

BUSINESS PAPER

ORDINARY MEETING

THURSDAY 25TH JUNE 2026

WARREN SHIRE COUNCIL

AGENDA - ORDINARY COUNCIL MEETING

25th June 2026 commencing at 8.30 am

1. OPENING OF MEETING

2. ACKNOWLEDGEMENT OF COUNTRY

Warren Shire Council acknowledges the traditional owners of the lands within Warren Shire and acknowledges the Aboriginal and Torres Strait Islander people who reside within this Shire.

3. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

4. CONFIRMATION OF MINUTES

Ordinary Meeting held on Thursday, 28th May 2026.

5. DISCLOSURES OF INTERESTS

6. MAYORAL MINUTE(S)

Item 1 General Matters Concerning Warren Shire (TO BE TABLED) (C14-4)

7. REPORTS OF COMMITTEES

Meeting of the Audit, Risk and Improvement Committee
held on Thursday 4th June 2026 (A1-3.1)

Meeting of the Plant Committee held on Wednesday, 10th June 2026 (C14-3.8)

Meeting of Manex held on Tuesday, 16th June 2026 (C14-3.4)

8. REPORTS OF DELEGATES

- Item 1 General Meeting of the Country Mayors Association of New South Wales Inc. held on Friday, 8th May 2026 (C14-5.5)
- Item 2 Ordinary Meeting of the Castlereagh Macquarie County Council held on Monday, 11th May 2025 (C15-1)
- Item 3 Meeting of the Warren Interagency Support Services held on Monday, 15th June 2026 (C3-9)

9. REPORTS TO COUNCIL**POLICY**

- Item 1 Warren Shire Council Code of Meeting Practice (C14-2)

REPORTS OF THE GENERAL MANAGER

- Item 1 Outstanding Reports Checklist (C14-7.4) Page 1
- Item 2 Committee/Delegates Meetings (C14-2) Page 21
- Item 3 Works Progress Reports – Infrastructure Projects (C14-7.1, G4-1) . Page 23
- Item 4 2026 NSW Local Roads Congress – IPWEA (NSW & ACT) Attendance (# k) Page 30
- Item 5 Delivery Program Progress Report (E4-45) Page 37
- Item 6 Contract C13-94 – Preferred Supplier Status – Relevant Local Trades and Commercial Services Extension to 30th June 2028 (C13-94) Page 134
- Item 7 Warren Long Day Care Inc. – Funding Request (C3-2, C3-2.1) ...Page 141

REPORTS OF THE DIVISIONAL MANAGER FINANCE AND ADMINISTRATION

- Item 1 Réconciliation Certificate – May 2026 (B1-10.16) Page 1
- Item 2 Statement of Rates and Annual Charges (R1-4) Page 4
- Item 3 Works Progress Reports – Finance & Administration Projects (C14-7.1, C9-1) Page 6
- Item 4 2026/2027 Operational Plan and Estimates Adoption (E4-46, A7-4.1/1)) Page 7

REPORTS OF THE DIVISIONAL MANAGER ENGINEERING SERVICES

Item 1 Works Progress Reports – Roads (C14-7.2) Page 1

Item 2 Works Progress Reports – Town Services (C14-7.2) Page 11

Item 3 Works Progress Reports – Plant (P2-3) Page 26

REPORTS OF THE MANAGER HEALTH AND DEVELOPMENT SERVICES

Item 1 Development Application Approvals (B4-9) Page 1

Item 2 Works Progress Reports –
Health and Development Services (C14-7.3) Page 2

10. NOTICES OF MOTIONS/QUESTIONS WITH NOTICE

Nil.

11. MATTERS OF URGENCY

Nil.

12. CONFIDENTIAL MATTERS

Nil.

13. CONCLUSION OF MEETING

14. PRESENTATIONS

Nil.

ITEM 7 INTERNAL AUDIT**CONTINUED****Item 7.2.1 Completed Internal Audit - Fraud and Corruption Control Continued**

- Council will implement a full fraud and corruption register that will be subject to the outcomes of the fraud risk assessment in identifying high risk or critical areas. This will allow for a review process to be undertaken in identifying trends or anomalies with incidence or occurrence (potential or founded).
- Annual training will be introduced and conducted for relevant high-risk roles at least annually, with all other staff training to occur at least every two (2) years.

Item 7.2.3 Completed Internal Audit – Civil Asset Construction (A1-3)

That:

2. Council note the Internal Audit – Civil Asset Construction Action Plan and that the following agreed actions will be implemented:
 - Council will continue refining and embedding the existing Project Management Procedure and Roadmap across all infrastructure projects. This will include:
 - Strengthening requirements management; documentation for contractor;
 - Implementing consistent contract administration records, contractor appropriate; interaction including logs where;
 - Ensuring hold points, inspections and certifications are documented and retained within project files; and
 - Reinforcing project compliance requirements during the execution phase of works.
 - Council will ensure future exempt development projects include a documented checklist identifying:
 - Required certifications;
 - Certifications not applicable to the project scope;
 - Evidence of completed inspections and compliance records retained within project files; and
 - This process will be incorporated into the Project Management Procedure and Roadmap.
 - An Inspection and Test Plan (ITP) will be developed for major road construction work. The ITP would consolidate all the information identified in this item.
 - Council will formalise a pre-construction planning compliance review process for all capital works projects. The existing Project Management Procedure Roadmap Step 5.6 already incorporates planning and risk assessment considerations, and this process will be reinforced to ensure:
 - Documented assessment of the applicable approval pathway (Exempt Development, CDC or DA);
 - Written confirmation from the Planning/Regulatory authority (Manager Health & Development) where required; and
 - Retention of planning compliance records within project documentation systems.

WARREN SHIRE COUNCIL

Minutes of the Audit, Risk and Improvement Committee Meeting
held in the General Managers Office via Teams, 115 Dubbo Street, Warren,
on Thursday 4th June 2026 commencing at 10.00 am

PRESENT:

Paul Smith	Independent Member (Voting Member) (Chair)
Grahame Marchant	Independent Member (Voting Member) Via Teams
Sarah Derrett	Deputy Mayor (Non Voting Member)
Vishal (Bobbie) Modi	External Auditor (Nexia Australia – Sydney Office) Via Teams
Paul Quealey	Internal Auditor, Lambourne Partners
Gary Woodman	General Manager
Bradley Pascoe	Divisional Manager Finance & Administration
Sylvester Otieno	Divisional Manager Engineering Services – 10.07 am
Joe Joseph	Infrastructure Projects Manager
Scott Hosking	Work Health Safety/Risk Co-Ordinator
Jody Burtenshaw	Executive Assistant to the Mayor and GM (Minute Taker)
Jerome Shepherd	Trainee Administration Officer (Observer)

With Graeme Fleming PSM absent, Paul Smith Chaired the Meeting.

ITEM 1 APOLOGIES AND INTRODUCTIONS

Apologies were tendered on behalf of Graeme Fleming PSM and Hong Wee Soh who were absent due to external commitments, and it was **MOVED** Smith/Marchant that the apologies be accepted and a leave of absence for the member concerned be granted.

Carried

ITEM 2 CONFIRMATION OF MINUTES OF THE INTERNAL AUDIT AND RISK MANAGEMENT COMMITTEE MEETING HELD ON TUESDAY, 3RD FEBRUARY 2026

MOVED Marchant/Smith that the Minutes of the Internal Audit and Risk Management Committee meeting held on Tuesday, 3rd February 2026 be accepted as a true and correct record of that meeting.

