

Photo credit: Steven Christian



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ABOUT THIS REPORT

The Annual Report is one of the significant points of communication between Council and the community and provides details of our performance for the period 1 July 2021 to 30 June 2022.

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

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

The report relates to the fourth year of the four-year plan (extended to December 2021) and allows the community to measure our progress against the performance targets. It identifies the ways that we have worked with the community and also provides advice on how we work internally to grow and develop our staff to meet the current social and community needs. The report identifies the actions undertaken by Council against our five Delivery Program Action areas:

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

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

The Warren Shire Council Snap Shot State of the Environment Report 2021-2022 and the Annual Financial Statements 2021-2022 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

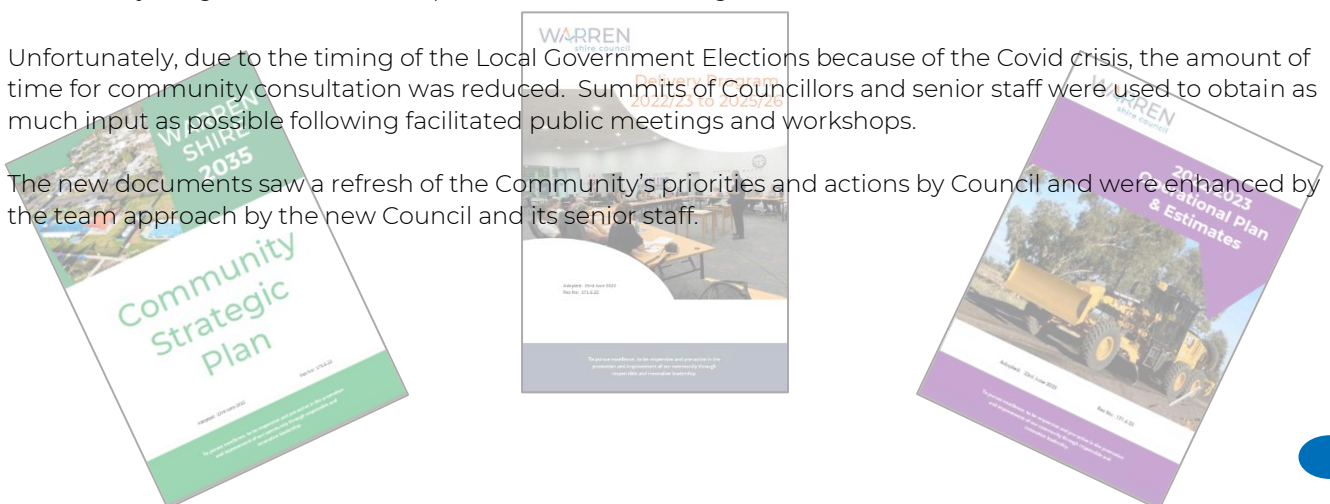
The NSW Local Government Integrated Planning and Reporting Framework and the Community Strategic Plan recognises that the community would like its Council to develop a safe and pleasant living environment, have access to improving standards of roads and other infrastructure and that it is working towards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

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

The four-year Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community. A major achievement for the year was the renewal of our Integrated Planning and Reporting Documents – Community Strategic Plan 'Warren Shire 2027' to 'Warren Shire 2035', the Delivery Program and Annual Operational Plan following the December 2021 Local Government Elections.

Unfortunately, due to the timing of the Local Government Elections because of the Covid crisis, the amount of time for community consultation was reduced. Summits of Councillors and senior staff were used to obtain as much input as possible following facilitated public meetings and workshops.

The new documents saw a refresh of the Community's priorities and actions by Council and were enhanced by the team approach by the new Council and its senior staff.



MESSAGE FROM THE MAYOR

I commend the 2021/2022 Warren Shire Council Annual Report to our ratepayers and residents.

As a consequence of dealing with the Coronavirus pandemic, Local Government Elections were held belatedly in December 2021. I have previously acknowledged the significant contribution of retiring Councillors Karlene Irving, Pauline Serdity and Mark Beach to the 2016-2021 Warren Shire Council. I also acknowledge former Mayor, Councillor Rex Wilson OAM and Deputy Mayor Brett Williamson, who did not seek re-election. All their contributions to the organisation were of the highest order. Post election we welcomed newly elected Councillors Greg Whiteley, Noel Kinsey, Ros Jackson, Jo Van Eldonk and Dirk McCloskey to Warren Shire Council. Councillor Sarah Derrett was elected unopposed as Deputy Mayor.



“The 2021/2022 year has been dominated by two overarching external factors, namely the Coronavirus pandemic in the second half of 2021 and flooding in the later part of 2021, which has continued into much of 2022”

The 2021/2022 year has been dominated by two overarching external factors, namely the Coronavirus pandemic in the second half of 2021 and flooding in the later part of 2021, which has continued into much of 2022.

Each circumstance presented its difficulties.

I am immensely proud of the response of our citizens to Covid-19. We were able to achieve vaccination rates that put us near the top of the state in a very short period of time. This reflects the concern that we all have for each other in protecting our community.

As I write this, the impact of continuing flooding is both apparent and significant for many of our livestock producers and farmers. It is difficult to comprehend that we have gone from drought to flood in such a short time frame.

Council has the twin challenges of maintaining the levee which protects the town and attempting to maintain our road network. As at the end of June, we have been flood declared four times in 8 months, with the Macquarie River continuing to sit at or above the 9 metre major flood level. Stormwater gates are closed, which then necessitates having pumps in place to deal with rainfall events.

Keeping our roads in any sort of reasonable condition is an ongoing challenge, but rest assured our road crews are doing their best in difficult circumstances to keep people moving. There will be significant work required over the next couple of years to restore our damaged road network.

Despite the weather conditions, much has been achieved on the infrastructure front. A detailed list accompanies this report. However, highlights would include the official opening of the Council Administration Building and the unveiling of the Stafford Street water tower mural in December. Work continues at the Carter Oval Sporting Precinct with the new lighting installed.

Considerable improvements have been made to our road network, notwithstanding conditions. Highlights were the construction of Segments 22, 24 and 26 on the Ellengerah Road, which means that the whole road is sealed to our eastern boundary with Narromine Shire.

Construction of the Old Warren Road continues with Segments 26 and 28 now sealed.

Our Community Strategic Plan to 2035 has been adopted following consultation via community workshops in March with additional input from Councillors, staff and stakeholders. The over riding consideration was and continues to be the betterment of our community and its infrastructure.

We have completed or are at least part way through the delivery of many upgrades to our roads, sporting areas and buildings. These have also been highlighted in a detailed way in the following pages.

I must acknowledge the commitment of staff, and my fellow Councillors. Our Councillors and staff live and work in the community and are sympathetic to the requests and needs of our community and like all of us want to see the whole of our Council area develop and prosper.

A handwritten signature in black ink that reads "Milton Quigley". The signature is written in a cursive, flowing style.

Milton Quigley
Mayor

OUR YEAR 2021/2022

OUR YEAR IN REVIEW IN CONJUNCTION WITH THE DELIVERY PROGRAM

Warren Shire Council is delivering on its Community Strategic Plan Commitments

This is Year 4/5 of Warren Shire Councillors term in office (extended until 4th December, 2021) and the Council overall have made progressive changes that includes a more transparent and consultative approach to the four-year Delivery Program.

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

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

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

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

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

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2022/2023 budget (Operational Plan) process. Council will continue to improve the Carter Oval area, the Warren War Memorial Swimming Pool, the Warren Airport and continue with village enhancements. The users and the communities shall continue to be involved in these projects and your advice is vital to ensure we meet the communities long term requirements.

Council and its staff have been working hard to attract grant funding for all the projects listed under the CSP and the Master Plans. As at the close of the financial year, Council had signed grant funding agreements for approximately \$27 million.

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

- the Showground/Racecourse;
- Carter Oval lighting;
- The villages of Collie, Nevertire and Warren;
- Groundwater augmentation;
- Warren Airport upgrade;
- Public Art on Private Property Mural Program;
- contributions to village hall upgrades;
- Stafford Street and Nevertire Water Reservoir Murals;
- Monkeygar Creek Macquarie Marshes Bird Viewing Platform;
- Warren CBD Toilet, Warren Cemetery Toilet and walkway structures
- Ellengerah Road Construction;
- Old Warren Road Construction; and
- Collie-Trangie Road Reconstruction.

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

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

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

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

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

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

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

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

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

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

Warren Water and Sewerage Committee – Formed to investigate and report on the strategic planning and infrastructure improvement of the water and sewerage supply including all related matters.

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

Water Conservation Committee – Formed to review the level of water restrictions, the timing and trigger points of water restrictions and communication to the community of water restrictions (now joined with the Warren Water and Sewerage Committee).

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

attraction and promotion of events, promotion of Warren Shire and the development and review of the Economic Development Strategy.

Audit and Risk Management Committee – formed in accordance with Council's Fraud and Corruption Control Plan to ensure that the processes behind Council's fraud and corruption control resources are co-ordinated so that they work together to achieve the objectives of the Plan and that outcomes are effectively delivered.

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

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

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

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

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

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






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






Official Opening of Council's Community Room and the unveiling of the Stafford Street Water Reservoir Mural – 2nd December 2021

















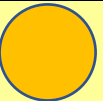
Photo credit: Jo Lincoln Images






End of Term 2016-2021 Report on the Delivery Program

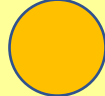


Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
1.1.1	Local access to essential services and less out-reach of these essential services.	Lobby Government for provision of essential services to be provided locally.	GM	Services provided locally.	Regular communication with Interagency and service providers. Meet twice per year with State and Federal members.	 	Council attending Interagency meetings as reported. Meet WMPHS/ Medical Centre. Recent meetings at Western Division Conference and ANZAC Day including visits for project inspection and Ministers visits.
1.1.2	Maintain high levels of community cohesion and community spirit.	Support activities that increase community participation and connection. Provision of an information package for new residents. Liaise with Local Aboriginal Communities.	GM / MHD GM GM	Number of activities. Completion/ review of package. Number of activities.	EDO's to communicate with community organisations and produce "What's on". Supply of packages readily available. Promote combined activities.	  	Business Development Facilitator through NSW Regional and Economic Development by the Commonwealth Government providing updates and reports to the Economic Development Committee. Project Administration Officer updating events section of Council's website. Packages available. Meetings held with Land Council including attendance at Board Meeting. Council has supported development of walkways at Beemunnel. Support as required.








Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
				Number of meetings.	Arrange meetings bi-monthly.		General catch up held as required.
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.		Meetings held with School Principals and TAFE Manager and Warren Central School Principal presentation arranged for June 2021 Council Meeting.
		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.		Interim General Manager met with Warren Central School in December 2020. Meetings held with School Principals and TAFE Manager and Warren Central School Principal presentation arranged for June 2021 Council Meeting. St. Mary's Parish School Principal requested to attend a future Council Meeting.





Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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.	Monitoring undertaken.		Ongoing
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.		Successful ANZAC Day March arranged.
		Support community events through administration and secretarial support.	GM	Number of committees formed for special events.	Involve Council in community events.		New BDF will only be able to provide limited 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		New BDF has been asked to provide appropriate reporting. Currently BDF is drafting new Economic Development Strategy and Plan.
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.		Youth are invited to the Warren Interagency Committee Meetings. Executive Officer Warren Youth Foundation presented to October 2021 Council Meeting.




Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		EIPP program.	MHD	Number/success of projects undertaken.	Administer and report on Programs.		Funding is utilised within the community.
		Community Builders program.	MHD	Number/success of projects undertaken.	Administer and report on Programs.		Funding is utilised within the community.
1.2.2	Promote to youth Warren facilities and activities available.	Address schools on facilities available.	MHD	Number of addresses to schools.	Arrange address to school assemblies.		Attendance in 2020 and 2021 not able to be made due to COVID restrictions.
		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.		Further discussions to be held to determine the required 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. New General Manager has meet with the Chamber President and Vice President and has become a member of the Chamber.
1.2.4	Investigate initiatives in creating employment for youth.	Liaise with businesses to encourage youth employment.	GM	Presentation to Chambers of Commerce.	Monitor and record no. of recruitments.		Chamber has not requested Council involvement into traineeships.




Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
					Undertake regular presentations to Chamber of Commerce.		New General Manager has met with the Chamber President and Vice President and has become a member of the Chamber. Presentations will be undertaken to the Chamber as required.
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. Submission provided to the inquiry into Health Outcomes and Access to Health and Hospital Services in Rural, Regional and Remote NSW.
		Liaise with Warren MPHS.	GM	Number of meetings.	Minimum 2 meetings per year.		Ongoing. Meetings held with WHAC and WHAC Executive concerning health services in Warren Shire.
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. Meetings held with WHAC and WHAC Executive concerning health services in Warren Shire. A meeting with RaRMS arranged in the near future.
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 Mayor, Deputy Mayor and Senior Staff held a meeting with the Acting Sergeant in May 2021 to discuss law and order issues in Warren Shire.








Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Active participation in Community Safety Precinct meetings.	GM	Attendance at meetings.	Councillors and GM to attend all meetings. Invite relevant community members.		Minimal meetings held. Mayor, Deputy Mayor and Senior Staff held a meeting with the Acting Sergeant in May 2021 to discuss law and order issues in Warren Shire. New Sergeant commenced in late June 2021. Relationships starting to be developed through the Local Emergency Management Committee and Covid Crisis.
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. Mayor, Deputy Mayor and Senior Staff held a meeting with the Acting Sergeant in May 2021 to discuss law and order issues in Warren Shire. New Sergeant expected to commence in late June 2021.
		Pass information to Police.	GM	Information passed on.	Record information from community and pass on to Police.		Issues being forwarded.
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety.	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support.	GM	Condition of EOC.	Regular inspections of EOC.		Regular meetings are held with emergency service providers under LEMC and RFS committees.




Social Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Keep Warren EMPLAN up to date.	GM	Review of EMPLAN.	Provide administrative, management and technical staff Continually review EMPLAN and CMG's.		Ongoing.
		Co-ordinate LEMC meetings.	DMES	Hold regular meetings.	Minimum 4 per year.		Ongoing.
		Make available Council resources for emergencies.	ALL	Provision of resources.	Make available Council resources.		Ongoing.
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.		LEP completed April 2018.
		Review Development Control Plan.	MHD	Update Development Control Plan.	5 year review.		Due 2022.
		Monitor development.	MHD	Ensure Develop in line with legislation/ sustainable.	Maintain Registers.		Ongoing.


Social 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 TSO including review of the quality of the work undertaken, programming and the scheduled works are carried out.
		Maintain existing street cleaning regime.	DMES	Tidiness of streets.	CBD twice weekly. Street sweeper 3 days per week.		Inspected on a monthly basis.
		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 ATO (Roads) 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.		TSO inspects all urban streets weekly and schedules any routine maintenance works including patching in conjunction with the RO. RIM and DMES inspect all roads annually and formulate the annual reseal program.


Social 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.	Complaint's register monitored.		Ongoing.
		Continuation of de-sexing program.	MHD	Number of animals de-sexed.	Continue annual program.		Awaiting next round of funding.






