Monitor and apply for all available grants		Grants sought and applications made where possible by PAE.
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.	DMES	Monitor community feedback	Continually review and monitor maintenance program		Maintenance program developed and reviewed weekly by RO.
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	MHD	Report to Council annually	Report to Council annually		Pre-season and post season inspections.
		Review rolling works and upgrade program	MHD	Asset Management Plan	Adopt plan of works		Currently being developed. Assessments undertaken and tender released as to upgrades.





Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs.	DMFA	Analyse user numbers.	Report quarterly to Council		Successful grant 2016 upgrading shelves. Submitted new grant application 9 November 2017 technology upgrade.
		Continued membership North Western Library	DMFA	Participation	Active participation continued		AGM scheduled for 6 th December 2017 at Bogan.
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complex)	Review/monitor maintenance regimes	MHD DMES	Report to Council/ Community Feedback	Report to Council monthly		Building & Maintenance Officer & MHD have been creating a works program.
3.2.5	Maintain and service the villages of Collie and Nevertire	Regular inspection of villages	DMES/MHD	Work schedule	Inspections undertaken twice per year		Inspected weekly and Village works team improving villages appearance and maintenance.
3.2.7	Upgrade and refurbishment of Warren Shire Council Chambers to comply with legislation	Review requirements	GM / MHD	Review requirements	Review Project		New Plan developed and submitted to Council for approval. Construction documents prepared. Tender released and unsuccessful. Committee has reviewed to develop building program.
		Redevelop a Concept Plan	GM / MHD	Development of new Concept Plan	Quantity Survey new project		
		Undertake developed and adopted Plan	GM / MHD	Project finalisation	Works required		


Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
4.1.1	Monitor Warren Shire Council LEP	Utilise Sub Regional Landuse Strategy in reviewing LEP	MHD	Review 2012 LEP	5 year review		Review linked with current planning proposal.
		Document problem issues arising from implementation of LEP.	MHD	Number of reforms to LEP	Monitor LEP operation		File maintained detailing arising matters.
4.1.2	Actively participate in the Environment and Waterways Alliance	Active membership of Water Quality & Salinity Alliance	MHD	Attendance at meetings	Regular attendance at meetings		Actively attend meetings.
		Implementation of projects	MHD	Number of projects Council involved in	Involvement when Project is applicable to Warren		Actively engage with sole/group projects.
4.1.3	Management of noxious plants	Delegated to CMCC (Council x 2 delegates)	Delegates	Report to Council	Report to Council quarterly		Verbal reports given at Council Meetings.
4.1.4	Maintain involvement and support of Local Land Services (LLS)	Liaise continually with LLS on natural resource management issues	GM / MHD	Number of meetings	Meet with LLS when required		Meetings held.
4.2.1	Ewenmar Waste Depot – New Management Regime	Development of new management regime and strategy	MHD	Adoption of Plan and Strategies	Finalise Plan and Strategy to Council		Proposed plan submitted to committee and works undertaken to improve waste depot overall.
		Implementation of Management Plan and Strategies	MHD	Report on actions taken	Report to each Ewenmar Waste Depot Committee meeting on actions		Grant funding sought to develop drop off area. Staffing and changes to hours of operation approved by Council.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
4.2.2	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	MHD	Reduction in landfill	Investigate options		Participating in various Netwaste projects.
		Investigate all avenues for recommencement of kerbside recycling	MHD	Re-introduction of recycling	Investigate options		Currently investigating. Based on State wide recycling issues this request should be placed on hold.
4.2.3	Ensure the efficient and cost effective operation of Council's road making materials (eg. gravel pits.)	To regularly monitor the safety and operations of gravel pits under Council's control to review and act under the Safety and Environment Standards.	DMES	Compliance with all safety, mining and environmental standards	Minimum operations at Mt Foster Quarry All gravel pits inspected prior and after usage		All gravel pits inspected by RO and DMES as required.
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year.	DMES	Design and construction on time and within budget.	Works schedule monitored		Collie drainage works have been carried out and work commenced at Nevertire as part of the Village Plan upgrades. Work to be completed across all roads in Shire based on budgets and need. A new program will be presented to Council in 2019/20.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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	DMES	Adherence to Plan	Completion of Restart NSW 357 Projects		Restart NSW Water Security Project complete. New water tanks at Collie and to go to airport subdivision. Additional water treatment required due to drought and water potability at Collie.
		Compliance with best practice	DMES	Annual report	100% compliance		Compliant.
		Continued active membership of Lower Macquarie Water Utilities Alliance	DMES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee		Actively involved with LMWUA 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	DMES	Adherence to Plan	Ongoing		
		Compliance with best practice	DMES	Annual report	100% compliance		
		Continued active membership Lower Macquarie Water Utilities Alliance	DMES	Council involvement in LMWUA	Actively involved in LMWUA Board and Technical Committee		Yes actively involved.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy to be used when consultation with community required		Review Strategy. A new communications procedure to be submitted to Council.
5.1.2	Implementation of required agreed community actions	Co-ordinate communication with Community Liaison Committee	GM	Report on actions taken	Report to Council and Interagency on actions		Bimonthly meetings being held. Councillors attending meeting.
5.1.3	Promote timely and quality dissemination of information to the community	Regular community updates by various media	GM	Report on actions taken	Monitor and report to Council		Mayoral Column, monthly staff newsletters, news worthy stories to press, radio interviews and TV interviews used.
5.1.4	Convey community issues to the Government	Lobby on behalf of the community	GM	Number of communiques	Record and report communiques		As required.
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored		KPI's developed for staff. Annual performance appraisals undertaken.
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	Review September 2017		Review undertaken and committees identified.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation To review business papers to improve information provided to elected members and the public.	ALL	Review annually	Website E-mail system Weekly column in paper Rate notices		Monthly Councillor/staff newsletter. Website updated and Mayoral Column.
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	GM	Council determination	Review September 2017		Progressive review. New Code of Meeting practice included.
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	DMFA	Reporting on time to auditors, Ministers and the general public.	All statutory reporting undertaken by due dates		All statutory and financial reports submitted before due dates
			DMFA	Council's financial reporting analysis	Regular reporting to Council		Budget Reviews submitted to Council Meetings.
5.2.3	Effective staff training and development processes in place	Review staff training and development	ALL	Adoption of Training Plan for individuals following performance appraisals.	Develop standard performance appraisal timeline		Performance Appraisals undertaken annually and to occur in February.

