

ANNUAL REPORT 2023/2024



TABLE OF CONTENTS

| | |
|--|------------|
| About this Report | 1 |
| Message from the Mayor | 2 |
| Our year | 3 |
| Our year in review in conjunction with the Delivery Program | |
| Performance snapshot | |
| Financial snapshot | |
| Rates and Charges Written Off During 2023/2024 | |
| Snapshot and overview | |
| Our results | 86 |
| Reporting our achievements | |
| Caring for the environment | |
| Caring for our community | |
| Sport, recreation and culture | |
| Transport, roads and drainage | |
| Urban and economic development | |
| Civic leadership | |
| Business activities | |
| Our reports | 100 |
| Our Services reports | |
| Workforce and performance | 103 |
| Structure and performance | |
| Labour Force Data | |
| Fair and equal employment | |
| Work health and safety – bullying and harassment | |
| Productivity improvements | |
| Performance, Complaints and Issues Generally | |
| Community engagement and education | 108 |
| Community engagement | |
| Public access to information | |
| Swimming Pool Inspections | |
| Companion animals | |
| Support and partnerships | 116 |
| Contributions and donations | |
| Partnerships, co-operatives and joint ventures | |
| External bodies exercising Council functions | |
| Controlling interest and service charges | |
| Voluntary planning agreements | |
| Private works | |
| Assets | 122 |
| State of our assets | |
| Implementation of Council's Disability Inclusion Action Plan (DIAP) | 124 |
| Financial reports | 125 |
| Legal proceedings | |
| Councillors' and Mayor's expenses | |
| Overseas visits | |
| Councillor Induction, Training and Costs S186 LGA 1993 | |
| Senior staff remuneration | |
| Contracts awarded | |
| Contractor Panel | |
| Fit for the Future position | |
| Financial position | |
| Financial statements | |
| Appendix A | 133 |

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 2023 to 30 June 2024.

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

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

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

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

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

The Warren Shire Council Annual Financial Statements 2023-2024 are published as separate volumes of this report and are available at www.warren.nsw.gov.au

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

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

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



MESSAGE FROM THE MAYOR

I commend the 2023/2024 Warren Shire Council Annual Report to our ratepayers and residents.

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

Council has largely been focused in 2023/2024 on rehabilitating our road network following the significant flood damage that occurred particularly in the second half of 2022 and the damage associated with subsequent rain events this year that have interrupted definitive road restoration. Nonetheless, significant progress has been made. Reconstruction work has been completed on the Warren Road (to Coonamble), the Udora Road and the Marthaguy Road. Flood restoration work that includes pothole patching, shoulder grading of our sealed roads and the grading of many of our unsealed roads continues, albeit at a slower pace than we would like given both the wetter weather conditions and the funding constraints that apply to flood damage claims. Routine road maintenance has also been occurring on our roads in line with Council's planned Works Program alongside the flood damage work.



We have seen and will continue to see many of the infrastructure projects, begun in previous years, either completed or shortly to reach completion.

A new amenities building has been constructed at the Showground/Racecourse Complex, upgrading both the women's and men's toilets as well as providing showering facilities. The Regional Equestrian Centre is complete. Renovations and upgrades to the GBS Falkiner Lounge are also a significant enhancement to our well regarded Showground/Racecourse Complex.

The new Airport Terminal Building has recently been completed and is an excellent additional upgrade to the Airport Precinct.

Public toilets in the Dubbo Street CBD and at Lions Park have been opened and are in use.

Our two bore fields on Ellengerah Road and at Bore Flat have been cross connected. There is also now the ability to utilise bore water in our river water system in times of no flow in the Macquarie River giving us continuous firefighting ability.

The Carter Oval Youth Sports Precinct continues to be developed and is close to completion. Construction of a building comprising change rooms, a canteen and storage is well underway and will enhance that area's usability for cricket, soccer and athletics.

Likewise at the Warren War Memorial Swimming Pool, new change rooms, canteen and Swimming Club rooms are presently being constructed in readiness for the next swimming season.

New lighting has been installed to illuminate the playing field at Victoria Oval along with new lighting for one of the two outdoor netball courts. Victoria Park will also benefit from a second set of change rooms and an independent amenities area that will be available for public use. Tenders for its construction are currently being evaluated. The change rooms will particularly benefit women's sport and enhance Warren's ability to hold larger regional sporting events.

The Waste Transfer Station at the Ewenmar Waste Depot Facility has been completed.

"Much has been done and much more will be done as the year progresses to make the Warren Shire an enviable place in which to live."

The "Doorways to an Open Air Library" Project has been completed at the refurbished Warren Shire Library.

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

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

A handwritten signature in black ink, appearing to read 'Milton Quigley'. The signature is written in a cursive, flowing style.

Milton Quigley
Mayor

OUR YEAR 2023/2024

OUR YEAR IN REVIEW IN CONJUNCTION WITH THE DELIVERY PROGRAM

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

The new Warren Shire Councillors commenced in January 2022 due to the Covid-19 affected Local Government Elections. The new Council developed and finalised the Warren Shire Community Strategic Plan (CSP) 2035 which is a minimum 10-year plan, that drives Council's Delivery Program and Annual Operational Plans.

2023/2024 saw the finalisation of flood restoration work from the March 2021 flood (AGRN 960) and commencement and near completion of restoration work from the November 2021 flood (AGRN 987) together with immediate restoration works from the flood events of June 2022 (AGRN 1025), August 2022 (AGRN 1030) and September 2022 (AGRN 1034).

Council's Engineering Services Department was also busy finalising assessments and costings for essential public asset restoration works also from the flood events of June 2022 (AGRN 1025), August 2022 (AGRN 1030) and September 2022 (AGRN 1034). It is expected that Transport for NSW will commence approvals of flood restoration programs in 2024/2025 and unfortunately until approvals are provided, Council will not be in a position to undertake any final restoration work.

(AGRN – Australian Government Reference Number).

2023/2024 saw the commencement or finalisation of the following projects;

- Administration – ICT Strategic Plan Program \$102,000;
- Warren War Memorial Swimming Pool Kiosk and Amenities – Finalise Refurbishment - \$1,300,000;
- Warren Sporting & Cultural Complex – Gym Equipment Renewals - \$7,500;
- Urban Roads – Bitumen Resealing - \$55,000;
- Rural Roads – Bitumen Resealing - \$600,258;
- Rural Roads – Gravel Resheeting - \$266,000;
- Regional Roads – Bitumen Resealing - \$200,000;
- Tiger Bay Stormwater Drainage - \$30,218.
- Carter Oval Youth Sports Precinct Development - \$250,000;
- Showground/Racecourse Redevelopment including the finalisation of the Western Plain Equestrian Centre – \$390,000;
- Warren Airport Upgrade including Terminal Building - \$600,000;
- Murray Darling Basin Economic Development Program – Improvement of Regional Structures Grant Village Enhancements for Warren, Nevertire and Collie - \$150,000;
- Murray Darling Basin Economic Development Program Round 3, Monkeygar Creek Bird Viewing Platform and Parking Project - \$425,000;
- Warren Shire Library - Doorways to an Open-Air Library - \$315,723;
- Nevertire-Bogan Road – Segments 04 to 10 – Reconstruction - \$3,496,725 commencement;
- RR7515 (Warren Road) Segments 28 to 32 – Rehabilitation - \$3,670,000;
- Plant Replacement 2022/2023 (Net Purchase Cost) - \$250,000;
- Regional and Local Roads Repair Program \$1,950,000;
- RR7515 (Warren Road) Newe Park Bridge and Tenandra Bridge Replacement - \$5,010,000 commencement;
- March 2021 AGRN 960 Flood and Storm Damage Merrigal Road (Dragon Cowl) - \$349,000;
- Disaster Risk Reduction Fund Merrigal Road (Dragon Cowl Causeway) - \$300,000;
- March 2021 AGRN 960 Flood and Storm Damage Essential Public Asset Reconstruction Shire Roads - \$1,251,000;
- March 2021 AGRN 960 Flood and Storm Damage Essential Public Asset Reconstruction Regional Roads - \$619,000;
- September 2022 AGRN 1034 Flood and Storm Damage Essential Public Asset Reconstruction Assessment and Submission (\$11,800,000);
- September 2022 AGRN 1034 Flood and Storm Damage Emergency Works and Immediate Reconstruction Work Shire and Regional Roads - \$1,800,000 commencement;

- Reconnecting Regional NSW – Community Events Program with donations – Warren Street Christmas Party 2023 \$55,000;
- Warren Town Levee Upgrading Rehabilitation Works and Design near complete, Tender Contracts let for Floodgate Refurbishment, Flood Pump and Flood Pump Generators - \$7,100,000 (total project);
- NSW Severe Weather and Flood Grant for ARGN 1025 Macquarie Park Restoration Tender Contracts let for Softfall Area \$112,500;
- Office of Sport – Female Friendly Community Sports Facilities and Lighting Upgrade Grant Program Victoria Park Precinct New Female Amenities Tender Contracts let for building works- \$702,000;
- Local Roads and Community Infrastructure Program – Phase 4 - Majority of works complete including letting of contract for CCTV System, Ravenswood Park, Splash Park, Racecourse, and Macquarie Park softfall installation, parks area bitumen reseals, cemetery seat covering and picnic shelter covering, Victoria Oval LED Light Replacement and Victoria Oval Scoreboards \$1,033,225;
- Warren Lawn Cemetery Improvements Stage 3 – Family Plots and extension of Lawn Cemetery \$68,000;
- Thornton Avenue Sewerage Pump Station Refurbishment commencement \$275,000;
- Water Valve Replacement Program \$43,420;
- Gunningba Estate Stage 3 Investigation and Design commencement \$30,000; and
- Ewenmar Waste Facility Transfer Station (\$271,000).

Many major grant applications were arranged to the Commonwealth and State Governments during the year and it is hoped that many will come to fruition in 2024/2025, particularly those related to road reconstruction and improvement works.

Following an adoption of a recommendation from the Plant Committee, Council has entered into an Agreement with Neill Earthmoving Pty Ltd to enable the Mt. Foster Quarry to resume full operations for the first time in 20 years. Operations are expected to commence in late 2024.

Preparation work has also been completed in relation to the concept plans for the Warren Town Centre Masterplan – Dubbo Street Upgrade and design works in conjunction with community consultation. Concept plans have also been completed for the design of Gunningba Estate Stage 3, Warren Town Levee rehabilitation works, floodgate structure replacement, electrical submersible pump and generator purchases, standby generator and diesel powered trash pumps and accessories purchases and construction of a clay lined evaporation lagoon and associated structures at the Tiger Bay Sewerage Treatment Works.

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

In September 2022 Council resumed the responsibility for maintaining and operating State Highway 11 – Oxley Highway through Warren Shire under the Roads Maintenance Council Contract (RMCC) on behalf of Transport for NSW.

This saw Council undertaking in 2023/2024 as a contractor over \$1.2 million of bitumen reseal works, over \$250,000 of culvert restoration work on the Five Mile Cowal structure, over \$1.4 million of heavy patching and completion of approximately two thirds of reconstruction works on the Milawa section valued at around \$2 million. Further reconstruction works will be undertaken at Milawa and further heavy patching and reseals in 2024/2025.

Council was most pleased to be able to officially open five major projects being;

- Doorways to an Open Air Library;
- Warren Airport Upgrade, including Terminal Building;
- Warren's new flexible groundwater system;
- Warren Showground/Racecourse Complex improvements; and
- Ewenmar Waste Depot Transfer Station.

As the year came to a close, two other major projects being the refurbishment of the Warren War Memorial Swimming Pool Kiosk, Amenities and Club Room Building and Carter Oval Youth Sports Precinct are nearing completion.

The community was saddened with the passing of Councillor Ron Higgins in January 2024. Ron was a reliable and popular member of our Council and community and was elected as a Warren Shire Councillor in 2016. He served on a number of Council Committees, including the Ewenmar Waste Depot, Plant, Roads, Showground/Racecourse and Water and Sewerage. Having completed 25 years of service with Council working in the water and sewerage section as a Plumber, and as the current Chair of the Water and Sewerage Committee, his knowledge and work in this area was widely appreciated and respected.

Council has also been involved in the development of a Regional Drought Resilience Plan in conjunction with our neighbouring Councils of Coonamble Shire and Bogan Shire that included community consultation through face-to-face meetings and online surveys. It is hoped that the Program will be able to build capability and empower regional communities to plan and act early to reduce and respond to drought risks.

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

- Inquiry and Report into Local Government Sustainability by the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport;
- Public Accounts Committee Inquiry into the Assets, Premises and Funding of the NSW Rural Fire Service;
- Standing Committee on State Development Inquiry into the Ability of Local Governments to Fund Infrastructure and Services;
- Burrendong Dam Flood Mitigation, Airspace Usage for Increase Storage Proposed (Drought Proofing);
- The Australian National Audit Office, Audit Submission for the Growing Regions Program; and
- Select Committee on Essential Worker Housing.

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

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

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

Council would like to continue to work with the community to deliver the planned outcomes with many areas of improvement forming part of the 2024/2025 budget (Operational Plan) process. From April 2024 Council commenced the process of moving its Banking Services from the National Australia Bank (NAB) to the Commonwealth Bank (CBA). This move came following the closure of the NAB Branches in Warren, Gilgandra and Wellington.

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 \$45 million over the past six (6) years.

2023/2024, under the management of the Economic Development and Visitation Office, saw the commencement of the Warren and Macquarie Marshes Visitor Information Centre Renewal Program with the development of new branding, in-house information systems, audio-visual material, and service offerings through the Centre, as well as a refurbishment of the reception spaces and verandah of the Visitor Information Centre building.

The Women of Warren Shire Program continued with the following women highlighted during the year: Taz Stephens, Robyn Taylor, Jude Fleming, Jacqui Lomas, Shirley Todhunter and Audrey Weston.

Council continues to include 'Meet the Team' articles in its monthly Newsletter, so members of the public are aware of many members of Council's staff and what they do and achieve, making sure there is a face to our organisation.

The past year saw the completion of a mural at the Warren Showground/Racecourse. This mural was funded by Council and a \$10,000 donation from the Warren Rodeo Horse Committee

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

Council is also pleased that its Toilet Amenities Program is nearing completion, with works completed or nearing completion on:

- Male, Female and Accessible toilets at the Garden Bar area of the Showground/Racecourse;
- Unisex toilet at the Warren Pony Club; and
- Carter Oval Youth Sporting Precinct Amenities.

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

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

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

Late in 2022/2023 CASA conducted a Safety Audit of the airport. The report from CASA was received by Council in late July 2023. The report found 4 Safety Findings and 12 Safety Observations.

A **Safety Finding** is a notice issued to an authorisation holder for the purposes of identifying a breach of a legislative provision or a provision of the authorisation holder's written procedures.

A **Safety Observation** is a notice issued to an authorisation holder to advise them:

- of latent conditions resulting in system deficiencies that, while not constituting a legislative or procedural breach, have the potential to result in such a breach if not addressed; or
- to put in place measures to mitigate potential regulatory breaches and risks to aviation safety.

The 4 Safety Findings have been addressed and Council is working to close out the remaining Safety Observations.

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. A Sub-Committee was formed to assist Council in determining the operation and management requirements of the new Equestrian Arena in conjunction with users.

Council, in conjunction with the Warren Jockey Club commenced the installation of approximately 3.3 kms of exclusion fencing around the Showground/Racecourse. When complete in early 2025, this will prevent kangaroos and wallabies from entering the area. This in turn will improve security at the site and provide a safer environment for horse racing and other events.

The Cattle yards were substantially relocated and upgraded to provide better facilities during the Warren Show and allow other livestock to utilise them throughout the year.

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

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

Audit, Risk and Improvement Committee – this Committee replaced the former Audit and Risk Management Committee and met for the first time in June 2024. This Committee membership comprises of three (3) Independent Members, one (1) of which is the Chairperson and all three (3) are Voting Members. Council's Deputy

Mayor is a Non-Voting Member of the Committee. The objective of the Committee is to provide independent assurance to Warren Shire Council by monitoring, reviewing and providing advice about the Warren Shire Council governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

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

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

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

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

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

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

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

During the year, many structures were replaced around Warren and Nevertire, including the installation of covered seating at the Nevertire and Warren Cemeteries, Structures over the BBQs in the Warren Splash Park and new picnic table, chairs and shade structure at Saunders Park.

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

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

Water and Sewerage Committee – Formed to investigate and report on the strategic planning and infrastructure improvement of the water and sewerage supply including all related matters, including the review of the level of water restrictions, the timing and trigger points of water restrictions and communication to the community of water restrictions.

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

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

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

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

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

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

The plan contains target colours to indicate:

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

Delivery Program

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

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|--|--|----------------------------------|---|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Display list of service providers and their services on media channels (billboard, social media and Council's website) | MHD, Interagency Delegates | Information disseminated | X | X | X | X | In progress, where possible information provided on the Community Room Display Screen as information is provided. | |
| 1.1.2 | Improve health services within the community | Advocate for improved medical services including General Practitioners and Allied Health Providers | Mayor, GM | Advocacy strategy developed and implemented | X | X | X | X | Ongoing. RFDS commenced providing General Practice Services 15th December 2022 support provided and meetings held with RFDS General Manager Health Service and CEO. | |
| | | Liaise with the Warren Multi-Purpose Health Service and other health providers to seek to provide improved health services | Mayor, GM | Meetings conducted | X | X | X | X | Ongoing. Meetings held with RFDS, Warren MPHS, WHAC, CEO Western Local Area Health District. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|---|---|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.1.3 | Improve educational services within the community | Explore enhancements to our library services for our entire community | GM, DMFA, LIB | New services implemented | X | X | X | X | Ongoing. Mondays used for the Library Outreach Program provided to St Mary's School, Warren Central School, Warren Preschool and Little Possums. Temporary Library set up in old VIC Building while renovations were completed. Renovations practically complete early February 2024. Official Opening scheduled for 27 June 2024. | |
| | | Advocate for new and additional educational services | Mayor, GM | Advocacy strategy developed and implemented | X | X | X | X | In progress, Dolly Parton's Imagination Library implemented, program expected to continue, but is subject to grant funding. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|---|---|----------------------------------|--------------------|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.1.4 | Ensure current and future housing needs for the community are met | Research the status of the local housing market including vacancy rates and current demand | MHD | Research completed | X | | | | In progress. Housing provision in the Orana and Central Darling Report provided by RDA Orana. Negotiations commenced for an Agreement with Housing Plus to purchase 8-9 Gunningba Estate blocks for use of affordable housing/key worker accommodation. Construction proposal subject to funding from the Commonwealth Government. | |
| | | Research industry and economic forecasts for Warren to gauge projected employment demand and related demand for housing | MHD | Research completed | X | | | | In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|--|--|----------------------------------|----------------------------------|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | <p>Summarise specific housing needs by category:</p> <ul style="list-style-type: none"> ✓ short- to medium-term housing opportunities for seasonal workers, visitors and residents ✓ permanent housing opportunities for new residents | MHD | Report prepared | X | | | | In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others. | |
| | | Review the land release timetable for Warren | GM, MHD | Audit of suitable land completed | X | | | | In progress however, the 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|--|--|----------------------------------|-------------|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Amend our Local Environmental Plan (LEP) to enable new housing options to be created (including community housing) | GM, SMT, MHD | LEP amended | X | | | | In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan and Consultant engaged to progress the new Draft LEP. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|--|--|----------------------------------|-----------------------|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Promote new housing opportunities to property developers and facilitate future investments | Mayor, GM, SMT | Promotions undertaken | X | X | X | X | In progress, working with Housing Plus to provide an affordable housing opportunity using Council owned public land in Gunningba Estate. Draft Call Option Agreement being formulated for the eventual purchase of eight (8) blocks of land at Gunningba Estate by Housing Plus for the provision of "Key Worker Accommodation". The 2024/2025 Operational Plan & Estimates contains the construction of part of Gunningba Estate Stage 3 which will be progressed only if Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|---|--|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.1.5 | Work with local Police and the community to ensure that our community is safe | Advocate for an appropriate level of policing services | Mayor, GM | Advocacy strategy rolled out with key meetings conducted | X | X | X | X | In progress, meeting undertaken with local Acting Sergeant and Inspector, particularly as the current local policing levels are lower than normal. This has not seen any increase yet and arrangements to have a Council Safety Precinct Meeting are still in train. | |
| | | Continually monitor and take legal action on the use of illicit drugs within the community | Mayor, GM | Meetings conducted to facilitate actions leading to a reduction in crime and the use of illicit drugs | X | X | X | X | In progress, appropriate reporting undertaken to the NSW Police. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|--|--|----------------------------------|--------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Provide animal control services to meet the demands of the community | MHD | Reduction in complaints | X | X | X | X | In progress, advertising campaign undertaken to educate the community on provision of advice to Council relating to dog complaints. A campaign was undertaken leading up to Christmas 2023. Subject to further scoping following advice from other Rangers, another campaign is expected to be undertaken leading up to Christmas 2024. | |
| 1.1.6 | Recognise and support our wide range of local community groups | Develop strategies across social, economic and environmental issues | GM, MHD, SMT, MANEX | Strategies developed and implemented | X | | | | Ongoing, arrangements in train for an Aboriginal Elder to provide a Welcome to Country at the first Meeting of the new Council in October 2024. | |
| | | Council to meet with local peak indigenous organisations | GM, Mayor, SMT | Regular meetings organised | X | X | X | X | In progress, however availability of relevant members affecting meeting levels. | |
| | | Council to meet with community peak bodies and stakeholders to build collaborative relationships | GM, Mayor, SMT, MANEX | Regular meetings organised | X | X | X | X | Ongoing, however availability of relevant members affecting meeting levels. | |

| Objective 1.1: Attract and retain community-focussed resources | | | | | | | | | | |
|--|---|--|--|---|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.1.7 | Improve transport services within the community | Facilitate the improvement of transport services both within the Shire and those to and from the Shire | GM, DMES, MHD , Interagency Delegates | Increased level of connectivity for residents | X | X | X | X | In progress, some contact at high levels undertaken by the Economic Development and Visitation Manager. The Warren Interagency Support Services Group also investigating improved transport services. | |

| Objective 1.2: Engage with the community | | | | | | | | | | |
|--|---|---|----------------------------------|---|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.2.1 | Maintain ongoing community engagement to instil a strong collaborative environment with the community | Implement Council's Community Engagement Strategy | GM, EDVM, MANEX | Increased engagement with the community | X | X | X | X | Ongoing, Community Engagement Plans enacted for all major projects and programs. | |
| 1.2.2 | Support and promote community-based lifestyle and social events | Work with community to support community-based events | GM, EDVM, MANEX | Activities and events supported by Council held | X | X | X | X | Ongoing, major events program enacted. Arrangements for Warren Street Christmas Party 2023 completed and in train for Warren Street Christmas Party 2024. | |

| Objective 1.2: Engage with the community | | | | | | | | | | |
|--|---|--|----------------------------------|--|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Train and assist community organisations in obtaining grants | EDVM, IPM, MANEX | Grants received by Council and the community organisations | X | X | X | X | Economic Development and Visitation Office and Infrastructure Projects Management Office undertaking assistance within resources constraints. | |
| 1.2.3 | Encourage volunteerism within the community | Build a collaborative relationship with community organisations to offer assistance to volunteer organisations | GM, MANEX, Interagency Delegates | Positive feedback from volunteer organisations | X | X | X | X | Ongoing. A grant application arranged for the training of volunteers within several organisations within Warren Shire however, unsuccessful. A number of community based organisation grant applications completed by Council staff and finding success. | |
| | | Work with the Warren Interagency Support Services Group to encourage volunteerism | MHD, Interagency Delegates | Regular meetings organised | X | X | X | X | Ongoing. | |

| Objective 1.2: Engage with the community | | | | | | | | | | |
|--|--|--|--|---|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.2.4 | Ensure that our emergency services organisations are ready to support our community during natural disasters and other emergencies | Assist with the coordination of emergency services, through the Local Emergency Management Committee | GM, Mayor, DMES (LEMO) , MHD, TSM | Efficient coordination of emergency services management | X | X | X | X | Ongoing, LEMC meeting regularly and providing support to combat agencies. Debrief of the 2022 Floods undertaken (what was done well and areas of improvement). The Warren Local Emergency Management Plan (Emplan) 2023 completed. Currently, the Warren Shire Flood Emergency Sub Plan to draft stage. | |
| 1.2.5 | Support Aboriginal people and organisations to increase the broader | Build and maintain collaborative relationships with the Warren Local Aboriginal Land Council | GM , Mayor, MANEX | Regular meetings held | X | X | X | X | In progress, however availability of relevant members affecting meeting levels. | |

| Objective 1.2: Engage with the community | | | | | | | | | | |
|---|--|----------------------------------|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| community's awareness and recognition of local Aboriginal cultural identity in Warren Shire | | | | Support provided to increase cultural awareness and inclusion | X | X | X | X | Ongoing. Code of Meeting Practice has an appropriate Acknowledgement of Country included. Council will continue to ensure indigenous representation on relevant community based Committees. Arrangements in train for an Aboriginal Elder to provide a Welcome to Country at the first Meeting of the new Council in October 2024. | |

| Objective 1.3: Support young people and encourage their development | | | | | | | | | | |
|---|--|---|----------------------------------|--|-------------|-------------|-------------|-------------|---|--------|
| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 1.3.1 | Support programs and services that support and assist young people in our community | Support the Warren Youth Foundation to develop strategies to assist the youth of Warren Shire | MHD, Interagency Delegates | Number of successful projects undertaken | X | X | X | X | Ongoing. Success with Children and Young People Well Being Recovery Initiative – Get Fit Get Strong Healthy Minds, which was completed in July 2023. Funding auspice in relation to Youth Counselling Services. Support provided to the 2023 Grow Services Expo and 2024 Grow Services Expo by provision of advertising, participation by Council via a Stand and traffic control. | |
| 1.3.2 | Promote, to our youth, the facilities and activities that are available to them within the Shire | Address schools on the facilities that are available | MHD | School presentations conducted | X | X | X | X | No action to date, an extensive promotional program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available. | |