Economic 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.		Business Development Facilitator arranging a review and renewal of the Economic Development Strategy through the Economic Development Committee.
		Implementation of Strategies Schedule.	GM	Review and adopt schedules.	Monitor actions from Schedule. Report to Economic Development Committee.	 	Grants successful and work being completed under strategic plans. Currently no reporting. Waiting for finalisation of new Economic Development Strategy and Plan.







Economic 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.		Currently no reporting. Waiting for finalisation of new Economic Development Strategy and Plan. 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.		Currently no reporting. Waiting for finalisation of new Economic Development Strategy and Plan by BDF.
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. Construction works of Streetscape Masterplan underway. Town Improvement Committee updated on a 3 monthly basis.
		Implementation of Streetscape works.	DMES	Works undertaken.	Commence works as/when adopted. Report to each Town Improvement Committee meeting on actions.	 	
2.2.3	Actively participate in the Great Western Plains Destination Management Group.	Membership of Destination Management Group.	GM	Continued membership.	Attend regional meetings.		Attendance has been affected by COVID and having no EDO. New BDF may not be able to attend.
		Promotion of Warren Shire.	GM	Participation in advertising campaign.	Investigate advertising possibilities.		Marketing levels reduced due to having no EDO. Arrangements put in train for some minor participation for 2021/2022.






Economic 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. GM and Acting CEO of RiverSmart meeting regularly.
		Review synergies between various Plans.	GM	List of synergies.	Develop list with RiverSmart.		Grants applied for and successful. Due to future potential name changes, are continuing to run on old Agreement.
		Progress synergies.	GM	Report on actions.	Report to Economic Development Committee on actions.		Council and Riversmart are working well to develop tourism and social actions. Report on future directions expected to be provided to new Council.



Infrastructure 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 and commenced 15th October 2021. Will be reviewed annually by GM, DMES and RIM. Current Agreement is to 30th June 2023.







Infrastructure Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		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 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.
		Continued maintenance management system.	DMES	Review Works programs.	Develop Yearly Works Schedule and Condition Assessments.		Confirm Asset Maintenance Management System expected to be operational by 30th November 2021 where ATO-Roads will be responsible for the inspection and reporting regime.
		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. Confirm Asset Maintenance Management System expected to be






Infrastructure Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
							operational by 30th November 2021 where ATO-Roads will be responsible for the inspection and reporting regime.
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards.	Continued maintenance management system. Roads Inspection Procedures manual. Ensure RMCC requirements are met.	DMES DMES DMES	Review Works Programs. Inspection schedules. RMCC qualified.	Regular PEG meetings. Regular inspections. RMCC requirements met.	  	PEG meetings attended by DMES and works program reviewed by DMES. Inspections carried out regularly by RO and annual inspections undertaken by DMES. Council's application to Transport for NSW to take over the RMCC for the State Highway 11 Oxley Highway work within Warren Shire being progressed including an application for Road R2, Bridge B2 and Finance F5 levels.
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.		Improvement program nearing completion with upgrading contractor to return to complete drainage works. Terminal building replacement slightly delayed due to unavailability of building contractors, expect to be completed by March 2022.
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 walkways inspected weekly by TSO. Condition assessments carried out by ATO -Roads annually and a works program formulated by ATO - Roads and reported to



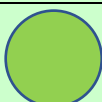


Infrastructure Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		Investigate grant opportunities for new pathways as per Plan.	DMES	Number of grants submitted.	Monitor and apply for all available grants.		Council for approval and budgeting purposes. Grants sought and applications made where possible by DMES.
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 TSO.
3.2.2	Monitor pool management and implement maintenance and upgrades.	To maintain effective pool operation and management. Review rolling works and upgrade program.	MHD MHD	Report to Council annually. Asset Management Plan	Report to Council annually. Adopt plan of works.	 	Pre-season and post season inspections. Upgrading program finalised. Warranty work to be completed in the 2022 off season. Commissioning program arranged by IPM.
3.2.3	Provide a high quality library service that meets the needs of the community.	Review all library services and customer needs. Continued membership North Western Library.	DMFA DMFA	Analyse user numbers. Participation.	Report quarterly to Council. Active participation continued.	 	Successful grant 2016 upgrading shelves. Submitted new grant application 9 November 2017 technology upgrade. Budget provided in the 2021-2022 Estimates to allow the concept and design for building improvement works ready for an appropriate grant application. AGM held 4th November 2020 at Warren. New Agreement 2021/2025 endorsed.


Infrastructure Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
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 developing 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. Redevelop a Concept Plan. Undertake developed and adopted Plan.	GM / MHD GM / MHD GM / MHD	Review requirements. Development of new Concept Plan. Project finalisation.	Review Project. Quantity Survey new project. Works required.	  	Building construction 98% complete, some delay due to Covid with opening programmed for 2nd December 2021.

Environment 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. Document problem issues arising from implementation of LEP.	MHD MHD	Review 2012 LEP. Number of reforms to LEP.	5 year review. Monitor LEP operation.	 	Review complete 2018. File maintained detailing arising matters.





Environment Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
4.1.2	Actively participate in the Environment and Waterways Alliance.	Active membership of Water Quality & Salinity Alliance.	MHD	Attendance at meetings.	Regular attendance at meetings.		Actively attended 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.		A meeting held in February 2021.
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. Report on proposed improvement works and funding thereof provided to the June 2021 Council Meeting. Development works expected to be completed by March 2022.
		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.



Environment 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 has been placed on hold.
4.2.3	Ensure the efficient and cost-effective operation of Council's road making materials (e.g. 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 2021/22.
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.

Environment Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		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.		Compliant.
		Compliance with best practice.	DMES	Annual report.	100% compliance.		Compliant.
		Continued active membership Lower Macquarie Water Utilities Alliance.	DMES	Council involvement in LMWUA.	Actively involved in LMWUA Technical Committee.		Actively involved.

Governance 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 Engagement Strategy and Communications and

Governance Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
							Engagement Policy adopted by Council in September 2021.
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 community newsletters, news worthy stories to press, radio interviews and TV interviews used. Website, Facebook and LinkedIn social media platforms being used as much as possible.
5.1.4	Convey community issues to the Government.	Lobby on behalf of the community.	GM	Number of communiques.	Record and report communiques.		Briefing Notes provided to the Crown Land Commissioner, Minister Coulton MP, Minister Pavey MP, Minister Taylor MLC, Parliamentary Secretary Ben Franklin MLC.
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 each September.		Review undertaken and Committees identified.

Governance 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.	ALL	Review annually.	Website E-mail system Weekly column in paper Rate notices.		Monthly Councillor/community newsletter. Website updated and Mayoral Column. Facebook and LinkedIn social media platforms being used as much as possible.
		To review business papers to improve information provided to elected members and the public.	GM	Council determination.	Review September 2017.		Progressive review. New Code of Meeting Practice included. New reporting regime for Works Progress Reports – Infrastructure Projects, Roads, Town Services, Fleet/Plant, Finance & Administration, Health & Development.
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	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.
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's	DMFA	Council's financial reporting analysis.	Regular reporting to Council.		Budget Reviews submitted to Council Meetings.

Governance Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions	Target	Comment
		financial position and public accountability.					
5.2.3	Effective staff training and development processes in place.	Review staff training and development. To implement systems for performance management and staff review.	ALL ALL	Adoption of Training Plan for individuals following performance appraisals. Review Salary System.	Develop standard performance appraisal timeline. Report to Consultative Committee.	 	Performance Appraisals undertaken annually and to occur in February. Some Performance Appraisals are not complete but expected to be by November 2021. Consultative Committee established September 2017 and reviews commenced. Membership of Consultative Committee has been renewed in May 2021. Salary system being reviewed to determine long term training and wage progression. Compliance with Award has been achieved.

ACTIVE GRANTS FROM PREVIOUS YEARS CARRIED INTO 2021/2022

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Enhancing Western Plains Equestrian Centre (EWPEC1)	Redevelopment of Warren Showground and Racecourse including: <ul style="list-style-type: none"> - Undercover arena - 42m x 80m. - Polocrosse fields upgrade and irrigation. - Hospitality areas upgrade. - Construction of building for Campdraft office/canteen. - Pavilion building. - Perimeter fencing rebuild. - Upgrade to toilets and showers. - Landscaping, signage and entrance upgrades. 	1,755,231	198,000 (Council/User groups in-kind contribution)
Drought Communities Programme Extension (DCPE) – Round 2	Warren CBD Toilet, Netball courts – turf surrounds, Warren tennis courts upgrade, Carter Oval – LED lights, Skate Park Shade, Swimming Pool Shade, Warren Cemetery Upgrade - Toilet, Drought relief events funding, Walkway Structures and CBD Murals planning.	1,000,000	0
Improve Regional Structures to Facilitate Economic Development	The project will develop critical infrastructure across the region. The infrastructure that will be developed is outlined in the Village Enhancement Plans for Warren, Nevertire and Collie. Projects utilising this funding include the construction of the Warren Skate Park.	3,521,588	0
Warren Airport Upgrade	Warren Airport to be developed to a higher level and ensure that the Royal Flying Doctor, Air Ambulance, Rescue helicopters and general users have a safe facility to operate from. Works include: <ul style="list-style-type: none"> - Repair and resurfacing of the main runway, taxiways and aprons. - Installation of Aircraft (AvGas) Fuelling Station (User Pays.) - Grading, repairs and resurfacing to the clay runway. - Add sealing and drainage improvements to Taxiway linking Runways 03/21 and 09/27. 	2,370,000	911,000 (Council contribution from works already undertaken, water supply installation, land subdivision and taxiway “C” upgrade) *Complete apart from the Terminal Building
Groundwater Augmentation Project	Construction of a Bore Water Trunk Main linking the Ellengerah and Bore Flat Bore Fields. Construction of 4x250KL Bore Water Tanks for backup supply. Installation of a Pump Station at Bore Flat to supply bore water from Bore Flat to Ellengerah Reservoir. The Installation of 3 x Cross Connection points with flow isolation and backflow protection between Bore Water Mains and Irrigation Water Mains at Oxley Park, Ellengerah Reservoir and Bore Flat to	1,000,000	0

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
	maintain Firefighting services during times of drought.		
New Sewerage Treatment Plant	Construction of a new Sewerage Treatment Works (STW). Construction of a new Sewer Pump Station in Gillendoon Street to replace the existing SPS 2. Construction of a new Rising Main from this new SPS to the new STW's.	3,050,000	3,150,000 (Partial loan funds)
Cricket Legacy	Installation of cricket practice nets and construct turf wicket at the Carter Oval Youth Sports Precinct.	125,000	0
Ewenmar Waste Facility Transfer Station	Construction of a delivery receival platform to enable the greater segregation of waste.	155,658	212,255
E-Planning Portal Set Up	Office and meeting room set up.	50,000	0
Stronger Country Community Fund – Round 3	Construction of a water park at the Carter Oval Recreation Precinct. A free facility for the whole community.	608,000	0
Warren Showground / Racecourse Judges and Camera Tower	Funded via Crown Reserve Improvement Fund Program – Upgrading of the Judges and Camera Tower.	40,370	0
Restore Warren War Memorial	Will restore the Warren War Memorial and install three flag poles in Warren Memorial Park.	12,000	0
Making Warren Swimming Pool More Accessible	Installation of access lift at the Warren War Memorial Swimming Pool.	10,000	0
Country Arts Support Program	Stafford Street art mural	2,466	0
NSW Showgrounds Stimulus Program Round 2C	<ul style="list-style-type: none"> - Replace male & female amenities in cattleman's & horse sports camping area - Renovate male toilets at main pavilion - Install new septic receival tank for main pavilion toilets - Renovate toilet block at centre arena - Install new septic receival tank at centre arena toilets with grease trap for canteen waste disposal - Re-level all concrete and asphalt floors in all pavilions - Re-fence showground perimeter with exclusion fencing. 	765,000	0

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
NSW Showgrounds Stimulus Program Round 2B	Upgrade of the electrical facilities including switchboards, campgrounds and relocate cattle yards.	230,000	0
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 20 of Ellengerah Road.	324,150	108,050 (LR&CIP Funding)
Ellengerah Rd (SR64)	Funded via NSW Government Fixing Local Roads grant programme Round 2. Rehabilitate Segment 22 and part 24 of Ellengerah Road.	698,771	174,693
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 22 and 24 of Old Warren Road.	534,300	178,100 (LR&CIP Funding)
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 14 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
	Total previous years grants:	16,652,534	5,332,098

GBS Falkiner Memorial Lounge Upgrades, Warren Showground/Racecourse Complex



GRANTS RECEIVED IN 2021/2022

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Office of Local Government – Covid-19 Support Program	Funding provided to support council led community initiatives which rapidly deliver pandemic support to vulnerable New South Wales communities.	90,000	0
Central West Catchment Management - Water Quality and Salinity Alliance	Co-funding to provide upgraded walking trail access on the western side of the Oxley Highway of Tiger Bay.	4,545	4,545
Resilience NSW	Warren town levee emergency works, 1,200 tonnes of Mt Foster Quarry - 600mm rock installed downstream of Lions Park	80,000	0
State Library of NSW	Improve access to the entrance of the library and create an Open-Air library space for the benefit of the community.	315,123	6,400
Community Building Partnerships	Lockers and seating at the Warren War Memorial Pool.	9,702	9,702
Community Building Partnerships	Purchase and installation of a wireless scoreboard at the Warren Sporting & Cultural Centre.	5,000	5,000
Stronger Country Community Fund – Round 4	Supply & construct a new canteen, amenities and storage build at Carter Oval.	671,000	0
Crown Reserves Improvement Fund Program	Construction of a toilet facility in the Warren Pony Club Facility.	79,705	0
Crown Reserves Improvement Fund Program	The replacement /refurbishment of the female toilets in the main arena area	54,545	0
Regional Racecourse Stimulus Funding Program 2022	Drought proofing project and public area fencing.	272,727	0
Ellengerah Rd (SR64)	Funded via NSW Government Fixing Local Roads grant programme Round 3. Rehabilitate Pt Segments 24 and 26 of Ellengerah Road.	634,762	211,587 (LR&CIP Funding)
Old Warren Rd (SR65)	Funded via NSW Government Fixing Local Roads grant programme Round 3. Rehabilitate Segment 26 and 28 of Old Warren Road.	1,259,960	419,987 (LR&CIP Funding)

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Natural Disaster Funding – Emergency Work – AGRN 960	Emergency repair works on both local and regional roads because of damage caused from the March 2021 flood event.	425,348	35,370
Natural Disaster Funding – Emergency Work – AGRN 987	Emergency repair works on both local and regional roads because of damage caused from the November 2021 flood event.	439,615	36,330
Natural Disaster Funding – Immediate Reconstruction Work – AGRN 987	Immediate reconstruction works on Ellengerah Rd (SR 64) because of damage caused from the November 2021 flood event.	241,591	0
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 16 of Collie-Trangie Road.	400,000	400,000 (Regional Road Block Grant)
MDB Economic Development Program Round 3 – Murals Water Tower and Reservoir Art	Stafford Street water tower Mural Nevertire Water Reservoir Mural Public art on private property murals (Warren, Nevertire and Collie)	250,000	0
MDB Economic Development Program Round 3 – Carter Oval Lighting Project Stage 2	4 lighting towers and LED lights	500,000	0
MDB Economic Development Program Round 3 – Monkeygar Creek Macquarie Marshes Bird Viewing Platform	Construction of a bird viewing platform Construction of a carpark	500,000	0
MDB Economic Development Program Round 3 – Showground and Racecourse Improvement	Disabled toilets – GBS Falkiner Lounge Replace doors Paint and refurbish Grandstand Grandstand stairway access improvement 'All Access' pathway from lower bar area to GBS Falkiner lounge	250,000	0
	Total grants received in 2021/2022:	6,483,623	1,128,921
	Total of all grants:	23,136,157	6,461,019