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		To implement systems for performance management and staff review.	ALL	Review Salary System	Report to Consultative Committee		Consultative Committee established September 2017 and reviews commenced. Salary system being reviewed to determine long term training and wage progression. Compliance with Award has been achieved.

Our reports

Our Services reports

Water

During the 2018/19 year, Council has voluntarily brought in level 3 (Modified) Water Restrictions to reduce the amount of river water being used for irrigation needs. The river water system is also the only firefighting system available to the Warren Community and the reduced flows in the river required the community to prepare for a more dramatic drop in water availability in the 2019/20 year.

Council applauds the community for taking to the water restrictions with most residents working to the odds and evens water. This has ensured that Council can keep adequate supplies available for emergency use.

Council during the second half of the year has been consulting with the NSW Emergency Service providers about the prospect of no water in the river as the drought worsens. Procedures have been established to restrict water usage to allow for fire fighting and to allow Council and the services to plan for emergency events.

Council's water supply network (pipes and pumps) are continually being assessed as to the condition, the need to clean and flush water to prevent in pipe build ups and to reduce the number of breakages occurring. Several other areas are being undertaken including ring mains at Collie to reduce colour and taste issues, the installation of fire hydrant points in Warren to allow emergency services access to both the river water supply and the bore water supply and improved water circulation at Nevertire through the reservoir in winter to meet water quality standards.

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

Sewer

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

Once built, the new facility is to allow onsite evaporation and oxidation ponds following primary treatment of wastewater.

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

Only properties that are connected to a sewerage system (excludes septic systems or onsite wastewater treatment systems) pay towards the cost of this service.

Waste

During the 2018-2019 Financial year Council has continued to work towards an improved level of waste management offered to the Community.

This has been highlighted by the total clean-up of the waste depot site, the construction of mounds around the perimeter to contain run off water and the development of stock pile areas to separate waste types.

Council has undertaken a survey of its rural residential residents to determine if they wish to have the garbage collection service extended. The residents came back to Council with an overwhelming No vote and Council resolved not to extend the service area. Council regularly receives requests from the community to provide service extensions, to commence recycling or provide additional services. As each change to the garbage or recycling service is paid for by the resident or rate payer, Council will seek advice from its residents.

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

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

Environmental Management

During this year, Council has undertaken a clean-up of material dumped over many years on its airport in Warren. This material was brought to Council's attention as part of the redevelopment of the taxi ways. Council will remove and rehabilitate its land as it undertakes future developments to ensure that contaminated material is removed to an authorised facility.

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

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

Warren Swimming Pool

Council has undertaken an assessment of the pool this year with consultants to look at the work required and other works to bring the pool into conformity with NSW Health guidelines. Council released a tender for the reconstruction of the pool; however, it did not receive any tenders.

Council had budgeted in 2018/19 to commence rectification works to prevent wastewater entering the river system and to improve the pool overall. Due to no tenderers, Council staff will reassess the filtration design and work with local companies to make these changes.

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

Workforce and performance

Structure and performance

Council undertook a review of its Workforce Plan in 2017/18 to identify the staff resources required over the next four years to meet the commitments we make as part of the Delivery Plan and also to meet the day to day needs of our community.

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

Workforce planning is about forecasting and predicting trends. It is not an exact science, but a continual process designed to analyse the current workforce and future needs, identify gaps between present and future requirements and develop solutions to ensure Council can achieve its mission and objectives.

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

Workforce planning will help Council to:

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

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

During this year, Council resolved due to continuing drought conditions to reduce its use of casual staff and to redeploy its road construction staff to other duties. This has been undertaken to ensure that Council's permanent workforce has viable day to day employment whilst we sit out the drought conditions. Council cannot maintain roads or construct new roads without water.

Council has consulted Union Groups and will manage the reduced employment throughout this period. Council's Workforce Plan indicates the maximum number of staff required to perform its work, when the climatic and budgetary opportunities exist.

Fair and equal employment

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

The Council aims to ensure when employment decisions are made, they are based on merit. Council's EEO Policies ensure that everyone in the community has an equal chance of employment, promotion

to higher positions in the Council and training to develop staff. The Council also tries to create a work environment which promotes good working relationships.