Carried

ITEM 3 BUSINESS ARISING FROM THE MINUTES OF THE MEETING HELD ON TUESDAY, 3RD FEBRUARY 2026

Nil.

ITEM 4 DISCLOSURES OF INTEREST

Nil.

WARREN SHIRE COUNCIL

Minutes of the Audit, Risk and Improvement Committee Meeting
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ITEM 5 ACTION CHECKLIST

Item 28, point 2 - Cyber Security Internal Audit Report and Item 27 - ICT Policy Report remain on the Action Checklist due to those reports being withdrawn from this meeting.

MOVED Smith/Marchant that the information be received and noted and the remaining items marked with an asterisk (*) be deleted.

Carried

ITEM 6 2025/2026 COMMITTEE WORK PLAN (GM/EA)

MOVED Marchant/Smith that the information be received and noted.

Carried

ITEM 7 INTERNAL AUDIT

Item 7.1 Internal Audit Plan For 2026/2027 (A1-3)

RECOMMENDATION TO COUNCIL:

MOVED Marchant/Smith that:

1. The information be received and noted; and
2. Council note the Internal Audit Plan for 2026/2027 being the following Internal Audits:
 1. Payroll;
 2. Enterprise Risk Management;
 3. Grant Management;
 4. Internal Controls; and
 5. Delegations.

Carried

The Chair, Paul Smith requested for it be recorded that by the Internal Audit Reports presented to the Committee today, there appears to be a good team relationship between the Internal Auditor and Council staff in providing information to obtain the best outcome for Council.

Item 7.2.1 Completed Internal Audit - Fraud and Corruption Control (A1-3)

RECOMMENDATION TO COUNCIL:

MOVED Smith/Marchant that:

1. The information be received and noted; and
2. Council note the Internal Audit – Fraud and Corruption Control Action Plan and that the following agreed actions will be implemented:
 - The required framework documents will be reviewed and updated to reflect current policy/procedure which will include action to address the points:
 - Completion of fraud and corruption health checks;
 - Completion of a fraud risk assessment;

WARREN SHIRE COUNCIL

Minutes of the Audit, Risk and Improvement Committee Meeting
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on Thursday 4th June 2026 commencing at 10.00 am

ITEM 8 EXTERNAL AUDIT

Item 8.1 Audit Engagement Plan EOFY 2025/2026 A1-4.44

The Divisional Manager Finance & Administration advised of the introduction by Council's External Auditor (Nexia Australia) of an information portal between Nexia and Council staff. This should improve the process when requesting information and make the submitting of any documentation much more efficient.

MOVED Marchant/Smith that the information be received and noted; and

Carried

ITEM 9 RISK MANAGEMENT

Item 9.2 Major Projects Risk Profiles – Risk Mitigation (I 2-4.1/1)

MOVED Marchant/Smith that the information be received and noted.

Carried

Item 9.3 Insurance Update (Statewide Mutual) (I2-4.1, A1-3.1)

MOVED Smith/Marchant that the information be received and noted.

Carried

Item 9.4 Work Health and Safety Targeted Assistance Program (S12-14.1)

MOVED Marchant/Smith that the information be received and noted.

Carried

Item 9.5 Work Health and Safety Key Indicators (S12-14.1)

MOVED Marchant/Smith that the information be received and noted.

Carried

Item 9.6 Overview of Artificial Intelligence (AI) Utilised (C9-4.4)

MOVED Smith/Marchant that the information be received and noted.

Carried

ITEM 11 COMPLIANCE

Item 11.1 Compliance Framework Review - Legislation Compliance Status (C8-1, A6-1)

MOVED Smith/Marchant that the information be received and noted.

Carried

WARREN SHIRE COUNCIL

Minutes of the Audit, Risk and Improvement Committee Meeting
held in the General Managers Office via Teams, 115 Dubbo Street, Warren,
on Thursday 4th June 2026 commencing at 10.00 am

ITEM 13 FINANCIAL MANAGEMENT

Item 13.3 March 2026 Quarterly Budget Review Statement (QBRs) (A1-4.44)

MOVED Marchant/Smith that the information be received and noted.

Carried

Item 13.4 ICT Strategic Plan

This report was withdrawn. This item is to be reported to the September 2026 ARIC Meeting.

ITEM 14 GOVERNANCE

Council's Policy Register was included in the Business Paper for this item demonstrating that there are currently no Policies identified as requiring a review.

ITEM 15 STRATEGIC PLANNING

Item 15.1 2026/2027 Operational Plan and Estimates (E4-46, A7-4.1/1)

MOVED Smith/Marchant that the information be received and noted.

Carried

ITEM 17 PERFORMANCE DATA & MEASUREMENT

Item 17.1 Audit Committee Annual Work Plan 2026/2027 (A1-3.1)

RECOMMENDATION TO COUNCIL:

MOVED Marchant/Smith that the Audit Committee Annual Work Plan 2026/2027 be adopted by Council.

Carried

ITEM 18 GENERAL BUSINESS

Nil.

ITEM 19 DATE OF NEXT MEETING

Meetings to commence at 10.00 am.

- Tuesday, 1st September 2026 - via Teams
- Tuesday, 17th November 2026 – in person at Warren

There being no further business the meeting closed at 11.55 am.

WARREN SHIRE COUNCIL
Minutes of the Plant Committee Meeting
held in the Community Room, 115 Dubbo Street Warren
Wednesday 10th June 2026 commencing at 11:00am

PRESENT:

Councillor Greg Whiteley (Mayor) (Chair)
Councillor Tony Wass
Councillor Noel Kinsey
Councillor Mark Kelly
Councillor Dirk McCloskey
Gary Woodman (General Manager)
Sylvester Otieno (Divisional Manager Engineering Services)
Darren Walton (Town Services Overseer) (Observer)
Jason Boyd (Workshop Coordinator)
Belinda McNamara (Minute Taker)

With Councillor Andrew Brewer absent, Mayor Greg Whiteley chaired the meeting.

ITEM 1 APOLOGIES

Apologies were received from Councillor Andrew Brewer and Bradley Pascoe who was absent due to external commitments, and it was **MOVED** McCloskey/Kelly that the apologies be accepted, and a leave of absence be granted for this meeting.

Carried

ITEM 2 CONFIRMATION OF THE MINUTES OF THE MEETING HELD TUESDAY 4th MARCH 2026

MOVED Kelly/Wass that the Minutes of the Meeting held on Tuesday, 4th March 2026 be accepted as true and correct record of the meeting.

Carried

ITEM 3 BUSINESS ARISING FROM THE MINUTES OF THE MEETING HELD TUESDAY 4th MARCH 2026

Nil.

ITEM 4 ACTION CHECKLIST

MOVED Kelly/McCloskey that the information be received and noted and the items marked with an asterisk (*) be deleted.

Carried

ITEM 5 FINANCIAL STATEMENT

MOVED Wass/Kelly that the information be received and noted.

Carried

MANEX MINUTES

Attached are the Minutes of the Meeting of Manex Committee held on Tuesday, 16th June 2026.

RECOMMENDATION:

That the Minutes of the Meeting of the Manex Committee held on Tuesday, 16th June 2026 be received and noted.