COMPLETED GRANTS IN PERIOD 2021/2022

Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
E-Planning Portal Set Up	Office and meeting room set up.	50,000	0
Office of Local Government – Covid-19 Support Program	Funding provided to support council led community initiatives which rapidly deliver pandemic support to vulnerable New South Wales communities.	90,000	0
Resilience NSW	Warren town levee emergency works, 1,200 tonnes of Mt Foster Quarry - 600mm rock installed downstream of Lions Park	80,000	0
Restore Warren War Memorial	Will restore the Warren War Memorial and install three flag poles in Warren Memorial Park.	12,000	0
Making Warren Swimming Pool More Accessible	Installation of access lift at the Warren War Memorial Swimming Pool.	10,000	0
Community Building Partnerships	Purchase and installation of a wireless scoreboard at the Warren Sporting & Cultural Centre.	5,000	5,000
Stronger Country Community Fund – Round 3	Construction of a water park at the Carter Oval Recreation Precinct. A free facility for the whole community.	608,000	0
Warren Showground / Racecourse Judges and Camera Tower	Funded via Crown Reserve Improvement Fund Program – Upgrading of the Judges and Camera Tower.	40,370	0
Collie-Trangie Rd (RR347)	Funded by REPAIR grant from NSW Transport. Rehabilitate Segment 14 of Collie-Trangie Road.	400,000	400,000 (Regional Roadblock Grant)
Ellengerah Rd (SR64)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 20 of Ellengerah Road.	324,150	108,050 (LR&CIP Funding)
Old Warren Rd (SR65)	Funded via the NSW Government Fixing Local Roads grant programme. Rehabilitate Segment 22 and 24 of Old Warren Road.	534,300	178,100 (LR&CIP Funding)
Natural Disaster Funding – Emergency Work – AGRN 960	Emergency repair works on both local and regional roads because of damage caused from the March 2021 flood event.	425,348	35,370

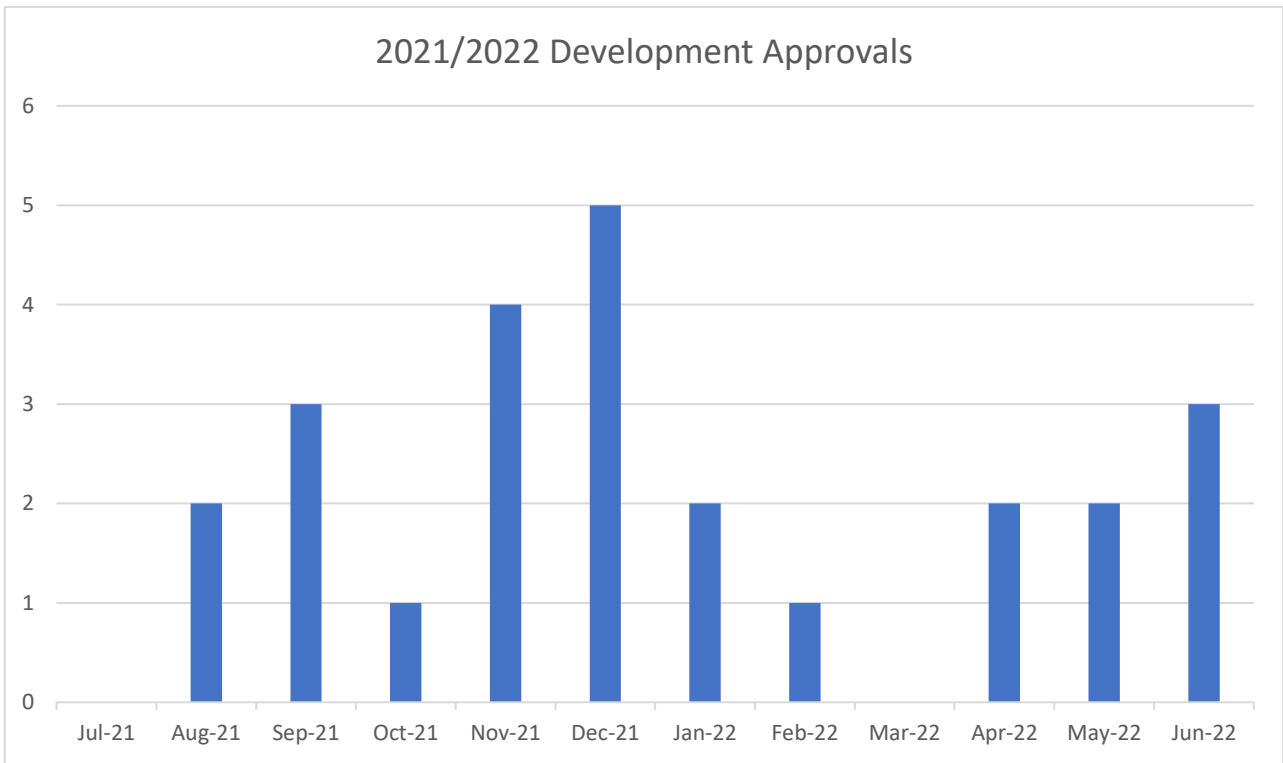
Grant name	Details/Sub-projects	Grant Value (\$)	Council Co-contribution (\$)
Natural Disaster Funding – Emergency Work – AGRN 987	Emergency repair works on both local and regional roads because of damage caused from the November 2021 flood event.	439,615	36,330
Natural Disaster Funding – Immediate Reconstruction Work – AGRN 987	Immediate reconstruction works on Ellengerah Rd (SR 64) because of damage caused from the November 2021 flood event.	241,591	0
Country Arts Support Program	Stafford Street Art Mural	2,466	0
	Total grants completed in 2021/2022:	3,262,840	762,580



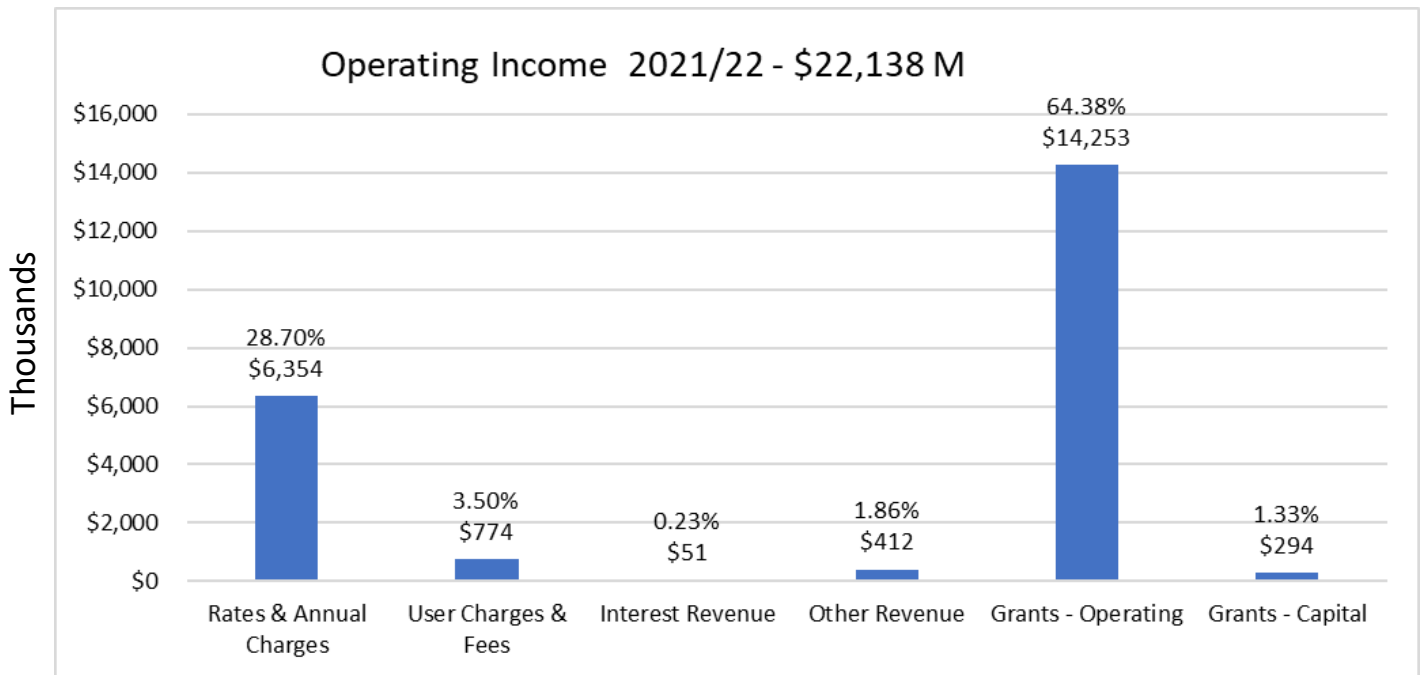
Federal Member for Parkes Mark Coulton (right) announced \$5.325 million in funding for the rehabilitation of the Warren Town Levee. He is pictured in Warren with Warren Shire Council Mayor Milton Quigley (second from right), General Manager Gary Woodman (third from right) and Councillors.

Photo credit: Federal Member for Parkes Mark Coulton.

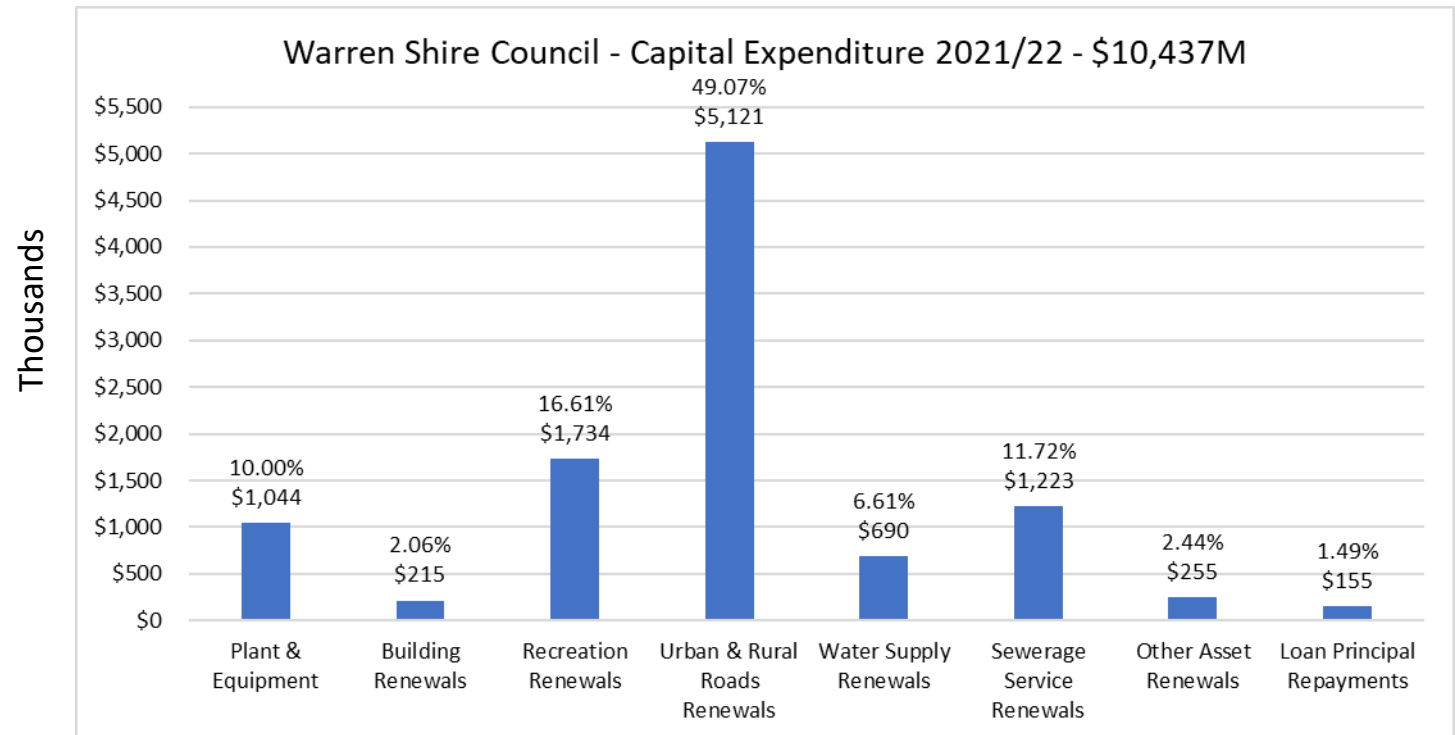
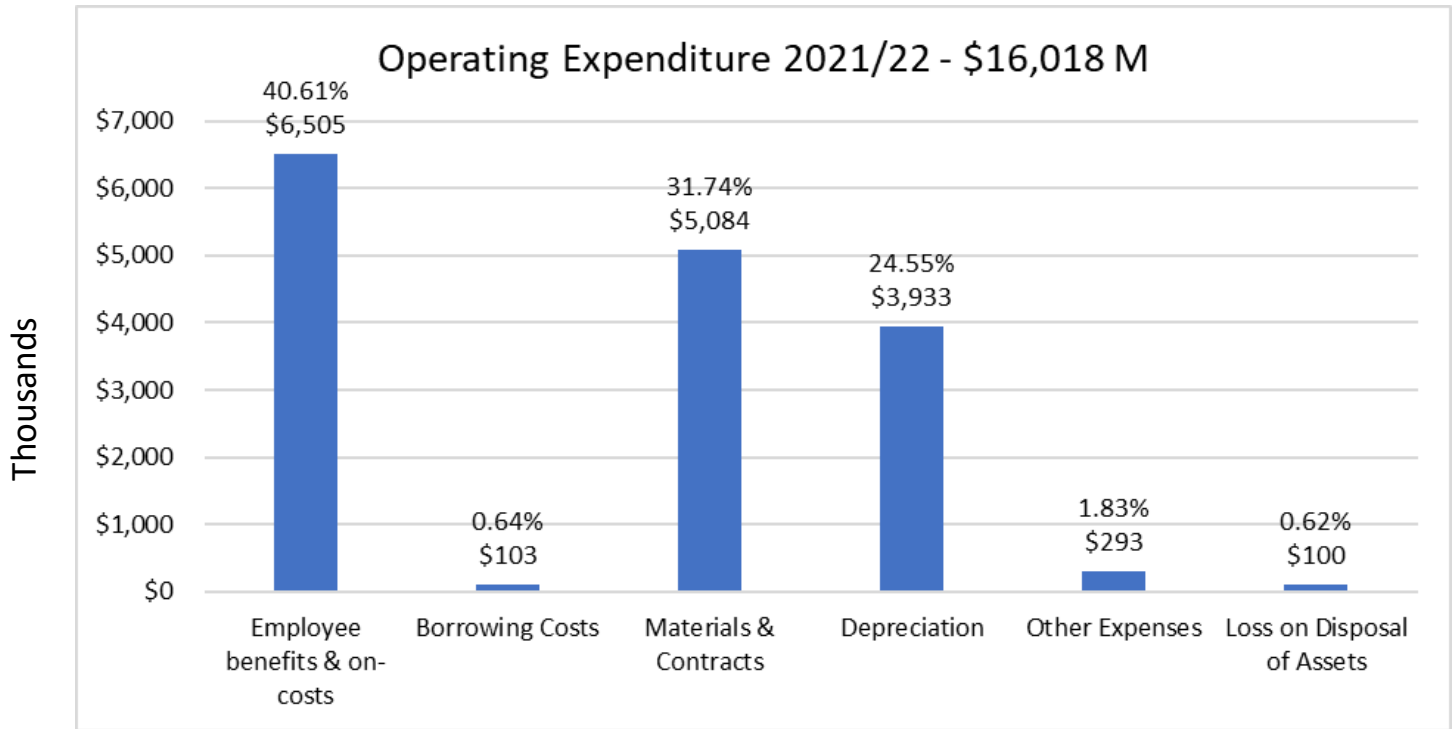
PERFORMANCE SNAPSHOT