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

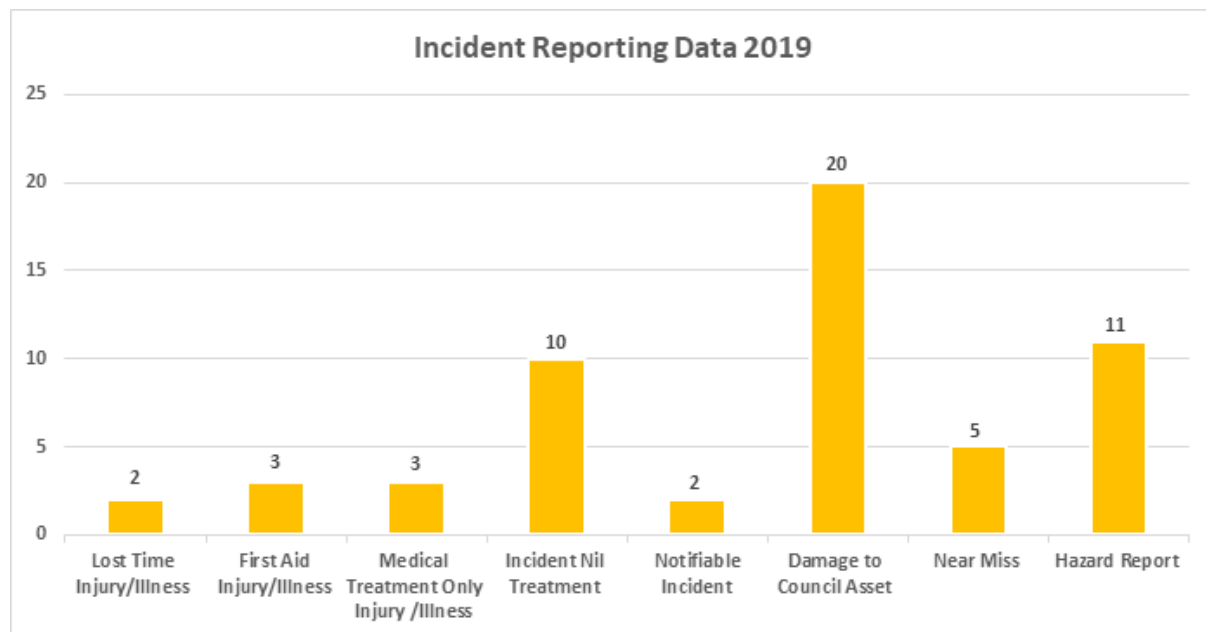
Work health and safety

Council recognises its responsibilities under WH&S legislation and is committed to a safe and healthy workplace.

Council has taken a very proactive approach to Workplace Health and Safety and has undertaken substantial improvements to ensure the health and wellbeing of our employees, contractors, volunteers and visitors.

Council has developed and implemented documented procedures to ensure our contractors meet the standards for safety and insurance. Council has worked with its insurers to improve our liability position and we have complied with all areas of improvement suggested.

As shown in the graph below we have had accidents and incidents. Council has encouraged staff to report incidents as this allows us to investigate what has happened and implement corrective action to prevent them from occurring in the future. We do not want any of our staff, our contractors or members of the public to be injured and strive for continuous improvement in safety.



Total Reports Received = 56

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

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

Council recognises that for it to be an equal opportunity employer and to ensure that our work environment does not discriminate or isolate people, we need to work harder and to break long held social or personal opinions. Our trend in this area is reducing, but Council remains vigilant to future incidents and discrimination.

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

Productivity improvements

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

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

To allow Councillors additional time to work through future budgets, Council has held workshops to review its expenditure and discuss in more detail the ability to provide greater outcomes for the community. This has allowed Council, following public consultation of the Village Enhancement Plans, to include improvements and seek grant funds to upgrade roads, drainage and the social amenity issues of the town and village areas.

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

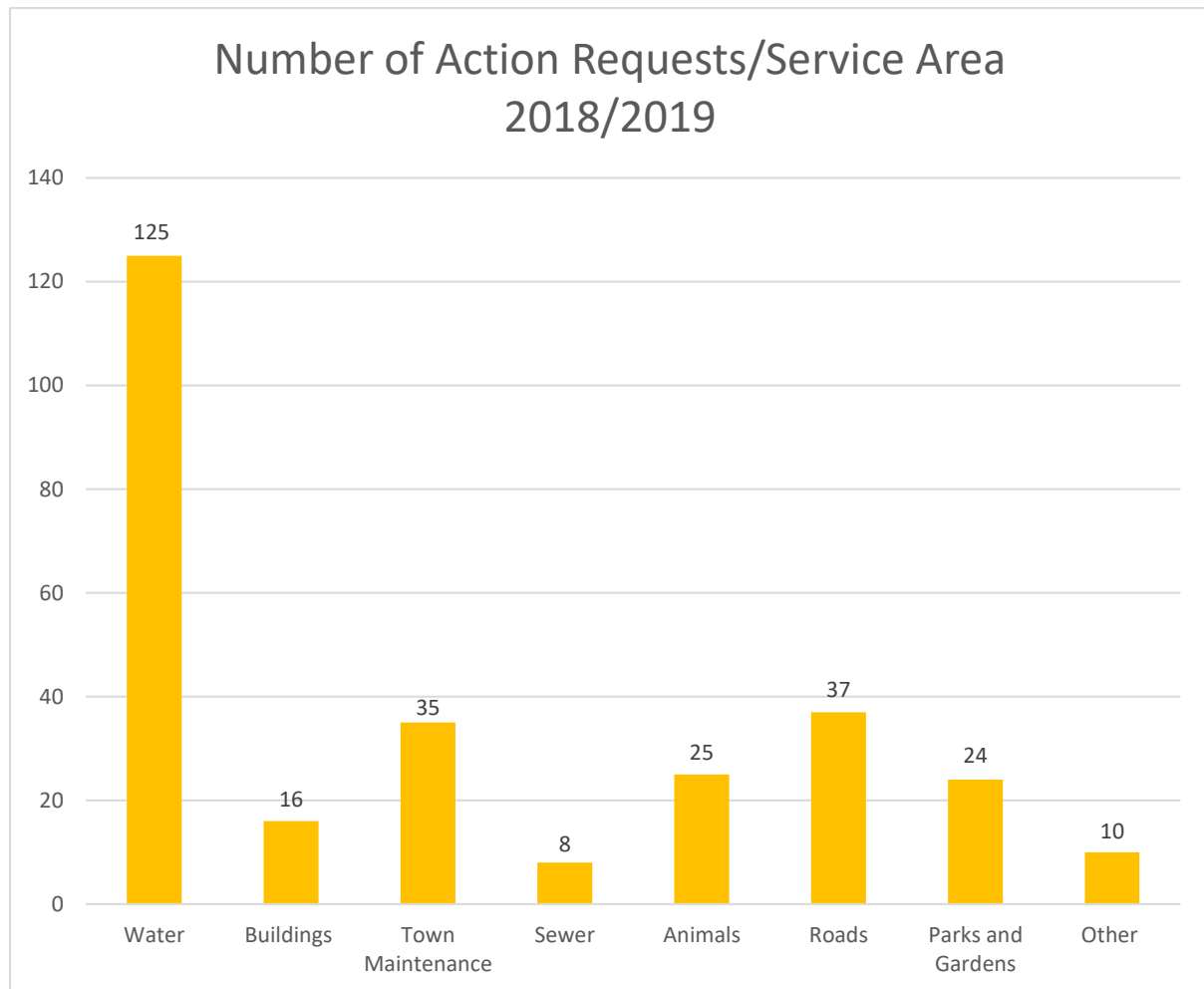
Council reviewed its plant (machinery and vehicles) to identify the future plant needs to build roads or maintain the parks and gardens and village areas. This review identifies which items to purchase, those that are used occasionally that could be used under contract with our staff as operators and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

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

Performance, complaints and issues generally

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

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



Community engagement and education

Community engagement

During this year Council has been working with the Village communities to deliver a range of programs as listed below. As part of our engagement process the Councillors and Senior staff have visited villages and held public meetings to provide advice on the projects that it can undertake through its budget, the grant applications that have been applied for and to provide an opportunity for residents to ask questions.