Objective 1.3: Support young people and encourage their development

| Social Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-----------------|--|---|----------------------------------|---|-------------|-------------|-------------|-------------|---|--------|
| | | Promote the facilities and activities available through Council’s website, social media and Council newsletters | MHD | Increased usage of facilities and participation in activities | X | X | X | X | Ongoing. An extensive promotional program will be instigated as soon as the Carter Oval Youth Sports Precinct becomes available. The Warren Soccer Club has commenced using the soccer fields at Carter Oval. | |
| 1.3.3 | Develop traineeship programs to retain youth | Review opportunities to develop traineeships within Council’s structure | GM, SMT | Council’s structure reviewed | X | X | X | X | A Program has commenced on “Careers at Warren Shire Council” with the NSW Department of Education and Warren Central School which will provide opportunities for students in Years 10-12 to experience the array of careers available at Council. School Work Experience Visits are also being undertaken in the Parks and Gardens Section and at the Warren War Memorial Swimming Pool. | |

| Objective 1.3: Support young people and encourage their development | | | | | | | | | | |
|---|----------------------------------|---|----------|-----------------------------------|-------------|-------------|-------------|---------|---|--|
| Social Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| | | Liaise with businesses and the Warren Chamber of Commerce to encourage traineeships | GM, SMT | Presentations conducted | X | X | X | X | In progress however, has been delayed due to the reduction of meetings of the Chamber. | |
| | | Develop indigenous traineeships within the Shire | GM, SMT | Indigenous traineeships developed | X | X | X | X | In progress, Indigenous traineeship program will be considered in the future for the Warren and Macquarie Marshes Visitor Information Centre. | |

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

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

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

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

| Economic Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 | 2023 | 2024 | 2025 | Comment | Target |
|---|--|----------------------------------|--------------------|--------|--------|--------|--------|---|--------|
| | | | | / 2023 | / 2024 | / 2025 | / 2026 | | |
| 2.1.2 Proactively identify and create new business opportunities and associated investment within the Shire | Facilitate business-led community forums to identify business and investment opportunities | Mayor, GM, SMT, EDVM | Forums held | X | X | X | X | In progress, initial forum undertaken with relevant local businesses (small and large) to start the process. | |
| | Engage with industry bodies and investors to share business and investment ideas | Mayor, GM, SMT, EDVM | Meetings conducted | X | X | X | X | In progress, Council has attended the Destination Country and Outback Tourism Outlook Forum, Regional Development Australia Orana – Regional Outlook Forum, Office of Regional Economic Development NSW Investment Attraction Seminar, Aboriginal Business Round table Forum and National Aboriginal Tourism Operators Council Cultural Investment Attraction Workshop. | |
| | Meet with potential businesses and investors to explore opportunities | Mayor, GM, SMT, EDVM | Meetings conducted | X | X | X | X | In progress, facilitated a meeting with GDT potential investors and the Office of Regional Economic Development. | |

| Objective 2.1: Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire | | | | | | | | | | |
|--|--|----------------------------------|-------------------------|-------------|-------------|-------------|-------------|--------------|--------|--|
| Economic Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| | Seek to close out investment opportunities | Mayor, GM, SMT, EDVM | Opportunities completed | X | X | X | X | In progress. | | |

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

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

| Economic Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|---|----------------------------------|----------------------|-------------|-------------|-------------|-------------|--|--------|
| | Implement the tourism strategy with support from tourism businesses, the community and Government | GM, SMT, EDVM | Strategy implemented | X | X | X | X | In progress. Consultation Group has been formulated. Established a working relationship with Destination Country and Outback (Tourism Operator Representation). The Economic Development and Visitation Manager is part of a working group for National Aboriginal Tourism Operators Council (NATOC) to develop tourism operators and cultural tourism for Warren Shire. | |
| | Prepare a visitor destination management plan for the Shire with input from the community | GM, SMT, MANEX, EDVM | Plan completed | X | | | | In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated with Destination Macquarie Marshes Strategy and Action Plan being formulated. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|---|--|----------------------------------|----------------------|-------------|-------------|-------------|-------------|---|--------|
| | | Implement the visitor destination management plan for the Shire with support from tourism businesses, the community and Government | GM, SMT, MANEX, EDVM | Plan implemented | X | X | X | X | In progress with Warren Visitor Economy Consultation undertaken. Destination Macquarie Marshes Taskforce facilitated. | |
| 2.2.2 | Provide and promote sustainable recreation and tourism access to our rivers and marshes | Confirm preferred locations to provide access to rivers for fishing and other recreational activities | GM, SMT, MANEX, EDVM | Locations identified | X | X | | | In progress. Destination Macquarie Marshes Taskforce facilitated and working with RiverSmart Australia Limited and Murray Darling Basin Authority to facilitate more activity in Tiger Bay and along the Macquarie River. | |
| | | Develop selected river locations | GM, SMT, MANEX, EDVM | Development complete | X | X | X | | In progress. Destination Macquarie Marshes Taskforce facilitated and working with RiverSmart Australia Limited and Murray Darling Basin Authority to facilitate more activity in Tiger Bay and along the Macquarie River. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|--|---|----------------------------------|--------------------|-------------|-------------|-------------|-------------|--|--------|
| | | Actively assist with the maintenance, improvement and expansion of recreational infrastructure at the Macquarie Marshes | GM, SMT, MANEX, EDVM | Support provided | X | X | X | X | In progress. Destination Macquarie Marshes Taskforce facilitated. Burrima Boardwalk Access Road constructed by Council as a contractor, Infrastructure for Destination Macquarie Marshes Phase 1 grant project completion report provided to Infrastructure NSW with most works complete. The Monkeygar Birdviewing Platform construction was completed at the end of December 2023. | |
| 2.2.3 | Develop and deliver a customer service framework for all businesses in our Shire | Research best practice customer service approaches | GM, SMT, MANEX, EDVM | Research completed | X | X | | | In progress. | |
| | | Host a customer service workshop with local businesses to consider best practice customer service approaches | GM, SMT, MANEX, EDVM | Workshop conducted | | X | | | No formal action to date. | |
| | | Facilitate agreement on a customer service framework for all businesses in the Shire | GM, SMT, MANEX, EDVM | Framework agreed | | X | | | No formal action to date. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|---|--|----------------------------------|--------------------|-------------|-------------|-------------|-------------|---|--------|
| 2.3.1 | Facilitate the growth of local businesses | Research industry and economic forecasts for Warren | GM, SMT, MANEX, EDVM | Research completed | X | | | | In progress. The Economic Development and Visitation Manager has attended the Destination Country and Outback Tourism Outlook Forum, Regional Development Australia Orana – Regional Outlook Forum, Office of Regional Economic Development NSW Investment Attraction Seminar, Aboriginal Business Round table Forum and National Aboriginal Tourism Operators Council Cultural Investment Attraction Workshop. | |
| | | Research growth strategies adopted by Shires like ours | GM, SMT, MANEX, EDVM | Research completed | X | | | | In progress. The Economic Development and Visitation Manager has commenced gathering examples of Growth Strategies adopted by other Councils and collation of statistical data. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|--|---|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| | | Facilitate a business growth working group comprised of business-focussed community groups and individual businesses to: <ul style="list-style-type: none"> ✓ identify barriers to growth ✓ consider growth opportunities for existing businesses | GM, SMT, MANEX, EDVM | Working group established and operating | X | X | | | In progress. The Economic Development and Visitation Manager has commenced gathering examples of Growth Strategies adopted by other Councils and collation of statistical data. The Economic Development and Visitation Office Stakeholders Group established. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|--|---|----------------------------------|------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| | | Facilitate the development and implementation of a business growth strategy | GM, SMT, MANEX, EDVM | Strategy developed and implemented | X | X | X | X | In progress, the Economic Development Strategy and Action Plan finalised and continually updated and provided to Council's Economic Development and Promotions Committee on progress. The Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. Growth Strategies examples being obtained. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|---|--|----------------------------------|--------------------|-------------|-------------|-------------|-------------|--|--------|
| 2.3.2 | Facilitate improvements in business efficiency for local businesses | Research best practice business efficiency approaches | GM, SMT, MANEX, EDVM | Research completed | X | X | | | In progress. The Economic Development and Visitation Manager is working with local businesses and community organisations (Warren Museum and Art Gallery, RiverSmart Australia Limited, Warren Youth Foundation, Warren Gun Club, Warren Chamber of Commerce and new accommodation providers) to build business proficiency, improvements and best practice. | |
| | | Host a business efficiency workshop with local businesses to consider best practice business efficiency approaches | GM, SMT, MANEX, EDVM | Workshop conducted | | X | | | In progress with a Small Business Workshop, Mental Health in the Workplace undertaken during the 2023 Small Business Month via a grant. | |

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

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

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|--|---|----------------------------------|----------------------------------|-------------|-------------|-------------|-------------|--|--------|
| 2.3.3 | Diversify land use options in the Warren CBD to support new business opportunities for the community | Conduct community consultation regarding possible new land uses for the Warren CBD and collate outcomes | GM, SMT, MANEX, EDVM | Community consultation completed | X | | | | The Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. Regional NSW Business Development Facilitator undertaking a Land and Property Availability Analysis Report for Commercial, Industrial, Residential, Airport, etc. including Vacant Business Premises not expected to be completed. Department of Regional NSW and Economic Development and Visitation Office to determine how this report can be completed. | |

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

| Economic Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------|--|---|----------------------------------|----------------------|-------------|-------------|-------------|-------------|--|--------|
| | | Amend our Local Environmental Plan (LEP) where required | GM, MHD , SMT | LEP amended | X | | | | In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan. Consultant engaged to undertake a new Draft LEP. | |
| | | Promote zoning changes to the community | GM, MHD , SMT, MANEX | Promotion undertaken | X | X | X | X | In progress, advertising for any proposed amendments by the community undertaken. Reporting provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan. Consultant engaged to undertake a new Draft LEP. | |

Objective 3.1: Provide reliable and accessible connectivity across the Shire

| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|-------------------------|--|---|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| 3.1.1 | Ensure that the road network is maintained to acceptable community standards | Ensure that our roads are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in the asset management plans | DMES, RIM, PO, FRSPM | Maintenance activities conducted in accordance with good engineering practice | X | X | X | X | In progress however, recent floods and storms have severely affected the road network. The appointment of RIM, PO and FRSPM has progressed numerous road construction and maintenance projects. AGRN1034 Flood Claim amounting to over \$10.9M. Other flood damage programs are being instigated. 6.3 kms of RR7515 Warren Road reconstructed, 8.0 kms of SR 58 Nevertire-Bogan Road reconstruction commenced, extensive bitumen reseal program SH 11 (Oxley Hwy), Regional Road Network, Urban and Shire Roads undertaken. | |
| | | Actively seek grants from Federal and State Governments | DMES, RIM, PO, FRSPM | Increased level of grant funds obtained | X | X | X | X | Ongoing – see grant applications reported to Council. | |

| Objective 3.1: Provide reliable and accessible connectivity across the Shire | | | | | | | | | | |
|--|--|---|-----------|--|-------------|-------------|-------------|---------|--|--|
| Infrastructure Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| 3.1.2 | Advocate for reliable telecommunications services throughout the Shire | Collate local data to demonstrate the importance of having reliable telecommunications networks throughout the Shire including: ✓ Mobile phone networks ✓ Data networks | GM, SMT | Report prepared | X | | | | Constant contact with Telstra however, with success with improvements currently not possible. | |
| | | Lobby relevant Government Ministers and Departments to advocate for improved telecommunications infrastructure | Mayor, GM | Meetings conducted for advocacy and lobbying | X | X | X | X | In progress however, submissions seem to be not working. | |
| 3.1.3 | Ensure that the Shire is well positioned to rapidly adopt new, modern energy technologies as they emerge | Monitor trends in the energy supply sector, particularly with respect to renewable energy | GM, SMT | Research conducted | X | X | X | X | Program of solar panel installation on/in Council facilities complete. Further works including a EV charging station and solar panel on facilities funded by grants are in progress. | |
| | | Lobby the Government, energy authorities and energy providers to ensure that Warren Shire is included in the Central-West Orana Renewable Energy Zone with improved high-voltage connectivity | Mayor, GM | Meetings conducted and submissions made | X | X | X | X | Now not possible however, Council is receiving Development Applications for small scale Solar Farms in the Nevertire area. | |

| Objective 3.1: Provide reliable and accessible connectivity across the Shire | | | | | | | | | | |
|--|---|--|----------------------------------|--|-------------|-------------|-------------|-------------|--|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 3.1.4 | Advocate for improved rail access to Warren | Lobby relevant Government Ministers and Departments to advocate for improved rail access to Warren | Mayor, GM | Meetings conducted for advocacy and lobbying | X | X | X | X | In progress, advice provided to the Local State Member. Draft Action Plan Report on the Gunningbar Creek Railway Bridge replacement progress produced by the Regional NSW Business Facilitator for future consideration of the Economic Development and Promotions Committee. Finalisation of this report to be arranged by the Department of Regional NSW and Economic Development and Visitation Office. | |

| Objective 3.2: Provide sustainable infrastructure for the community | | | | | | | | | | |
|---|---|---|---------------------------------------|----------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 3.2.1 | Maintain community assets (swimming pools, library, council buildings, parks, | Conduct community consultation regarding community assets | GM, SMT, MANEX , MHD, IPM, TSM | Community consultation completed | X | X | X | X | Ongoing, constant monitoring of complaints and actions required. | |

| Objective 3.2: Provide sustainable infrastructure for the community | | | | | | | | | | |
|---|--|--|----------------------------------|----------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| gardens, reserves, cemeteries, aerodrome, stormwater, water and sewer infrastructure) to acceptable community standards | | Ensure that community assets are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in our asset management plans | DMES, MHD, TSM | Maintenance activities conducted | X | X | X | X | Ongoing, follow-up processes in place. Expect the Carter Oval Youth Sports Precinct Development, playground equipment soft fall installed at Carter Oval Splash Park, Macquarie Park equipment, Ravenswood Park equipment, and Warren Showground / Racecourse re-development by August 2024. Improvements in water and sewerage infrastructure in train for completion by June 2025. | |

| Objective 3.2: Provide sustainable infrastructure for the community | | | | | | | | | | |
|---|----------------------------------|---|--------------------------------------|---|-------------|-------------|-------------|---------|---|--|
| Infrastructure Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| | | Actively seek grants from Federal and State Governments | GM, SMT, MANEX , TSM, IPM, LM | Increased level of grant funds obtained | X | X | X | X | <p>Warren Airport re-development including Terminal building expected to be completed June 2024.</p> <p>Warren War Memorial Swimming Pool kiosk and amenities re-development expected to be complete early September 2024.</p> <p>Ongoing – see grant applications reported to Council. Concern in regard to the level of State Government grant funding for 2023/2024.</p> | |
| 3.2.2 | Ensure that the Warren levee | Undertake a regular renewal and repair program for the Warren levee | DMES , TSM | Renewals and repairs completed | X | X | X | X | Ongoing with Project Management Team formulated. | |

| Objective 3.2: Provide sustainable infrastructure for the community | | | | | | | | | | |
|---|--------------------------------------|---|----------------------------------|----------------------|-------------|-------------|-------------|-------------|--|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | continuously remains fit for purpose | Actively seek grants from Federal and State Governments | DMES, TSM | Grant funds obtained | X | X | X | X | In progress. Project Management Team have finalised funding from both the State and Commonwealth Governments with the complete rehabilitation project funded by grants. Tenders accepted for the provision of submersible pumps and electric generators with the levee rehabilitation design in progress. | |

| Objective 3.3: Proactively manage our infrastructure assets | | | | | | | | | | |
|---|--|--|--------------------------------------|--------------------------|-------------|-------------|-------------|-------------|---|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 3.3.1 | Adopt comprehensive and practical asset management plans that support, and are | Prepare asset management plans for each class of asset | DMFA, DMES, MHD, TSM, RIM, PO, FRSPM | Plans adopted by Council | X | X | X | X | In progress for Roads, Stormwater, Water and Sewer. | |

| Objective 3.3: Proactively manage our infrastructure assets | | | | | | | | | |
|---|--|--|---|-------------|-------------|-------------|-------------|---|--------|
| Infrastructure Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| supported by, our long-term financial plans | Ensure that plans are integrated with our long-term financial plans | DMFA, PO | Plans completed | X | X | X | X | The 2024-2034 LTFP has been completed following the adoption of the 2024/2025 Operational Plan & Estimates. | Green |
| | Ensure that operations, maintenance, capital renewal and capital expansion activities are undertaken in accordance with the asset management plans | DMES, MHD, TSM, RIM, PO, FRSPM, IPM | Programs in place | X | X | X | X | In progress. | Yellow |
| | Capture accurate and complete asset condition data regularly | DMES, MHD, TSM, RIM, PO, FRSPM | Condition assessments undertaken | X | X | X | X | In progress, Confirm Asset Management System yet to be fully implemented. Reflect will be used for the management of the road network including RMCC. | Yellow |
| | Actively seek grants from Federal and State Governments | DMES, MHD, TSM, RIM, PO, FRSPM, IPM | Increased level of grant funds obtained | X | X | X | X | Ongoing – see grant applications reported to Council. The supposed dry up of 2023/24 grants from the State Government is most concerning. | Red |

| Objective 3.3: Proactively manage our infrastructure assets | | | | | | | | | | |
|---|--|---|--|---------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Infrastructure Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 3.3.2 | Maintain a well-resourced team of infrastructure staff to ensure that our infrastructure needs are met | Ensure infrastructure staff are appropriately experienced and qualified to adequately maintain and improve infrastructure | GM, SMT, RIM, PO, FRSPM, TSM, IPM | Experienced and qualified staff | X | X | X | X | In progress. Appointment of RIM, PO and FRSPM has ensured that the team is well resourced to progress numerous road construction and maintenance projects. Unfortunately, the ability to fill vacant operational positions in roads and services has curtailed some works. | |

Objective 3.4: Revitalise the Warren, Nevertire and Collie streetscapes

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

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

| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|------------------------|---|--|---|-----------------------------|-------------|-------------|-------------|-------------|--|--------|
| 4.1.1 | Work with appropriate agencies to proactively address the local impacts of climate change | Actively participate in Macquarie Floodplain Management Committee | Mayor, GM | Meetings attended | X | X | X | X | Ongoing, active involvement by both the Mayor and General Manager. | |
| | | Actively participate in the Central West Councils Environment and Waterways Alliance | MHD | Meetings attended | X | X | X | X | Ongoing, active involvement. | |
| | | Respond to climate-driven regulatory changes that impact our community | GM, MHD, DMES, RIM, PO, FRSPM, TSM | New initiatives implemented | X | X | X | X | In progress, six (6) sites completed for solar panel installation. EV charging station contribution will be arranged via a grant for the Warren and Macquarie Marshes Visitors Information Centre. Further grants for EV charging stations to be arranged. | |
| | | Lobby Government to pipe the Albert Priest channel | Mayor, GM | Pipe installed | X | X | | | Ongoing, submissions continue to be provided. | |

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

| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|------------------------|--|--|-----------------------------------|------------------|-------------|-------------|-------------|-------------|---|--------|
| | | Amend our Local Environmental Plan (LEP) to enable Council to better manage the impact of solar farms on our agricultural land and our community | GM, SMT, MHD | LEP amended | X | | | | Ongoing, report provided to the 7th December 2023 Council Meeting on the recommended LEP changes and Action Plan. Consultant engaged to write a Draft LEP. | |
| | | Review our Consequence Management Guides under our Local Emergency Management Plan | GM, DMES (LEMO) , MHD, TSM | Review completed | X | X | X | X | Local Emergency Management Plan (Emplan) renewal completed. CMG's were the responsibility of the relevant combat agencies and have been included in the renewed Local Emergency Management Plan (Emplan). | |
| | | Update our Local Emergency Management Plan to take into account the impact of climate change | GM, DMES (LEMO) , MHD, TSM | Plan updated | | X | | | Local Emergency Management Plan (Emplan) renewal completed. Currently, the Warren Shire Flood Emergency Sub Plan to draft stage. | |