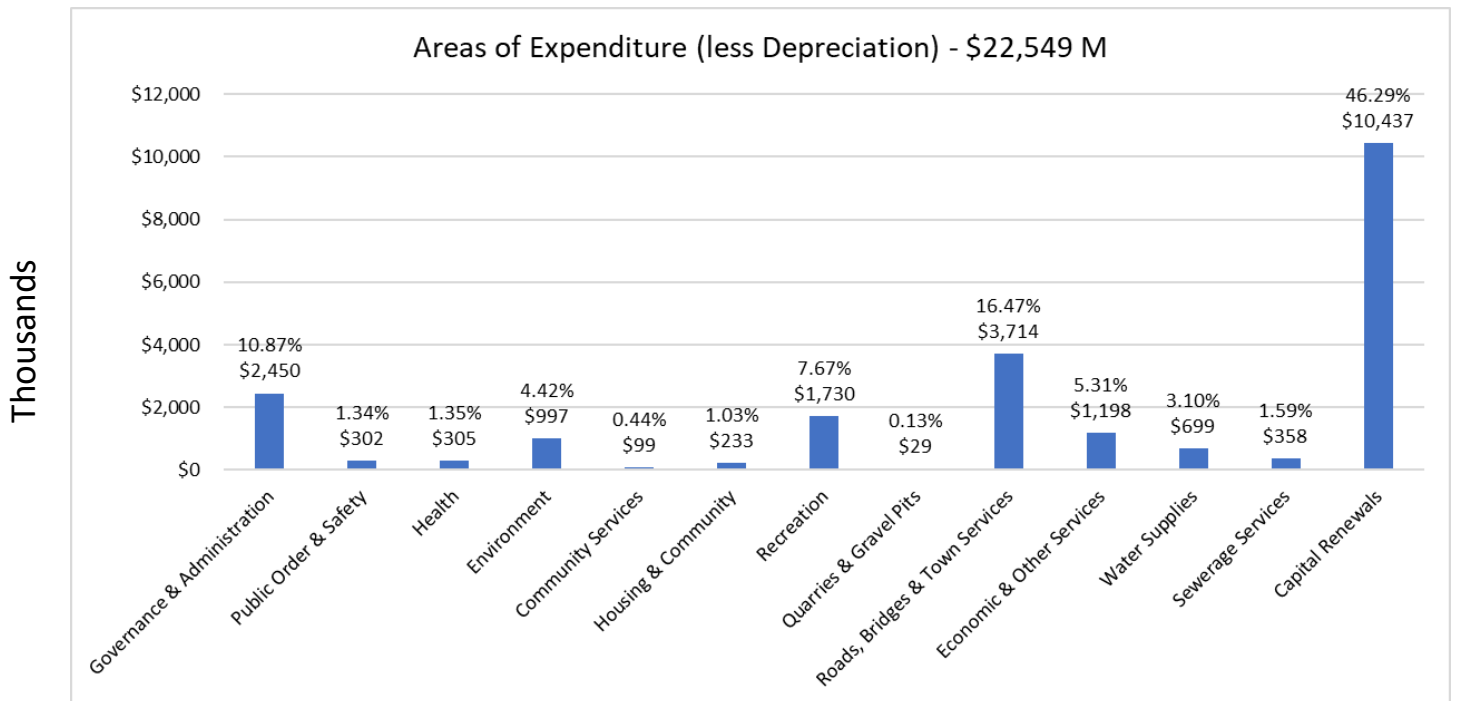
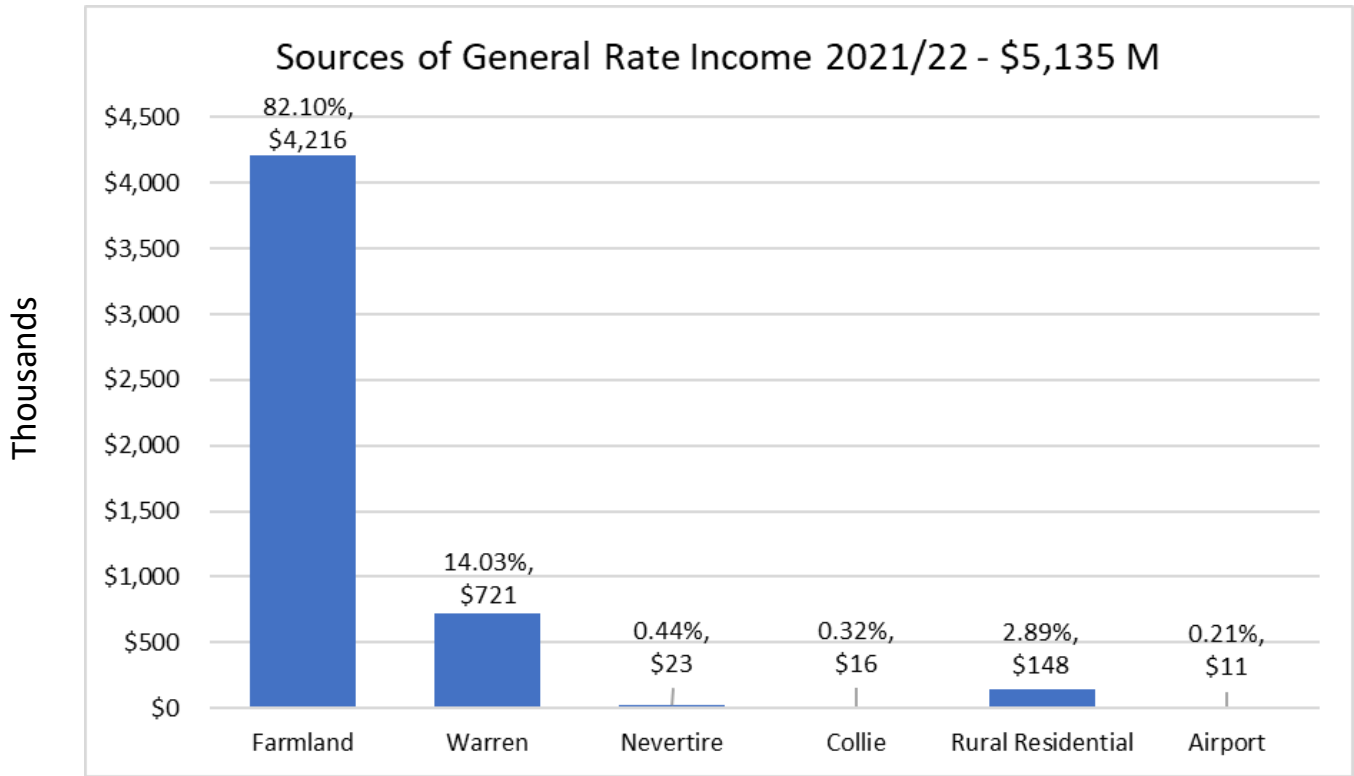
FINANCIAL SNAPSHOT



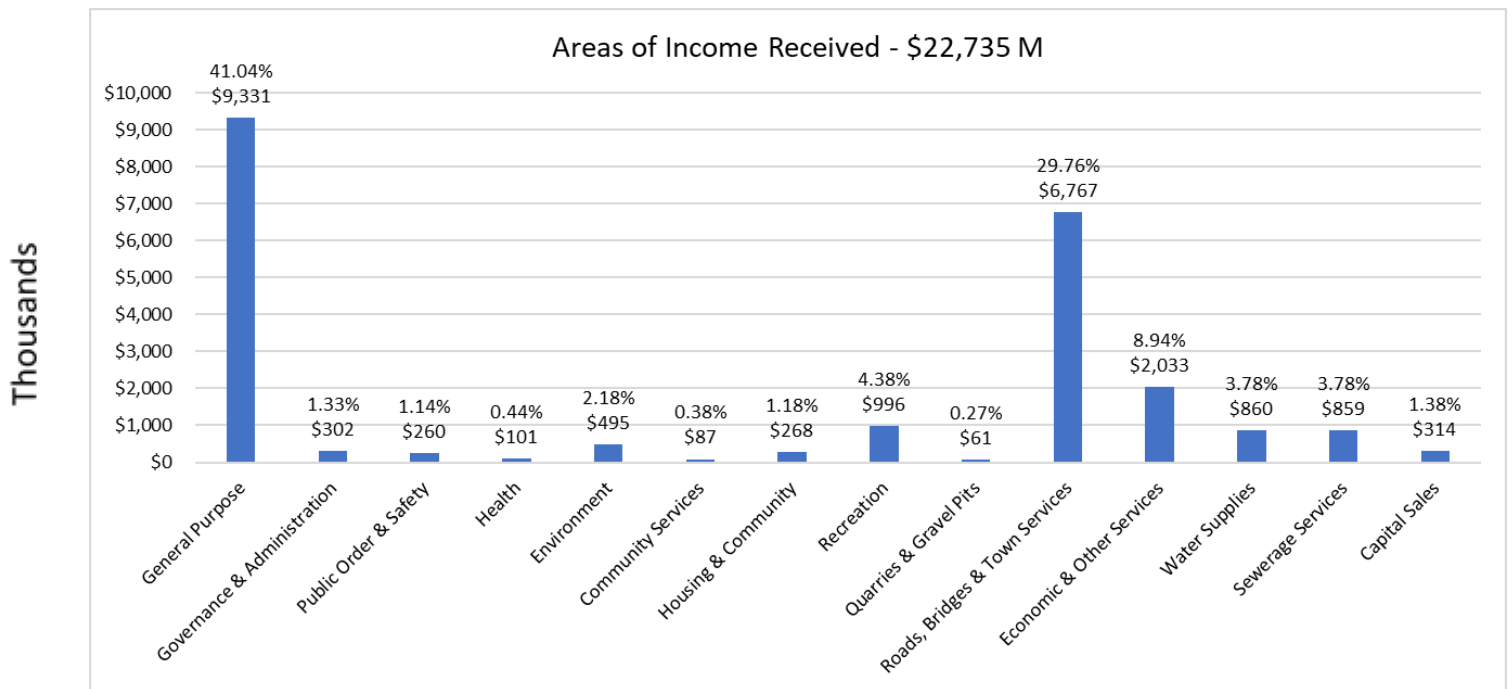
FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



RATES AND CHARGES WRITTEN OFF DURING 2021/2022

The amount of rates and charges that were written off during 2021/2022 was \$82,368.34 made up as follows:

Mandatory Pensioner Rebate	-	\$82,139.26
Small account balances of less than \$2.00 as at 30 th June 2022	-	\$ 229.08

SNAPSHOT AND OVERVIEW

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

Warren Shire Council relies heavily on grants and other funds to support the community as rates and annual charges only make up approximately 28.7% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council reassessed its workforce plan in 2019/2020 to account for the impacts of the drought, again in the 2020/2021 financial year and Council's General Manager is undertaking a further reassessment of the required workforce as the community moves into a different economical phase and to take into account the levels of grant funds that are being received and to ensure works identified in the Delivery Program can be achieved by having the right staff for the work to be undertaken. This plan is available on our website.

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

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

As part of Council's reporting of activities that are identified by the community through the Community Strategic Plan and the Council's four-year Delivery Program, the following information has been provided. The information is reported biannually to Council's Ordinary Council meetings and has been developed to quickly identify the Council's performance over the last twelve months and over the last four (4) years of the term of Council (extended to 4th December 2021).

The plans are linked by the key subject matters of:

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

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

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

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

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

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Social	Law and Order	14.39%	<ul style="list-style-type: none"> • Council continues to liaise with NSW Police on law and order issues within the community. • Council installed CCTV – 2018 • Council continues to seek additional funding to expand CCTV installation. • Ranger services. • Emergency Management. • CCTV installed at Council's Works Depot. • Timed locks on public toilets.
Economic	Expand Economic Base	4.55%	<ul style="list-style-type: none"> • During the 5-year period – 2017-2021, Council has secured in excess of \$27 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren. • Nevertire Reservoir mural. • Public Art on Private Property Murals. • Stafford Street Reservoir mural.
Economic	Employment	9.85%	<ul style="list-style-type: none"> • During the 5-year period – 2017-2021, Council has secured in excess of \$27 million in grant funding to assist with the delivery of key infrastructure projects to help maintain and create employment opportunities particularly in periods of economic downturn caused by drought and now COVID-19.
Economic	Housing	2.27%	<ul style="list-style-type: none"> • Council has invested in housing by building two new homes for Council staff.
Infrastructure	Footpaths/ Roads	1.52%	<ul style="list-style-type: none"> • Council has delivered the 'Paths and Cycleways' project in 2019. This project is developed as a result of the findings of the 'Warren Health, Sporting and Cultural Precinct Connections Study 2016' and 'The Pedestrian Access and Mobility Plan 2015'. The project included the installation of solar lighting and CCTV cameras to improve safety of those using the pathways. • Dubbo Street footpath replacement • Nevertire footpath replacement. • Kerb and gutter (Nevertire 400m and Warren 200m). • Nevertire Reservoir refurbishment. • RR 347 Collie-Trangie Road Reconstruction. • SR 64 Ellengerah Road Construction • SR 65 Old Warren Road Construction.
Environmental	Waste Management	1.52%	<ul style="list-style-type: none"> • In the last four-year period, Council has made a significant effort to manage its waste resource areas to a higher level acceptable to the community. A new management regime has been introduced at the Ewenmar Waste Depot, site clean-up and rehabilitation work has been undertaken to control long-term waste deposited at the facility and construction is planned of a public transfer platform. • Purchase of an excavator and associated equipment.