Council resolved in October 2018 to hold Council meetings across the Shire area over the four-year Council term. This has occurred and the communities are supportive of Councillors visiting their village. Councillors have attended events such as the Rotary Spring Festival and the Warren Show to set up stands and meet with the public. These types of events allow our community to meet the Councillors, ask questions around Council’s decision making, works plans and other concerns and to speak on a one on one basis. Councillors have also advised the community to contact them directly if they wish to discuss any matter or to contact Council’s senior staff.



Photo courtesy of the Warren Weekly

Council has also been a major supporter of bringing the community together during this year. Council has arranged and supported events across the shire area through Drought Funding programs.

- | | |
|--|---|
|  Warren Comedy Festival |  Warren Show Concert |
|  Warren Main Street Christmas Party |  Good with Maps – Theatre performance |
|  The Pool Party – youth event |  Symphonia Jubilant performance |
|  Nevertire Trivia Night |  The Café Sessions – Theatre performance |
|  Collie Trivia Night |  Marthaguy Family Day |



Warren Comedy Festival funded through the Business Grant – over 400 people attended the event at the Warren Sporting and Cultural Centre in September 2018.

Council was successful in seeking Regional Cultural funding to develop Warren’s Arts and Cultural Facility that included tiered seating, audit and lighting equipment and improvements to the green room to install heating and cooling and retractable walls.

Public access to information

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

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
Yes	Yes

Appointment and Oversight of the General Manager Policy, Child Protection Policy, Complaints Management Policy, Contractor WHS Management Policy, Corporate Credit Card Policy and Charge Forms, Councillor Access to Information Policy, Councillor Expense Policy, Financial Hardship Policy, Fraud and Corruption Policy, Gifts and Benefits Policy, Internal Reporting Policy, Privacy Management Plan, Secondary Employment Policy, Social Media Policy, Statement of Ethics Policy, and Legislative Compliance Policy

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%	

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	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	0%	0%	0%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	0	0%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	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: Invalid applications

Reason for invalidity	No 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 Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	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 Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	0	0%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	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	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	
% of Total	0%	0%		

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	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	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	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 a large number of swimming pools being:

Registered Pools in LGA: 76 Pools inspected in 2018/2019 period: 4

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

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

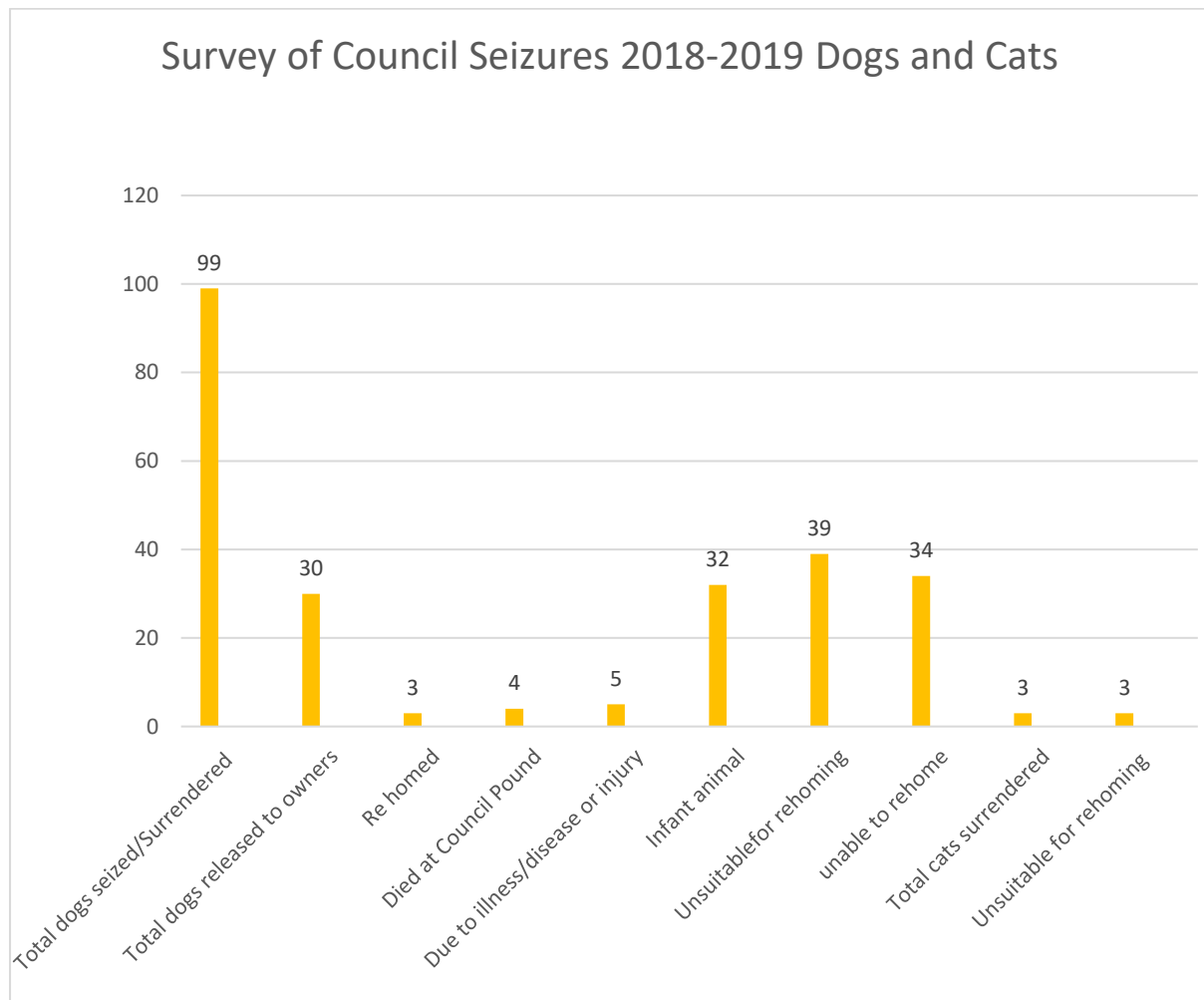
Companion animals

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

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

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

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



Support and partnerships

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

Council's principle support during the 2018/19 year has been for sporting events utilising the community parks, ovals and sporting areas. Below is listed our recorded contributions or donations and other activities that Council must advise the public including partnerships and external organisations it supports or interacts with.

Contributions and donations

Council Contributions & Donations - 2018/19

Organisation	Donation Description	Amount
Nevertire Hall Trust	2018/19 Rates & Charges	\$1,556.00
Warren Men's Shed	2018/19 Rates & Charges	\$1,695.00
Collie CWA	2018/19 Rates & Charges	\$866.00
Warren CWA	Grounds Maintenance 2018/19	\$846.77
Warren Central School	Prize Night Donation	\$80.00
St Mary's School	Prize Night Donation	\$55.00
Marra Creek Public School	Prize Night Donation	\$50.00
Life Education Van	Pickup and Drop off	\$562.98
Anzac Day	Preparation & Traffic Control Expenses	\$5,634.00
Local Sporting & Community	Printing of Booklets & Flyers etc.	\$617.80
	TOTAL	\$ 11,530.93

Partnerships, co-operatives and joint ventures

Council participated in the following throughout 2018/2019:

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

External bodies exercising Council functions

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

Controlling interest and service charges

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

Council is a member of Orana Joint Organisation of Councils (OJOC) which was formed by the State Government as a Regional Council Organisation under the Local Government Act 1993 as amended. This organisation operates as a Council and Warren Shire Council's Mayor is a voting member. This organisation does not have any controlling interest over Warren Shire Council and may with agreement perform roles, functions or operate contracts for and on behalf of council.

Voluntary planning agreements

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

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

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

Private works

During a normal year, Council will undertake work for individuals or companies for a fee. These are classed as private works. Warren Shire Council has also included works for the Roads and Maritime Service (RMS) as private works as these works require its staff to work in a capacity that is technically of a competitive nature.

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

Council undertakes private works to make a profit.

Types of Private Works undertaken during 2018/19

State Highway 11 - Maintenance - Nevertire to Collie

State Highway 11 – Heavy Patching Segments 290, 310, 320, 325 and 345

State Highway 11 – Resealing Segment 235

State Highway 11 – Shoulder Repair Segment 280

State Highway 11 – Survey, Design & Geotechnical Segments 210 & 215

Hire of Various Council Plant (with operator)

Sealing and Tar Patching of Private Access Roads

Mowing of Private Land

Repairs to water mains on Private Land

Assets

Below is a summary of Council's Infrastructure Assets as reported in the 2018/2019 Special Schedules:

Warren Shire Council

Special Schedules 2019

Report on Infrastructure Assets

as at 30 June 2019

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	2018/19 Required maintenance ^a	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
							1	2	3	4	5
(a) Report on Infrastructure Assets - Values											
Buildings	Buildings – non-specialised	45	65	114	5,104	7,995	60.0%	35.0%	5.0%	0.0%	0.0%
	Buildings – specialised	45	70	161	8,729	13,394	10.0%	70.0%	20.0%	0.0%	0.0%
	Sub-total	90	135	275	13,833	21,389	28.7%	56.9%	14.4%	0.0%	0.0%
Other structures	Other structures	80	20	177	6,350	12,336	5.0%	80.0%	15.0%	0.0%	0.0%
	Sub-total	80	20	177	6,350	12,336	5.0%	80.0%	15.0%	0.0%	0.0%
Roads	Sealed roads	400	980	1,220	95,749	111,129	70.0%	20.0%	10.0%	0.0%	0.0%
	Unsealed roads	300	700	1,169	23,240	26,142	50.0%	40.0%	10.0%	0.0%	0.0%
	Bridges	50	25	40	11,690	18,496	70.0%	30.0%	0.0%	0.0%	0.0%
	Footpaths	100	40	193	2,719	4,609	70.0%	20.0%	10.0%	0.0%	0.0%
	Sub-total	850	1,745	2,622	133,398	160,376	66.7%	24.4%	8.8%	0.0%	0.1%
Water supply network	Bores	–	5	54	523	1,060	90.0%	10.0%	0.0%	0.0%	0.0%
	Mains	100	100	212	3,177	9,473	10.0%	45.0%	25.0%	20.0%	0.0%
	Pumping Stations	30	90	179	1,189	1,546	80.0%	20.0%	0.0%	0.0%	0.0%
	Reservoirs	15	15	5	3,631	5,176	80.0%	0.0%	20.0%	0.0%	0.0%
	Sub-total	145	210	450	8,520	17,255	42.2%	27.1%	19.7%	11.0%	0.0%
Sewerage network	Treatment Plant	20	25	62	2,200	5,087	0.0%	10.0%	0.0%	90.0%	0.0%
	Mains	110	65	27	4,142	6,839	45.0%	45.0%	10.0%	0.0%	0.0%
	Pumping Stations	20	30	67	1,079	2,215	75.0%	20.0%	5.0%	0.0%	0.0%
	Sub-total	150	120	156	7,421	14,141	33.5%	28.5%	5.6%	32.4%	0.0%
Stormwater drainage	Stormwater drainage	25	35	2	2,157	3,993	80.0%	15.0%	5.0%	0.0%	0.0%
	Sub-total	25	35	2	2,157	3,993	80.0%	15.0%	5.0%	0.0%	0.0%
Open space / recreational assets	Swimming pools	25	30	54	53	1,654	0.0%	15.0%	40.0%	45.0%	0.0%
	Other Recreational	35	45	54	1,147	2,533	35.0%	50.0%	15.0%	0.0%	0.0%
	Sub-total	60	75	108	1,200	4,187	21.2%	36.2%	24.9%	17.8%	(0.1%)
TOTAL - ALL ASSETS		1,400	2,340	3,790	172,879	233,677	55.6%	30.8%	10.5%	3.1%	0.0%

(a) Required maintenance is the amount identified in Council's asset management plans.