WARREN SHIRE COUNCIL
Minutes of the Manex Committee Meeting
held in Council's Community Room on
Tuesday, 16th June 2026 commencing at 2.30 pm

PRESENT:

Gary Woodman	General Manager
Jody Burtenshaw	Executive Assistant to the Mayor and GM
Joe Joseph	Infrastructure Projects Manager
Susie Balogh	Economic Development and Visitation Manager
Sylvester Otieno	Divisional Manager Engineering Services
Raymond Burns	Town Services Manager (Chair)
Ray Egan	Flood Restoration and Special Projects Manager
Fredrick Boamah	Roads Infrastructure Manager
Nabin Shrestha	Assets Manager
Bradley Pascoe	Divisional Manager Finance & Administration
Erica Kearnes	Librarian
Scott Hosking	Work Health Safety and Risk Officer (Observer)

1 APOLOGIES

An apology was received from Susie Balogh, who was absent due to external commitments, and it was **MOVED** Woodman/Joseph that a leave of absence be granted for this meeting.

Carried

2 BUSINESS ARISING FROM MINUTES

Nil.

3 ACTION CHECKLIST

MOVED Woodman/Egan that the information be received and noted and the items marked with an asterisk (*) be deleted.

Carried

4.1 EXECUTIVE OFFICE MATTERS

4.1.1 Marketing and Communications Update (GM)

MOVED Woodman/Boamah that the information be received and noted.

Carried

4.1.2 The Western Plains App Monthly Report (GM)

Not available this month.

WARREN SHIRE COUNCIL
 Minutes of the Manex Committee Meeting
 held in Council's Community Room on
 Tuesday, 16th June 2026 commencing at 2.30 pm

4.1 EXECUTIVE OFFICE MATTERS

CONTINUED

4.1.3 Preparation of the July 2026 Council Newsletter (GM)

JULY 2026 NEWSLETTER

Item	Responsible Officer
HEADER OR FOOTER ITEMS	
Registration of Local Contractors on Unimarket	DMFA, CC
Subscription to Newsletter (Only for 2 Page PDF)	GM
Livestreaming of Council Meetings	DMFA
VIC Volunteer Advertising	EDVM
PRIORITY MATTERS	
From the Mayors Desk	(EA/GM/Mayor)
Vacant Positions	Finance Officer – Payroll/HR Officer
Road Maintenance Construction Program for June/July 2026	RIM/DMES
Warren Showground/Racecourse Complex Automatic Gates Operations	TSM
Warren Shire Alert Roll Out Program	TSM/Works Clerk/AOES/ATOR
Garbage Service Days in Warren, Nevertire and Collie	GM/PAO
Cat Ownership Information and Responsible Pet Ownership	Ranger/GM
Councillor Stand at Warren P & A Show	GM/EA
Local Crime Update	GM/Mayor
Adoption of 2026/2027 Operational Plan and Estimates	GM/DMFA
Recycling Service Update	GM/PAO
Library and Information Week – 200th Birthday of the SLNSW	LIB
School Holiday Activities	LIB
LOWER PRIORITY MATTERS	
RR202 Marthaguy Road Towards Zero Safety Roads Update	RIM/DMES
Councillor Stand at Marra Field Days	GM/EA
Customer Service Action Request Bluey System	ATOR/DMES
RFDSSSE GROW Service Expo	GM/WSCCM
On the roads	DMES/RIM/FRSPM
Warren Town Levee Rehabilitation Work – Levee Pumps, generators and flood gates work	DMES/TSM
Share your Community Event within the Shire	GM/PAO

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4.1 EXECUTIVE OFFICE MATTERS

CONTINUED

4.1.3 Preparation of the July 2026 Council Newsletter (GM)

Continued

Item	Responsible Officer
LOWER PRIORITY MATTERS	
2027 Australia Day Nominations	GM/DMFA/EA
Warren Cemetery Family Plot Availability	GM/PAO

MOVED Burtenshaw/Otieno that the information be received and noted.

Carried

4.1.4 Suggestions in the Council Suggestion Boxes (GM)

Nil.

4.2 FINANCE & ADMINISTRATION DEPARTMENT MATTERS

4.2.1 Warren Shire Council Contract Register (DMFA)

- Contract C13-104 to be removed.

MOVED Otieno/Pascoe that the information be received and noted and the item marked with an asterisk (*) be deleted.

Carried

4.2.2 Warren Shire Council Grants Register (DMFA)

MOVED Otieno/Burns that the information be received and noted.

Carried

4.2.3 Manex Member Advice on Large Payments for Investment Strategy Information (DMFA)

Estimated major expenditure for June/July 2026:	Estimated income / payments for June/July 2026:
<ul style="list-style-type: none"> ▪ Levee Construction Payment - \$1,355,000. 	<ul style="list-style-type: none"> ▪ Levee Milestone (7, 8, 9 & 10) payments (\$2,183,332). Claim to be finalised and submitted after 30 June 2026
<ul style="list-style-type: none"> ▪ Repairs to Inlet Channel - \$60,000. 	<ul style="list-style-type: none"> ▪ Storm Damage reimbursement for Nevertire - \$32,000.
<ul style="list-style-type: none"> ▪ 4 Sided Void Safety Covers - \$ 51,000. 	<ul style="list-style-type: none"> ▪ IWCM Optional Item 1 - Payment - \$90,000

WARREN SHIRE COUNCIL
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 Tuesday, 16th June 2026 commencing at 2.30 pm

4.2 FINANCE & ADMINISTRATION DEPARTMENT MATTERS

4.2.3 Manex Member Advice on Large Payments for Investment Strategy Information (DMFA)

Estimated major expenditure for June/July 2026:	Estimated income / payments for June/July 2026:
<ul style="list-style-type: none"> ▪ Sail replacement for Nevertire Community Park - \$7,172. 	
<ul style="list-style-type: none"> ▪ RR202 Marthaguy Road Bitumen Seal - \$250,000. 	
<ul style="list-style-type: none"> ▪ RR202 Marthaguy Road Stabilisation - \$200,000. 	
<ul style="list-style-type: none"> ▪ RR202 Marthaguy Road Material Cartage - \$40,000. 	
<ul style="list-style-type: none"> ▪ Ausroad \$40,000 	
<ul style="list-style-type: none"> ▪ Discover Warren and Destination Macquarie Marshes Website Development and hosting charges \$46,000 	
<ul style="list-style-type: none"> ▪ Heartline Reconnected \$10,000 	

MOVED Pascoe/Woodman that the information be received and noted.

Carried

4.2.4 Proposed Budget Variations/Adjustments Sought for Quarterly Budget Review Statements (DMFA)

Nil.

WARREN SHIRE COUNCIL

Minutes of the Manex Committee Meeting held in Council's Community Room on
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4.3 ENGINEERING DEPARTMENT MATTERS

4.3.1 Flood Recovery Works (DMES/FRSPM/RIM)

Event Name	Event Description	Work Completion Deadline	Approved Scope	Payment Claim	Funds Received	Comments	Status
AGRN 1034 EPA RW	NSW Flooding from 14 September 2022 onwards - Roads	30.06.2026	\$8,655,818.00	\$7,790,237.26	\$7,790,237.26	NSW RA has taken over administration of DRFA and now uses <i>Smartygrants</i> for reporting. NSW RA have now paid up to 90% of the approved amount - \$7,790,237.26 Balance \$865,582 to be paid after completion of works. A variation has been submitted for full claim of SR23 Gradgery Lane causeways \$1,027,000.	Works ongoing

MOVED Egan/Shrestha that the information be received and noted.