Category	Sub-Category	Data – response rate	Council Activities in response to 2017 survey responses
Governance	Communication with the community	0.76%	<p>During the 2021/2022 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.</p> <p>Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services.</p> <p>During 2021/2022, Council continued a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire.</p> <p>The Mayor continued the flow of information to the community using the 'From the Mayors Desk' and during the Local Government Election Caretaker Period, the General Manager used "Council Comment" to continue the flow of information to the community.</p>

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



New Term of Councillors 2021 – 2024
 (missing are Councillor Taylor and Councillor Derrett)

Social

1.1 Improve social well-being to offer attractive lifestyle

The Warren Splash Park

Council received funding of \$608,000 from the NSW Government's Stronger Country Communities Fund Round 3 for the construction of the Warren Splash Park. It is a free interactive park that is part of the Carter Oval Youth Sports Precinct providing an opportunity during our often long and hot summer for families to enjoy a cool, water filled environment. Picnic tables and BBQ's have been provided in the park setting adjacent to the Splash Park. This facility was fully commissioned in 2021/2022.

The Warren Splash Park was officially opened on Wednesday, 10th February 2021.



Warren Cemetery Toilet

During 2021/2022 Warren Shire Council completed an Accessible Toilet including the installation of an on-site treatment plant, access pathways and gardens.



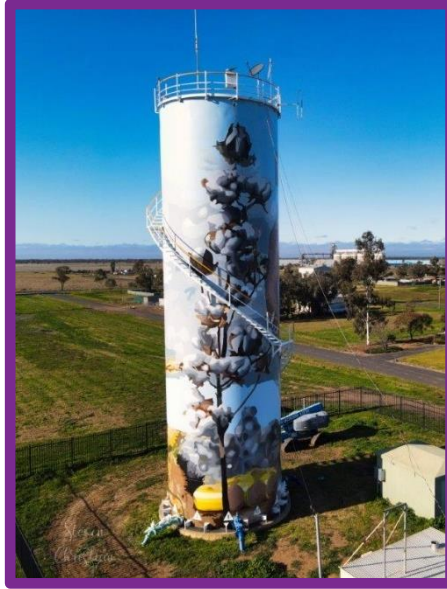
Warren Cemetery Toilet commenced operation October 2021.

Public Arts

A Warren Public Arts Committee has been formed to develop a public arts plan and to undertake projects such as painting the water tower at Stafford Street and development of a 'Sculptures by the River' Project. Grant funding has been made available for these projects and these were completed in the 2021/2022 financial year (Stafford Street Water Tower Mural, Nevertire Water Tower Mural and Public Art on Private Property Murals).

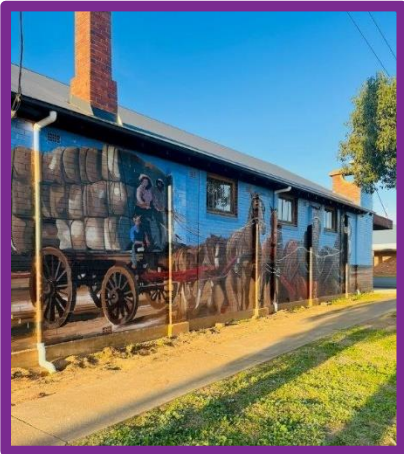
Nevertire Water Tower Mural

Photo Credit: Steven Christian



Old Bell Store Nevertire

Photo Credit: Kat Montgomery



Collie Tennis Club

Photo Credit: Steven Christian



Warren Post Office

Photo Credit: Steven Christian



JC's Cotton Café

Photo Credit: Steven Christian



1.2 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development in 2021/2022 include:

- Warren Splash Park;
- Warren Skate Park;
- Outdoor synthetic netball courts and half-court basketball court;
- Paths and cycleways around Warren; and
- Upgrades to facilities and equipment at the Warren Shire Library.

The community has started to or will soon benefit from the facilities being developed such as:

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

Economic

2.1 Expand existing economic base and diversification into sustainable industries

By securing approximately \$27 million in grant funding in recent years, this has assisted with achieving the objective of expanding the existing economic base or at least keeping the local economy afloat during the difficult drought conditions experienced over the past three years.

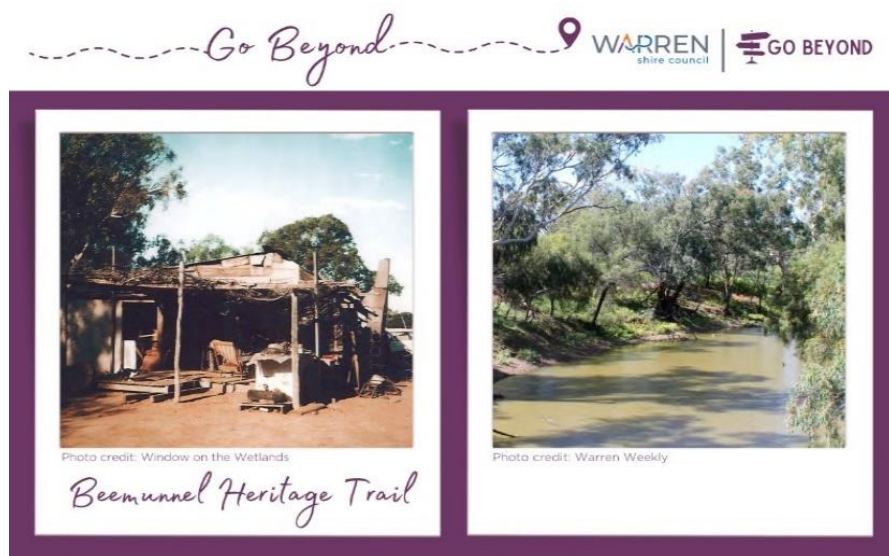
Grant funding has allowed local infrastructure projects to go ahead including activities at the Warren Airport, Warren Showground/Racecourse, Warren War Memorial Swimming Pool and Carter Oval, employing local contractors and in some cases increasing employment numbers.

2.2 Enhance the experience of visitors to Warren Shire

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

In addition, during the 2021/2022 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

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



Infrastructure

3.1 Quality transport infrastructure

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

The Warren Airport Masterplan was adopted in late 2018, and in the ensuing 12 months this detailed plan has enabled the Council to obtain significant (\$2.37 million) grant funding towards the 'Warren Airport Upgrade'. The project consists of several major and some minor construction and installation phases.

Already achieved include the completion of animal proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport. This will enable the NSW Rural Fire Service to supply their connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works include installation of aviation fuel, runway improvements and development and sale of further hanger lots. The requirements of the new Terminal Building was fully scoped and it is expected to be completed in 2022/2023.

3.2 Quality community infrastructure and facilities

The Warren Skate Park

A piece of infrastructure that the community had wanted in place for more than 30 years was opened in February 2020. Following the initial opening further funding has been obtained from both the State and Federal Governments to enable the installation of shade structures which will ensure that the facility is user-friendly year-round. During 2021/2022 final works were undertaken to ensure all practical use was possible by the users.

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

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

The Warren Splash Park

Council received funding of \$608,000 from NSW Government's Stronger Country Communities Fund Round 3 for the construction of the Warren Splash Park, it is a free interactive park that is part of the Carter Oval Youth Sports Precinct providing an opportunity during our often long and hot summer for families to enjoy a cool, water filled environment. It is a free community facility with picnic tables, water, electric BBQ's and irrigation. Further works will include shade structures over the picnic tables and BBQ's.

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

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

At this stage the construction of the undercover riding arena and new pavilion have been near completed, the polocrosse fields have had irrigation installed and have been resurfaced. Designs are underway for upgraded amenities and hospitality areas. (Expenditure - \$1.96 million)

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

Work is complete on the new Council Chambers/Community Centre/ administration areas of Council's main office building. Council commenced planning 15 years ago and this year through restricted funding will complete this \$2.1 million project. The new chambers will allow all members of the public to attend this building as it is fully accessible. The facility was officially opened on the 2nd December, 2021.

Environment

4.1 Management of the local environment

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

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

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

4.2 Resource use, waste disposal and management

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

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

The waste depot clean-up was a high cost item and Council's Ewenmar Waste Depot Committee is providing advice to Council in regard to the operation, management and future outcomes required at this facility.

4.2.1 Ewenmar Waste Depot - New Management Regime

- Plan of management developed.
- Implementation of 'Waste Less, Recycle More' grant underway - construction of a public transfer (delivery receival) platform to enable the greater segregation of waste and reduces users at the tip face. In addition, some fencing has been erected along the boundaries of the facility.
- Purchase of excavator and associated equipment.

4.3 Management of water/wastewater

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

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

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

The stormwater isolation gates located around the Warren Levee were inspected, lubricated and exercised to ensure they were operational in the event of flooding.

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

As part of an overall improvement of water supplies, 4 new bores were installed in 2018/2019.

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

New water tanks (1 megalitre) are installed in the Bore Flat area to enhance Warren township's water availability. To ensure that firefighting is available in times of severe drought, three cross connection points have been constructed so that bore water can be supplied to the river water firefighting water mains. A 2.4km, 220mm trunk water main has been constructed between Ellengerah Reservoir and Bore Flat. This will enable bore water to flow from Ellengerah to the Bore Flat storage if required and alternatively bore water to be pumped from Bore Flat to Ellengerah to maintain town bore water supply in the case of a bore defect. Investigations were undertaken in 2021/2022 on the required improvement of the water supply chlorination systems.

A condition assessment has been completed of the current Nevertire Reservoir and refurbishment works were completed.

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

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

Construction of the new Sewerage Treatment Works commenced in 2020. This project is due for completion in November 2022. Estimated cost of project \$7.1 million.

Governance

5.1 A community that partners with Council in decision making

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

- Warren, Nevertire and Collie Village Enhancement Plans;
- Carter Oval Sports Precinct and Warren War Memorial Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Warren Showground and Racecourse Plan;
- Warren Airport Masterplan; and
- Additional policy areas listed below.

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

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

Via the development of an MOA with local non-profit organisation RiverSmart Australia Limited, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a boardwalk. (Total Grant \$3.1 million including Burrima Boardwalk, Windows on the Wetland and signage).

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

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

5.1.3 Promote timely and quality dissemination of information to the community

During the 2021/2022 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

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

During 2021/2022, Council continued the monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council. During the COVID- 19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

During the Caretaker Period for the 2021 Local Government Elections, Council's General Manager continued providing information to the community via a 'Council Comment' article.

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

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

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

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



Carter Oval Sports Lights

OUR REPORTS

OUR SERVICES REPORTS

Water

During the 2021/2022 year, the Nevertire Reservoir was refurbished, and new protective coatings were applied to the inside and outside of the reservoir. A new aluminium roof was constructed to improve water quality. Late in 2022 the reservoir then had a Mural, depicting local agriculture, painted on it By Paint the Town Murals and Artist Bastian Allfrey.

Council has been negotiating with the funding body to complete the Bore Flat Ground Water Augmentation by installing Best Practice Chlorination Systems at Bore Flat and Ellengerah Reservoir. This work is expected to be completed mid-2023.

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. A condition assessment of all valves on the water network was carried out during 2021/2022 and a program of replacing faulty and aging valves commenced. Council continues to investigate funding opportunities to improve the water storage and mains at Collie to reduce colour and taste issues with the aim of returning the Collie water supply back to a potable supply.

Works commenced on the Oxley Park River Water Pumps to improve maintainability of the pumps. This work is still to be completed due to the river levels being too high for the works to be finalised.

Sewer

During 2021/2022 the construction phase of the new Warren Sewerage Treatment facility and Pumping Station was complete. The testing, commissioning and issue of the EPA operating Licence are expected to be finalised by the end of 2022.

Council continues to assess the underground pipes and pump systems that remain as an unknown asset as to the life span of these items and to commence a replacement program that reduces blockages and breaks. Council makes an assessment annually to determine the funding required to maintain the sewerage system and sets fees around these operational costs. Only properties that are connected to a sewerage system (excludes septic systems or onsite wastewater treatment systems) pay towards the cost of this service. Carrying on from the works Council commenced in June 2021 an additional pumping station was included in the reliability upgrades. Works include electrical and mechanical upgrades to equipment and the upgrade of monitoring systems. Due to the significant wet weather throughout 2021/2022 works will be completed in 2022/2023.

Waste

During the 2022 Financial year Council has continued to work towards an improved level of waste management offered to the community.

During 2022 due to wet weather the development of the waste transfer station has not progressed as originally planned. Works have been limited to the initial stormwater drainage works.

Other recycling incentives that Warren Shire Council have offered to the community include hazardous household chemical collection and the ChemClear Collection.

Council's Ewenmar Waste Depot Committee is actively looking to make changes to waste management to ensure that the costs to the community are not increased above the level that can be afforded.

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

Environmental Management

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

Council is in the process of developing Plans of Management for those crown land reserves.

Warren Shire Council is an active member of the Western Environment Alliance of Councils and has successfully participated in the hollows for homes project which involved creating hollows for wildlife habitat.

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

In conjunction with Council Planning and reporting documents, Warren Shire Councils LEP is scheduled for review to incorporate the revised objectives, as well as legislative changes and to align with the Central West Orana Regional Plan.

Warren War Memorial Swimming Pool

The Warren War Memorial Swimming Pool continues to be a valuable asset in the Warren Shire and within the Western Region. Warren Shire Council was successful in obtaining grant funds for the purchase and installation of lockers and changeroom furniture. Grant applications for the replacement at the kiosk and changerooms have been applied for in an attempt to further improve the facility.

New lockers installed at the warren War Memorial Swimming Pool



Stormwater Services

No Stormwater services were provided that related to a levy.

Coastal Protection Services

Not applicable.

Warren Airport

During 2019/2020, Council was successful in attracting grant funds to continue and potentially complete the redevelopment of the airport as per the Master Plan. The major upgrade works excluding maintenance will be paid for from grant funds.

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

During this period animal proof fencing around the entire airport, an airport hangar subdivision, new taxiways and a 4km extension of town water supplies to the airport were completed. This will enable the NSW Rural Fire Service to supply their connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works also included installation of aviation fuel, runway improvements and development and sale of further hanger lots. Investigations and design of the new Terminal Building was also commenced in 2021/2022.



Warren Airport Avgas Fuel Pod

Warren Airport taxiways and Airport Hanger subdivision



Capital Expenditure Reviews

No projects required a Capital Expenditure Review.

WORKFORCE AND PERFORMANCE

STRUCTURE AND PERFORMANCE

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

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

Workforce planning will help Council to:

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

During 2019/2020 Council reviewed its Workforce Plan and Strategy to reflect the impacts of drought across the community and Council's ability to undertake work in this period. During the severe period of drought, Council reduced its workforce numbers through natural attrition and by non-hire of casual labour. Council undertook a further review in 2020 to re-establish the workforce numbers and to reflect improvements made both internally and externally in its workforce. Council's current General Manager has commenced a further review of the Workforce Plan and Strategy to take into account the changing economic conditions and the level of grant funds Council is receiving.