Financial Reports

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

Rates and charges written off during the year

Local Government (General) Regulation 2005 - Clause 132

The amount of rates and charges that were written off during the period 1st July 2018 to 30th June 2019.

Description	Amount \$
Rates - Pension Rebates <i>(Section 583(1) Local Government Act, 1993)</i>	82,520
Rates - Postponed Rates <i>(Section 595(1) Local Government Act, 1993)</i>	Nil
Rates - Levy Adjustments <i>(Section 598(2) Local Government Act, 1993)</i>	Nil
Charges - Interest on Postponed Rates <i>(Section 595(1) Local Government Act, 1993)</i>	Nil
Rates - Sale for Outstanding <i>(Section 607 Local Government Act, 1993)</i>	Nil
Charges - Interest sale for outstanding <i>(Section 607 Local Government Act, 1993)</i>	Nil

Legal proceedings

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

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

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

Councillors' and Mayor's expenses

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

Council reviewed and adopted the Councillor Expense Policy in September 2018 which is available on our web site at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

STATEMENT OF EXPENSES		
		2018/19
	Section	\$
Mayoral Fees		25,876.89
Councillor Fees		112,264.50
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 217(1)(a1)(i)	3,558.25
Provision of Telephone	cl. 217(1)(a1)(ii)	Nil
Conferences & Seminars	cl. 217(1)(a1)(iii)	11,276.22
Training	cl. 217(1)(a1)(iv)	1,934.55
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		1,503.07
Councillor Insurance		3,434.25

Facilities listed under the policy are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility		
	Maximum amount / Frequency Provided to all Councillors upon approval to travel privately (non-Council Vehicle)	General travel expenses \$1,000 per Councillor per year.
		\$6,000 for the Mayor / year
	Interstate, overseas and long distance	
	Intrastate travel expenses	\$10,000 total for all Councillors Per year
	Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually Per meal/night
Professional development		\$2,000 per Councillor / year
Conferences and seminars		\$20,000 total for all Councillors / year
ICT expenses	iPad, Laptops and ancillary IT items.	\$2,000 per Councillor (upon election)
Carer expenses	To attend Council or committee meetings.	\$2,000 per Councillor Per year
Home office expenses		\$100 per Councillor Per year
Corporate Clothing		\$500 per Councillor Per term
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	\$10,000/ year
Furnished office	Provided to the Mayor	\$500 per term

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

Overseas visits

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

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.

Councillor Name	Training attended/ Regional/ State Meetings
Cr Quigley (Mayor Sept 2018)	<ul style="list-style-type: none"> ▪ Joint Organisation Meetings ▪ LGNSW Conference ▪ Country Mayor Meetings ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Williamson (Deputy Mayor)	<ul style="list-style-type: none"> ▪ Joint Organisation Meetings ▪ LGNSW Meeting ▪ Country Mayor Meeting ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Wilson (Mayor prior Sept 2018, resigned from Council April 2019)	<ul style="list-style-type: none"> ▪ OROC Board Meetings ▪ Joint Organisation Meeting ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Druce	<ul style="list-style-type: none"> ▪ Association of Mining and Energy Related Councils ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Irving	<ul style="list-style-type: none"> ▪ Association of Mining and Energy Related Councils ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Beach	<ul style="list-style-type: none"> ▪ Castlereagh Macquarie Country Council ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Brewer	<ul style="list-style-type: none"> ▪ Castlereagh Macquarie Country Council ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Derrett	<ul style="list-style-type: none"> ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Walker	<ul style="list-style-type: none"> ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review

Councillor Name	Training attended/ Regional/ State Meetings
Cr Serdity	<ul style="list-style-type: none"> ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Taylor	<ul style="list-style-type: none"> ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review
Cr Higgins	<ul style="list-style-type: none"> ▪ Code of Meeting practice review and inhouse training ▪ Code of Conduct review and training ▪ Councillor Handbook Review

Local Government Act 1993

s186 Information about induction training and ongoing professional development to be included in annual report.

For the purposes of section 428 (4) (b) of the Act, an annual report of a council must include the following information:

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

Note.

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

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

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

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

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

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

Senior staff remuneration

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

The Senior staff remuneration including the salary under the contract and all associated on costs for the period of employment are \$229,175.83.

No additional payments outside of the contracts have been made.