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

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

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

| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|------------------------|--|--|----------------------------------|-------------------------------|-------------|-------------|-------------|-------------|--------------------|--------|
| 4.2.1 | Sustainably manage the Shire's limited water resources | Assist with the education of landowners on the role and activities of the Natural Resources Access Regulator | MHD | Educations programs completed | X | X | X | X | No action to date. | |

| Objective 4.2: Proactively manage environmental-based assets for the community | | | | | | | | | | |
|--|---|---|----------------------------------|---------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Lobby the Government to increase the capacity of the Burrendong dam | Mayor, GM | Submissions made | X | X | X | X | In progress, submissions including for the Macquarie Castlereagh Regional Water Strategy undertaken with meetings with the Minister for Water arranged. The Regional Water Strategy now includes the increase in capacity of Burrendong Dam as one of the priorities. | |
| 4.2.2 | Ensure that our town water usage complies with our licenced allocations | Monitor water usage to ensure that extraction limits are not exceeded | DMES, TSM | Water usage remains within our limits | X | X | X | X | Ongoing, constant reporting. | |
| | | Investigate the installation of smart meters | DMES, TSM | Investigation undertaken | | X | | | Smart meters installed on all Council licenced water extraction points. Smart meters for domestic users a low priority and considered an expensive option. A report will be provided to the Water and Sewerage Committee in the future. | |

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

| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|------------------------|---|---|----------------------------------|--------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| | | Educate the community on sustainable water usage | DMES, TSM | Education program delivered | X | X | X | X | No action to date. Conditions being monitored to determine if an education program needs to be delivered. | |
| 4.2.3 | Provide Warren and the villages of Nevertire and Collie with an adequate and safe water supply that is appropriately priced for all consumers | Maintain and renew our water supply network in accordance with our water supply network asset management plan | DMES, TSM | Adherence to asset management plans | X | X | X | X | Ongoing, including the provision of funding for bore replacement refurbishment works and pumps. Inspection of all bores undertaken and all bores cleaned excluding Nevertire (new). Replacement of Telemetry System in progress and subject to reporting to the June 2024 Council Meeting. | |
| | | Comply with current best practices for water supply networks | DMES, TSM | Affirmative annual compliance report | X | X | X | X | Ongoing. | |
| | | Upgrade the chlorination systems at Warren, Nevertire and Collie to best practice levels | DMES, TSM , IPM | Chlorination systems installed | X | | | | Upgrading of chlorination systems is complete. | |

| Objective 4.2: Proactively manage environmental-based assets for the community | | | | | | | | | | |
|--|--|--|------------------|---|-------------|-------------|-------------|---------|--|--|
| Environmental Strategy | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| | | Remain actively involved in the Orana Water Utilities Alliance | DMES, TSM | Meetings attended | X | X | X | X | Ongoing, active involvement. | |
| 4.2.4 | Provide Warren and the village of Nevertire with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers | Maintain and renew our sewerage network services in accordance with our sewerage network asset management plan | DMES, TSM | Sewerage network renewed and maintained | X | X | X | X | Ongoing, new Sewerage Treatment Works and Pump Station operational November 2022. Arrangements in train for the design and tendering of the construction of a further evaporation lagoon. Replacement of Telemetry System in progress and subject to reporting to the June 2024 Council Meeting. | |
| | | Comply with current best practices for sewerage systems | DMES, TSM | Affirmative annual compliance report | X | X | X | X | Ongoing. | |
| | | Remain actively involved in the Orana Water Utilities Alliance | DMES, TSM | Meetings attended | X | X | X | X | Ongoing, active involvement. | |
| 4.2.5 | Ensure that our stormwater drainage system remains effective | Maintain our stormwater drainage assets in accordance with our stormwater drainage asset management plan | DMES, TSM | Adherence to asset management plan | X | X | X | X | Ongoing. | |

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

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

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

| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|------------------------|--|--|----------------------------------|--|-------------|-------------|-------------|-------------|---|--------|
| | | Implement the Ewenmar Waste Depot Management Regime, Strategies and Plan | MHD | New Management Plan implemented | X | | | | In progress, excavator and equipment purchased, other works delayed due to wet weather. Implementation of the new Ewenmar Waste Depot Management Regime, Strategies and Plan expected to be implemented in early August 2024 when the Waste Transfer Station is completed. | |
| 4.3.2 | Introduce new sustainable waste management practices for both green waste and recyclable materials | Investigate and implement improvements in green waste processing | MHD | New green waste processing implemented | X | X | X | X | In progress. A program of green waste shredding undertaken with the shredded material used around the Ewenmar Waste Depot site. | |

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

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

| Objective 4.4: Support environmentally sustainable land management practices | | | | | | | | | | |
|--|--|--|---------------------------------------|---|-------------|-------------|-------------|-------------|---|--------|
| Environmental Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 4.4.1 | Actively manage noxious weeds | Apply the weed management guidelines of the Castlereagh Macquarie County Council (CMCC) to land that Council manages | DMES, MHD, TSM, RIM, PO, FRSPM | Guidelines adhered to | X | X | X | X | In progress, particularly following reports. | |
| | | Assist in promoting and endorsing the CMCC guidelines to landowners | MHD | Guidelines promoted and endorsed | X | X | X | X | Ongoing, Council monthly newsletter now being utilised when information is provided by the CMCC and some program signage installed. | |
| 4.4.2 | Actively manage pests | Continually liaise with Local Land Services (LLS) to ensure that current pest management initiatives are undertaken on land that Council manages | DMES, MHD, TSM, RIM, PO, FRSPM | Initiatives undertaken when requested by LLS | X | X | X | X | Ongoing. | |
| 4.4.3 | Ensure that crown land is managed using environmentally sustainable principles and practices | Continually liaise with Government to ensure that Council maintains the crown land under its management in an environmentally sustainable way | DMES, MHD, TSM | Environmentally sustainable management achieved | X | X | X | X | In progress with Plans of Management in train nearing completion. Victoria Park and Oxley Park Plan of Management complete, other Plans of Management to draft stage and to be reported to Council through relevant Committees. | |

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

| Objective 5.1: Ensure strong engagement and collaboration with the community | | | | | | | | | | |
|--|--|--|----------------------------------|------------------------------|-------------|-------------|-------------|-------------|---|--------|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 5.1.1 | Undertake regular community engagement activities as per the Community Engagement Strategy | Complete all community engagement activities outlined in the Community Engagement Strategy | Mayor, GM, SMT, MANEX | Strong community engagement | X | X | X | X | Ongoing, Community Engagement Plans enacted for all major projects/programs. Local paper being utilised together with Council's social media platforms and the Community Room display screen. | |
| 5.1.2 | Provide training to the community on making grant applications | Disseminate grant opportunities to the community | GM, SMT, MANEX, IPM, EDVM | Grant opportunities promoted | X | X | X | X | Ongoing, by the Infrastructure Projects Management Office and Economic Development and Visitation Office. | |

Objective 5.1: Ensure strong engagement and collaboration with the community

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|--|---|-------------------------------------|---------------------------------|-------------|-------------|-------------|-------------|---|--------|
| | | Train community members and community groups on best practice grant preparation | EDVM | Number of successful grants | X | X | X | X | Progress by the Infrastructure Projects Management Office. With the appointment of the Economic Development and Visitation Manager preparation for this training has commenced. The Economic Development and Visitation Manager has also been able to progress a number of grant applications for community groups. There is concern that State Government grants have significantly reduced even for community organisations. | |
| 5.1.3 | Promote Warren Shire Council to wide audiences both within | Prepare and implement community engagement plans | Mayor, GM, SMT, MANEX , EDVM | Plans completed and implemented | X | X | X | X | Ongoing, Community Engagement Plans enacted by all major projects/programs. | |

| Objective 5.1: Ensure strong engagement and collaboration with the community | | | | | | | | | | |
|--|--------------------------|---|----------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | the Shire and externally | Promote Council through websites, social media and other relevant promotional channels (print and online) | Mayor, GM, SMT, MANEX, EDVM | Increased positive image of Council | X | X | X | X | Ongoing through newsletters, Community Room display screen, Facebook posts, website, LinkedIn, Western Plains App, Warren Star Newspaper and local radio stations etc. | |

| Objective 5.2: Maintain a financially sustainable Council that provides cost effective services | | | | | | | | | | |
|---|---|--|----------------------------------|---|-------------|-------------|-------------|-------------|---|--------|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 5.2.1 | Ensure that this strategic planning framework becomes an integral part of our operating culture | Adopt all delivery programs from this strategic planning framework | GM, SMT, MANEX | Strategic planning framework imbedded within Council operations | X | X | X | X | In progress. Responsibilities being communicated. | |
| 5.2.2 | Proactively manage known compliance risks | Review our compliance risk register | GM , SMT, MANEX, WHS/RC | Number of non-compliance notices | X | X | X | X | Ongoing, Legislative Compliance Register continually updated and actioned plans implemented to reduce non-compliance. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|--|--|----------------------------------|---|-------------|-------------|-------------|-------------|--|--------|
| | | Implement actions to mitigate against known compliance risks | GM, SMT, MANEX , WHS/RC | Number of non-compliance notices | X | X | X | X | Ongoing, Council Enterprise – Wide Risk Management Matrix has been updated to include Cyber Security and other matters. | |
| 5.2.3 | Seek new sources of income for Council | Implement the Road Maintenance Council Contract (RMCC) from the State Government for the maintenance of Government-owned roads | GM, DMES , RIM, PO, FRSPM | Successful delivery of contract maintenance and improvement works | X | X | X | X | Ongoing, with commencement on the 1 September 2022. Successful management of the Oxley Highway during the September – December 2022 floods and with good results being achieved on Contractor Performance Reports and an extensive program of heavy patching and bitumen reseals in May 2024, with reconstruction of the “Milawa” section in progress. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|--|---|---|--|-------------|-------------|-------------|-------------|--|--------|
| | | Apply for private works contracts with local businesses, landowners and the community | DMES , RIM, PO, FRSPM, TSM | Contracts in place | X | X | X | X | Ongoing, successful undertaking of construction of the Burrima Boardwalk access road. | |
| | | Reassess Council's schedules of rates, fees and charges | GM, SMT, DMFA , DMES, MHD, MANEX | New schedules confirmed | X | X | X | X | Ongoing, contained within the Draft 2024/2025 Operational Plan & Estimates. | |
| | | Review Council's investment management strategies | DMFA | New strategies developed and implemented | X | X | X | X | Ongoing, Investment Policy has been reviewed/ updated to ensure compliance with relevant Ministerial Guidelines/ Order and other relevant statutory conditions, also to allow Council to maximise its return on investment activities. | |
| | | Continually review and seek grant opportunities | GM, SMT, MANEX , MHD, RIM, PO, FRSPM, TSM, IPM | Grants won | X | X | X | X | Ongoing – see successful grant applications reported to Council. Concerned about the reduction of State Government funding in 2023/2024. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|---|---|----------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| 5.2.4 | Explore partnerships with others to share costs | Create partnerships with Government, businesses and NGOs to create shared services agreements | Mayor, GM, SMT, MANEX | Shared services agreements in place | X | X | X | X | Ongoing. | |
| 5.2.5 | Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible | Utilise and maintain the VendorPanel procurement and contract management system | GM, SMT, MANEX | VendorPanel actively used | X | X | X | X | Ongoing. | |
| | | Train staff in procurement and contract management practices | GM, SMT, MANEX | Staff trained | X | X | X | X | In progress, grant application for training of staff responsible for procurement arranged however, unfortunately unsuccessful. Further grant applications being considered. Appropriate training arranged using Council's training allocation in March 2024. | |
| | | Promote opportunities for local businesses to provide services to Council | GM, SMT, MANEX | Community and businesses informed | X | X | X | X | Ongoing, VendorPanel constantly advertised. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|---|---|----------------------------------|--------------------------|-------------|-------------|-------------|-------------|--|--------|
| 5.2.6 | Embrace a team centred culture of continual improvement to improve operational efficiency | Consult with the community to agree on the levels of service it requires from Council | GM, SMT, MANEX | Levels of service agreed | X | X | X | X | The Senior Management Team received training in November 2023 and four (4) Service Reviews expected to be undertaken in 2024/2025 to determine service improvements within resources. | |
| | | Equip, empower and support staff to achieve their goals | GM, SMT, MANEX | Positive staff surveys | X | X | X | X | In progress, Performance Management training undertaken in May 2024. | |
| | | Embrace the use of new technology to support our processes | GM, SMT, MANEX | Processes improved | X | X | X | X | Ongoing, a Draft ICT Strategy and Action Plan developed which will see Managed Services implemented, a new Electronic Document System and a full Financial Software Package implemented in 2024/2025. Improvements in Council's cyber security expected to be implemented at the end of 2023/2024. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|---|---|----------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|---|--------|
| 5.3.1 | Provide effective training and development of our staff | Review our staff evaluation and goal-setting processes to incentivise staff | GM, SMT, MANEX | Updated staff evaluation process | X | | | | Ongoing, Performance Management training to be undertaken in May 2024. | |
| | | Equip, empower and support staff to achieve their goals | GM, SMT, MANEX | Updated Workforce Plan and Strategy | X | X | X | X | In progress, Performance Management training undertaken in May 2024. | |
| | | Provide career path opportunities to incentivise staff and to improve business continuity | GM, SMT, MANEX | Updated Workforce Plan and Strategy | X | X | X | X | In progress. | |
| | | Implement a tailored training and development program for each member of staff | GM, SMT, MANEX | Staff reviews completed | X | X | X | X | Nearing completion for 2023/2024. | |
| | | Implement formal flexibility working arrangements for staff | GM, SMT, MANEX | Updated Workforce Plan and Strategy | X | X | X | X | In progress, Extended Flexible Working Hours Agreement for Road Crews and Associated Staff agreed to for 2023/2024 and 2024/2025. | |
| | | Review our salary system against current best practice | GM, SMT, MANEX | Updated salary system | X | X | X | X | No action to date. | |

| Objective 5.3: Support our people to provide high-quality services to the community | | | | | | | | | | | |
|---|--|---|----------------------------------|---------------------------------------|-------------|-------------|-------------|-------------|--|----------|--|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target | |
| 5.3.2 | Create a productive and cooperative working environment for Councillors to support their governance responsibilities | Train Councillors on their roles and responsibilities | GM, SMT | Programs delivered | X | X | X | X | Ongoing. Asset Management Training undertaken by interested Councillors. Arrangements in train for an Induction Workshop for new Councillors in October 2024. | | |
| | | Provide Councillors with community leadership opportunities | GM, SMT | Opportunities provided | X | X | X | X | | Ongoing. | |
| | | Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making | GM, SMT, MANEX | Reports and information delivered | X | X | X | X | | Ongoing. | |
| 5.3.3 | Ensure a quality customer service focus by customer staff | Promote quality customer service approaches to all Council employees | GM, SMT, MANEX | Customer service training implemented | X | X | X | X | In progress, initial report provided to the April 2024 Council Meeting on a Customer Service Ethos Policy. Further reporting in the near future on both a Customer Service Ethos Policy and a Customer Service Policy. | | |

| Objective 5.3: Support our people to provide high-quality services to the community | | | | | | | | | | |
|---|--|---|----------------------------------|---------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| | | Obtain community feedback on Council's customer service | GM, SMT, MANEX | Increased customer satisfaction | X | X | X | X | In progress, initial report provided to the April 2024 Council Meeting on a Customer Service Ethos Policy. Further reporting in the near future on both a Customer Service Ethos Policy and a Customer Service Policy. | |

| Objective 5.4: Collaborate with external parties to capture new opportunities for the community | | | | | | | | | | |
|---|---|---|------------------------------------|---------------------------------|-------------|-------------|-------------|-------------|--|--------|
| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
| 5.4.1 | Obtain new development funds from developers to support the provision of improved infrastructure services | Arrange through negotiations Planning Agreements with developers | GM, SMT, MHD | Planning Agreements implemented | X | X | X | X | No action to date, currently not applicable. | |
| | | Negotiate with major developers to obtain new development funds | GM, SMT, MHD | Negotiations completed | X | X | X | X | No action to date, currently not applicable. | |
| | | Allocate additional funds to the provision of new infrastructure and services for the community | GM, SMT, MHD , MANEX | Fund allocated | X | X | X | X | No action to date, currently not applicable. | |

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

| Governance Strategy | | Council delivery program actions | Responsible officer / department | Measures | 2022 / 2023 | 2023 / 2024 | 2024 / 2025 | 2025 / 2026 | Comment | Target |
|---------------------|---|---|----------------------------------|--------------------------------------|-------------|-------------|-------------|-------------|--|--------|
| 5.4.2 | Lobby the State Government to reduce the amount of cost shifting, from Government to Council, for the provision of community services | Develop and implement a lobbying plan for cost shifting reduction measures | Mayor, GM | Lobby plan developed and implemented | X | X | X | X | Ongoing, submissions provided to both the State Government Inquiry into the Ability of Local Governments to Fund Infrastructure and Services and the Commonwealth Government Inquiry and Report into Local Government Sustainability. Liaison with the Local Member for Barwon undertaken. | |
| | | Obtain the support of other local Councils and the Alliance of Western Councils | Mayor, GM | Support obtained | X | X | X | X | Ongoing. | |
| | | Meet with relevant State Government Ministers and Departments | Mayor, GM | Meetings conducted | X | X | X | X | Ongoing, use of Country Mayors Association and other meetings and Conferences to hold appropriate meetings with State Government Ministers. | |

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

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

ACTIVE GRANTS FROM PREVIOUS YEARS CARRIED INTO 2023/2024

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|---|------------------|--|
| Drought Communities Programme Extension (DCPE) – Round 2 (Commonwealth) | 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 (Commonwealth) | 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 (NSW) | 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 (Av Gas) 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. - New Airport Terminal Building | 2,370,000 | 911,000 (Council contribution from works already undertaken, water supply installation, land subdivision and taxiway “C” upgrade and the Terminal Building) |
| Groundwater Augmentation Project (NSW) | 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 maintain Firefighting services during times of drought. | 1,000,000 | 0 |
| 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 (NSW) | Construction of a delivery receival platform to enable the greater segregation of waste. | 155,658 | 212,255 |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|---|------------------|------------------------------|
| NSW Showgrounds Stimulus Program Round 2C (NSW) | <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 |
| NSW Showgrounds Stimulus Program Round 2B (NSW) | Upgrade of the electrical facilities including switchboards, campgrounds and relocate cattle yards. | 230,000 | 0 |
| MDB Economic Development Program Round 3 – Monkeygar Creek Macquarie Marshes Bird Viewing Platform (Commonwealth) | <p>Construction of a bird viewing platform</p> <p>Construction of a carpark and amenities.</p> | 500,000 | 0 |
| MDB Economic Development Program Round 3 – Showground and Racecourse Improvement (Commonwealth) | <p>Disabled toilets – GBS Falkiner Lounge</p> <p>Replace doors</p> <p>Paint and refurbish Grandstand</p> <p>Grandstand stairway access improvement</p> <p>'All Access' pathway from lower bar area to GBS Falkiner lounge</p> | 250,000 | 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 |
| Stronger Country Community Fund – Round 4 (NSW) | Supply and construct a new canteen, amenities and storage building at Carter Oval. | 671,000 | 0 |
| Crown Reserves Improvement Fund Program (NSW) | Construction of a toilet facility in the Warren Pony Club Facility. | 79,705 | 0 |
| Crown Reserves Improvement Fund Program (NSW) | The replacement /refurbishment of the female toilets in the main arena area. | 54,545 | 0 |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|--|--|------------------|------------------------------|
| Regional Racecourse Stimulus Funding Program 2022 (NSW) | Drought-proofing project and public area fencing. | 272,727 | 0 |
| E-Planning Portal Set Up (NSW) | Office and meeting room set up. | 50,000 | 0 |
| Stronger Country Communities Fund (SCCF) Round 5 (NSW) | Upgrading of Amenities, Changerooms, Canteen and Club House Facilities – Warren Swimming Pool. | 856,903 | 417,699.72 |
| Office of Sport (NSW) | Female Friendly Community Sports Facilities and Lighting Upgrades at Victoria Park Precinct. | 500,000 | 202,549.88 |
| NSW Severe Weather and Flood ARGN 1025 | Warren Town Levee Remediation | 887,500 | 0 |
| NSW Severe Weather and Flood ARGN 1025 | Macquarie Park Restoration | 112,500 | 0 |
| Far West and Western NSW Local Health Districts Public Health Unit | National Japanese Encephalitis Virus (JEV) response plan funding “Buzz-Off Education Campaign | 26,000 | 0 |
| Local Roads and Community Infrastructure Phase 03 (Commonwealth) | Old Warren Road Sealing | 123,840 | 0 |
| | Nevertire Bogan Road – Reconstruction | 699,345 | 0 |
| | Rifle Range Road Intersections | 176,814 | 0 |
| | Warren Sporting and Cultural Centre – sound mixer system and external speakers | 14,500 | 0 |
| | Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, upstairs disabled toilet construction | 40,000 | 0 |
| | Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, second tier retaining wall replacement and concrete path work to allow disabled access | 40,000 | 0 |
| | Warren Solar panels installation on Council facilities, improvement to community facilities, Council Administration Centre, Works Depot, Ellengerah Road Pumping | | |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|---|-------------------|------------------------------|
| | Station, Library and Warren Sporting and cultural centre | 125,000 | 16,000 |
| | Warren Showground Racecourse Equestrian Arena, improvements to community facilities | 95,944 | 0 |
| Bridges Renewal Program (Commonwealth) | Replacement of Newe Park and Tenandra Bridges, Warren Road | 3,883,200 | 0 |
| Fixing Local Roads Round 4 (NSW) | Rehabilitation of Nevertire Bogan Road – Segments 4 to 10 | 2,797,380 | 0 |
| Fixing Local Roads – Potholes Round (NSW) | Repairing of potholes and edges on Regional and Local Roads. | 454,884 | 0 |
| Australian Governments ROSI Program | Rehabilitation of Warren Road – Segments 28 to 32 | 669,657 | 67,295 |
| Fixing Country Roads Round 2 (NSW) | Rehabilitation of Warren Road – Segments 28 to 32 | 2,671,920 | 268,505 |
| NSW Reconstruction Authority Special Grant | Rehabilitation of Warren Levee | 887,500 | 0 |
| Regional and Local Roads Repair Program (NSW) | Old Warren Road Resheeting | 400,000 | 0 |
| | Dubbo Street AC | 858,387 | 0 |
| | Carinda Road Reseal | 120,570 | 0 |
| | Collie Trangie Road Reseal | 134,880 | 0 |
| | Coonamble, Gillendoon and Roland Streets Reseal | 79,645 | 0 |
| | Old Warren Road Reseal | 103,834 | 0 |
| | Marthaguy Road Rehabilitation | 202,377 | 0 |
| | Industrial Access Road/Old Warren Road Intersection | 515,481 | 0 |
| Natural Disasters DRFA Program | AGRN 960 EPA RW (March 2021 Floods) | 2,184,309 | 37,163 |
| | Total previous years grants: | 31,022,716 | 2,138,867.60 |