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

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

LABOUR FORCE DATA

The number of people who performed paid work for Council on 25th May 2022:

- On a permanent full-time basis - **67**
- On a permanent part-time basis - **4** (a further 1 permanent part-time employed)
- On a casual basis - **1** (a further 3 casuals employed)
- Under a fixed-term contract - **0**
- The number of persons employed by the Council who are "senior staff" for the purposes of the Local Government Act 1993 - **1**
- The number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person - **0**
- The number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee - **0**

FAIR AND EQUAL EMPLOYMENT

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

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

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

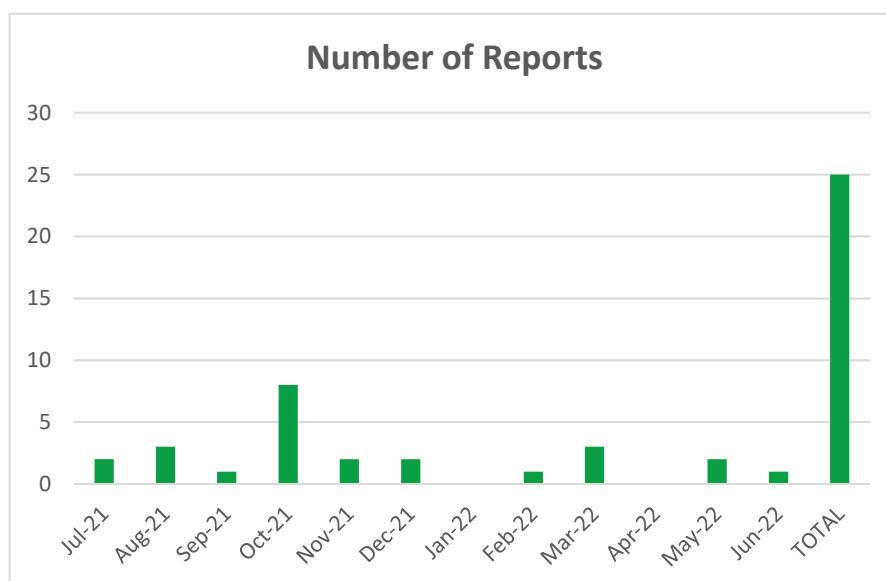
WORK HEALTH AND SAFETY

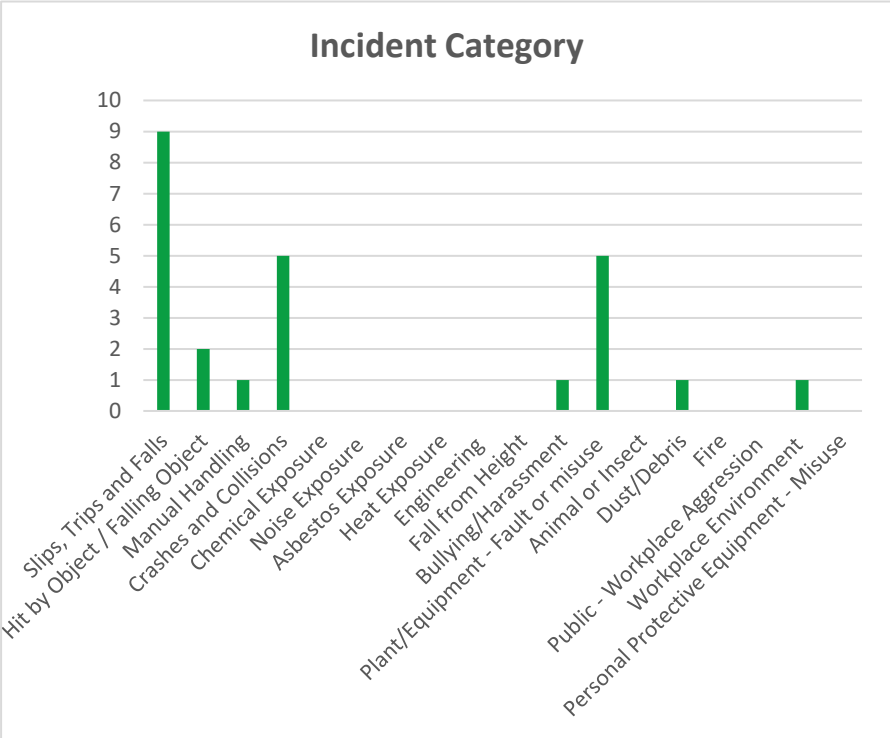
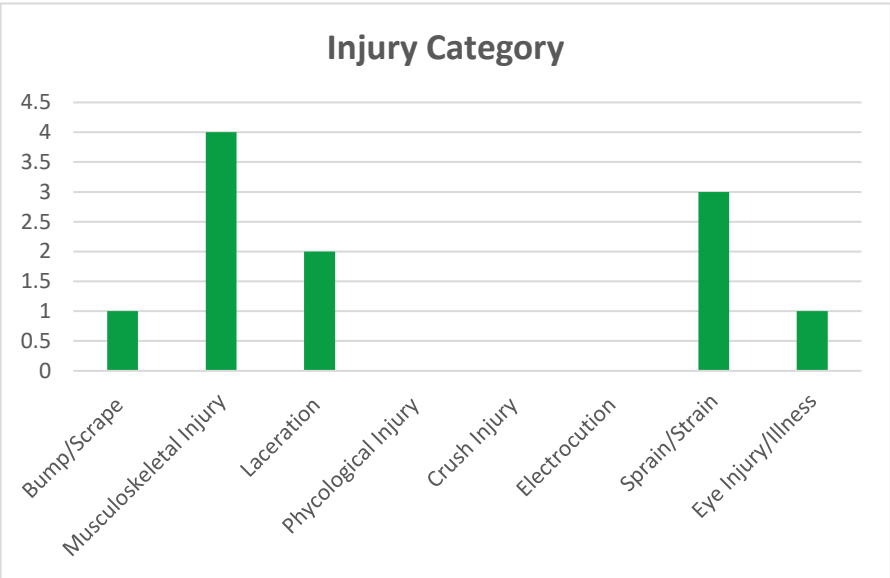
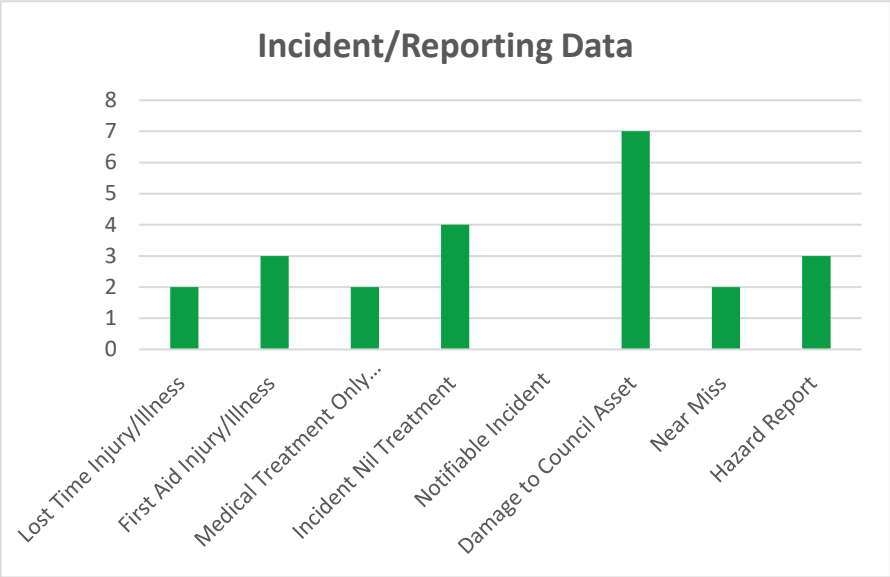
Council recognises its responsibilities under Workplace Health and Safety (WH&S) legislation and is committed to a safe and healthy workplace.

Again, this year COVID-19 impacted on Council's business and workforce. Many events were either cancelled, postponed or conducted using online meeting services such as teams and zoom. Council's COVID-19 Management Plans were changed several times to adapt to orders from NSW Health. Shortages of Rapid Antigen Tests also provided challengers to ensure staff were safe while at work

This year Council again participated in two programs conducted by StateCover. They included StateCover's Continual Improvement Pathways and Work Health and Safety Self Audit. Both programs identify areas of improvement for Council managing assets and indicates how Council is performing with Health and Safety firstly against other Councils in our region and secondly Councils throughout New South Wales.

During the reporting period, Council reported eleven injuries to Council staff. Two lost time injuries, two medical treatment injuries, three first aid injuries and four injuries not requiring treatment. Council's goal is to have nil injuries to workers, contractors and visitors and need to be vigilant in reporting all incidents and injuries. It is then important to investigate incidents so that improvements in Council's Safety Management System are implemented to minimise risk of any incidents reoccurring.





During the year number of inductions were conducted including new Councillors, new staff and a number of contractors working on the many projects that are ongoing in Warren. Inspections were conducted at a number of workplaces such as the pool, skate park and new splash park.

A number of meetings were attended including Council Safe, the Orana Risk and Safety Management Group. It is also planned to attend StateCover's Risk Conference in September. Later in the year Warren will host a Mock Trial presented by StateCover. Attendees will be show what happens during a court case and how liability is determined in an accident.

Council has been working with Transport for NSW to again maintain the Oxley Highway from Collie to Nevertire. Much work was undertaken to ensure Council's Safety System meets and complies with Transport for NSW Safety system.

In early 2023 Council will embark on trialling Besafe, an online safety system that will allow all staff access to Safety information from a tablet or mobile phone. This will for example, allow incidents and accidents to reported and safety documents to be able to be downloaded and stored on mobile phones for easy access.

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

PRODUCTIVITY IMPROVEMENTS

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

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

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

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

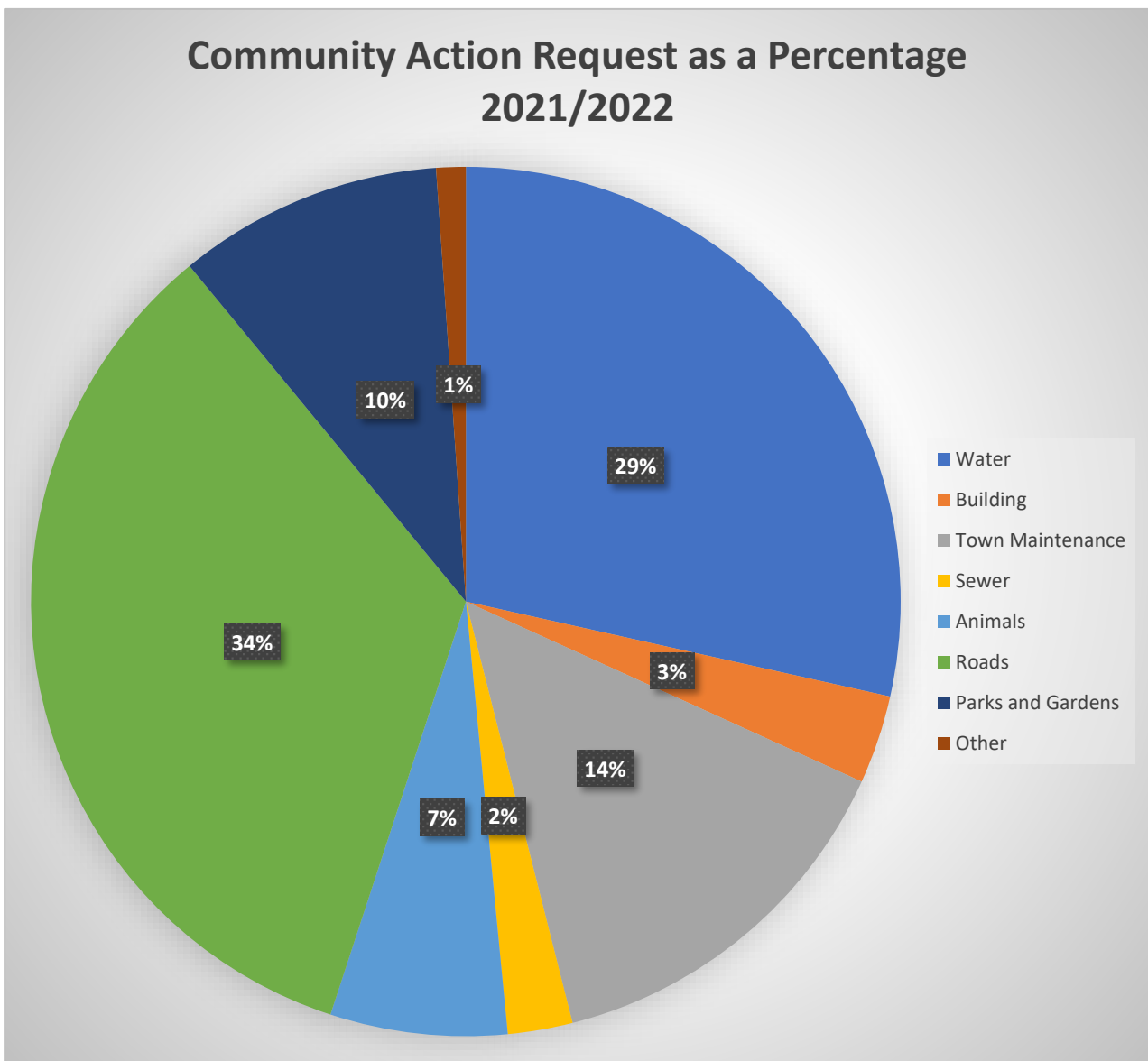
Council reviewed its plant (machinery and vehicles) to identify the future plant needs to build roads or maintain the parks and gardens and village areas. This review identifies which items to purchase, those that are used occasionally that could be used under contract with our staff as operators and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

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

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

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

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



COMMUNITY ENGAGEMENT AND EDUCATION

COMMUNITY ENGAGEMENT

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

5.1 A community that partners with Council in decision making.

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

- Warren, Nevertire and Collie Village Enhancement Plans;
- Carter Oval Youth Sports Precinct and Warren War Memorial Swimming Pool Masterplan;
- Victoria Park and Oxley Park Plan of Management;
- Warren Showground and Racecourse Plan.
- Warren Airport Masterplan.

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

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

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

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

Via the progression of a MOA with local non-profit organisation RiverSmart Australia Limited, Council has been able to work collaboratively in the tourism space. For the first time the Macquarie Marshes will be able to be accessed easily by the public via a boardwalk at Burrima and the Windows on the Wetlands Precinct has been successfully developed.



Councillor Stall at the 2022 Warren Show

5.1.3 Promote timely and quality dissemination of information to the community

During the 2021/2022 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

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

During 2021/2022, Council continued a monthly 'Council News' publication, that is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council News is designed to keep the local community informed about key projects and regular functions of Council, including road maintenance and repairs. During the COVID-19 pandemic, this has been a crucial means of communication to ensure that the community is aware of the changes to Council's facilities and social distancing requirements.

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

During the Local Government Election Caretaker Period, Council's General Manager produced weekly a 'Council Comment' to keep the community informed during this time.