Contracts awarded

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

Contract Number Name of Contractor	Nature of goods and services	Amount expended Ex GST
Regional Procurement Tender No. REGPRO191819 File No. C14-6.2/48 Panel Tender	Supply and Delivery of Water Meters	\$5,823.84
Regional Procurement Tender No. T181819OROC File No. C14-1.2/49 Panel Tender	Supply and Delivery of Traffic & Safety Signage	\$12,708.02
Regional Procurement Tender No. REGPRO281516 File No. C14-6.2/47 Panel Tender	Supply and Delivery of Stationery	\$7,532.53
Regional Procurement Tender No. T471920OROC File No. C14-6.2/44 Panel Tender	Provision of Bitumen Spray Sealing	Nil
Regional Procurement Tender No. T481920OROC File No. C14-6.2/45 Castyln Pty Ltd t/as Inland Petroleum	Supply and Delivery of Bulk Fuel	Nil

Contractor Panel

Council calls for local contractors to list their business and services on a contractor panel. This allows Council to employ bonafide contractors to undertake works, provide services and to supply plant, goods or other equipment to Council. The following companies are listed on the contractor panel;

Business Name	Supply Items
Western Cotton Carriers	Truck/Plant Hire 2018-19
Dwyer's Transport	Truck/Plant Hire 2018-19
On The Level (NSW) Pty Ltd	Truck/Plant Hire 2018-19
IR & PJ Freeth	Truck/Plant Hire 2018-19
Silo Bag Grain - C Kilby	Truck/Plant Hire 2018-19
Cossy's Transport Pty Ltd	Truck/Plant Hire 2018-19
Ando's Grader Hire	Truck/Plant Hire 2018-19
Dave Baker Earthmoving Pty Ltd	Truck/Plant Hire 2018-19
WMB Construction & Transport	Truck/Plant Hire 2018-19
KJ & JM Fitzgerald Transport	Truck/Plant Hire 2018-19
C & L Gilmour Pty Ltd	Truck/Plant Hire 2018-19
JMD Bulk Haulage	Truck/Plant Hire 2018-19
B & D Brouff Earthmoving Pty Ltd	Truck/Plant Hire 2018-19
Earth Plant Hire	Truck/Plant Hire 2018-19
Guy Carter	Truck/Plant Hire 2018-19
B & D Brouff Earthmoving Pty Ltd	Civil Works 2018-19
MLB Concrete & Construction	Civil Works 2018-19
Macquarie Civil Moving Earth and Water	Civil Works 2018-19

Fit for the Future position

As part of Council's annual financial assessment, The NSW Audit Office undertakes a review of Council's financial position based around the criteria that the State Government has used to assess if Councils are fit for the future. These criteria include;

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

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

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

The Own Source Revenue criteria excludes all State and Federal Grants provided to councils for roads, libraries, community support, etc. The past amalgamation of councils especially in rural and remote communities, will not improve the ability to meet these criteria and this should be recognised by the State Government.

The communities and residents of Warren Shire have shown that they can work together to deliver State and Regional events across sporting and social areas and work to provide improved education and social outcomes that are lacking in our major cities. A highly functional community has many more aspects to it than just a cash component.

Financial position

Attached at Appendix A is a letter from the Auditor General's Office in relation to Council's Financial position and any explanations relating to our accounts or governance areas.

Financial statements

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

Appendix A – Auditor General’s Advice to Council



Cr Milton Quigley
Mayor
Warren Shire Council
PO Box 8
WARREN NSW 2824

Contact: David Nolan
Phone no: 02 9275 7377
Our ref: D1924481/1802

16 October 2019

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2019 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 2019 as required by section 415 of the *Local Government Act 1993* (the Act).

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

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2019 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	5.79	5.60	↑ 3.4
Grants and contributions revenue	8.84	7.36	↑ 20.1
Operating result for the year	2.71	1.05	↑ 158
Net operating result before capital grants and contributions	2.61	0.47	↑ 455

Council's operating result (\$2.7 million including the effect of depreciation and amortisation expense of \$3.4 million) was \$1.7 million higher than the 2017–18 result. This was mainly due to an increase in operating grants and contributions.

The net operating result before capital grants and contributions (\$2.6 million) was \$2.1 million higher than the 2017–18 result. This was due to the increase in operating grants and contributions noted above.

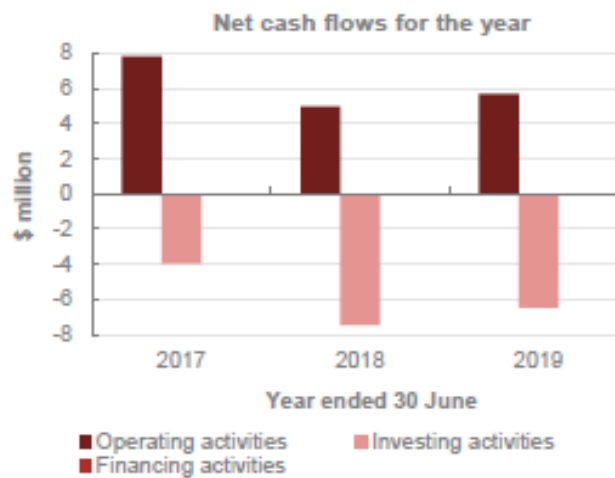
Rates and annual charges revenue (\$5.8 million) increased by 3.4 per cent in 2018–19.

Grants and contributions revenue (\$8.8 million) increased by \$1.5 million in 2018–19 due to:

- Increased financial assistance grants of \$344,000
- An increase in other operating grants of \$1.8 million; primarily for drought funding
- An offsetting decrease in capital grants for water and sewerage services of \$481,000.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$855,000 to \$11.8 million at the close of the year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2019	2018	Commentary
	\$m	\$m	
External restrictions	4.3	4.2	• External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds.
Internal restrictions	7.0	8.0	
Unrestricted	0.5	0.5	• Balances are internally restricted due to Council policy or decisions for forward plans including works program. • Unrestricted balances provide liquidity for day-to-day operations.
Cash and investments	11.8	12.7	

PERFORMANCE

Operating performance ratio

- Council's operating performance indicator of 16.3 per cent in 2018–19 (10.9 per cent in 2017–18) exceeded the industry benchmark.
- The increase from the previous year is due to the improved operating result noted above.