Warren Sporting & Cultural Centre Retaining Wall



Dragon Cowl Culverts



Monkeygor Creek Bird Viewing Platform



Warren General Cemetery Gates Refurbishment



CBD Toilets Murals



2023 Warren Christmas Street Party



New Pathway Outside New Amenities Building at the Showground/Racecourse Complex



Warren Showground/Racecourse New Female Amenities



Monkeygar Creek Public Toilet



RR 202 Marthaguy Road Rehabilitation / Flood Damage Repair



New Windows for the GBS Falkiner Lounge



Warren Shire Library Improved Access

GRANTS RECEIVED IN 2023/2024

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|---|------------------|--------------------------------|
| Regional Emergency Roads Repair Fund (NSW) | Carinda Road Widening | 1,200,000 | 0 |
| | Nevertire Bogan Road Reseal | 175,000 | 0 |
| | Tottenham Road Reseal | 175,000 | 0 |
| | Stubbs, Zora and Dubbo Streets Reseal | 100,000 | 0 |
| | Warren Road Rehabilitation | 511,576 | 0 |
| | Bullagreen Road Widening | 1,000,000 | 0 |
| | Gillendoon Street Heavypatching | 125,000 | 0 |
| | Cobb Lane Heavypatching | 100,000 | 0 |
| Fixing Country Roads Round 6 (NSW) | Replacement of Neue Park and Tenandra Bridges, Warren Road | 1,126,800 | 0 |
| Natural Disasters DRFA Program | AGRN 1034 EPA RW (September 2022 Floods) | 6,076,520 | 0 |
| Local Roads and Community Infrastructure Phase 4 (Commonwealth) | Saunders Park – Replacement Picnic Shelters | 25,200 | 0 |
| | Library Irrigation System Outdoor Area | 4,519 | 0 |
| | Macquarie Park Flying Fox and Paly Ground Equipment Softfall further Contribution | 89,625 | 0 |
| | Warren Cemetery Entrance Gates Refurbishment | 21,000 | 0 |
| | Warren Cemetery Seating Covering | 15,750 | 0 |
| | Nevertire Cemetery Seating Covering | 10,500 | 0 |
| | Warren CCTV System | 204,063 | 3,271 |
| | Oxley Park Electric Barbeques | 19,950 | 0 |
| | Ravenwood Park Softfall Installation | 89,145 | 0 |
| | Solar Panel Installation Warren Swimming Pool | 40,000 | 0 |
| | Victoria Park Permanent Scoreboard | 20,000 | 15,000 (Local Sporting Groups) |
| | Victoria Park Trailer Mounted Scoreboard | 45,000 | 0 |
| | Warren Sporting and Cultural Centre Retaining Wall (Stage 2) | 15,680 | 0 |
| | Windows on the Wetlands Centre Precinct EV Charging Stations | 37,996 | 37,004 |
| | Bore Flat Area Reseal | 5,068 | 0 |
| Oxley Park Drive Through Area Reseal | 4,364 | 0 | |
| Ebert Park U-Turn Bay Area Reseal | 3,656 | 0 | |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|--|---|-------------------|------------------------------|
| | Warren Cemetery Access Road Reseal | 3,742 | 0 |
| | Victoria Oval and Park Roadway Bitumen Reseal | 33,210 | 0 |
| | Macquarie Park Roadway Bitumen Reseal | 12,937 | 0 |
| | Gravel Road Re-Sheeting of Buddabadah Road | 170,100 | 0 |
| | Monkeygar Creek Bird Viewing Platform Contribution – Improved surface area at Interpretative Boards and safe access to Viewing Platform | 65,000 | 0 |
| | Carter Oval Secondary Carpark Refurbishment Works for Reseals | 96,720 | 0 |
| Transport for NSW (TNSW) The Open Streets Grant Program - 2024 Warren Christmas Street Party | This grant is for a 2024 Warren Christmas Street Party, designed to spread holiday cheer with activities for the whole family, complete with a visit from Santa Claus, kid's rides and holiday market stalls showcasing unique gifts and crafts from local artisans, performances by local artists and ending the event with a fireworks display. | 60,000 | 0 |
| Regional Leakage Reduction Program – Local Water Utility Projects | | 150,000 | 24,742 |
| | Total grants received in 2023/2024: | 11,833,121 | 80,017 |
| | Total of all grants: | 42,855,837 | 2,218,884.60 |

COMPLETED GRANTS IN PERIOD 2023/2024

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|--|------------------|------------------------------|
| E-Planning Portal Set Up (NSW) | Office and meeting room set up. | 50,000 | 0 |
| Natural Disasters DRFA Program | AGRN 960 EPA RW | 2,184,309 | 37,163 |
| Fixing Local Roads – Potholes Round (NSW) | Repairing of potholes and edges on Regional and Local Roads. | 454,884 | 0 |
| Australian Governments ROSI Program | Rehabilitation of Warren Road – Segments 28 to 32 | 669,657 | 67,295 |
| Fixing Country Roads Round 2 (NSW) | Rehabilitation of Warren Road – Segments 28 to 32 | 2,671,920 | 268,505 |
| Regional NSW - Reconnecting NSW Community Events Program | 5 Events hosted by Community Organisations; these are as follows: <ul style="list-style-type: none"> - Burrima Walkway Grand Opening -Macquarie Wetlands Association; - Far West Schools Ramsay Championship – NSW Rugby Union - Celebration of Warren Youth Festival – Warren Youth Support Group Incorporated. - Sing Warren – Warren Chamber Music Festival; - Golden Oldies Game Day – Gilgandra Cricket Association; - Christmas Street Party Celebrations 2022 – Warren Shire Council - Winning the Community Event of the Year in the 2023 Australia Day Awards. | 119,826 | 0 |
| MDB Economic Development Program Round 3 – Monkeygar Creek Macquarie Marshes Bird Viewing Platform (Commonwealth) | Construction of a bird viewing platform Construction of a carpark and amenities | 500,000 | 0 |
| MDB Economic Development Program Round 3 – Showground and Racecourse Improvement (Commonwealth) | Disabled toilets – GBS Falkiner Lounge Replace doors; Paint and refurbish Grandstand; and Grandstand stairway access improvement 'All Access' pathway from lower bar area to GBS Falkiner lounge. | 250,000 | 0 |
| NSW Showgrounds Stimulus Program Round 2C (NSW) | <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 | 765,000 | 0 |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|--|------------------|---|
| | <ul style="list-style-type: none"> - 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. | | |
| NSW Showgrounds Stimulus Program Round 2B (NSW) | Upgrade of the electrical facilities including switchboards, campgrounds and relocate cattle yards. | 230,000 | 0 |
| Enhancing Western Plains Equestrian Centre (EWPEC1) (NSW) | 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 Camp draft 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) |
| Crown Reserves Improvement Fund Program (NSW) | Construction of a toilet facility in the Warren Pony Club Facility. | 79,705 | 0 |
| Crown Reserves Improvement Fund Program (NSW) | The replacement /refurbishment of the female toilets in the main arena area. | 54,545 | 0 |
| Cricket Legacy | Installation of cricket practice nets and construct turf wicket at the Carter Oval Youth Sports Precinct. | 125,000 | 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 |
| Drought Communities Programme Extension (DCPE) – Round 2 (Commonwealth) | 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 (Commonwealth) | 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 (NSW) | Warren Airport to be developed to a higher level and ensure that the Royal Flying Doctor, Air Ambulance, | 2,370,000 | 911,000 (Council contribution from works already) |

| Grant name | Details/Sub-projects | Grant Value (\$) | Council Co-contribution (\$) |
|---|---|-------------------|--|
| | <p>Rescue helicopters and general users have a safe facility to operate from. Works include:</p> <ul style="list-style-type: none"> - Repair and resurfacing of the main runway, taxiways and aprons. - Installation of Aircraft (Av Gas) Fuelling Station (User Pays.) - Grading, repairs and resurfacing to the clay runway. - Add sealing and drainage improvements to Taxiway linking Runways 03/21 and 09/27. - New Airport Terminal Building | | undertaken, water supply installation, land subdivision and taxiway "C" upgrade) |
| Groundwater Augmentation Project (NSW) | 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 maintain Firefighting services during times of drought. | 1,000,000 | 0 |
| Local Roads and Community Infrastructure Phase 3 (Commonwealth) | Old Warren Road Sealing | 123,840 | 0 |
| | Warren Sporting and Cultural Centre – sound mixer system and external speakers | 10,925 | 0 |
| | Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, upstairs disabled toilet construction | 44,977 | 0 |
| | Warren Sporting and Cultural Centre – Improved accessibility of community facilities and areas, second tier retaining wall replacement and concrete path work to allow disabled access | 19,981 | 0 |
| | Warren Solar panels installation on Council facilities, improvement to community facilities, Council Administration Centre, Works Depot, Ellengerah Road Pumping Station, Library and Warren Sporting and cultural centre | 125,000 | 16,000 |
| | Warren Showground Racecourse Equestrian Arena, improvements to community facilities | 95,944 | 0 |
| Disaster Risk Reduction Fund (NSW) | Dragon Cowal Causeway, Merrigal Road | 300,000 | 0 |
| | Total grants completed in 2023/2024 | 18,837,455 | 1,504,363 |

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



Warren Airport Opening - New Airport Terminal Building



Warren Showground Racecourse - Various Facilities Opening

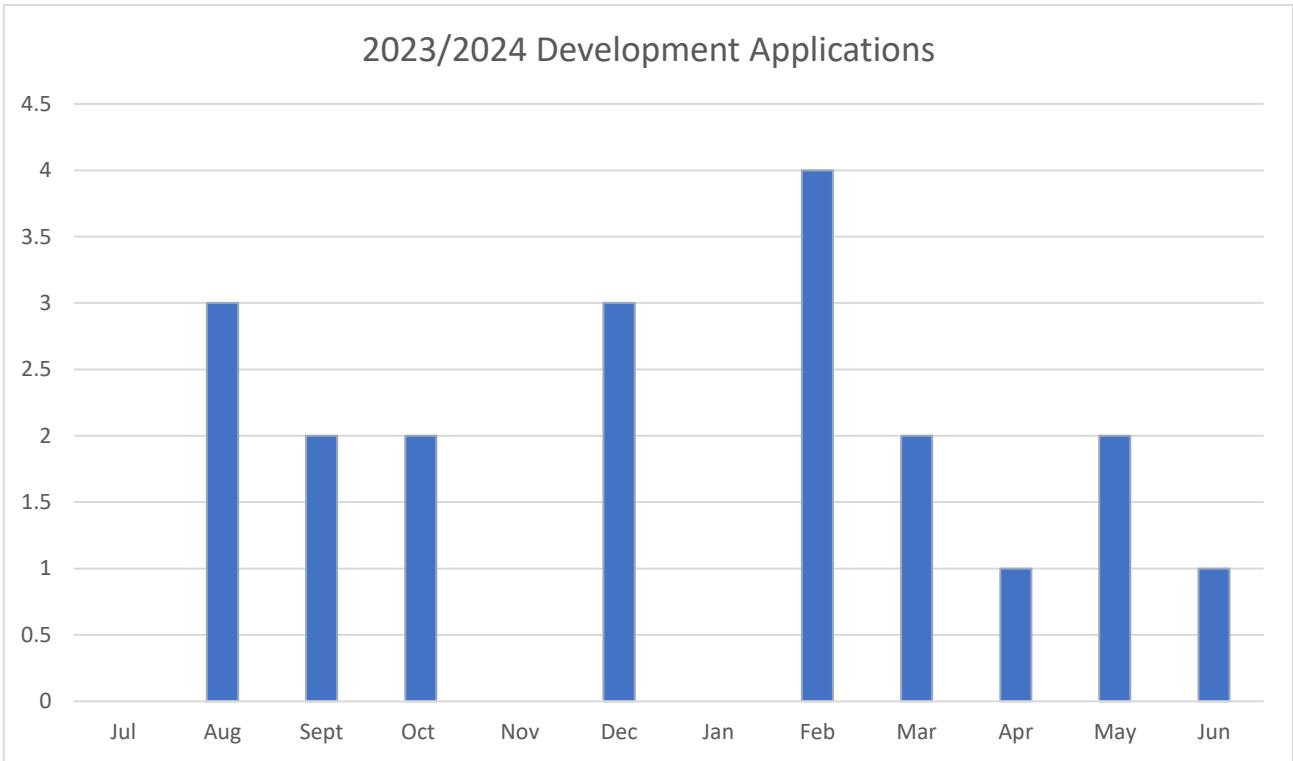


Ewenmar Waste Depot - Transfer Station Opening

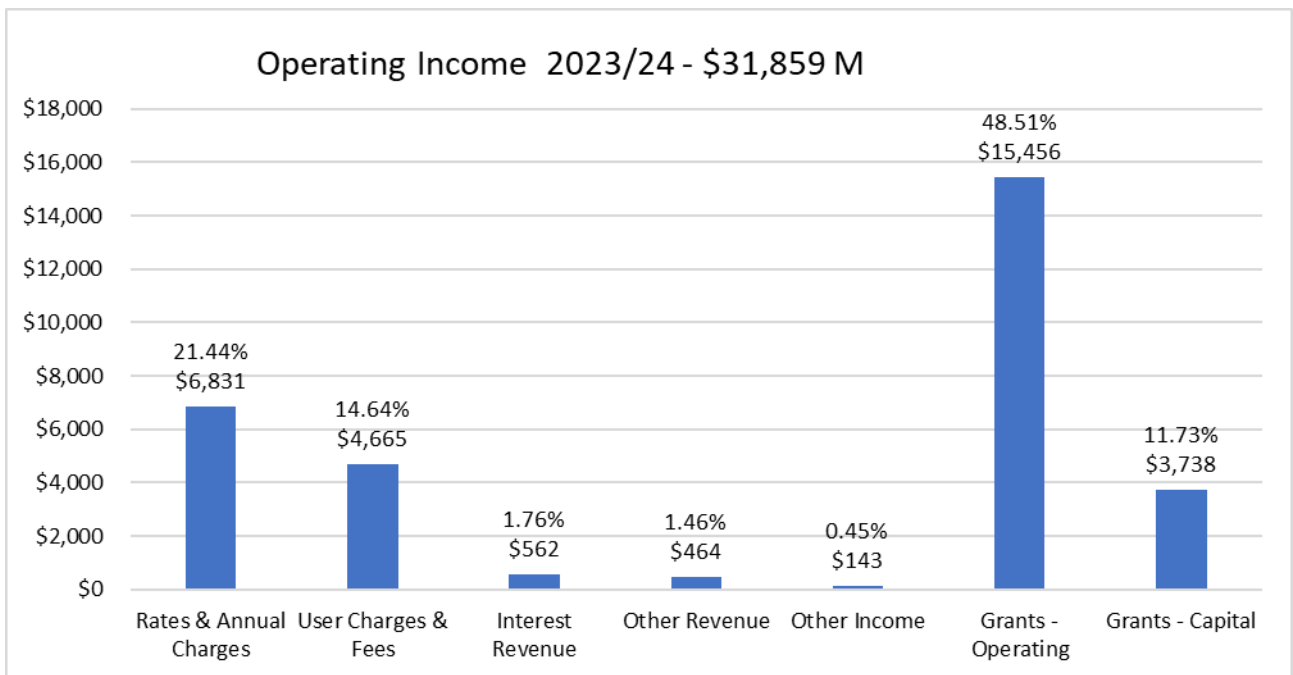


Warren Water Supply Augmentation - Bore Flat Opening

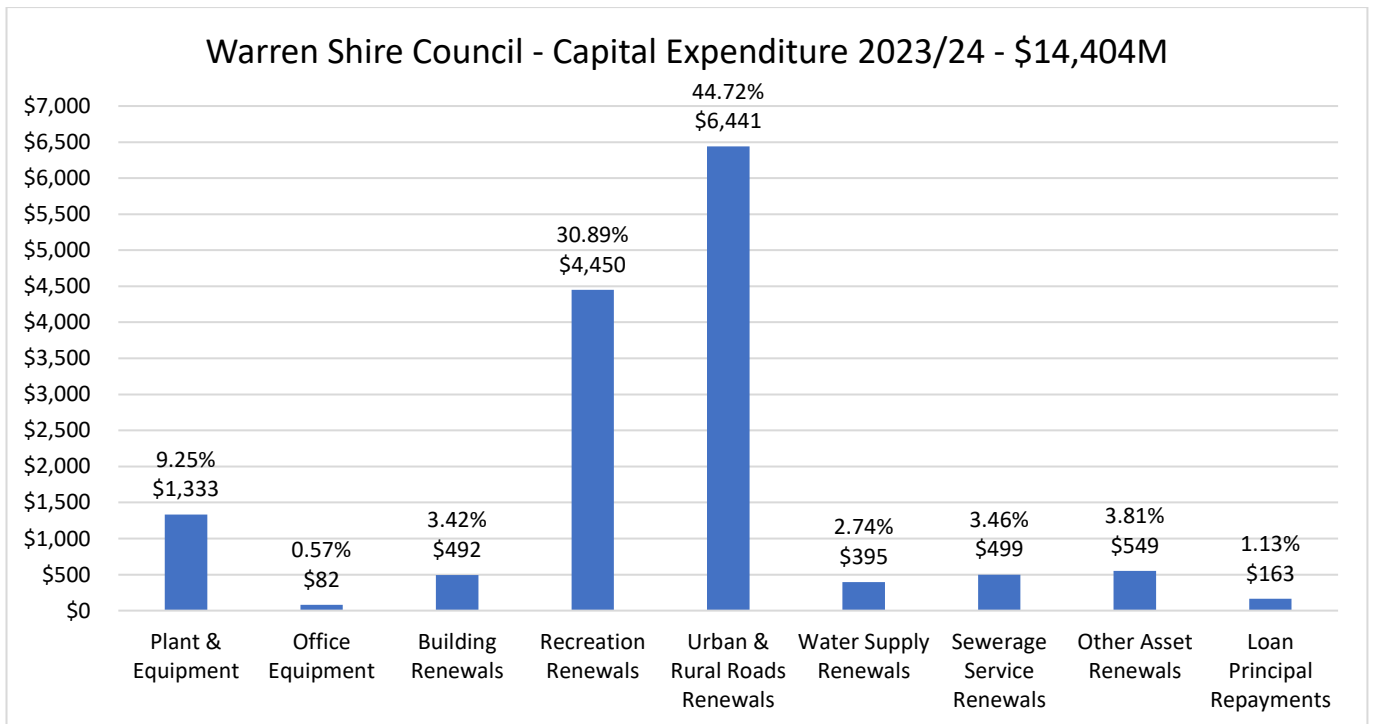
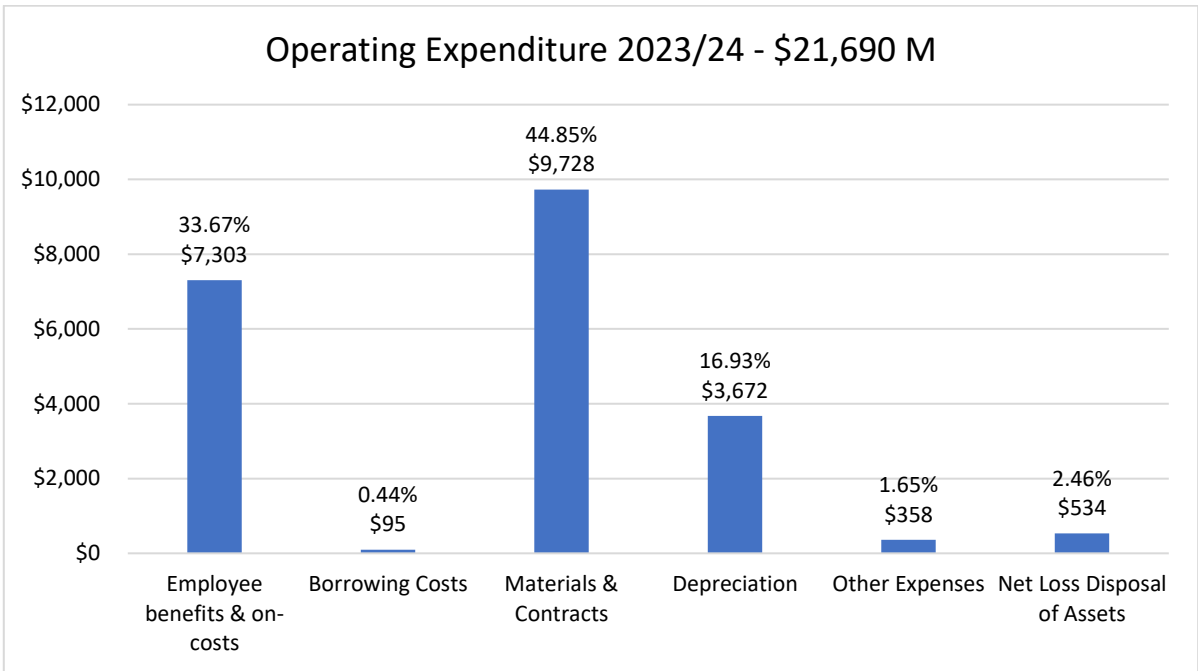
PERFORMANCE SNAPSHOT