Warren Shire 2027 Community Strategic Plan and Other IP&R Framework Documents Community Workshop Feedback Session on Improvements for preparation for the Warren Shire 2035 Community Strategic Plan 17th March 2022

PUBLIC ACCESS TO INFORMATION

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

Government Information (Public Access) Act – Annual Report for Agency Warren Shire Council

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Communications and Engagement Policy Sept 2021, Community Engagement Strategy Sept 2021, Procurement and Disposal Policy - Sept 2021, Community Awareness - Activity Development Policy September 2021, Code of Conduct, Procedures for the Administration of the Code of Conduct, Councillors Expense Policy, Gifts and Benefits Policy - Feb 2022, Motor Vehicle Policy, Local Approvals Policy, Social Media Policy - May 2022, Complaints Management Policy - June 2022 and Councillors and Staff Interaction Policy - Jun 2022

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
0

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SWIMMING POOL INSPECTIONS

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

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

- Registered Pools in LGA - 87
- Pools inspected in 2021/2022 - 2
- Tourist/Visitor Accommodation - 0
- Premises with more than two dwellings - 0
- Certificates of Compliance - 2
- Certificates of Non-compliance - 0

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

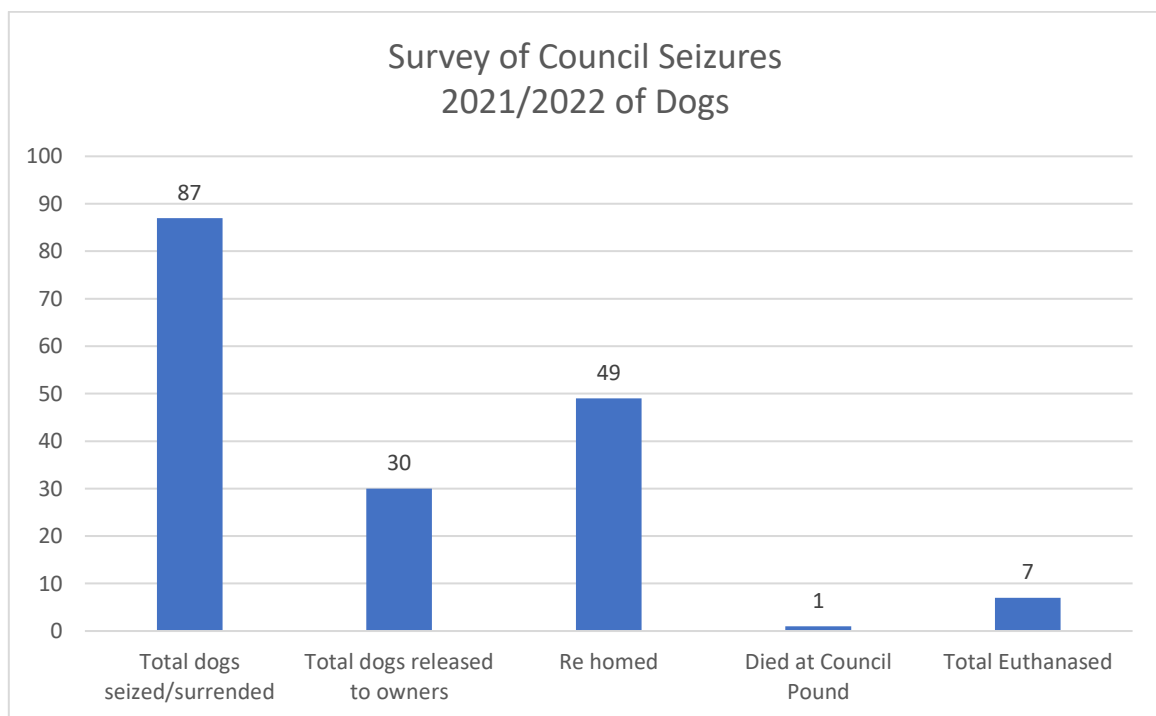
COMPANION ANIMALS

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

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

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

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



SUPPORT AND PARTNERSHIPS

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

Council's principal support during the 2021/2022 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

Organisation	Donation Description	Amount
Nevertire Hall Trust	2021/2022 Rates & Charges	\$1,781.00
Warren Men's Shed	2021/2022 Rates & Charges	\$1,914.00
Collie CWA	2021/2022 Rates & Charges	\$1,010.00
Youth Foundation	2021/2022 Rates & Charges	\$1,559.60
Windows on the Wetlands	2021/2022 Rates & Charges & Maintenance	\$4,246.73
Collie Community Shed	2020/2021 Rates & Charges	\$473.00
Collie CWA	Fire Extinguisher Service	\$184.00
Anzac Day	Preparation and Traffic Control	\$2,014.18
Warren Triathlon	Setup	\$1,850.28
Warren Museum and Gallery Association	2021/2022 Rates & Charges	\$1,885.62
Various	Labour & Plant Donations	\$149.16
TOTAL		\$17,067.57

Description	Amount
Rates – Pension Rebates (Section 583(1) Local Government Act, 1993)	\$82,139
Rates – Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Levy Adjustments (Section 598(2) Local Government Act, 1993)	Nil
Charges – Interest on Postponed Rates (Section 595(1) Local Government Act, 1993)	Nil
Rates – Sale for Outstanding (Section 607 Local Government Act, 1993)	Nil
Charges – Interest sale for outstanding (Section 607 Local Government Act, 1993)	Nil

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participated in the following throughout 2021/2022:

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

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

CONTROLLING INTEREST AND SERVICE CHARGES

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

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

Council is a member of the Alliance of Western Councils with both Warren Shire Council's Mayor and General Manager voting members. This organisation does not have any controlling interest over Warren Shire Council and its role, functions etc. are still being determined.

VOLUNTARY PLANNING AGREEMENTS

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

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

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

PRIVATE WORKS

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

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

Types of Private Works Undertaken During 2021/2022

- Hire of Various Council Plant (with operator);
- Sealing and Tar Patching of Private Access Roads;
- Supply & Delivery of Sand, Crusher Dust & Aggregates;
- Mowing of Private Land; and
- Repairs to water mains on Private Land.

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

ASSETS

STATE OF OUR ASSETS

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

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

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

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

Council's total asset value is \$329,822,000 (estimated gross replacement cost).

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

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

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

Condition ratings for assessing the condition of our assets

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

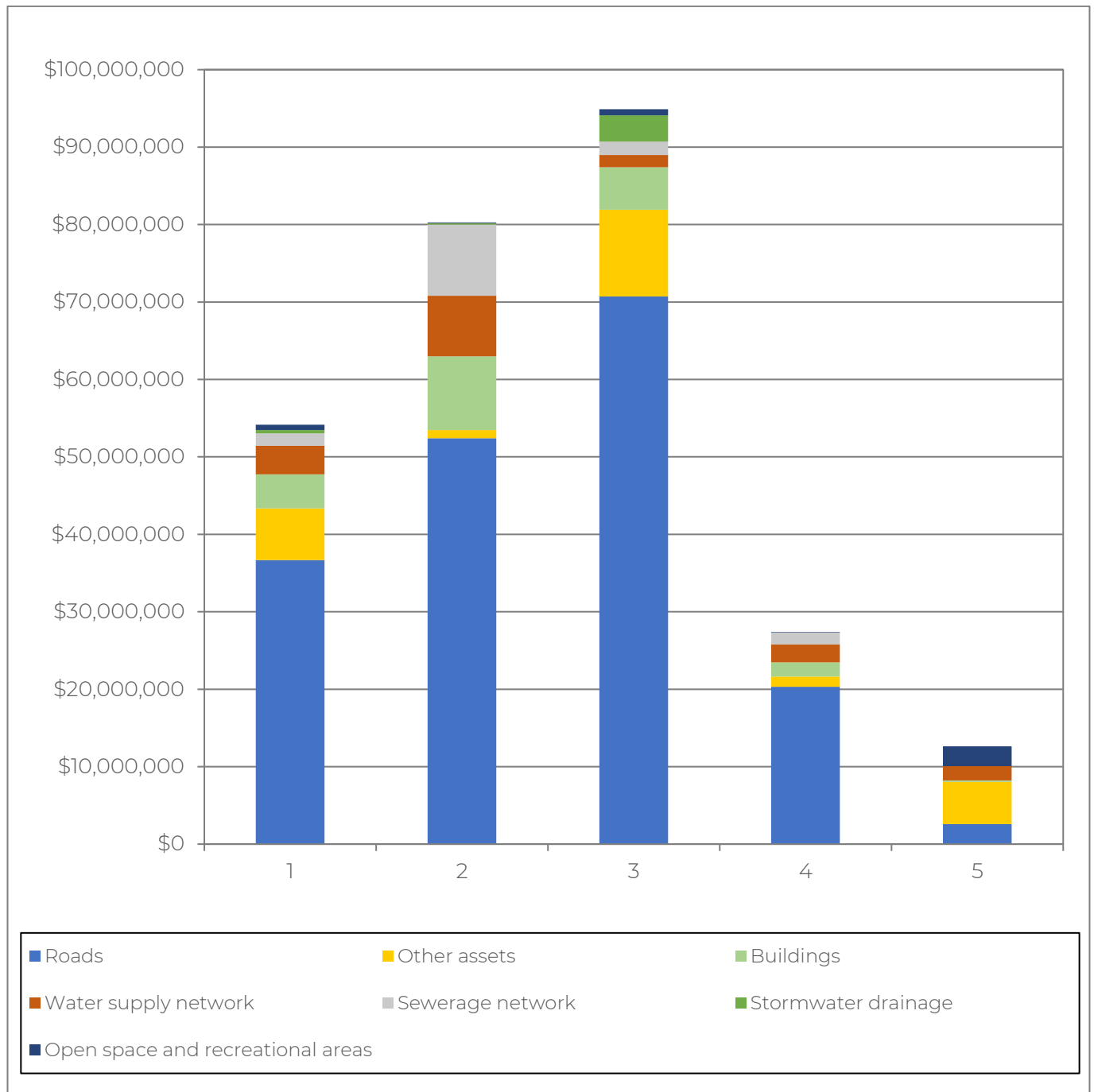
Generally, the minimum required condition rating for our assets is '3'.

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

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

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

Condition ratings, assets (estimated gross replacement cost) as at 30 June 2022



The graph above shows that our assets are mostly in an acceptable condition, i.e., 85% of our assets have a condition rating between 1 and 3. However, some assets are in condition 4 and 5. These are providing a poor level of service and will need to be renewed in the short- to medium-term.

10% of our assets are in condition 4. These include some assets in our sealed road network.

5% of our assets are in condition 5. These include some of our plant and equipment, some of our sealed road network and the old Stafford Street water reservoir, which is no longer functioning as a water reservoir..

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

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

Implementation measures of the DIAP have included:

- Construction of a disabled access toilet at the Noel Waters Oval Nevertire;
- Disabled toilets in the GBS Falkiner Lounge at the Warren Showground/Racecourse;
- Installation of public seating in the Warren Central Business District.

Future grant applications to support DIAP actions included disabled toilets on the second level of the Warren Sporting and Cultural Centre, the construction of a disabled access toilet at Lions Park and in the Warren CBD.

The DIAP is due for review in 2022/2023..

Public Toilets at Noel Waters Oval Nevertire



FINANCIAL REPORTS

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

LEGAL PROCEEDINGS

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

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

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

COUNCILLORS' AND MAYOR'S EXPENSES

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

Council reviewed and adopted the Councillor Expense Policy on 24th February 2022 and is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

Statement of Expenses	Section	2021/2022
Mayoral Fees		\$27,054.07
Councillor Fees		\$114,066.16
Provision of Facilities	cl. 217(1)(a1)	Nil
Provision of Equipment	cl. 17(1)(a1)(i)	\$1,941.85
Provision of Telephone	cl.217(1)(a1)(ii)	Nil
Conferences & Seminars	cl.217(1)(a1)(iii)	\$15,087.54
Training	cl.217(1)(a1)(iv)	\$800.00
Interstate Visits	cl.217(1)(a1)(v)	Nil
Overseas Visits	cl. 217(1)(a1)(vi)	Nil
Spouse/Family Expenses	cl. 217(1)(a1)(vii)	Nil
Care of Child/Family	cl. 217(1)(a1)(viii)	Nil
Mayoral Vehicle		Nil
Councillor Insurance		\$3,413.25

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

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

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

OVERSEAS VISITS

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

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

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

Councillor Name	Training Attended/regional/State Meetings	Cost \$
Cr M Quigley (Mayor)	Country Mayors, Health Forum, LGNSW Special Conference and Councillor Induction Training.	2,193
Cr S Derrett	LGNSW Special Conference and Councillor Induction Training.	1,150
Cr G Whiteley	Local Roads Conference & LGNSW Special Conference and Councillor Induction Training.	2,080
Cr D McCloskey	Local Roads Conference, Health Forum and Councillor Induction Training.	1,306
Cr R Jackson	Understanding LG Finances for Councillors – Online Chairing & Effective Procedures for Councillors – Online and Councillor Induction Training.	800
Cr R Higgins	Councillor Induction Training.	Free In-house
Cr H Druce	Councillor Induction Training.	Free In-house
Cr J Van Eldonk	Councillor Induction Training.	Free In-house
Cr K Taylor	Councillor Induction Training.	Free In-house
Cr N Kinsey	Councillor Induction Training.	Free In-house
Cr K Walker	Councillor Induction Training.	Free In-house
Cr A Brewer	Councillor Induction Training.	Free In-house
TOTAL COST OF TRAINING AND ATTENDANCE		7,529

LOCAL GOVERNMENT ACT 1993

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

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

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

Note.

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

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

Induction Program Contents

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

Capabilities

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

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

Council will seek assistance from the Regional Organisation of Council and Alliance of Western Councils 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 costs for the period of employment are \$273,891.51.

No additional payments outside of the contract has been made.