Carried

4.3.2 Road Maintenance Council Contract (RMCC)- State Highway 11 (DMES/FRSPM/RIM)

Project	Estimate / Budget	Comments
RMAP Activities – 2025-26	\$493,431.14	Ongoing

MOVED Egan/Shrestha that the information be received and noted.

Carried

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4.3 ENGINEERING DEPARTMENT MATTERS

CONTINUED

4.3.3 2025-2026 Calendar of Events at Showground/Racecourse (TSM)

MOVED Burns/Otieno that the information be received and noted.

Carried

4.3.4 Customer Service Action Request System Discussion (DMES)

- Renotifications have been set now for seven (7) days for all;
- Public signage has been ordered (TSM);
- Worthwhile investigating further training (ATO-Roads);
- Escalation of active requests will go to the responsible officer (Asset Owner); and
- Investigations are underway on how the information supplied to the customer can be customised (RIM).

MOVED Woodman/Egan that the information be received and noted.

Carried

4.3.5 Asset Management System Update – Pozi Presentation (AM)

- A Pozi Presentation was provided by the Nabin Shrestha, Assets Manager.
- Water and sewer data can be utilised;
- Road details, condition information, photographs etc., use of Asset AI – Reta Vision.
- Public Street Lighting has been layered.
- The General Manager enquired if the following could be added (AM):
 - Public gates;
 - Footpaths;
 - Stormwater;
 - Recreation;
 - Buildings;
 - Road signage;
 - Use of Reflect information; and
 - Use of BEC Flood Damage Visuals and Asset AI Road Condition Information.

The Committee thanked Mr Shrestha for his very informative presentation.

MOVED Shrestha/Otieno that the information be received and noted.

Carried

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4.4 HEALTH & DEVELOPMENT DEPARTMENT MATTERS

4.4.1 Proposed Waste Recycling Program Commencing 2026/2027 Discussion (GM/AMHD)

- A major communication strategy program including an education program on appropriate recycling processes to begin after 1st July 2026 (PAO/GM).
- An Agreement with JR Richards and Sons to be negotiated on the basis of a fortnightly service (GM/Mayor).
- Those who participated in the survey will be advised of the results of the survey (PAO/GM).
- A Project Team has been co-ordinated with their second meeting scheduled to be held on Thursday, 18th June 2026.

MOVED Woodman/Kearnes that the information be received and noted.

Carried

4.5 WORK HEALTH & SAFETY RISK MATTERS

4.5.1 Workplace Inspection Calendar (WHS-RC)

MOVED Woodman/Egan that the information be received and noted.

Carried

4.5.2 Workplace Inspection - Carter Oval including Skate Park and Splash Park (WHS-RC)

To be reported to the 14th July 2026 Manex Meeting (WHS-RC).

MOVED Woodman/Burns that the information be received and noted.

Carried

4.5.3 'Hazardous Manual Tasks (HMT) Manager and Supervisors Workshop – Discussion on Improvement Action Plan' (GM/WHS-RC)

- Provide adequate training, instruction and supervision;
- Need to think about how to do every task and to do them safely;
- Check for resources;
- Supervisors need to be aware;
- What is making employees feel sore? Consult to obtain this information;
- Supervisors are responsible;
- Can not rely on people's behaviour, use higher level controls;
- Need to check and follow-up for employees who may be considered not physically capable of undertaking their work;
- Rapid Entire Body Assessment (REBA) – perhaps in a few areas;
- How do we stop the recalcitrant?
- Look outside the square;
- Force meter purchase and use to be consistent; and
- 'TuMeke' Ergonomics Assessment System.

MOVED Woodman/Egan that the information be received and noted.

Carried

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4.6 HUMAN RESOURCES

4.6.1 Determination of Vacant Positions in accordance with the Workforce Plan (GM)

Position	Permanent/ Contract	Responsible Officer	Status
Accountant	Permanent	DMFA	Advertising with an open closing date.
Records Administrator / Relief Service NSW	Permanent	DMFA	Advertising with an open closing date.
Treasurer	Permanent	DMFA	Advertising with an open closing date.
Heavy Diesel Mechanic	Permanent	DMES	Advertising with an open closing date.
Heavy Plant Operator (Grader)	Permanent	DMES	Advertising with an open closing date.
*Light Plant Operator	Permanent	DMES	Candidate commenced 9th June 2026.
Pavement Maintenance Team Leader	Permanent	DMES	Advertising with an open closing date.
Utilities Maintenance Team Leader	Permanent	DMES	Advertising with an open closing date.
Utilities Maintenance Team Member (2)	Permanent	DMES	Advertising with an open closing date.
Tourism Information Officer	Permanent	EDVM	Advertising with an open closing date.
Administration Officer Health & Development	Permanent	GM	Advertising with an open closing date.
Manager Health & Development Services	Permanent	GM	Advertising with an open closing date.
Youth Support Officer (Part-time)	Permanent	GM	Interviews held, candidate identified. GM working on position hours.
Works Clerk	Permanent	DMES	Advertising with an open closing date.

Items marked with an () asterisk and have been highlighted grey indicate that they have been finalised and are to be removed from the listing.*

MOVED Burns/Otieno that the information be received and noted and the item marked with an asterisk (*) be deleted.

Carried

WARREN SHIRE COUNCIL
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5.1 OFFICE OF LOCAL GOVERNMENT CIRCULARS

(L5-3)

OFFICE OF LOCAL GOVERNMENT CIRCULARS

Date	Circular No.	Description	Comment/Action
15.5.2026	26-05	2026/27 Determination of the Local Government Remuneration Tribunal	Reported to May 2026 Council Meeting (GM).
15.5.2026	26-06	Rating information 2026-27	Draft 2026/2027 Operational Plan and Estimates adjusted (DMFA).
19.5.2026	26-07	Time Series Data 2024-25	Noted.

MINISTERIAL CIRCULARS

Date	Circular No.	Description	Comment/Action
Nil.			

MOVED Woodman/Kearnes that the information be received and noted.

Carried

WARREN SHIRE COUNCIL

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5.2 OFFICE OF LOCAL GOVERNMENT STRATEGIC TASKS

Councils are required to submit several reports and returns/surveys annually, as required by the [Local Government Act 1993](#) and by OLG policy. The [Integrated Planning and Reporting Framework](#) details the reporting requirements that are mandated in the Local Government Act.

The Calendar of Compliance includes key deadlines for strategic management tasks for all Councils and Joint Organisations in NSW. Statutory and other reporting deadlines are not limited to those included in the Calendar of Compliance.