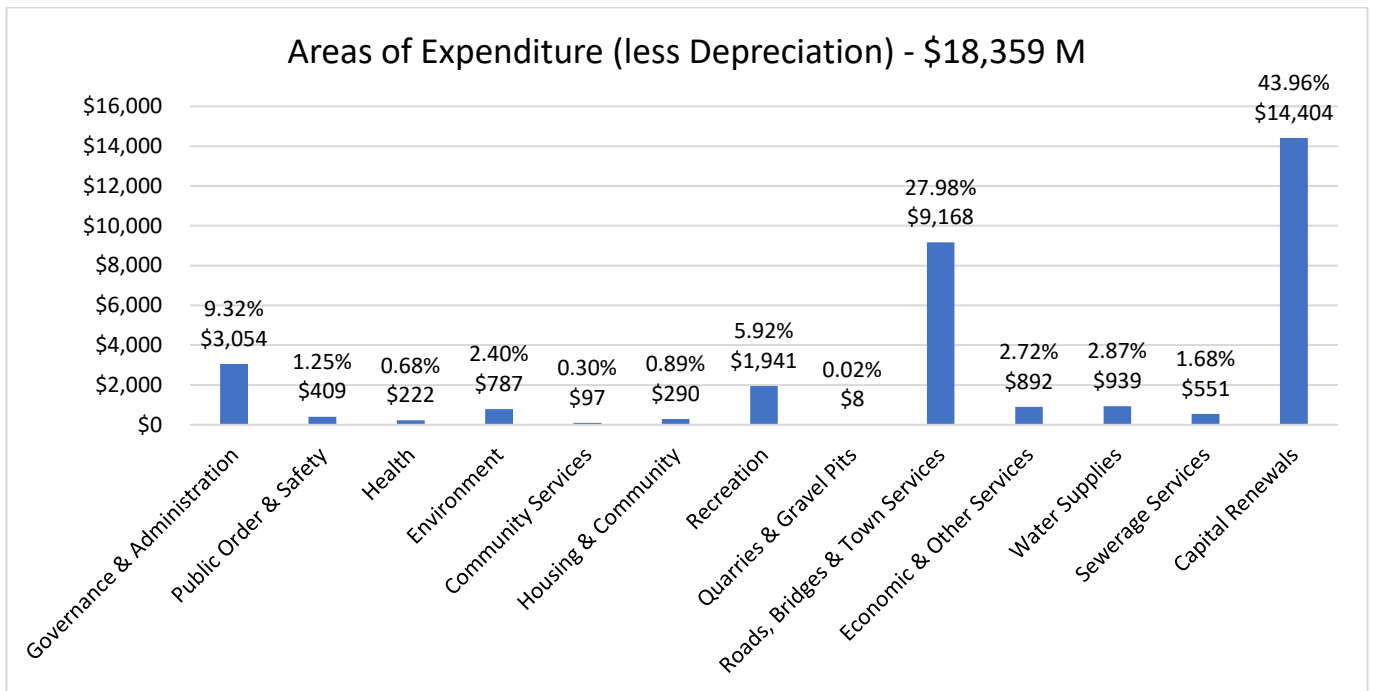
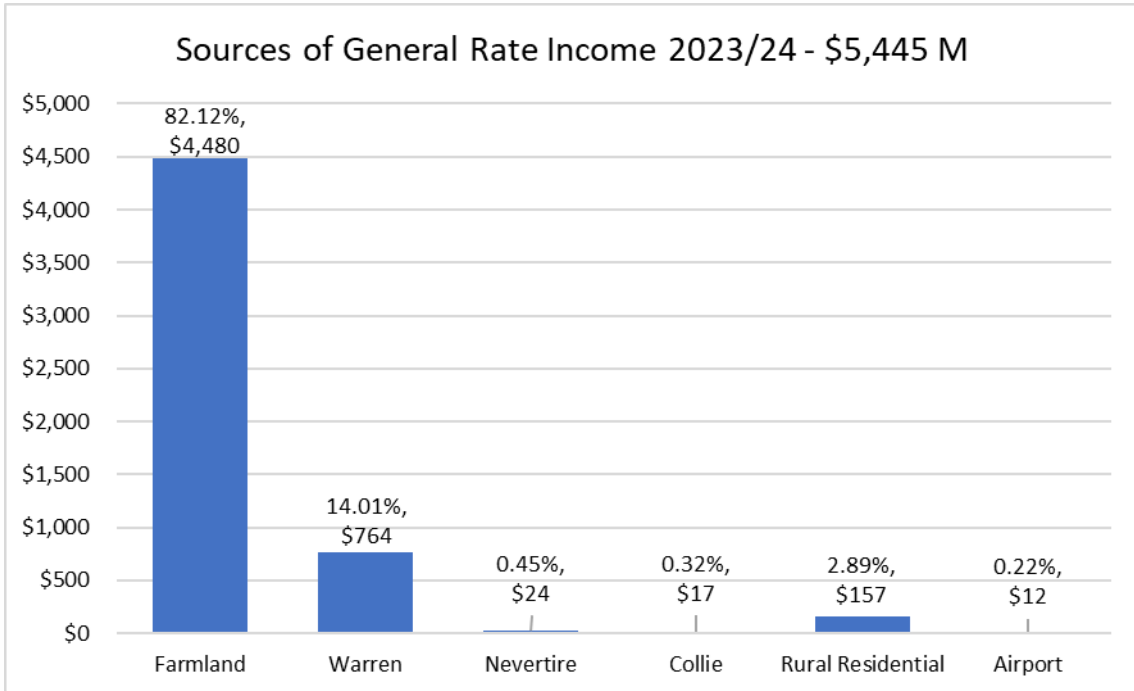
FINANCIAL SNAPSHOT



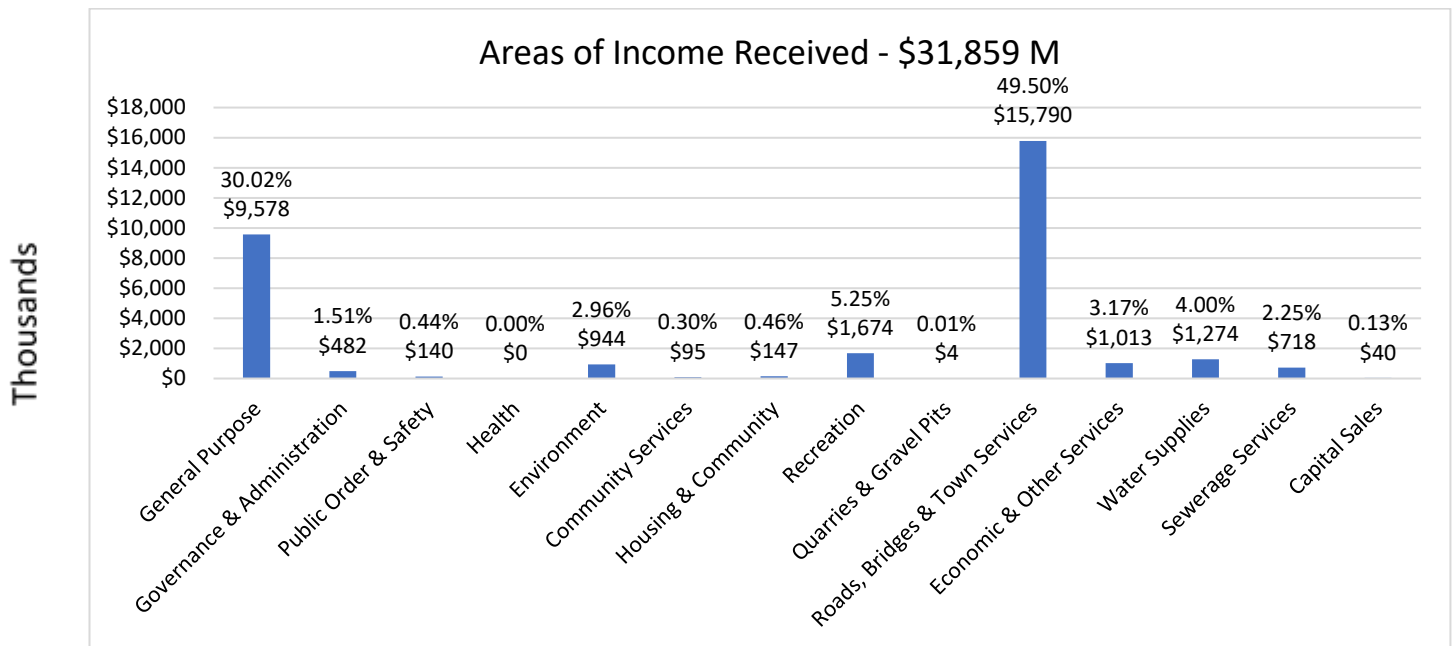
FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



FINANCIAL SNAPSHOT



RATES AND CHARGES WRITTEN OFF DURING 2023/2024

The amount of rates and charges that were written off during 2023/2024 was \$89,044.08 made up as follows:

| | | |
|---|---|-------------|
| Mandatory Pensioner Rebate | - | \$86,166.76 |
| Accumulated small debt written off as at 30 th June 2024 | - | \$ 2,877.32 |

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 21.66% of all money received. Without the additional funding from sources other than rates, Council could not provide the required services sought by the community, it could not maintain roads and it could not provide the wonderful parks and gardens, ovals and community assets to the same level of service as we currently enjoy.

A large cost to any business is through employment related areas including wages, insurance, training and associated staff on costs. Without our staff we cannot achieve the work that we do, and the high levels of presentation or delivery expected. Council reassessed its workforce plan in the 2023/2024 financial year and Council's General Manager is undertaking a further reassessment of the required workforce as the community moves into a different economical phase and to consider the levels of grant funds that are being received and to ensure works identified in the Delivery Program can be achieved by having the right staff for the work to be undertaken. This plan is available on our website.

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

OUR RESULTS

REPORTING OUR ACHIEVEMENTS

As part of Council's reporting of activities that are identified by the community through the Community Strategic Plan and the Council's four-year Delivery Program, the following information has been provided. The information is reported biannually to Council's Ordinary Council Meetings and has been developed to quickly identify the Council's performance over the last twelve months and over the last four (4) years of the term of Council (now reduced to September 2024).

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. • Conduct of the Warren Christmas Street Party 2022; • Additional seating around the Warren Skate Park. • Warren Community Triathlon support with traffic facility installation. • Replacement of shade structure at the Nevertire Community Park. • Nevertire Community Park upgrade. |

| Category | Sub-Category | Data – response rate | Council Activities in response to 2017 survey responses |
|----------|----------------------|----------------------|---|
| | | | <ul style="list-style-type: none"> • Installation of lights at Carter Oval for cricket and soccer fields. • Carter Oval Youth Sports Precinct Development. • Conduct of the Warren Christmas Street Party 2023; • Installation of LED lights at Victoria Oval for cricket, rugby union and league fields. • Youth Wellbeing Program. • Warren Shire Library – Doorways to an Open – Air Library. • Soft fall installation at Macquarie Park, Ravenswood Park, Splash Park and Showground/Racecourse Play Equipment. |
| Social | Law and Order | 14.39% | <ul style="list-style-type: none"> • Council continues to liaise with NSW Police on law and order issues within the community. • Council installed CCTV – 2018 • Council commenced the installation of 42 new or replacement CCTV cameras and hardware. • Ranger services. • Emergency Management. • CCTV installed at Council's Works Depot. • Timed locks on public toilets. • Commencement of Animal Shelter (Pound) replacement. • Commencement of major CCTV installation program. |
| Economic | Expand Economic Base | 4.55% | <ul style="list-style-type: none"> • During the 7-year period – 2017-2023, Council has secured in excess of \$43 million in grant funding to assist with the delivery of key infrastructure projects to help expand the economic base in Warren. • Village Hall upgrades. • Nevertire Reservoir Mural. • Public Art on Private Property Murals. • Stafford Street Reservoir Mural. • Showground/Racecourse Mural. • Sculpture Program. • Community Events Program. • Further development of the Economic Development and Visitation Office. • Monkeygar Creek Bird Viewing Platform, Toilet Amenities and Parking Area Construction. • Warren Lawn Cemetery Improvements Stage 3 – Family Plots and Extension of Lawn Cemetery. • 15 Year Plant Replacement Program and Yearly Plant Replacement. |
| Economic | Employment | 9.85% | <ul style="list-style-type: none"> • During the 7-year period – 2017-2023, Council has secured in excess of \$43 million in grant funding to assist with the delivery of key infrastructure projects to help maintain and create employment opportunities particularly in periods of economic downturn caused by drought and COVID-19. |

| Category | Sub-Category | Data – response rate | Council Activities in response to 2017 survey responses |
|----------------|---------------------|----------------------|--|
| | | | <ul style="list-style-type: none"> Water Valve Replacement Program. |
| Economic | Housing | 2.27% | <ul style="list-style-type: none"> Council has invested in housing by building two new homes for Council staff. Refurbishment of two existing homes for Council staff. |
| 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. Equestrian Arena at the Warren Showground/ Racecourse. Village Enhancement Works. Groundwater Augmentation and Chlorination System upgrade. Warren Airport upgrade. Warren Cemetery toilet. Expansion of the Warren Lawn Cemetery. Flood Restoration Works. Warren Sewerage Treatment Works. Pothole Repair Program. Urban Roads Bitumen Resealing. Rural Roads Bitumen Resealing. Regional Roads Bitumen Resealing. Cycleway and Park Roadways Resealing. Rural Roads Gravel Resheeting. Regional Road 7515 Warren Road Reconstruction. Regional and Local Roads Repair Program. Emergency and Immediate Restoration Flood Damage Roads Programs. Disaster Risk Reduction Fund - Merrigal Road, Dragon Cowal Causeway Construction. Development of a Road Safety Strategic Plan. |
| Environmental | Waste Management | 1.52% | <ul style="list-style-type: none"> In the last 7-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 |

| Category | Sub-Category | Data – response rate | Council Activities in response to 2017 survey responses |
|------------|----------------------------------|----------------------|---|
| | | | <p>at the facility and construction is planned of a public transfer platform.</p> <ul style="list-style-type: none"> • Purchase of an excavator and associated equipment. • Commencement of Waste Depot Operational Improvements Program. |
| Governance | Communication with the community | 0.76% | <ul style="list-style-type: none"> • During the 2022/2023 period Warren Shire Council continued to modernise the Council website, utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the community's needs. • Via the website, which is compliant with accessibility requirements, the community can utilise an online form to request services. • During 2022/2023, Council continued a monthly 'Council News' publication. Council News is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. • Community Room Display Screen and portable display boards. • The Mayor continued the flow of information to the community using the 'From the Mayors Desk'. • Women of Warren Shire Program. • Community Events – Australia Day, ANZAC Day, Remembrance Day, Warren Street Christmas Party. • Community Engagement Program – Marra Field Day, Warren P & A Show and Grow Services Day. |

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

Social

1.1 Attract and retain community-focussed resources

Public Arts

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

The following projects were completed or partially completed in the 2023/2024 financial year:

- Showground/Racecourse Mural;
- CBD Public Toilets Photo Collage of the History of Warren Shire; and
- Lions Park Public Toilet Photo Collage of the Macquarie River and floods.



Warren Showground / Racecourse Complex

The Warren Horse Committee made a donation of \$10,000 to go towards these Murals and they were Officially Opened on Friday, 12th January 2024 by Mr Fred Parker and Mayor Quigley.

Lions Park and Warren DBD Public Toilets

Mr Aub Dinsdale bequeathed made a donation of \$52,230.45 together with a \$16,000 donation from the Warren Lions Club to contribute to a Public Toilet at Lions Park. The Toilet was opened by Warren Lions Club representatives and Mayor Quigley on the 7th December 2023.



1.2 Engage with the community

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

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

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

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

1.3 Support young people and encourage their development

Youth Support Generally

Council has acknowledged the feedback in the Community Strategic Plan, both 2027 and 2035 and the need to ensure there are adequate facilities and services to meet their needs. New facilities that the youth of Warren are now able to utilise following infrastructure development and programs in 2023/2024 include:

- Installation of lights at Carter Oval for cricket and soccer fields;
- Carter Oval Youth Sports Precinct Development;
- Conduct of the Warren Christmas Street Party 2023;
- Installation of LED lights at Victoria Oval for cricket, rugby union and league fields;
- Youth Wellbeing Program;
- Warren Shire Library – Doorways to an Open – Air Library; and
- Soft fall installation at Macquarie Park, Ravenswood Park, Splash Park and Showground/Racecourse Play Equipment.

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

- Carter Oval Youth Sports Precinct, including a splash park, skate park, playground, cricket and soccer facilities;
- Western Plains Equestrian Centre - undercover arena, upgraded facilities; and
- Warren War Memorial Swimming Pool upgrades - the upgrade of the kiosk, changerooms, amenities and club room.

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

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

- Warren Workforce, which upskills youth in an attempt to gaining full time permanent employment;
- Youth wellbeing programs;
- Anger Management and Wellness;
- Grow Services Day;
- Zheng Fu Tai Chi and Wellness; and
- Psychology Services.

Economic

2.1 Facilitate the diversification of industries within the Shire

The Economic Development and Visitation Office has taken a proactive and strategic approach to facilitate the diversification of industries within the Shire, considered to be essential for building a resilient and sustainable local economy that can adapt to the global trends and local challenges.

The Office continues to refine and action the Warren Shire Economic Development Strategy and Action Plan, developed after consultation with local stakeholders, businesses and community groups to ensure alignment with the needs and aspirations of the local community.

Work has also commenced on an analysis of the existing industries in Warren Shire, identifying areas of strengths, gaps and potential growth sectors, ensuring that diversification efforts can be focused on the industries with the highest potential for success.

Incorporating the strategy to attract and/or support technology-driven industries, the Economic Development and Visitation Office, in collaboration with the Warren Shire Council's General Manager, prepared and lodged a comprehensive submission to the Regional Telecommunication Independent Review 2024 outlining issues and recommendations regarding connectivity and communications within the Warren Shire.

As part of the Community Grants Training Program, the Economic Development and Visitation Office also secured training webinar sessions around Grant Submission Writing and Acquittal, to be available free of charge to the Shire's local sporting, community and other not-for-profit organisations. The Office continues to seek grant funding opportunities for local businesses and organisations to improve their infrastructure, programs and equipment opportunities and to meet operating targets and objectives.

The Economic Development and Visitation Manager has continued working with many local businesses and organisations assisting with business, human resource, strategic policy, marketing, funding, sponsorship and operational guidance.

Recognising Warren Shire's potential in the Agribusiness, Renewable Energy and Circular Economy areas, the Economic Development and Visitation Office continued to attend a broad range of workshops, forums and industry sessions in these areas. The Office has fostered strong public-private networks to drive future industry diversification opportunities, as well as engaging in regional and statewide collaboration, participating in industry clusters and networks that support the diversification of the local economy. These collaborations will potentially lead to future new markets, technologies and investment opportunities.

To support this growth, the Economic Development and Visitation Office is developing partnering relationships with local and regional educational institutions and training providers to develop opportunities to deliver skills-based training and education programs to meet the needs of future emerging sectors. The Office was proactive in bringing a pilot education program in conjunction with the Department of Education and Warren Central School, to the Shire under the Regional Industry Education Program (RIEP) where local government employment opportunities and possibilities are highlighted with secondary school students. This program also included a one-day Leadership Academy facilitated training day for participating students held at Warren Shire Council.

The Economic Development and Visitation Office through its activities and initiatives has made significant strides in facilitating future diversification of local industries and laying strong initial foundations for a resilient and diversified local economy.

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

With the introduction and further development of the Economic Development and Visitation Office together with the commitment of Council's Senior Management Team, the Tourism Economy continues to bring significant benefits to the Warren Shire.

The Economic Development and Visitation Office continues to take a multi-faceted approach that combines strategic planning, infrastructure renewal, branding and digital transformation. These initiatives aim to enhance the visitor experience, promote the region's unique attractions and establish the Warren Shire as a must-see destination.

The renewal of the Warren and Macquarie Marshes Visitor Information Centre (VIC) has been a cornerstone of the tourism development strategy. Recognising the importance of this facility as both an information hub and a key selling point for the Shire a comprehensive renovation project was undertaken. The refreshed facility now offers a comfortable and welcoming space for visitors with comprehensive information on local attractions and activities. The VIC now offers a central hub for tourism information in the Shire. Service offerings include regional tourism brochure information, digital and video presentations, local agriculture information including displays and fact sheets on cotton, wool and local crop production.

The renewed VIC plays a critical role in promoting local experiences, including the natural beauty of the Macquarie Marshes and Tiger Bay Wetlands and signature events such as the Warren Chamber Music Festival, Cotton Cup, Nevertire Rodeo to name a few. By providing tailored information and recommendations the VIC encourages longer stays and greater visitor engagement with the local community.

The continued development of the new 'Discover Warren' Tourism Brochure with new branding and associated marketing is a major initiative aimed at showcasing the diverse attractions and experiences available in the Shire. The comprehensive guide will highlight key sites such as the Macquarie Marshes, Warren Museum and Art Gallery, heritage and art trails and unique local businesses serving as an essential tool for both visitors and tourism operators. The brochure will be widely distributed through the network of Visitor Information Centres, regional tourism clusters, caravanning groups and other tourism sectors such as birdwatching, stargazing and eco-tourism organisations. Its visually appealing design and engaging content will be instrumental in drawing attention to the Warren Shire as a must visit destination.

The ongoing development of the Warren Tourism Strategy and Destination Management Plan underscores Warren Shire Council's commitment to long-term sustainable tourism growth. This strategy outlines key objectives including enhancing visitor experiences, supporting local businesses and promoting environmental stewardship. The strategy is being developed in consultation with local stakeholders including tourism operators, community groups and government agencies. This collaborative approach by the Economic Development and Visitation Office will ensure that the completed plan will reflect the needs and aspirations of the community while positioning Warren Shire to capitalise on emerging tourism trends.

The Economic Development and Visitation Office continues to establish and develop vital relationships and networking links to major tourism networks such as the Great Western Plains Alliance (Great Big Adventures) and Destination Country and Outback (DNCO) and Regional Development Australia – Orana (RDA Orana). In addition the Economic Development and Visitation Office is participating in the latest tourism forums and workshops including looking into the development of cultural, accessible and agricultural tourism in the region.

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

Working towards fostering growth and revitalisation of both existing and new businesses within the community the Economic Development and Visitation Office remains focused on helping to build an environment where businesses can flourish ensuring that Warren Shire remains an attractive place to live, work, and visit.

With targeted initiatives, the Office has provided support to local businesses helping them to innovate, expand and adapt to changing market conditions. This has included offering access to business development resources, facilitating connections with local, regional, and state-level networks and providing tailored advice on navigating the challenges of the economic landscape. Such business opportunities have included offering participations in free workshops and roundtables with diverse topics such as worker resourcing, grant application writing and sponsorship attraction. More workshops tailored at small, medium and larger businesses are planned to move forward into the new financial year.

Other activities planned for investigation and development moving forward include:-

- Business Incubator and Accelerator programs
- Shop Local Campaign
- Façade Improvement Grants
- Digital Transformation Support
- Business networking and collaboration events
- Rural Enterprise development program

- Youth Entrepreneurship program
- Cultural and Creative Industry Support
- Small business advisory support

Through development of initiatives such as those listed above the Economic Development and Visitation Office will continue to play a crucial role to assist in driving the continued growth and revitalisation of businesses in the Warren Shire ensuring a prosperous future for the community.

Infrastructure

3.1 Provide reliable and accessible connectivity across the Shire

3.1.3 Maintain and enhance the local aerodrome and promote its use

The Warren Airport

The 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.

Achievements 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 enabled the NSW Rural Fire Service to supply the connection of their aerial bomber water storage tank and for industrial property firefighting. Completed works include installation of aviation fuel, runway improvements and the new Terminal building. The Terminal building construction contract was awarded to B & D Design & Construction Pty Ltd on 31st July 2023. Building construction including landscaping works and fencing installations were completed in June 2024.

A Lease Agreement with the Bankstown Flying School Pty Ltd (Straight n Level) is progressing. The Training School in the Terminal Building is scheduled to be operational towards the end of 2024.