CONTRACTS AWARDED

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

File No.	Contract Reference	Council Resolution	Name of Supplier	Contract Title	Contract Value (inc. GST)
C14-6.2/55	T202122OROC	Under GM Delegations	ACT Linemarking Pty Ltd	Provision of Linemarking	Estimate \$100,000
			Central West Linemarking Pty Ltd		
			Complete Linemarking Services Pty Ltd		
			Jenalad Pty Ltd t/a Whiteline Road Services		
			Y-Not Linemarking		
C14-6.2/55	T182122OROC	Under GM Delegations	CIA Precast & Steel Pty Ltd t/a Advanciv	Supply, Deliver and Unload Concrete Products (on site)	Estimate \$100,000
			BR Durham & Sons Pty Ltd		
			Bruno Altin & Co Pty Ltd		
G2-4.3	F2959	198.8.21	Sims Metal	Collection and Recycling of Scrap Metal	\$0
C13-69	C13-69	229.10.21	WesTrac Pty Ltd	Supply and Delivery of one Articulated Motor Grader	\$461,241
C13-70	RFT C13-70	233.10.21	REES Electrical Pty Ltd	Design, Supply, Installation and Commissioning of LED Sports Lights at Carter Oval Warren NSW 2824	\$508,640
C14-6.2/57	T252122OROC	3.1.22	Accurate Asphalt & Road Repairs Pty Ltd t/a Accurate Stabilising	Provision of Road Stabilising Services	\$150,000
			Roadwork Industries Pty Ltd		
			Downer EDI Works Pty Ltd		
			Fenworx Pty Ltd t/a Newpave Asphalt		
			Highway Stabilizers Australia Pty Ltd		

File No.	Contract Reference	Council Resolution	Name of Supplier	Contract Title	Contract Value (inc. GST)
			Peters Earthmoving Pty Ltd		
			Stabilco Pty Ltd		
			Stabilcorp Pty Ltd		
			Stabilised Pavements of Australia Pty Ltd		
			The Mining Pty Ltd		
C13-71	C13-71	132.5.22	JR Richards & Sons	Collection and Disposal of Putrescible Rubbish and Garbage	\$740,000
C13-72	C13-72	124.4.22	WesTrac Pty Ltd	Supply and Delivery of one Rubber Tyred Roller	\$238,700
C13-73	C13-73	158.6.22	Landmark Products Pty Ltd	Design, Deliver and Construct a Prefabricated or Modular Sports Amenities Building for Carter Oval Youth Sports Precinct	\$713,350

SUPPLIERS PAID OVER \$250,000 IN 2021/2022

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

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Macquarie Toyota	Supply of light plant, servicing and parts.	\$382,696	No
Rollers Australia Pty Ltd	Hire of various rollers.	\$307,330	No
Westrac Equipment Pty Ltd	Supply and delivery of 1 X Caterpillar Rubber Tyred Roller, 1 X 140 Caterpillar Grader and various servicing and parts.	\$691,621	Yes
Holcim (Australia) Pty Ltd	Supply of aggregates and road base.	\$363,081	Yes
Splat Plumbing Services Pty Ltd	Various water and sewerage installation and maintenance services.	\$585,213	No
Statewide Mutual	Various Insurances	\$416,820	No
Fulton Hogan Industries Pty Ltd	Road sealing, supply of emulsion and airport upgrade works.	\$2,683,112	Yes
BD & DL Brouff Earthmoving Pty Ltd	Various culvert removal and replacement, removal, replacement and new concrete pathways.	\$371,239	No
Inland Petroleum	Supply and delivery of diesel.	\$524,973	Yes
Dwyer's Transport	Haulage of gravel over various job sites, quotations received through VendorPanel.	\$250,688	No
Kevin W Dwyer	Haulage of gravel over various job sites, quotations received through VendorPanel.	\$287,801	No
RMP Abrasive Blasting	Refurbishment of the Nevertire Water Reservoir.	\$546,415	Yes

Name of Supplier	Description of Goods and/or Services Supplied	Amount (inc. GST)	Contract Yes/No
Regional Quarries Australia Limited	Supply & delivery of quarry products.	\$515,270	Yes
The Mining Pty Ltd	Provision of lime stabilisation	\$543,079	Yes
REES Electrical Pty Ltd	Supply and construct lighting at Carter Oval	\$397,125	Yes
Congues Constructions Pty Ltd	Construction of New Sewerage Treatment Works & Sewerage Pump Station in Warren	\$1,230,198	Yes

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 Percentage;
- Cash Expense Cover Ratio; and
- Building and Infrastructure Renewals Ratio (unaudited).

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

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

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

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

FINANCIAL POSITION

Attached at Appendix A is the Auditor General's Office Audit Report for 2021/2022 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2021/2022 Financial Statements are included in a separate attachment to this report which can be found on our website at www.warren.nsw.gov.au/council/financial-reports

APPENDIX A



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

Contact: Manuel Moncada
 Phone no: 02 9275 7333
 Our ref: D2221348/1802

19 October 2022

Dear Mayor

**Report on the Conduct of the Audit
 for the year ended 30 June 2022
 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 2022 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 2022 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

	2022	2021	Variance
	\$m	\$m	%
Rates and annual charges revenue	6.35	6.12	↑ 3.8
Grants and contributions revenue	14.55	16.52	↓ 11.9
Operating result from continuing operations	6.12	9.72	↓ 37.0
Net operating result before capital grants and contributions	5.83	6.01	↓ 3.0

Rates and annual charges revenue (\$6.35 million) increased by \$0.23 million (3.8 per cent) in 2021–2022.

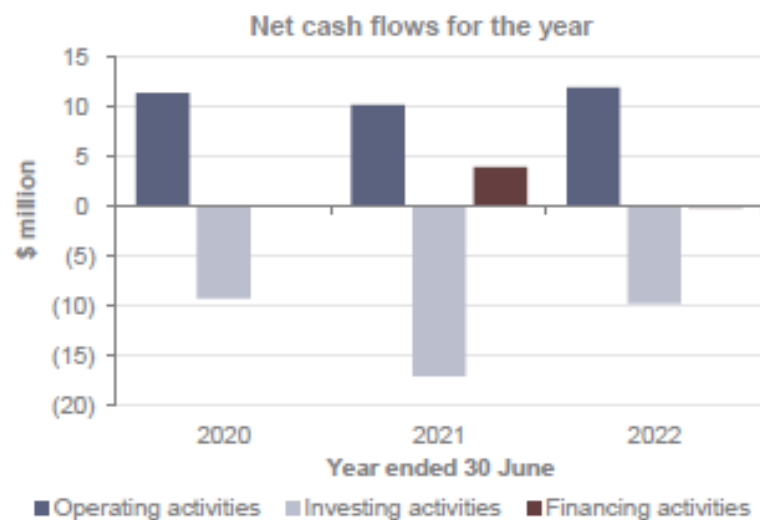
Grants and contributions revenue (\$14.55 million) decreased by \$1.97 million (11.9 per cent) in 2021–2022. This was primarily due to a reduction in revenue recognised for capital projects which was partially offset by the receipt of additional advance payments of financial assistance grants.

Council's operating result (\$6.12 million including the effect of depreciation and amortisation expense of \$3.93 million) was \$3.6 million lower than the 2020–21 result. This was mainly due to the reduction in capital grants and contributions and increased operating costs.

The net operating result before capital grants and contributions (\$5.83 million) was \$0.18 million lower than the 2020–21 result. This was mainly due to increased operating costs.

STATEMENT OF CASH FLOWS

- The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash increased by \$2 million to \$12.8 million at the close of the year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2022	2021	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	12.8	10.8	• External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds.
Restricted cash and investments:			• Balances are internally restricted due to Council policy or decisions for forward plans including works program.
• External restrictions	6.6	7.0	
• Internal restrictions	5.7	3.3	

Debt

After repaying principal and interest of \$258,00 during the financial year, total debt as at 30 June 2022 was \$3.8 million (2021: \$4 million).

PERFORMANCE

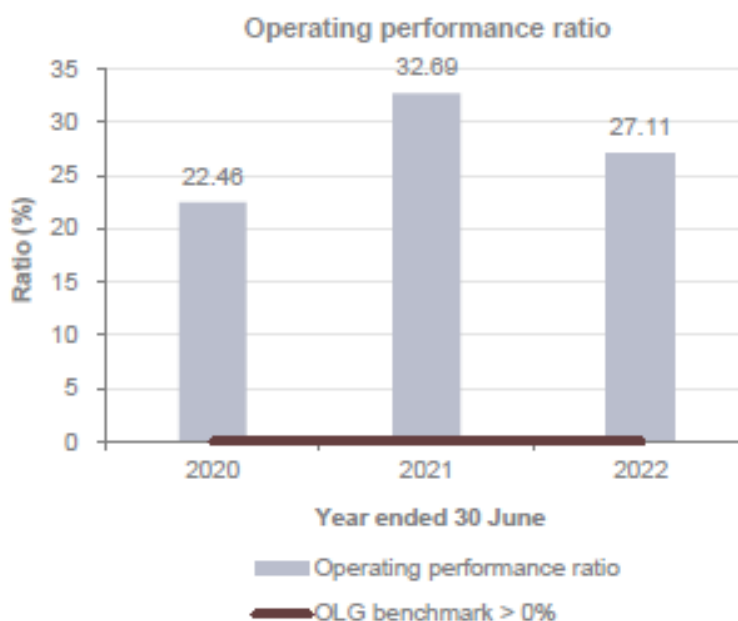
Performance measures

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

Operating performance ratio

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

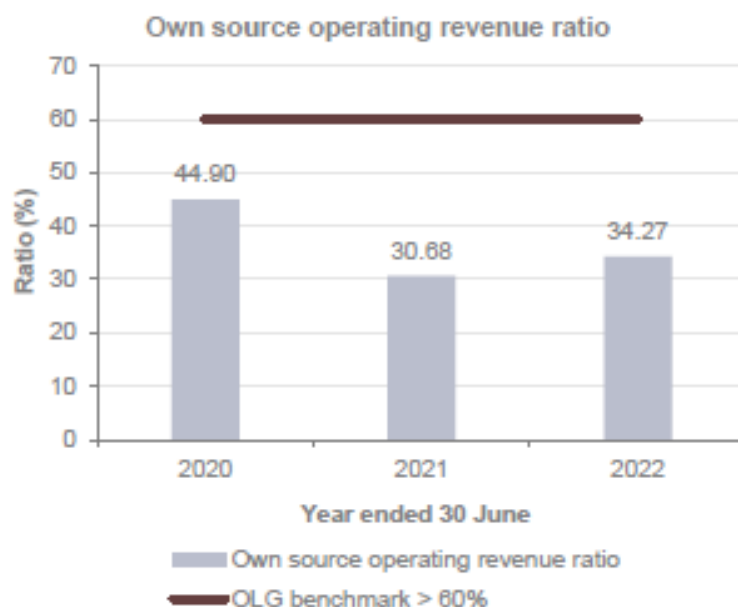
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

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

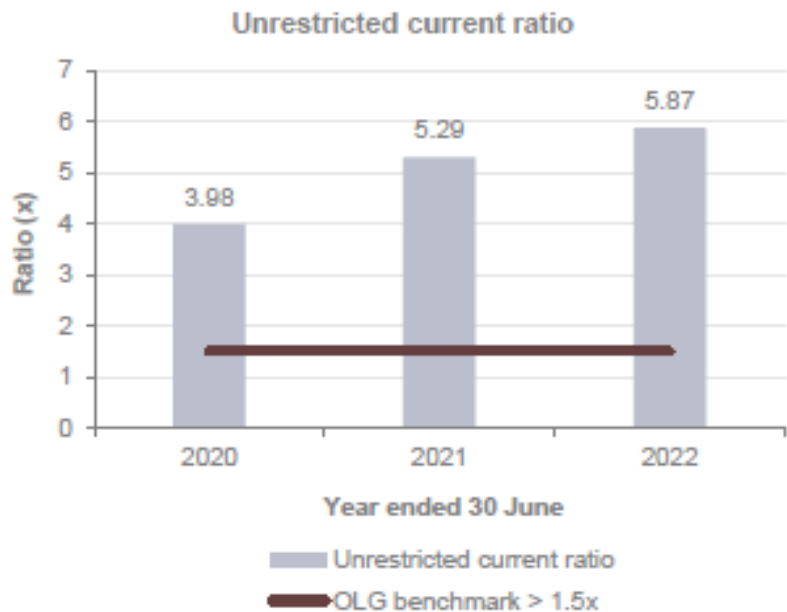
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

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

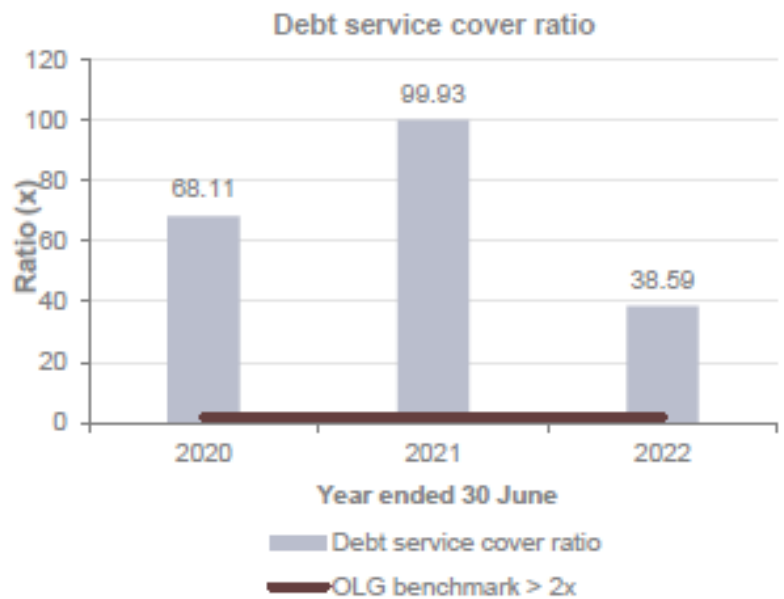
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

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

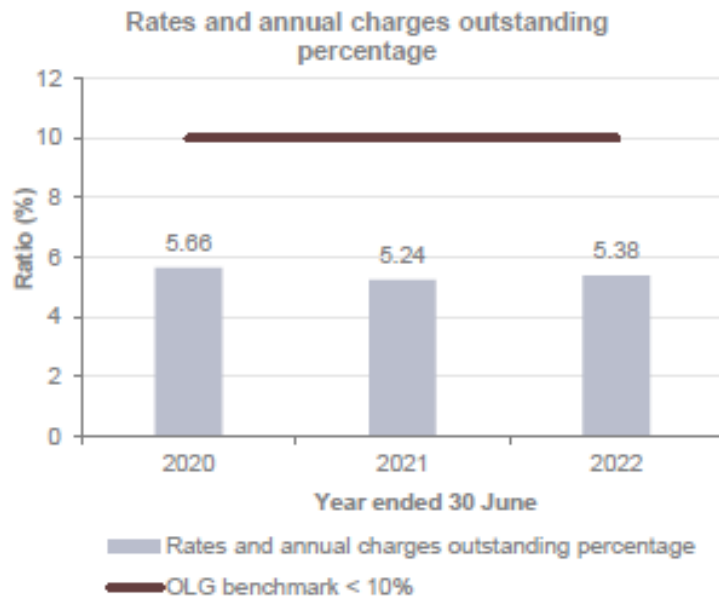
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

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

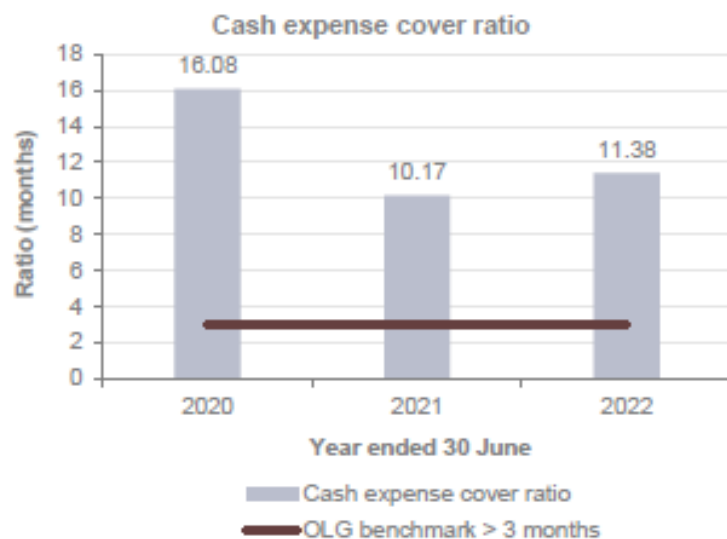
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent regional and rural councils.



Cash expense cover ratio

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

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



Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$9.2 million compared \$13.3 million for the prior year
- renewals primarily consisted of infrastructure assets
- the level of asset renewals during the year represented 224 percent of the total depreciation expense (\$4.1 million) for the year.

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 GPFS
- staff provided all accounting records and information relevant to the audit.

A handwritten signature in black ink, appearing to read 'Manuel Moncada', written in a cursive style.

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

Warren Shire Library



New
Plant