The OLG Calendar of Compliance & Reporting Requirements 2025-26 is available to view [here](#). A hard copy has been provided to Manex Members via an email sent on Tuesday, 12th August 2025. **Items listed for July 2026 have been copied from the July 2025 listing and may need to be corrected when the 2026-2027 OLG Calendar of Compliance & Reporting Requirements becomes available.**

		June 2026	Status		July 2026	Status
Finance	1	Objections to the inclusion of land to be vested in public bodies must be served within two (2) months after the list is furnished (LGA s 600(6))	Noted.	4	Proposed borrowing return to be submitted to TCorp. Return available here	DMFA to arrange when the template becomes available.
	30	Valuer General to provide estimates of changes in the value of land for which supplementary valuations are required within one (1) month of date of request [LGA s513(2)]	Noted.	31	Last day for making rates [LGA s533]	Noted.
				31	GST Certificate to be submitted to OLG	DMFA to arrange.
Governance	30	Delivery Program Progress reports provided to council at least every six (6) months [IP&R G/L]	Report provided to the June 2026 Council Meeting (GM)	30	Public Interest Disclosures Report due to NSW Ombudsman (PIDA s78) Reminder: Written returns of interest due 30 Sept for Councillors and Designated Persons who held office at 30 June [MCC cl4.21(b)]	DMFA to arrange.
	30	ARIC to have met this quarter [LG Reg s216J]	Meeting held 4 June 2026 (DMFA)			
	30	Last day for adopting operational plan 2025-26 and updating long term financial plan [LGA s 405 & IP&R Guidelines]	Report provided to the June 2026 Council Meeting (GM)			

WARREN SHIRE COUNCIL

Minutes of the Manex Committee Meeting held in Council's Community Room on
Tuesday, 16th June 2026 commencing at 2.30 pm

5.2 OFFICE OF LOCAL GOVERNMENT STRATEGIC TASKS

		June 2026	Status		July 2026	Status
Grants				30	Low-cost loan initiative reimbursement claim period opens – initial report or progress report due. Local Government Recovery Grants – AGRN 1012, 1025,1030/34 & \$2M, HIC Companion Animals Grants (\$375K) – YTD reporting due	N/A IPM to arrange.
Companion Animals						
Other	30	Fresh Start Recipient organisation must submit a claim for funding within 5 working days of 30 September (for the period of 1 April to 30 June)	Action to be taken (TREAS/DMFA)	31	All Fresh Start Recipient organisations must provide OLG a detailed report by 31 July	EDVM to arrange with financials by DMFA.
Education						

MOVED Woodman/Pascoe that the information be received and noted.

Carried

WARREN SHIRE COUNCIL
Minutes of the Manex Committee Meeting
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6 OPERATIONAL PROCEDURES (I2-11.1)

6.1 Shire Alert Procedure

MOVED Kearnes/Joseph that Manex adopt and endorse the Shire Alert Procedure (ATO-Roads).

Carried

6.2 Road Condition Report Process and Instructions

MOVED Otieno/Burns that the Road Condition Report Process and Instructions be amended to include Council's Variable Message Boards (VMS) and the Electronic Signage installed across Warren Shire. The procedure to be reported back to the 14th July, 2026 Manex Meeting (ATO-Roads).

Carried

7 MAY 2026 DRAFT MINUTES AND JUNE 2026 DRAFT BUSINESS PAPER

The Committee previewed the June 2026 Draft Business Paper and the May 2026 Draft Minutes and actions required were placed on the Action Checklist in Item 1 of the General Manager's Report.

8 CORRESPONDENCE AND CUSTOMER REQUESTS STATUS

The correspondence list and the outstanding request/actions list were circulated. It was requested that the Responsible Officers update the outstanding complaints/actions list and return to the Engineering Administration Officer.

9 GENERAL BUSINESS WITHOUT NOTICE

▪ The General Manager requested that all Manex Members plus the Warren Sporting and Culture Centre Manager review his Report - Item 5 Delivery Program Progress Report to the 25th June 2026 Council Meeting and provide any feedback to him by Wednesday, 17 June 2026 (ALL).

▪ The General Manager requested that the management of Division/Department Leave including flexi's, annual leave and sick leave needs to be managed, particularly on Fridays and sometimes on Mondays (SMT).

A buddy systems need to be implemented whereas not everyone from the one area is away on the same day/s etc. Managers need to be onsite. This includes periods of extensive activity, i.e. internal audit visits, external visits, training etc. (SMT).

Proposed flexi's/rostered days off are to be approved by the staff member's Supervisors/Managers/ Divisional Managers/Department Heads before being arranged. This would be the same with annual leave, so that resources are properly managed (ALL).

▪ The General Manager reminded Manex Members of the requirement to register correspondence onto Council's files, including emails. Please ensure that correspondence is registered to Council's file system and also that your replies are filed. The Administration Officer for your Department is able to assist you in this process and I encourage you to do so.

WARREN SHIRE COUNCIL
Minutes of the Manex Committee Meeting
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9 GENERAL BUSINESS WITHOUT NOTICE

CONTINUED

It is important that this correspondence is managed and is on Council's file system, especially grant documentation. When arranging for the registering of personnel staff matters onto Council's records system, you will need to manage the descriptions (ALL).

- The General Manager reiterated that commitment costings are a priority of everyone. All orders must be written for major works before the works are undertaken/completed, to enable the budgeting of your project:

Examples are: bitumen seals, bitumen reseals, stabilisation services, traffic control, culvert works, linemarking, traffic facility work, consultant engagement, major contractor engagement, replacement plant, water/sewer pump station works, building repairs/major and major asset purchases (ALL).

- The General Manager advised that Committee Meeting Action Checklists are to be distributed with the Minutes. The responsible officer for any action needs to be included in the Minutes. Any action items are to be included on the Action Checklist not just the recommendations/resolutions.

Committee	Responsible Officer
Australia Day Committee	DMFA, EA
ARIC	GM, EA
Showground/Racecourse Committee	TSM, AOES
Economic Development & Promotions Committee	EDVM, PAO
Warren Public Arts Committee	TSM, PAO
Warren Airport Operations Committee	TSM, PAO
Sporting Facilities Committee	MHD, WSCCM
MANEX Committee	GM, EA
Town Improvement Committee	TSM, AOES
Plant Committee	DMES, AOES
Roads Committee	RIM, AOES
Water & Sewerage Committee	TSM, AOES
Local Traffic Forum	DMES, AOES

- Council's Flood Restoration and Special Projects Manager, Ray Egan thanked all Manex Members for working with him. He has enjoyed his time with Warren Shire, noting that it is the longest appointment he has had 2.5 years and he especially thanked Gary Woodman and Sylvester Otieno.

The Manex Team thanked Ray for his friendship, mentoring, work and team approach during his time with Council and wished him well for his next appointment.

- The Flood Restoration and Special Projects Manager enquired on Council's Policy on steel cap boots? (WHS-RC)
- The Assets Manager advised that he has had delays in obtaining support from Council's Managed IT Services Provider.

The Divisional Manager Finance & Administration advised that if delays are experienced or if there are concerns by Council staff, they should escalate this to either himself or the ICT Officer (ALL).

WARREN SHIRE COUNCIL
Minutes of the Manex Committee Meeting
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9 GENERAL BUSINESS WITHOUT NOTICE

CONTINUED

- The Library Manager advised that they are preparing for a busy Winter School Holidays Program with a full schedule of activities planned. Information on these activities will soon be released (LIB).
July is also Library and Information Week, where the Library will be participating in the 200th Birthday of the State Library of NSW with a big Open Day on Thursday, 30th July 2026 (LIB).
- The Work Health Safety – Risk Co-Ordinator advised that the Skin Bus would be here on the 16th – 17th July 2026. One (1) day is for Council staff checks and the next day for the Grow Services event (WHS-RC/MANEX Members).