3.2 Provide sustainable infrastructure for the community

Doorways to an Open Air library

The Warren Library received grant funding from the State Library of New South Wales for a Lobby Upgrade and Landscape works.

The contract was awarded to Precinct Commercial Pty Ltd for the lobby upgrade works. Works commenced on 9th October 2023.

A Temporary Library was located at the Old Visitor Information Centre, Burton Street, Warren during construction.

The lobby construction included fencing to enclose open space, a driveway upgrade and pavement, concreting the lobby area concourse and steps and installation of water tanks and irrigation system to lawns and gardens.

Upon completion of the Lobby upgrade works, the Library relocated back on 6th February 2024.

The lobby works and landscaping was completed and an official launch of the 'Doorways to an Open Air library' was celebrated on the 27th June 2024.

Carter Oval Youth Sports Precinct Amenities and Canteen Facility

The Carter Oval Youth Sports Precinct received grant funding from the Improvement of Regional Structures funded by the Australian Government's Murray–Darling Basin Economic Development Program (MDBEDP) consisting of several construction and redevelopment phases.

Achievements include completion of the soccer, senior and junior cricket fields development, concrete pathways surrounding the cricket fields, LED sports lighting, long jump, javelin, shot put and discus bases. Grant funding was also awarded from the Stronger Country Communities (SCCF) Round 4 for the Amenities building and carparking area works. Despite many challenges considerable progress has been made during the year.

Upgrading of Amenities, Change rooms, Canteen and Club Room Facilities at the Warren War Memorial Swimming Pool

The Warren Swimming Pool received grant funding from the Stronger Country Communities (SCCF) Round 5.

Design development, stakeholder consultation approval, tendering, contract procurement and award of a contract to Precinct Commercial Pty Ltd occurred in January 2024. Contractors commenced working on site from April 2024 for the amenities to be reopened at the start of the swimming season.

Victoria Park Female Friendly Amenities Building

The Victoria Park Precinct received grant funding from the NSW Office of Sport - Female Friendly Community Sport Facilities and Lighting Upgrades Program. Detailed design, stakeholder consultation, approval and tendering is complete.

The tender evaluation for a contractor has progressed to final stage.

3.3 Proactively manage our infrastructure assets

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

3.4 Revitalise the Warren, Nevertire and Collie streetscapes

Works are complete to revitalise the streetscapes of Warren, Nevertire and Collie villages.

Both the Lions Park and CBD toilets have been completed in Warren town. Dubbo Street and Stafford Street have been renewed with asphaltic concrete resurfacing.

Streets in Collie and Nevertire have been sealed and drainage improved. The water reservoir in Nevertire has been equipped with a new mural.

Environment

4.1 Manage the impact of climate change on our local community

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

In addition to this, Warren Shire Council is planning on offering an educational session for residents to further increase their knowledge on solar systems.

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

4.2 Proactively manage environmental-based assets for the community

In the last six-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.



The Ewenmar Waste Depot Transfer Station was Officially Opened on the 22nd August 2024 by the Member for Barwon, Mr Roy Butler MP and Mayor Milton Quigley.

Pictured above are Mayor Quigley, Mr Larry Wilson (Waste Depot Operator), Councillor Health Druce (Chair of the Ewenmar Waste Depot Committee) and Mr Butler MP.

4.3 Provide a sustainable waste management service for the community

4.3.1 Manage environmentally responsible drainage works in accordance with Council program

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

In April of 2023/2024 Council awarded a tender to supply and install 44 new flood gates as part of the Levee Improvements Project. The flood gates are expected to be installed by June 2025.

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.

In 2023/2024, all 6 bores used to supply water to Warren, Nevertire and Collie were inspected, refurbished where necessary and cleaned.

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. Works commenced in 2023 to upgrade the water supply chlorination systems with the completed project officially opened mid-2024.

Pumping arrangements at Collie Bore were modified due to pump failure. A 22,000 litre tank was installed at the Bore site and a new submersible pump installed into the Bore casing. A second pump was also installed to transfer the water to the reservoir located in the Collie Village.

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

Construction of the new Sewerage Treatment Works commenced in 2020. This project was completed and sewerage started to be sent to the new plant in November 2022.

During 2023/2024 further design works were implemented to arrange a further evaporation pond to be constructed in 2024/2025.

4.4 Support environmentally sustainable land management practices

Warren Shire Council's Local Environmental Plan 2012 is scheduled to be reviewed. As part of this review re-zoning of some land will be included for future forecasting.

Initially, items of interest for re-zoning include the Warren Airport, Classified roads, and vacant land inside the levee at the end of Chester Street.

Other planning policy changes include the addition of the agritourism clause/s, rural worker's dwelling clause, temporary worker's clause, and a secondary dwelling clause. These changes will reduce the limitations that currently exist in those circumstances and will support the agricultural industry and the minimum lot size of 1,000ha.

Governance

5.1 Ensure strong engagement and collaboration with the community

Warren Shire Council has 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 Development Plan;
- Warren Airport Masterplan; and
- Additional policy areas listed below.

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

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

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

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

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

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

During 2023/2024, Council continued the monthly 'Council Newsletter' publication, which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council.

5.2 Maintain a financially sustainable Council that provides cost effective services

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

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

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

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

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

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

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

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

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



Dubbo Street, Warren

Photo Credit: Steve Christian

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 completed the Bore Flat Ground Water Augmentation by installing Best Practice Chlorination Systems at Bore Flat and Ellengerah Reservoir.

Council's water supply network (pipes and pumps) are continually being assessed as to their condition, the need to clean and flush water to prevent in pipe build ups and to reduce the number of breakages occurring. During 2022/2023, Council purchased spare pumps and motors for all bores to ensure a reliable potable water supply.

Oxley Park River Water reservoir was drained and cleaned. During the time the reservoir was empty all of the valves at the base of the reservoir were replaced.

During 2023/2024 Council inspected, repaired and cleaned 6 water supply bores at Warren, Nevertire and Collie, commenced a Water Valve Replacement Program and a Water Leakage Reduction Program and commenced its replacement program of its Telemetry System (water).

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.

Sewer

During the flooding of 2022, the new Tiger Bay Sewerage Pumping Station and Sewerage Treatment Plant were bought into use as the lagoons of the old plant were inundated with flood waters. The operation of the new Tiger Bay Sewerage Treatment Plant continues to be reviewed and adjustments made to ensure an optimal outcome from the facility.

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.

Council completed the refurbishment of the sewerage pumping station located in the Gunningba Estate. These works have significantly reduce the instances of sewer chokes and surcharges.

During 2023/2024 Council commenced its replacement program of its Telemetry System (sewer).

Waste

During the 2023/2024 Financial year Council has continued to work towards an improved level of waste management offered to the community.

During 2023/2024 the development of the Waste Transfer Station at the Ewenmar Waste Depot has progressed sustainably and has since been completed.

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. The community was surveyed for the feasibility of implementing kerbside recycling however, the interest was not strongly supported enough to commence implementation. Recycling will be reviewed again in two years time.

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

Environmental Management

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

Council is in the process of developing Plans of Management for those Crown Land Reserves.

Warren Shire Council is an active member of the Western Environment Alliance of Councils. Council was aware of 8 river log jams that have formed along the Macquarie River post flooding and made appropriate representations to the NSW Environment Protection Authority (EPA) who have been now removing some of the manmade debris where it has been confirmed that the environmental impact is of concern.

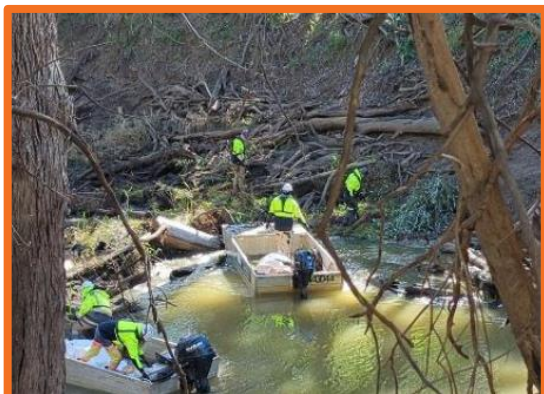
Each year Council produces a Snapshot of the local environment via a regional plan. This is part of our State of Environment Report process under the Local Government Act 1993. Over the next couple of years, the final State of Environment Plan (SOE) will be produced and placed on our website.

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

It was pleasing that Warren Shire Council on behalf of its community was instrumental in ensuring that the NSW Environment Protection Authority (NSW EPA) extended the scope of Macquarie River raft removal from partial removal of two (2) rafts to removal of all human-made debris on the Macquarie River between Warren (top) Weir and Marebone Weir. This included removal from the river shoreline of identifiable woody weed debris like willow and smaller native woody debris under 300mm in diameter and three (3) metres in length from the rafts. To date over 5,550 cubic metres of woody debris and 234 cubic metres of human-made debris has been removed from the Macquarie River.

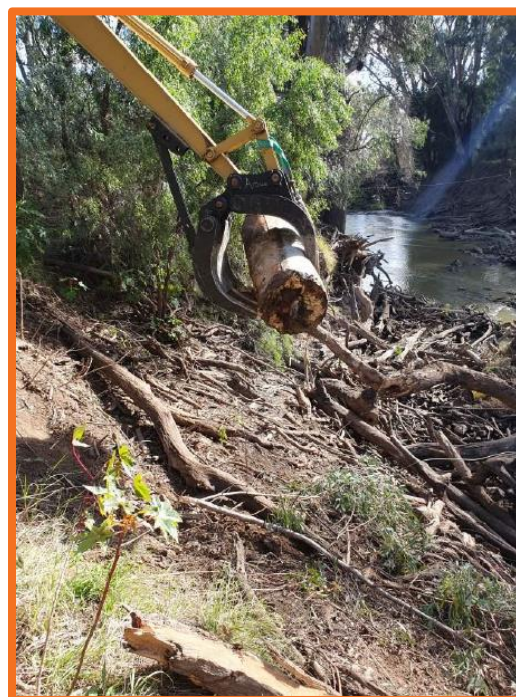


Ongoing works at Raft 4 (upstream), Warren.
Photo Credit: NSW EPA



The team preparing to remove a hot water system from Raft 4, Warren.
Photo Credit: NSW EPA

MACQUARIE RIVER LOG JAMS



A hot water system removed from Raft 4, Warren.
Photo Credit: NSW EPA

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 under the Stronger Country Communities Fund for the Swimming Pool Amenities upgrade including the kiosk and changerooms as well as the addition of a Club Room for the Warren Amateur Swimming Club to further improve the facility. The works were completed late September in preparation of the beginning of the swimming season 2024.



Stormwater Services

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

As part of the Warren Levee Rehabilitation Project and using information from the last flood works will commence in late 2024 to replace all of the flood gates and purchase several large flood pumps (diesel and electric) and generators to ensure that Warren is protected from flooding for years to come.

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 Warren Airport as per the Master Plan.

Council has formed an 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 have included an airport terminal and aero club facilities.

During the year, Council installed a back-up generator to ensure the runway lighting, Av-Gas supply and water pumps are available during times of power failures. This will ensure that the Airport can continue to provide services to the Warren Community.

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 and this has seen an increase of operations staff and higher utilisation of plant and equipment particularly for our extensive road construction and flood restoration program.

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

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

LABOUR FORCE DATA

The number of people who performed paid work for Council as at 14th February 2024:

- On a permanent full-time basis - 71
- On a permanent part-time basis - 3
- On a casual basis - 10
- Under a fixed-term contract - 2
- 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.

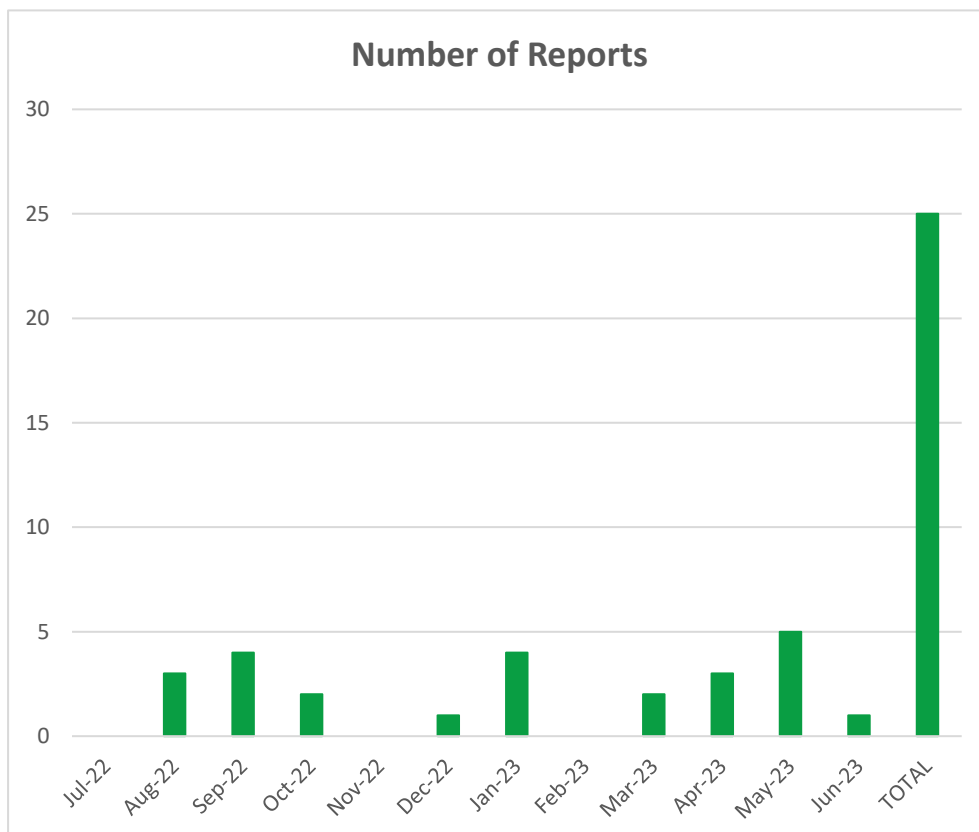
WORK HEALTH AND SAFETY

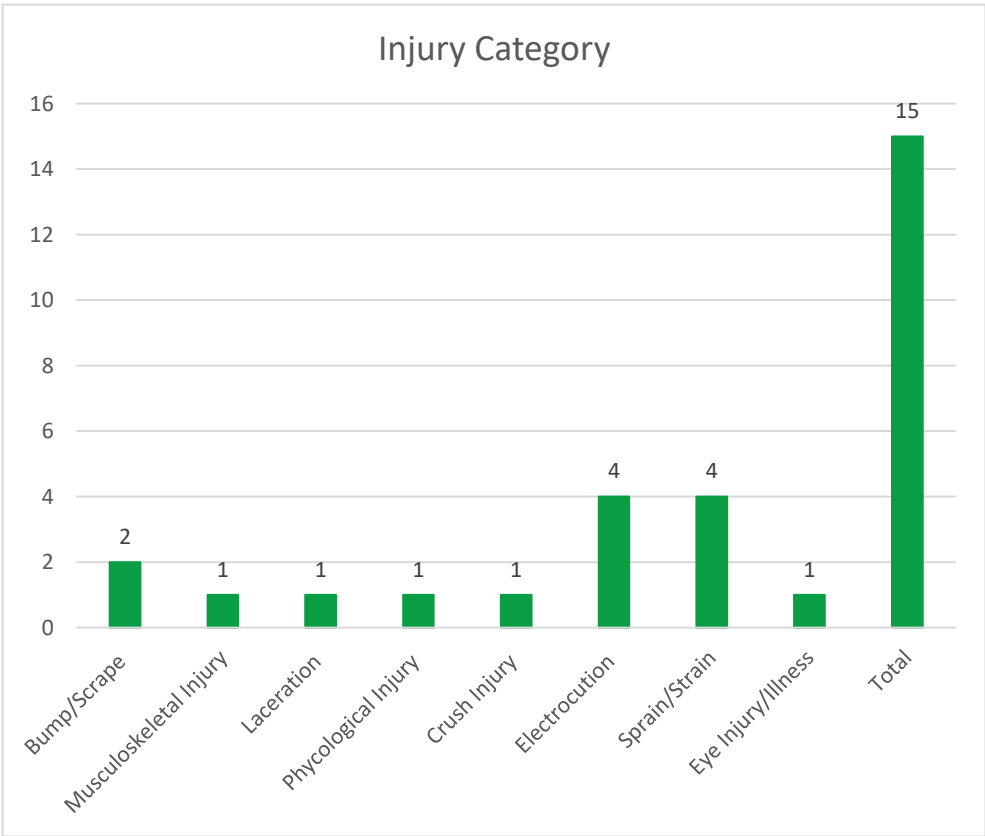
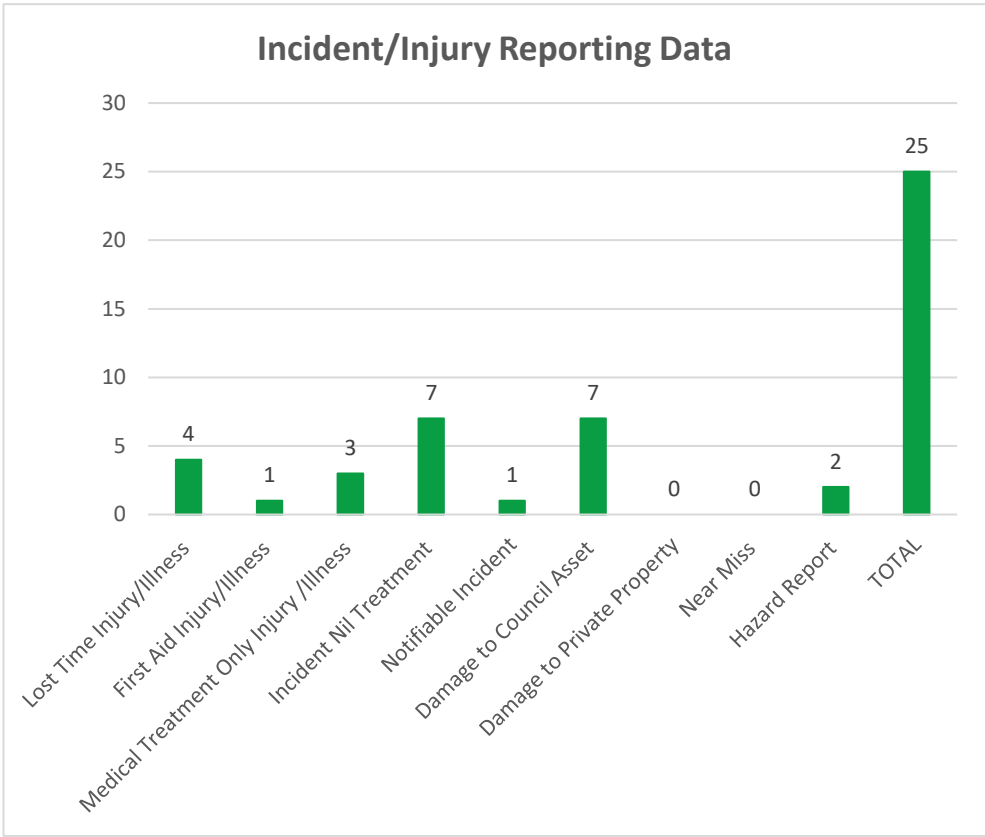
Warren Shire Council has worked hard to meet its responsibilities under the Work Health and Safety Act and Regulations.

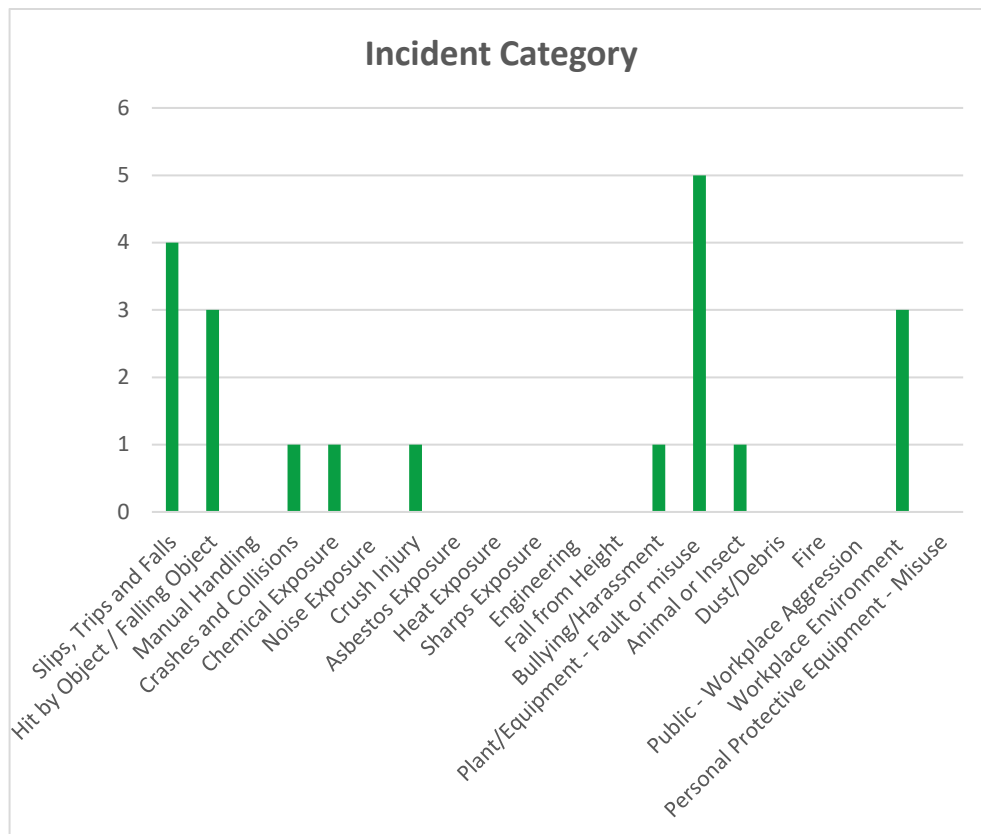
This year has seen a reduction in incidents of almost 50% which has been a pleasing result. Much of the focus around safety has been relating to roads construction particularly the work on the Oxley Highway and Council's maintenance contract with Transport for NSW.

After a tragic accident that occurred to a road construction worker in a nearby shire, Council conducted a training seminar relating to the safety of workers around plant and traffic. This was in conjunction with Transport for NSW who provided much of the content.

Another area Council focused on was its responsibility in relation to Psychosocial Hazards in the workplace. Council held training with staff and conducted a survey to determine psychosocial hazards in the workplace.







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.