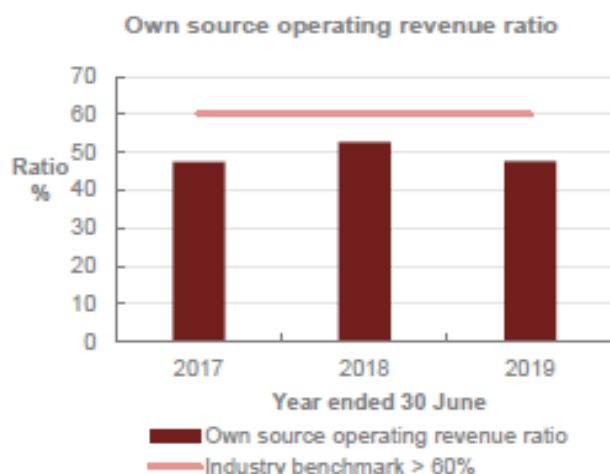
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater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



Own source operating revenue ratio

- Council's own source operating revenue ratio of 47.7 per cent in 2018–19 (52.7 per cent in 2017–18) failed to meet the industry benchmark.
- This indicator fluctuates with movements in grants and contributions and would increase with the inclusion of the financial assistance grant.

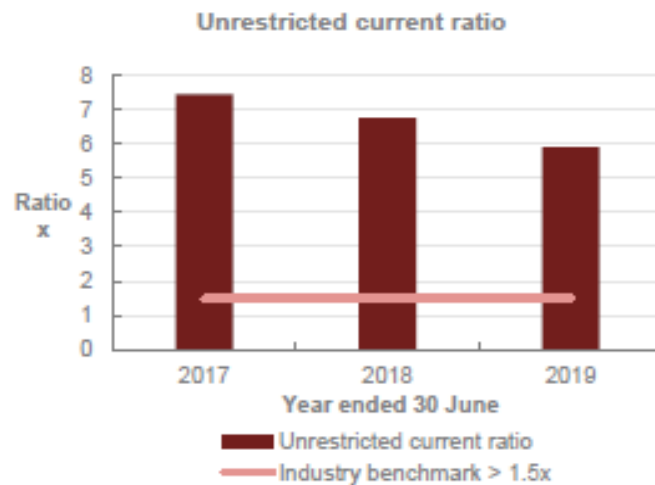
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent.



Unrestricted current ratio

- This ratio indicated that Council had 5.9 times of unrestricted assets available to service every one dollar of its unrestricted current liabilities.
- Council's unrestricted current ratio decreased to 5.9 as at 30 June 2019 (6.8 for 2018) and exceeded the industry benchmark.

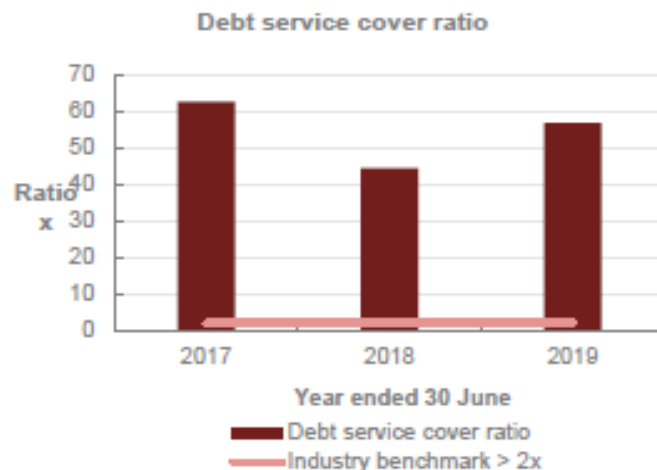
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.



Debt service cover ratio

- The debt service cover ratio for 2018–19 was 56.7 (44.5 in 2017–18) which is above the industry benchmark.
- The variance from the previous is a reflection of the improved operating result.

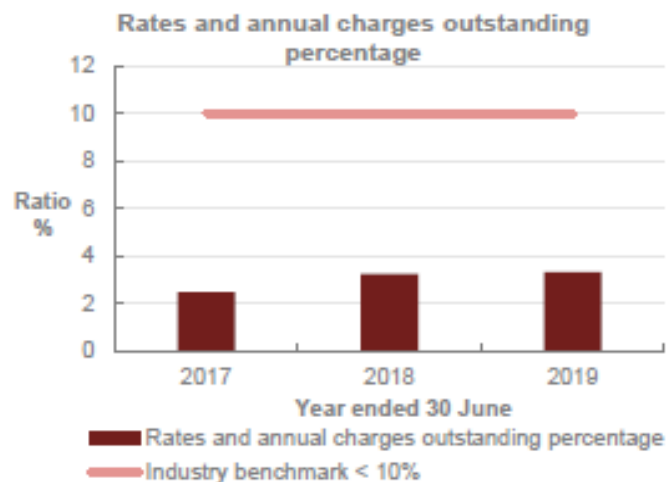
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.



Rates and annual charges outstanding per centage

- Council's indicator of 3.2 per cent as at 30 June 2019 (3.3 per cent as at 30 June 2018) met the benchmark.

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



Cash expense cover ratio

- Council's cash expense cover ratio of 11.7 months for 2018–19 (13.7 months for 2017–18) exceeded the benchmark.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$5.9 million and were consistent with the prior year
- Renewals primarily consisted of infrastructure assets and plant and equipment
- The level of asset renewals during the year represented 173 per cent of the total depreciation expense (\$3.4 million) for the year.

OTHER MATTERS

New accounting standards implemented

Application period	Overview
AASB 9 'Financial Instruments' and revised AASB 7 'Financial Instruments: Disclosures'	
For the year ended 30 June 2019	<p>AASB 9 replaces AASB 139 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting.</p> <p>Key changes include:</p> <ul style="list-style-type: none"> • a simplified model for classifying and measuring financial assets • a new method for calculating impairment • a new type of hedge accounting that more closely aligns with risk management. <p>The revised AASB 7 includes new disclosures as a result of AASB 9.</p> <p>The impact of adopting AASB 9 is disclosed in Notes 6 and 7.</p>

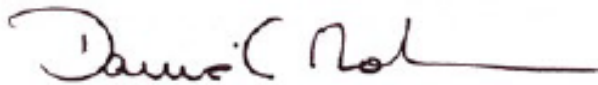
Legislative compliance

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

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

The Council's:

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



David Nolan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: Glenn Wilcox, General Manager
Jim Betts, Secretary of the Department of Planning, Industry and Environment