There being no further business the meeting closed at 4.45 pm.



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

MINUTES

Friday 8th May 2026

A General Meeting of the Country Mayors Association of NSW Inc was held in the Theatrette, Parliament House, Macquarie Street, Sydney from 8:20am. The meeting had a 'Skill Shortages, Labour Solutions' theme.

The meeting commenced with a welcome from CMA Chairman Mayor Rick Firman OAM.

Mayor Firman opened the General meeting to allow for an urgent motion in response to the cessation of the Inland Rail Project by the Federal Government. Motion listed.

Attendance

Cr. John Medcalf OAM	Mayor	Lachlan Shire Council
Ian Greenham	GM	Lachlan Shire Council
Cr. Liam Ley	Deputy Mayor	Dungog Shire Council
Cr. Chris Hanna	Mayor	Snowy Monaro Regional Council
Noreen Vu	GM	Snowy Monaro Regional Council
Cr. Brian Ingram	Mayor	Hilltops Council
Anthony O'Reilly	GM	Hilltops Council
Cr. Kinne Ring	Mayor	Kempsey Shire Council
Andrew Meddle	CEO	Kempsey Shire Council
Cr. Daniel Keady	Mayor	Coonamble Shire Council
Greg Hill	GM	Coonamble Shire Council
Mick Raby	Acting General Manager	Uralla Shire Council
Cr. Kath Arnold	Deputy Mayor	Uralla Shire Council
Cr. Claire Pontin	Mayor	MidCoast Council
Cr. Margot Davis	Mayor	Glen Innes Severn Council
Bernard Smith	GM	Glen Innes Severn Council
Cr. George Weston	Mayor	Leeton Shire Council
Jackie Kruger	GM	Leeton Shire Council
Cr. Ruth McRae OAM	Mayor	Murrumbidgee Council
John Scarce	GM	Murrumbidgee Council
Cr. Rick Firman OAM	Mayor	Temora Shire Council
Melissa Boxall	GM	Temora Shire Council
Megan Mulrooney	CEO	REROC
Gary Fry	Secretariat	CMA
Cr. Russell Webb	Mayor	Tamworth Regional Council
Paul Bennett	GM	Tamworth Regional Council
Cr. Jeff Budd	Deputy Mayor	Tamworth Regional Council
Cr. Kathryn Rindfleish	Mayor	Warrumbungle Shire Council
Lindsay Mason	GM	Warrumbungle Shire Council

Cr. Louie Zaffina	Mayor	Balranald Shire Council
Terry Dodds	CEO	Balranald Shire Council
Cr. Kate Dight	Mayor	Inverell Shire Council
Brett McInnes	GM	Inverell Shire Council
Cr. Wendy Wilks	Councillor	Inverell Shire Council
Cr. Jarrod Marsden	Mayor	Cobar Shire Council
Peter Vlatko	GM	Cobar Shire Council
Cr. Greg Whitely	Mayor	Warren Shire Council
Gary Woodman	GM	Warren Shire Council
Cr. Alan White	Deputy Mayor	Coolamon Shire Council
Tony Donoghue	GM	Coolamon Shire Council
Cr. Ashley Hall	Mayor	Edward River Council
Jack Bond	CEO	Edward River Council
Cr. Jasmin Jones	Mayor	Yass Valley Council
Gayleen Burley	CEO	Yass Valley Council
Ross Gurney	GM	Lithgow City Council
Cr. Cassandra Coleman	Mayor	Lithgow City Council
Brett Stonestreet PSM	EO	Riverina and Murray Joint Organisation
Cr. Ewen Jones	Mayor	Narromine Shire Council
Jane Redden	GM	Narromine Shire Council
Cr. Tiffany Galvin	Mayor	Gwydir Shire Council
Leeah Daley	GM	Gwydir Shire Council
Cr. Cheryl Cook	Mayor	Federation Council
Jo Shannon	Deputy GM	Federation Council
Cr. Colleen Fuller OAM	Mayor	Gunnedah Shire Council
Kelly Stidworthy	Director Corporate Services	Gunnedah Shire Council
Cr. Nina Dillon	Mayor	Goulburn Mulwaree Council
Scott Gallacher	GM	Goulburn Mulwaree Council
Cr. Sarah Ndiaye	Mayor	Byron Shire Council
Mark Arnold	GM	Byron Shire Council
Cr. Neville Kschenka OAM	Mayor	Narrandera Shire Council
Tim Coote	GM	Narrandera Shire Council
Cr. Adam Roberts	Mayor	Port Macquarie Hastings Council
Cr. Jim Hickey	Deputy Mayor	Broken Hill City Council
Laura Black	GM	Clarence Valley Council
Cr. Ray Smith	Mayor	Clarence Valley Council
Stephen Dunshea	GM	Forbes Shire Council
Cr. Chris Roylance	Deputy Mayor	Forbes Shire Council
Cr. Phyllis Miller OAM	Mayor	Forbes Shire Council
Cr. Lea Parker	Mayor	Greater Hume Council
Dena Vlekkert	GM	Greater Hume Council
Cr. Paul Best	Mayor	Weddin Shire Council
Matthew Sykes	GM	Weddin Shire Council
Cr. Paul Culhane	Mayor	Upper Lachlan Shire Council
Alex Waldron	CEO	Upper Lachlan Shire Council
Cr. Tony Mileto	Mayor	Orange City Council
Scott Maunder	CEO	Orange City Council
Cr. Marg Applebee	Deputy Mayor	Parkes Shire Council
Cr. Julia Cornwall McKean	Mayor	Berrigan Shire Council
Cr Catherine Healy	Councillor	Berrigan Shire Council

Cameron Boardman	CEO	Berrigan Shire Council
Cr. Dallas Tout	Mayor	Wagga Wagga City Council
Jonathan Malota	Policy Advisor – Transport & Data	NRMA
Brad Byrnes	GM	Cabonne Council
Cr. Jamie Jones	Deputy Mayor	Cabonne Council
Stephen Gardiner	Advocacy Manager	Wollondilly Shire Council
Cr. Mayor Gould	Mayor	Wollondilly Shire Council
Cr. Darrell Tiemens	Mayor	Narrabri Shire Council
Eloise Chaplain	GM	Narrabri Shire Council
Cr. Russell Fitzpatrick	Mayor	Bega Valley Shire Council
Anthony McMahon	CEO	Bega Valley Shire Council
Cr Melissa Matters	Deputy Mayor	Kiama Municipal Council
Jane Stroud	CEO	Kiama Municipal Council
Cr. Paul Smith	Mayor	Cowra Council
Paul Devery	GM	Cowra Council
Cr. Peter Sharp	Mayor	Lockhart Shire Council
Cr. Sue Moore	Mayor	Singleton Council
Justin Fitzpatrick-Barr	GM	Singleton Council
Roger Bailey	Interim GM	Cootamundra-Gundagai Regional Council
Cr. Bruce Reynolds	Mayor	Blayney Shire Council
Mark Dicker	GM	Blayney Shire Council
Cr. John Harvie	Mayor	Murray River Council
Stacy Williams	CEO	Murray River Council
Grant Baker	GM	Bland Shire Council
Cr. Lisa Minogue	Deputy Mayor	Bland Shire Council
Cr. Nick White	Deputy Mayor	Gilgandra Shire Council
David Neeves	GM	Gilgandra Shire Council
Cr. Jesse Fitzpatrick	Mayor	Wingecarribee Shire Council
Lisa Miscamble	GM	Wingecarribee Shire Council
Mark Griffioen	GM	Bellingen Shire Council
Cr. Leah Anderson	Mayor	Port Stephens Council
Cr. Eric Noakes	Mayor	Walcha Council
Stephen Parry	GM	Walcha Council
Cr. Des Kennedy	Mayor	Mid-Western Regional Council
Cr. Sharon Cadwallader	Mayor	Ballina Shire Council
Cr. Mathew Hatcher	Mayor	Eurobodalla Shire Mayor
Cr. Patricia White	Mayor	Shoalhaven City Council
Andrew Constance	CEO	Shoalhaven City Council
Cr. Julia Ham	Mayor	Snowy Valleys Council
Jessica Quilty	GM	Snowy Valleys Council
Cr. Trina Thomson	Councillor	Snowy Valleys Council
Cr. Robert Taylor	Mayor	Bathurst Regional Council
Robert Fish	GM	Port Macquarie Hastings Council
Cr. Robert Mustow	Mayor	Richmond Valley Council
Vaughan Macdonald	GM	Richmond Valley Council
Kate Barker	EO	Central NSW JO
	Manager of Water & Regional	
Meredith Macpherson	Development	Central NSW JO
Katie McDonell	Community Solutions Manager	RDN
Hamdy Amrizal	Program Lead, Knowledge Mobilisation	RDN