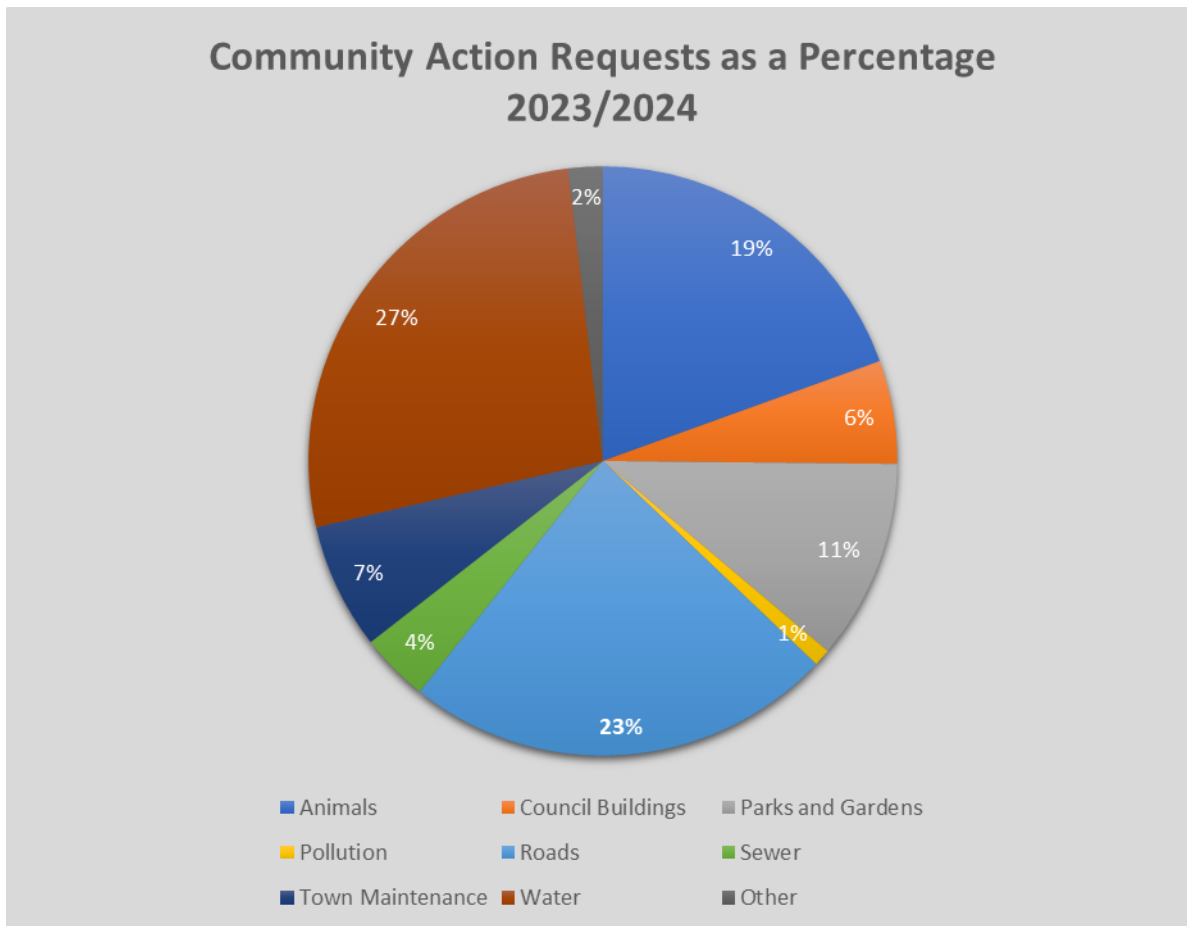
Council is also looking at its governance areas and ways to reduce red tape whilst ensuring the community has access to required information for them to make decisions. Council continues to improve its website to be user friendly and the new website includes policies and procedures for the community 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 requires.

2023/2024 saw the continuation and renewal of the Extended Flexible Working Hours Agreement for Road Work Teams and Other Associated Staff which improves productivity and plant utilisation on our road maintenance and construction projects and programs.

PERFORMANCE, COMPLAINTS AND ISSUES GENERALLY

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

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



COMMUNITY ENGAGEMENT AND EDUCATION

COMMUNITY ENGAGEMENT

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

5.1 Ensure strong engagement and collaboration with the community.

Council and the community 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 Racecourse Complex Development Plan;
- Warren Airport Masterplan;
- Road Safety Strategic Plan;
- Warren Town Centre Masterplan – Dubbo Street Upgrade; and
- Regional Drought Resilience Plan (Final Draft Stage).

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

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

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

Events such as the Councillors Stall at the Warren Show and the Marra Field Day 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 and implementation 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.



5.1.3 Promote timely and quality dissemination of information to the community

During the 2023/2024 period Warren Shire Council continued to modernise the Council website utilising the adopted Warren Brandmark Guide. Through the re-branding/website projects Council has reinvented itself into a modern Council that is responsive to the communities needs.

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

During 2023/2024, Council continued a monthly 'Council Newsletter' publication which is emailed to subscribing rate payers, posted via Facebook and the Council website and printed and provided in key locations around the Shire. The Council Newsletter is designed to keep the local community informed about key projects and regular functions of Council including road maintenance and repairs.

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



PUBLIC ACCESS TO INFORMATION

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

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

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

| Reviews carried out by the agency | Information made publicly available by the agency |
|-----------------------------------|---|
| No | No |

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

| Total number of applications received |
|---------------------------------------|
| 0 |

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

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

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

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

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

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

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

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/ Deny whether Information is Held | Application Withdrawn |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|---|-----------------------|
| Personal information applications* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal 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 - 90
- Pools inspected in 2023/2024 - 6
- Tourist/Visitor Accommodation - 0
- Premises with more than two dwellings - 0
- Certificates of Compliance - 3
- Certificates of Non-compliance - 0

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

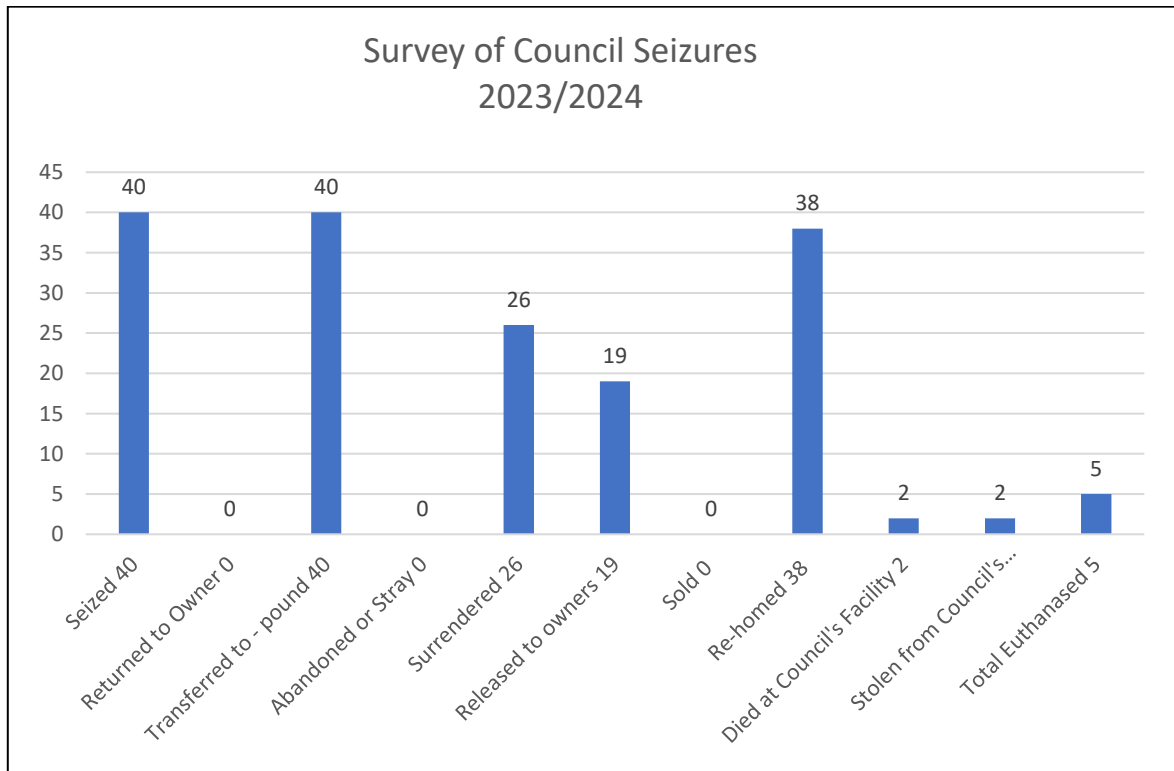
COMPANION ANIMALS

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 2023/2024 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 | 2023/2024 Rates & Charges | \$1,988.00 |
| Warren Men's Shed | 2023/202 Rates & Charges | \$2,135.94 |
| Collie CWA | 2023/2024 Rates & Charges | \$1,117.07 |
| Youth Foundation | 2023/2024 Rates & Charges | \$1,117.07 |
| Warren Museum | 2023/2024 Rates & Charges | \$334.00 |
| Anzac Day | Preparation and Traffic Control | \$4,422.55 |
| Warren Triathlon | Setup | \$2,734.11 |
| Various | Labour & Plant Donations | \$373.60 |
| TOTAL | | \$14,222.34 |

| Description | Amount |
|--|----------|
| Rates – Pension Rebates (Section 583(1) Local Government Act, 1993) | \$86,167 |
| 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 2023/2024:

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

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

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

CONTROLLING INTEREST AND SERVICE CHARGES

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

Council is no longer 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.

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

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 2023/2024

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

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

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

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

There has been no issue identified or raised by the Anti-Slavery Commission during 2023/2024 concerning the operations of the Council.

Council has ensured that organisations such as Local Government Procurement, VendorPanel and Regional Procurement Initiative who provide tenders/contracts for use of the Council, include relevant clauses on dealing with Modern Slavery.

In regard to tenders, quotations and contracts arranged directly by Council where possible depending on the type and size of the contract either Option 1 or Option 2 as follows have been adopted to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018 (NSW):

Option 1 – For Tenders (with Greater than \$250K Value Contracts)

Where RFT document contains separate Conditions of Tendering & Preliminaries section (e.g. in Minor Works Contract).

Clause in *Conditions of Tendering*.

“Dealing with Modern Slavery

The Contract requires the Contractor to take reasonable steps to ensure that Modern Slavery is not occurring in its operations and supply chains and to assist the Principal, in accordance with Preliminaries Clause – Dealing with Modern Slavery.

AND Clause in the Preliminaries, include the below Clause.

Dealing with Modern Slavery

Modern Slavery includes slavery, servitude, forced labour, human trafficking, debt bondage, organ trafficking, forced marriage and the exploitation of children.

Take reasonable steps to ensure that Modern Slavery is not occurring in the operations and supply chains of the Contractor and any entity that the Contractor owns or controls. Implement processes and procedures to identify and manage the risks of Modern Slavery.

Where an actual or suspected occurrence of Modern Slavery is identified in the Contractor’s operations or supply chains:

- *Notify the Principal in writing as soon as possible; and*
- *Take reasonable steps to respond to such occurrence in accordance with any relevant Code of Practice/ Conduct or other guidance issued by the Anti-slavery Commissioner.*

Provide to the Principal any information and other assistance, as reasonably requested by the Principal, to enable the Principal to meet its obligations under the Modern Slavery Act 2018 (NSW).”

Option 2 – For Quotations and Tenders (with Less Than \$250K Value Contracts)

Include the below clause in *Conditions of Tendering/ Quotation*.

“Dealing with Modern Slavery

Modern Slavery includes slavery, servitude, forced labour, human trafficking, debt bondage, organ trafficking, forced marriage and the exploitation of children.

Take reasonable steps to ensure that Modern Slavery is not occurring in the operations and supply chains of the Contractor and any entity that the Contractor owns or controls. Implement processes and procedures to identify and manage the risks of Modern Slavery.

Where an actual or suspected occurrence of Modern Slavery is identified in the Contractor’s operations or supply chains:

- *Notify the Principal in writing as soon as possible; and*
- *Take reasonable steps to respond to such occurrence in accordance with any relevant Code of Practice/ Conduct or other guidance issued by the Anti-slavery Commissioner.*

Provide to the Principal any information and other assistance, as reasonably requested by the Principal, to enable the Principal to meet its obligations under the Modern Slavery Act 2018 (NSW).”

Modern Slavery Act Reporting Statement 2023-2024

This statement is made pursuant to the Modern Slavery Act 2018 (NSW) and sets out the actions taken by Warren Shire Council during the financial year 2023-24 to prevent occurrence of modern slavery activities in its business and supply chains. Warren Shire Council remains committed to upholding human rights and ensuring that any form of slavery acts do not take place within its operations or in the supply chains with which it engages.

Warren Shire Council provides a wide range of services to the local community, including infrastructure development, asset maintenance & management water, wastewater and waste management, and sporting services. To deliver these services, the Council enters numerous contracts with external suppliers and contractors.

Our Procurement Activities

During the financial year 2023/2024, the Council awarded a total of 19 contracts (Refer to Table below). These contracts were split as follows:

- 10 contracts were awarded via panel procurement, managed by Regional Procurement Initiative.
- 9 contracts were awarded with procurement managed directly by the Council.

In all these contracts, the Council sought to uphold its obligations under the Modern slavery Act. The procurement process was designed to assess and address potential risks related to modern slavery matters.

Modern Slavery Clauses

Out of the 19 contracts awarded, 15 contracts included the necessary clauses in the contractual documentation, covering the contractors' obligations related to the monitoring and reporting of any concerns with regards to actual or suspected occurrence of modern slavery is identified in the Contractor's operations or their supply chains. These clauses ensure that contractors must alert the Council to any potential modern slavery risks or incidents. As the Principal, the Council retains responsibility for overseeing and managing these risks.

Monitoring and Due Diligence

The Council, along with its contractors, undertakes regular monitoring and due diligence measures to ensure compliance with anti-slavery and human trafficking regulations. Throughout the year no issues or concerns related to modern slavery or human trafficking were raised by contractors nor were any identified by the Council in any of the 19 contracts.

Future Steps

Warren Shire Council remains committed to strengthening its efforts in combating modern slavery. For the upcoming financial year, the Council will:

- Ensure all contracts include the appropriate modern slavery clauses.
- During tendering, Tenderers must demonstrate that they understand Modern Slavery and will implement processes and procedures to identify and manage the risks of Modern Slavery.
- Ensure tenders are evaluated appropriately (non-price criteria without weighting for procurement requiring light, minimal or standard due diligence or WEIGHTED non-price criteria under a weighted scoring process for procurements requiring a heightened Standard of Due Diligence.
- Continue to collaborate with suppliers and contractors to raise awareness of modern slavery risks.
- Enhance monitoring and reporting mechanisms to ensure any concerns are promptly addressed.

Conclusion

The Council takes its responsibilities under the Modern Slavery Act seriously and will continue to review and improve its processes to ensure that modern slavery has no place in its operations or supply chains.

Contract Reference Table

| File No. | Contract Reference # | Contract Type | Status | Council Resolution | Contract Title | Name of supplier | Date Awarded | Expected completion date | Contract Value (Inc GST) | Extensions / Variations | How Contract was Advertised | Selection Process | One-off / Ongoing supply | Modern Day Slavery (MDS) Clause Reference in Contract | Contractor reported any issues on MDS matters (YES/NO) |
|------------|----------------------|---------------|--------------|--------------------|--|--|--------------|--------------------------|--------------------------|-------------------------|-----------------------------|----------------------------|----------------------------|---|--|
| C14-6.2/54 | T142122OROC | | Active | | Provision of tree maintenance | Asplundh Tree Experts | 1/10/2023 | 30/09/2024 | Varies | Nil | Regional Procurement | Open Tender | Ongoing supply arrangement | Contract expired 30/10/2024 – no Modern Slavery reference used | NA |
| C14-6.2/62 | T062324OROC | Panel | Active | 152.5.23 | Provision of Bitumen Spray Seal | Country Wide Asphalt | 1/07/2023 | 30/06/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause & Specification Clause | No |
| C14-6.2/63 | T052324OROC | Single | Active | 25.5.23 | Supply and Deliver Bulk Water Chemicals | Ixom Operations | 1/07/2023 | 30/06/2025 | Variable | NIL | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| | | Single | | | | Redox Ltd | 1/07/2023 | 30/06/2025 | Variable | NIL | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| | | Single | | | | BTX Group Pty Ltd | 1/07/2023 | 30/06/2025 | Variable | NIL | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| | | Single | | | | Colonial Chemicals Pty Ltd | 1/07/2023 | 30/06/2025 | Variable | NIL | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/64 | T042324OROC | Panel | Active | 24.5.23 | Supply and Delivery of Bulk Fuel | Inland Petroleum | 1/07/2023 | 30/06/2025 | Variable | NIL | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/65 | T272324OROC | Panel | Active | 48.12.23 | Provision of Traffic Control | Maliyan Traffic Control Pty Ltd | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/66 | T282324OROC | Panel | Active | 46.12.23 | Provision of Linemarking | ACT Linemarking | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/68 | T262324OROC | Single | Active | 47.12.23 | Supply and Delivery of Bulk Emulsion | Downer EDI Works Pty Ltd | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/69 | T252324OROC | Panel | Active | 49.12.2023 | Supply and Delivery of Tyres | Tyres4U Pty Ltd | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/70 | T402324OROC | Panel | Active | 51.12.23 | Provision of Design Services | Various, Best Value | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C14-6.2/71 | T412324OROC | Panel | Active | 50.12.23 | Provision of Surveying Services | Various, Best Value | 1/01/2024 | 31/12/2025 | Variable | 12 months | Regional Procurement | Panel contract | Ongoing supply arrangement | Tender Schedules clause only | No |
| C13-77 | C13-77 | MMW | DLP | 235.8.23 | Library Lobby and Entry Upgrade | Precinct Commercial Pty Ltd | 24/08/2023 | 28/02/2024 | \$288,437 | Nil | Tenderlink | Open Tender | One off purchase | CI 11. Dealing with Modern Slavery of Special Conditions of Tendering | No |
| C13-81 | C13-81 | MW | DLP | 202.7.23 | Construction of New Airport Terminal Building | BRD Design & Construction Pty Ltd | 31/07/2023 | 31/01/2024 | \$534,600 | Nil | Tenderlink | Open Tender | One off purchase | CI 4.4 Dealing with Modern Slavery in COT & CI 4.5 Dealing with Modern Slavery in Preliminaries | No |
| C13-82 | C13-82 | MW | Construction | 3.1.24 | Upgrading of Swimming Pool Amenities and Facilities | Precinct Commercial Pty Ltd | 1/04/2024 | 30/09/2024 | \$1,076,599 | Nil | Tenderlink | Open Tender | One off purchase | CI 4.4 Dealing with Modern Slavery in COT & CI 4.5 Dealing with Modern Slavery in Preliminaries | No |
| C13-83 | C13-83 | AS 4000 | Active | 57.2.24 | Design and Construction of Marthaguy (Tenandra) and Newe Park (Merrigal) Bridges | Murray Constructions Pty Ltd | 5/12/2023 | 30/06/2025 | \$3,281,542 | \$ 183,260.00 | VendorPanel | Open Tender | One off purchase | Conditions of Tender - Principal Project Requirements Clauses | No |
| C13-86 | C13-86 | MW | Active | 108.4.24 | Provision of Casual Plant Hire & Minor Works | 36 Panel Contract | 30/04/2024 | 30/04/2025 | Variable | NA | Council Advertised | Open Tender | Ongoing supply arrangement | Conditions of Tender - Principal Project Requirements Clauses | No |
| C13-89 | C13-89 | MW21 | Active | 13.4.24 | Replacement of Floodgates on the Warren Town Flood Levee | Precision Civil Infrastructure Pty Ltd | 6/05/2024 | 30/06/2025 | \$868,888 | Nil | Council Advertised | Open Tender | One off purchase | No | No |
| C13-90 | C13-90 | LGP 308-3 | Active | 14.4.24 | Supply and Installation of Rubber Wet pour Surfacing | Play Parks | 6/05/2024 | 6/07/2024 | \$269,493 | Nil | Council Advertised | Open Tender | One off purchase | No | No |
| C13-92 | C13-92 | Supply Only | Active | N/A | Supply and Delivery of Six Standby Generators | JDC Thomson | 24/05/2024 | 31/10/2024 | \$212,639 | Nil | Council Advertised | Closed / restricted tender | One off purchase | No | No |
| C13-93 | C13-93 | Supply Only | Active | 20.5.24 | Supply and Delivery of Eight Electric Submersible Pumps | Q-Max Pumps | 24/05/2024 | 31/10/2024 | \$132,550 | Nil | Council Advertised | Open Tender | One off purchase | No | No |

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 \$358,293,000 (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 |

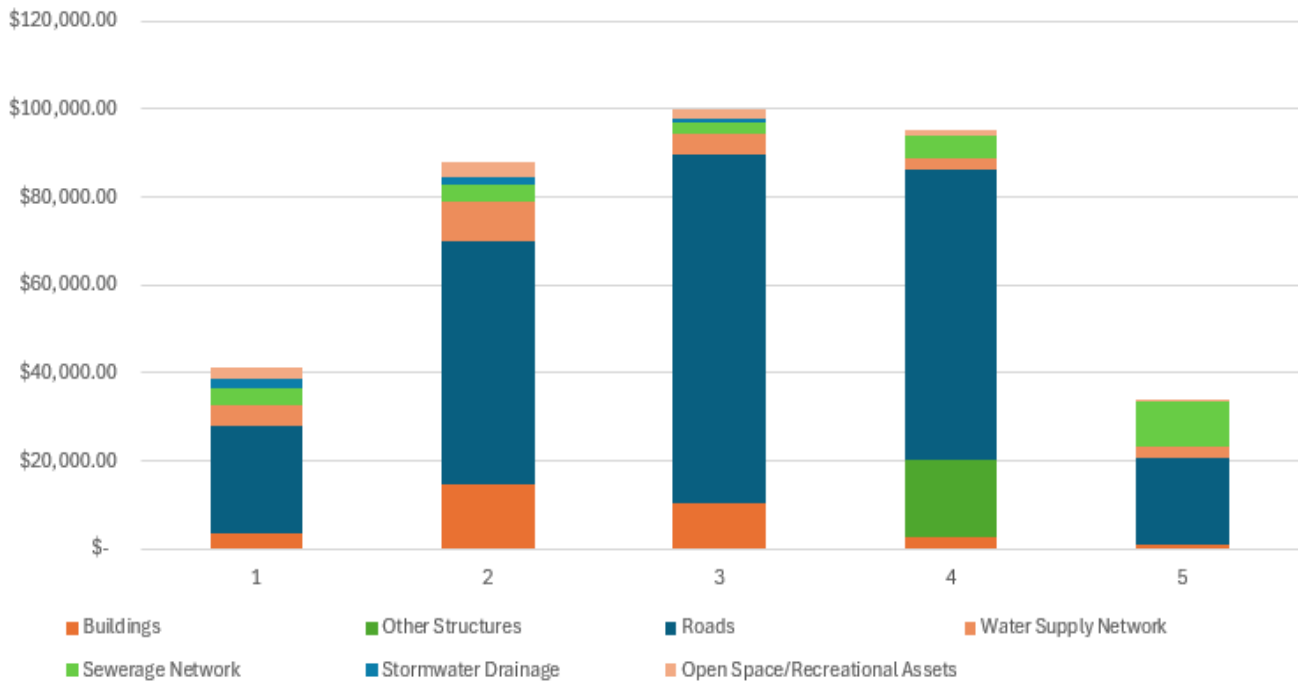
Generally the minimum required condition rating for our assets is '3'.

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 2024



The graph above shows that our assets are mostly in an acceptable condition, i.e., 64.13% 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.

25.89% of our assets are in condition 4. These include some assets in our sealed road network.

9.99% of our assets are in condition 5. These include some of our old sewer treatment plant which is due for final decommissioning and disposal.

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 included in the Warren War Memorial Swimming Pool changeroom facilities;
- Construction of a disabled access toilet included in the construction of the Carter Oval changeroom facilities; and
- Construction of a disabled access toilet at the new Warren Airport Terminal Building.

Council is currently constructing Female Friendly changeroom facilities at Victoria Park.

The DIAP is due for review in early 2024/2025.



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

FINANCIAL REPORTS

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

LEGAL PROCEEDINGS

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

Council has commenced legal proceedings against a business with contract matters relating to failure in completion or abiding by relevant contract obligations. The value of legal expenses incurred for the 2023/24 financial year was \$121,304.21. The state of progress in this matter is ongoing.

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

COUNCILLORS' AND MAYOR'S EXPENSES

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

Council reviewed and adopted the Councillor Expense Policy on 22nd February 2024 and is available on our website at www.warren.nsw.gov.au/council/policies

A summary of payments made indicate:

| Statement of Expenses | Section | 2023/2024 |
|-------------------------|----------------------|--------------|
| Mayoral Fees | | \$27,992.31 |
| Councillor Fees | | \$116,226.50 |
| Provision of Facilities | cl. 217(1)(a1) | Nil |
| Provision of Equipment | cl. 17(1)(a1)(i) | \$3,889.64 |
| Provision of Telephone | cl.217(1)(a1)(ii) | Nil |
| Conferences & Seminars | cl.217(1)(a1)(iii) | \$18,889.13 |
| Training | cl.217(1)(a1)(iv) | \$627.90 |
| 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 | | \$26,821.10 |

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 \$1,071 per Councillor per year |
| | | \$6,427 for the Mayor per year |
| | Interstate, overseas and long distance intrastate travel expenses | \$10,711 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 | | \$2,142 per Councillor per year |
| Conferences & Seminars | | \$21,423 total for all Councillors per year |
| ICT Expenses | iPad, Laptops and ancillary IT items | \$2,142 per Councillor (upon election) |
| Carer Expenses | To attend Council or Committee meetings | \$2,142 per Councillor per year |
| Home Office Expenses | | \$107.10 per Councillor per year |
| Access to facilities in a Councillor room | Provided to all Councillors | Not relevant |
| Council vehicle and fuel card | Provided to the Mayor | \$10,711 per year |
| Furnished Office | Provided to the Mayor | \$535.55 per term |

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

OVERSEAS VISITS

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

COUNCILLOR INDUCTION, TRAINING AND COSTS S186 LGA 1993

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

| Councillor Name | Training Attended/Regional/State Meetings | Cost \$ |
|--|--|--------------------|
| Cr M Quigley (Mayor) | Country Mayors Association, Alliance Western Councils, Western Division Council of NSW, LG NSW. | \$7,050.72 |
| Cr S Derrett | Western Division Council of NSW, LG NSW. | \$1,204.25 |
| Cr G Whiteley | LG NSW, IPWEA Roads Congress. | \$3,292.16 |
| Cr D McCloskey | IPWEA Roads Congress. | \$2,360.16 |
| TOTAL COST OF TRAINING AND ATTENDANCE | | \$13,390.29 |

LOCAL GOVERNMENT ACT 1993

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

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

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

Note.

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

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

Induction Program Contents

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

Capabilities

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

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

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

SENIOR STAFF REMUNERATION

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

The Senior staff remuneration including the salary under the contract and all associated costs for the period of employment are \$291,915.20.

No additional payments outside of the contract have been made.

CONTRACTS AWARDED

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

| File No. | Contract Reference # | Council Resolution | Contract Title | Name of supplier | Contract Value (Inc GST) |
|------------|----------------------|--------------------|---|---------------------------------|--------------------------|
| C14-6.2/54 | T142122OROC | | Provision of tree maintenance | Asplundh Tree Experts | Variable |
| | | | | ETS Infrastructure | |
| | | | | O S Trees | |
| | | | | Trees of Us | |
| C14-6.2/62 | T062324OROC | 152.5.23 | Provision of Bitumen Spray Seal | Country Wide Asphalt | Variable |
| | | | | Fulton Hogan | |
| | | | | NSW Spray Seal | |
| C14-6.2/63 | T052324OROC | 25.5.23 | Supply and Deliver Bulk Water Chemicals | Ixom Operations | Variable |
| | | | | Redox Ltd | Variable |
| | | | | BTX Group Pty Ltd | Variable |
| | | | | Colonial Chemicals Pty Ltd | Variable |
| C14-6.2/64 | T042324OROC | 24.5.23 | Supply and Delivery of Bulk Fuel | Inland Petroleum | Variable |
| C14-6.2/65 | T272324OROC | 48.12.23 | Provision of Traffic Control | Maliyan Traffic Control Pty Ltd | Variable |
| | | | | D&D Traffic Management Pty Ltd | |
| | | | | Watchout Traffic Control | |
| | | | | Lack Group Traffic Pty Ltd | |

| File No. | Contract Reference # | Council Resolution | Contract Title | Name of supplier | Contract Value (Inc GST) |
|------------|----------------------|--------------------|--|--|--------------------------|
| C14-6.2/66 | T282324OROC | 46.12.23 | Provision of Linemarking | ACT Linemarking | Variable |
| | | | | OZ Linemarking | |
| | | | | Whiteline Road Services | |
| C14-6.2/68 | T262324OROC | 47.12.23 | Supply and Delivery of Bulk Emulsion | Downer EDI Works Pty Ltd | Variable |
| C14-6.2/69 | T252324OROC | 49.12.2023 | Supply and Delivery of Tyres | Tyres4U Pty Ltd | Variable |
| C14-6.2/70 | T402324OROC | 51.12.23 | Provision of Design Services | Various, Best Value | Variable |
| C14-6.2/71 | T412324OROC | 50.12.23 | Provision of Surveying Services | Various, Best Value | Variable |
| C13-77 | C13-77 | 235.8.23 | Library Lobby and Entry Upgrade | Precinct Commercial Pty Ltd | \$288,437 |
| C13-81 | C13-81 | 202.7.23 | Construction of New Airport Terminal Building | BRD Design & Construction Pty Ltd | \$534,600 |
| C13-82 | C13-82 | 3.1.24 | Upgrading of Swimming Pool Amenities and Facilities | Precinct Commercial Pty Ltd | \$1,076,599 |
| C13-83 | C13-83 | 57.2.24 | Design and Construction of Marthaguy (Tenandra) and Newe Park (Merrigal) Bridges | Murray Constructions Pty Ltd | \$3,281,542 |
| C13-85 | C13-85 | 200.7.24 | New Amenities Building at Victoria Park | Precinct Commercial Pty Ltd | \$593,335 |
| C13-86 | C13-86 | 108.4.24 | Provision of Casual Plant Hire & Minor Works | 36 Panel Contract | Various |
| C13-89 | C13-89 | 13.4.24 | Replacement of Floodgates on the Warren Town Flood Levee | Precision Civil Infrastructure Pty Ltd | \$868,888 |
| C13-90 | C13-90 | 14.4.24 | Supply and Installation of Rubber Wet pour Surfacing | Play Parks | \$269,493 |
| C13-92 | C13-92 | N/A | Supply and Delivery of Six Standby Generators | JDC Thomson | \$212,639 |
| C13-93 | C13-93 | 20.5.24 | Supply and Delivery of Eight Electric Submersible Pumps | Q-Max Pumps | \$132,550 |

SUPPLIERS PAID OVER \$250,000 IN 2023/2024

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

| Name of Supplier | Description of Goods and/or Services Supplied | Amount (inc. GST) | Contract Yes/No |
|------------------------------------|---|-------------------|-----------------|
| Batterline Earthmoving Pty Ltd | Hire of Equipment (VendorPanel) | \$495,919 | Y |
| BD & DL Brouff Earthmoving Pty Ltd | Roadworks (VendorPanel) | \$701,657 | Y |
| BRD Design & Construction Pty Ltd | Building Works | \$403,590 | Y |
| Conseth Solutions Pty Ltd | Install Drainage Culverts and Causeway | \$1,373,300 | Y |
| Dwyers Transport | Haulage of Materials (VendorPanel) | \$326,112 | Y |
| Fulton Hogan Industries Pty Ltd | Emulsion and Spray Sealing (Roads) | \$4,112,911 | Y |
| Holcim (Australia) Pty Ltd | Quarry/Aggregate Products | \$808,144 | Y |
| Inland Petroleum | Supply and Deliver Petroleum | \$692,507 | Y |
| JMD Bulk Haulage | Haulage of Materials (VendorPanel) | \$458,803 | Y |
| Kevin W Dwyer | Haulage of Materials (VendorPanel) | \$1,079,194 | Y |
| Macquarie Toyota | Supply of Vehicles (Local Supplier Arrangement – State Government Contract) | \$310,609 | Y |
| Patches Asphalt | Pavement Rehabilitation AC Services | \$933,643 | Y |
| Precinct Commercial Pty Ltd | Library Renovations/Carter Oval Works | \$685,034 | Y |
| Rees Electrical Pty Ltd | Electrical Works, Lighting of Sports Fields | \$297,873 | Y |
| Rollers Australia Pty Ltd | Hire of Plant (VendorPanel) | \$284,602 | Y |
| Splat Plumbing Services | Plumbing and Commercial Services (individual maintenance, reactive) (VendorPanel) | \$1,093,982 | N |
| The Stabilising Pty Ltd | Stabilising products and Services | \$488,247 | Y |
| The Trustee of Central Industries | Bird Viewing Platform Monkeygar Creek | \$420,487 | Y |
| Wagga Trucks | Purchase of Second Hand Truck | \$269,830 | Y |
| Westrac Equipment Pty Ltd | Supply of 2 Rollers | \$563,556 | Y |
| Xylem Water Solutions | Purchase of Pumps | \$437,391 | Y |

FINANCIAL SUSTAINABILITY

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

This criteria includes;

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

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

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

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

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

FINANCIAL POSITION

Attached at Appendix A is the Auditor General's Office Audit Report for 2023/2024 in relation to Council's Financial position.

FINANCIAL STATEMENTS

Council's Audited 2023/2024 Financial Statements are included in a separate attachment to this report which can be found on our website at www.warren.nsw.gov.au/council/financial-reports

APPENDIX A



Cr Greg Whiteley
 Mayor
 Warren Shire Council
 PO BOX 6
 WARREN NSW 28249

Contact: Hong Wee Soh
 Phone no: 02 9275 7397
 Our ref: R008-2124742775-8450

30 October 2024

Dear Mayor

**Report on the Conduct of the Audit
 for the year ended 30 June 2024
 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 2024 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 2024 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

| | 2024 \$m | 2023 \$m | Variance % |
|--|-------------|-------------|---------------|
| Rates and annual charges revenue | 6.8 | 6.6 | 3.0 ↑ |
| Grants and contributions revenue | 19.2 | 19.9 | 3.5 ↓ |
| Operating result from continuing operations | 10.2 | 12.0 | 15.0 ↓ |
| Net operating result before capital grants and contributions | 6.4 | 9.0 | 28.9 ↓ |

Rates and annual charges revenue (\$6.8 million) increased by \$0.2 million (3.0 per cent) in 2023–2024.

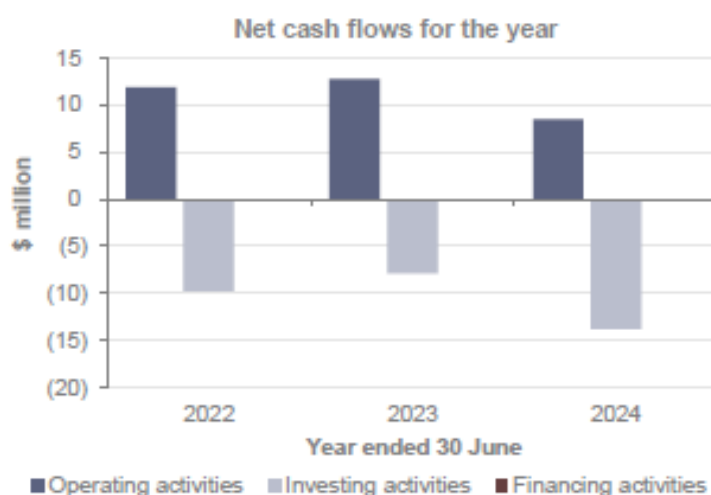
Grants and contributions revenue (\$19.2 million) decreased by \$0.7 million (3.5 per cent) in 2023–2024. Contributing to decrease was receiving 85.0 per cent of the financial assistance grants for 2024–25 in advance compared to 100 per cent in 2022–23.

Council's operating result from continuing operations (\$10.2 million including the effect of depreciation and amortisation expense of \$3.7 million) was \$1.8 million lower than the 2022–23 result. This was mainly due to increased expenditure in materials and services including flood recovery and road maintenance.

The net operating result before capital grants and contributions (\$6.4 million) was \$2.6 million lower than the 2022–23 result. This was mainly due to the increased expenditure in materials and services and reduced revenue noted above.

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 \$5.5 million to \$12.0 million at the end of the financial year.
- The increase is mainly due to grant funds that remained unspent at the end of the year.



FINANCIAL POSITION

Cash and investments

| Cash and investments | 2024 | 2023 | Commentary |
|---|-------------|-------------|--|
| | \$m | \$m | |
| Total cash, cash equivalents and investments | 12.0 | 17.5 | Externally restricted balances comprise mainly of specific purpose unexpended grants – general fund, domestic waste management charges, water and sewer funds. |
| Restricted cash and investments: | | | Internal allocations are determined by council policies or decisions, which are subject to change. |
| • External restrictions | 9.2 | 11.3 | |
| • Internal allocations | 2.2 | 5.7 | |

Debt

After repaying principal and interest, total debt as at 30 June 2024 was \$3.5 million (2023: \$3.7 million).

PERFORMANCE

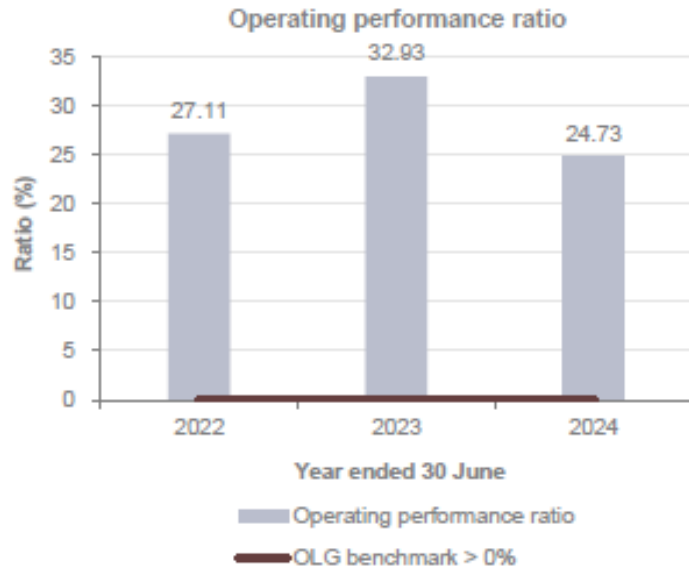
Performance measures

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, Housing and Infrastructure.

Operating performance ratio

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

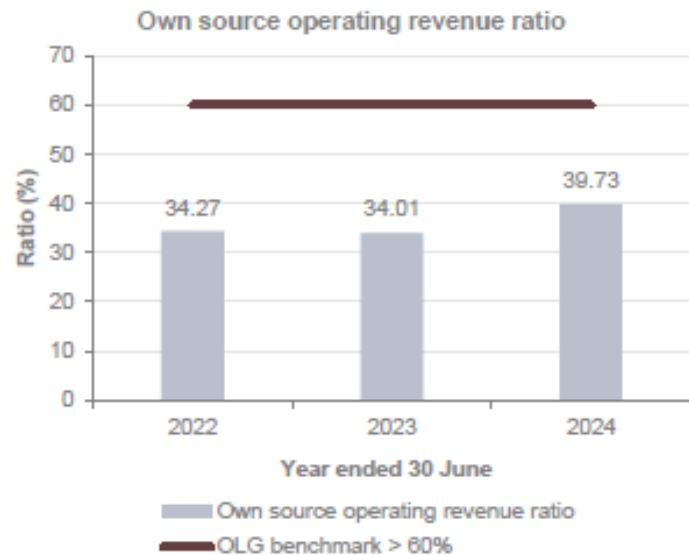
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



Own source operating revenue ratio

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

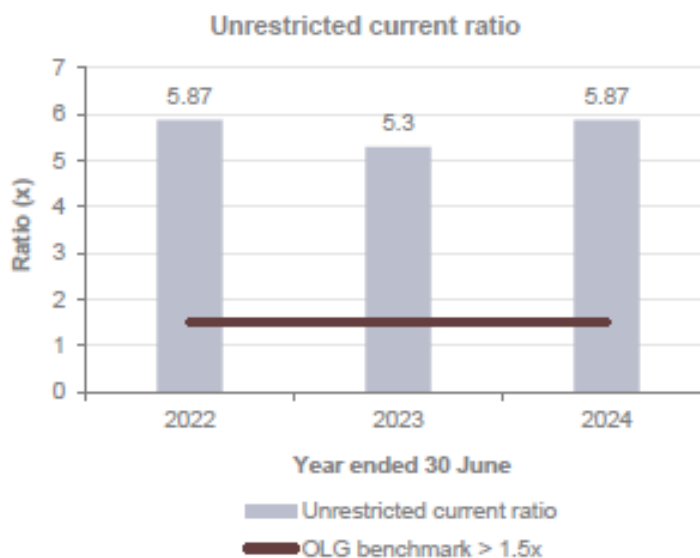
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

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

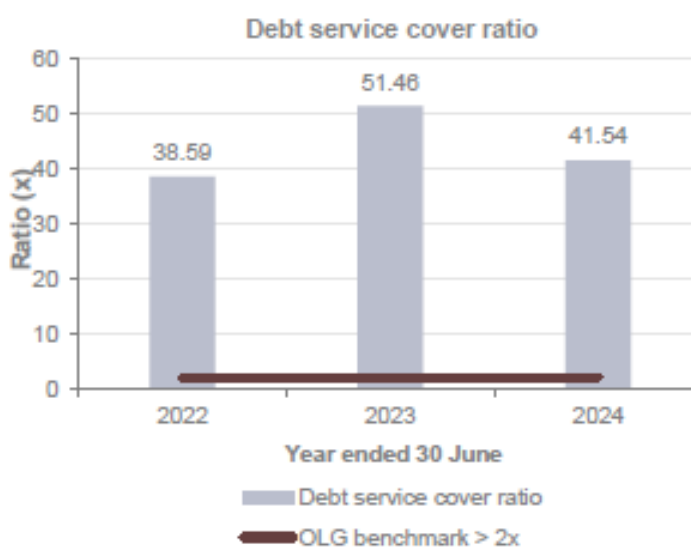
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



Debt service cover ratio

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

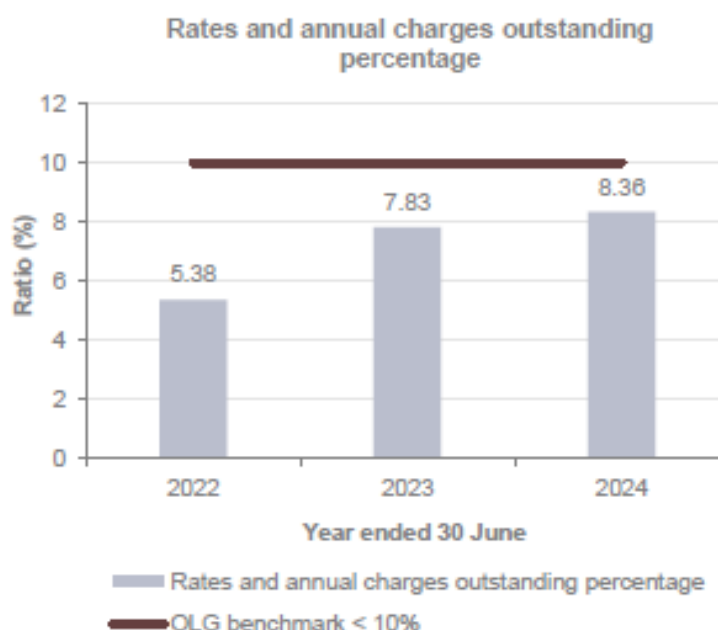
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

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

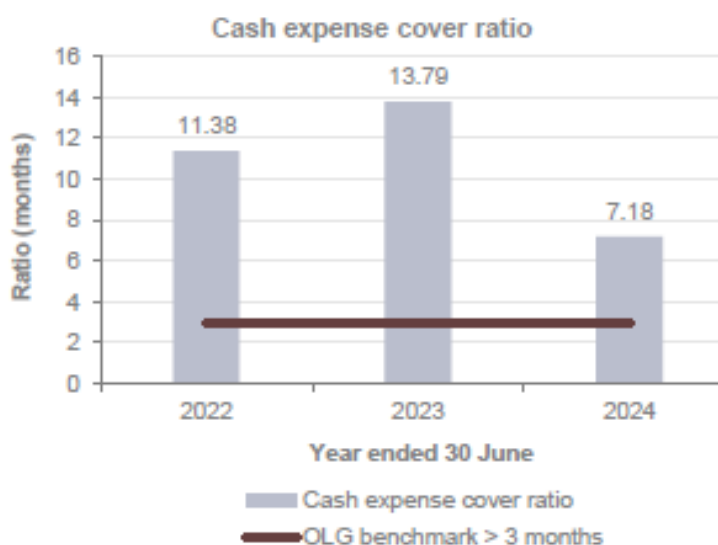
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional councils.



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.



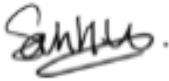
Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$13.2 million compared \$6.9 million for the prior year
- The level of asset renewals during the year represented 359 percent of the total depreciation expense (\$3.7 million) for the year.

Legislative compliance

My audit procedures did not identify any instances of non-compliance the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

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



Hong Wee Soh
Associate Director, Financial Audit

Delegate of the Auditor-General for New South Wales