Zoe Honeysett	Director, Apprentices & Trainees Program	OLG
Louise Taylor	Council Engagement Manager	OLG
Katrina Annis-Brown	Council Engagement Manager	OLG
Cr. Susannah Pearse	Mayor	Moree Plains Shire Council
Natasha Cowley	GM	Moree Plains Shire Council
Cr. Lachlan Ford	Mayor	Bourke Shire Council
Leonie Brown	GM	Bourke Shire Council
Cr. Josh Black	Mayor	Dubbo Regional Council
Cr. Steve Krieg	Mayor	Lismore City Council
Cr. Jeri Hall	Deputy Mayor	Lismore City Council
Cr. Katie Graham	Deputy Mayor	Oberon Council
Gary Wallace	GM	Oberon Council
Cr. Bronwyn Petrie	Mayor	Tenterfield Shire Council
Cr. Darcy Byrne	President	LGNSW
David Reynolds	CEO	LGNSW
Bronwen Regan		LGNSW

Apologies

Cr. Digby Rayward	Mayor	Dungog Shire Council
Gareth Curtis	GM	Dungog Shire Council
David Webb	GM	Hay Shire Council
Cr. Carol Oataway	Mayor	Hay Shire Council
Cr. Kenrick Winchester	Mayor	Queanbeyan-Palerang Regional Council
Rebecca Ryan	GM	Queanbeyan-Palerang Regional Council
Luke Ryan	GM	Dubbo Regional Council
Eric Groth	GM	Gunnedah Shire Council
Cr. Sam Coupland	Mayor	Armidale Regional Council
Cr. Adam Shultz	Mayor	Lake Macquarie City Council
Tony Farrell	CEO	Lake Macquarie City Council
Cr. Danielle Mulholland OAM	Mayor	Kyogle Council
Cr. Abb McCalister	Mayor	Cootamundra-Gundagai Regional Council
Cr. Cameron McDonald	Mayor	Kiama Municipal Council
Adrian Butler	GM	Federation Council
Brad Cam	GM	Mid-Western Regional Council
Cr. Maurice Collison		Upper Hunter Shire Council
Greg McDonald	GM	Upper Hunter Shire Council
Ken Cudmore	Mayor	Liverpool Plains Shire Council
Cian Middleton	GM	Liverpool Plains Shire Council
Cr. Daniel Linklater	Mayor	Wentworth Shire Council
Ken Ross	GM	Wentworth Shire Council
Cr. Bob Callow	Mayor	Junee Shire Council
Jay Nankivell	GM	Broken Hill City Council
Cr. Brian Monaghan	Mayor	Bland Shire Council
Cr. Steve Allan	Mayor	Bellingen Shire Council
Cr. Kevin Beatty	Mayor	Cabonne Council
Cr. Dave McCann OAM	Mayor	Coolamon Shire Council

Recommendation: that the apologies be accepted and noted.

Moved by Mayor Phyllis Miller OAM (Forbes Shire). Seconded by Mayor John Medcalf OAM (Lachlan Shire).
Carried unanimously.

3. Adoption of Minutes from 27 March 2026 meeting

Recommendation: that the 27 March 2026 Minutes be accepted as a true record

Moved by Mayor Kate Dight (Inverell Shire). Seconded by Mayor Jasmin Jones (Yass Valley Council). Carried unanimously.

4. Matters arising from 27 March 2026 Minutes

Nil

5. Urgent Inland Rail Motion

That the CMA Board make urgent representations to the Federal Minister for Infrastructure, Transport, Regional Development and Local Government, The Hon Catherine King MP:

1. To express NSW CMA's disappointment in the cessation of the Inland Rail Project.
2. To seek urgent clarification on the next steps in relation to the scaling back of the project.
3. To seek appropriate compensation and support measures for contractors, businesses and councils that have incurred significant sunk costs and undertaken substantial planning and investment in preparation for the project.
4. To seek clarification on how impacted rural, remote and regional communities in NSW, and associated planned infrastructure and economic development opportunities, will be supported moving forward.
5. That a delegation of affected NSW Country Mayors Association Mayors seek an urgent meeting with Minister King to discuss the impacts of the project's cessation on regional communities, councils and local economies.

Moved by Mayor Ewen Jones (Narromine Shire). Seconded by Mayor Darrell Tiemens (Narrabri Shire).
Carried unanimously.

General Meeting Suspended

Presentations

CMA Chairman Mayor Firman presented immediate past Chairman, Emeritus Mayor Mr. Jamie Chaffey MP with a badge, honouring him as a CMA Patron.

Mayor Firman said that the CMA is a strong and politically influential representative body because of the work of our recent leaders and it's important to acknowledge that.

Mr Chaffey said this honour and role is a privilege he is proud of, "as is representing your interests in Canberra".

Presentation: NSW Minister for Skills, TAFE and Tertiary Education, the Hon. Steve Whan MP

We have worked hard to put TAFE back in the heart of the skills sector of NSW. There has been a 23% increase to TAFE's budget since we came into Government. Importantly, 87% of TAFE teachers are now permanent, which is a big increase and a real positive. I am proud that there is about \$23Bil in the skills budget.

The NSW State nominated skilled migration programs continue to bring much needed skills into our regions from overseas.

A thank-you gift was presented to Minister Whan by CMA Deputy Chairman, Mayor Russell Fitzpatrick (Bega Valley Shire).

Presentation: NSW Shadow Minister for Skills, TAFE and Tertiary Education, Mr. Justin Clancy MP

Young people are lacking career confidence.

Our apprentice numbers are at their lowest since 2020.

Only about half of our apprentices complete their training. It is not just a funding issue; it's a system design issue.

A thank-you gift was presented to Mr. Clancy by CMA Board Member, Mayor Russell Webb (Tamworth Regional Council).

Presentation: The Welcome Experience

Mr. Craig Jenkins (Acting Executive Director, Regional Economic Delivery), DPIRD

The Welcome Experience is a free personalised settlement support program, established in 2023, in response to essential worker shortages.

Local connectors help individuals and their families with holistic settlement, including housing, partner employment and education. 88 LGAs are now included and funding has been extended for a further 12 months. 3,400 essential workers have been supported as of this week. Over 6,000 people in total supported in regional NSW.

[Presentation supplied to members]

A thank-you gift was presented to Mr. Jenkins by CMA Board Member, Mayor Sue Moore (Singleton Council).

Presentation: Royal Flying Doctor Service (RFDS) South Eastern Section CEO Mr. Greg Sam

There are 1.8mil people in the RFDS safety net. The 90th anniversary is occurring later in May.

Community interest is at our core, as should be the case for any charity. Not just emergency but also, dental and mental health services.

RFDS has a training role.

Value of the Service is calculated at \$11 Billion over 10 years.

We continue to advocate for core funding. I ask for your help and support, calling on the NSW Government for \$15mil in funding. Your valuable contribution will make a difference.

A thank-you gift was presented to Mr. Sam by CMA Board Member, Mayor John Medcalf OAM (Lachlan Shire).

**Presentation: CSU Vice-Chancellor and President, Professor Renée Leon
- on the importance of Regional Universities in NSW**

What keeps you up at night is what to do if you lose your last doctor or nurse. Regional universities are key to addressing those challenges. It's a deliberate pipeline. Regional NSW is expected to grow by 600,000 by 2045. Nearly 80% of our graduates go on work and live in regional – about -7,500 in the last year. It costs more to run a regional university. The regional loading does not cover it. Cost of delivery is 12-25% higher but regional loading is about 3%. Our struggles are your struggles. We seek your support.

A thank-you gift was presented to Prof. Leon by CMA Board Member, Mayor Josh Black (Dubbo Regional Council).

MORNING TEA in Fountain Courtyard – this valued networking opportunity had a colour boost, thanks to RFDS photo booths.

Before proceedings recommenced, Members held up signs of support for the RFDS for photo.

Presentation: Office of Local Government Deputy Secretary, Mr. Brett Whitworth PSM

Over 1,000 people into the Local Government sector thanks to the \$252mil Fresh Start for Local Government program. Funding 1,300 cadetships, apprenticeships and trainees. Also to fund workforce capacity and capabilities. 15% / 100 Aboriginal people employed through the program. 91% of NSW Councils have said they experience skill shortages.

Talk to Zoe Honeysett - Director, Apprentices & Trainees Program, about the Fresh Start program.

Supervisor workshops are coming up.
Electric vehicle upskilling, including Council mechanics – important, given the fuel price crisis.
Grant apps round 4 open mid-year.

A thank-you gift was presented to Mr. Whitworth by CMA Board Member, Mayor Phyllis Miller (Dubbo Regional Council).

Chairman of the NSW Grants Commission Ms Linda Scott gave an impromptu talk, with which she foreshadowed visits to the regions to gather input on a new formula for FAGs distribution. Initial dates:

- 6 August - Queanbeyan
- 14 August – Coffs Harbour
- 13 September - Maitland
- 14 September - Griffith
- 15 September - Dubbo
- 16 September - Webinar

Members requested further visits to the west of the Newell Highway, such as Cobar and it was taken on notice.

Chairman, Mayor Firman asked Mayor Colleen Fuller (Gunnedah Shire) what her OAM meant to her. Speaking from the heart, Mayor Fuller said 'It is about a team, our community.'

LGNSW President Darcy Byrne commended Mayors who presented at the summit and requested suggestion for the next summit.

Presentation: NSW Premier, The Hon Chris Minns MP

I appreciate the opportunity to address this conference. Thanks to Rick and all of you. I am indebted to you for the local expertise you provide, especially through the Premier’s Rural, Remote and Regional Advisory Council (PRRRAC).

It is a steep learning curve after 12 years out of Government and we genuinely appreciate the guidance from Rick and the CMA.

I only received the drought resilience report from Dr. Colbran yesterday, so I haven’t read it yet. We are going to digest that report. With over 60% of the State in drought, it is timely.

In emergencies, politics takes a back seat, especially in country Council areas. You do it for the love of your community. It’s genuine civic leadership.

Mayor Firman: Invest in Us - your position?

A: I’m in favour of the 1% and always have been. It is/would be money well spent.

We need your help re GST distribution. We need a statewide campaign.

We (in NSW) now receive 83c for every dollar we send to Canberra. Victoria receives \$1.07. - an additional \$1.5bil. plus. The WA Government is rolling cash. They just gave everyone there \$700.

GENERAL MEETING RESUMES

Correspondence (since 26 March, 2026)

Outwards

To	Subject
The Hon. Anthony Albanese MP Prime Minister of Australia	Inequitable GST Distribution
The Hon. Steve Whan MP Minister for Skills, TAFE and Tertiary Education Parliament of NSW	Invitation to Speak at the 8 May Meeting
Mr. Brett Whitworth PSM Deputy Secretary, Local Government NSW Office of Local Government	Invitation to Speak at the 8 May Meeting
Mr. Justin Clancy MP NSW Shadow Minister for Skills, TAFE and Tertiary Education	Invitation to Speak at the 8 May Meeting
Mr Ron Dowell	Condolences for the passing of his late wife, former NSW Local Government icon, Jenny Dowell OAM

The Hon. Yasmin Catley MP, NSW Police Minister	Gun law reforms – CMA consultation
NSW Premier, The Hon Chris Minns MP	PFAS costs
NSW Premier, The Hon Chris Minns MP	The need for State and Federal Governments to appreciate the Local Government Financial Sustainability struggle
NSW Treasurer, The Hon Daniel Mookhey MLC	PFAS costs
NSW Treasurer, The Hon Daniel Mookhey MLC	The need for State and Federal Governments to appreciate the Local Government Financial Sustainability struggle
NSW Treasurer, The Hon Daniel Mookhey MLC	GST Distribution and the CMA Federal Submission
NSW Premier, The Hon Chris Minns MP	GST Distribution and the CMA Federal Submission
NSW Minister for Local Government, The Hon Ron Hoenig MP	The need for State and Federal Governments to appreciate the Local Government Financial Sustainability struggle
NSW Minister for Water, The Hon Rose Jackson MLC	PFAS costs
NSW Planning Minister, The Hon Paul Scully MP	Councillor Representation on Local Planning Panels
Emeritus Mayor Ken Keith Emeritus Mayor Jamie Chaffey MP Emeritus Mayor Katrina Humphries	Notification of their CMA Patron status
Newcastle Lord Mayor Gavin Morris	Congratulating him on his election
Federal Minister for the Arts, The Hon Tony Burke MP	National Cultural Policy: Representation from Regional Australia and Local Government
NSW Minister for Local Government, The Hon Ron Hoenig MP	Advocating for the inclusion of a member of the Western Division of Councils in his Expert Advisory Panel.

Inwards

From	Note / Action
Byron Shire Mayor Sarah Ndiaye	Request for urgent lobbying to oppose the current version of the Crown Land Management Amendment (Statutory Review) Bill
Bourke Shire Council Mayor Lachlan Ford	CC'd Ministerial request for small business assistance due to the fuel crisis impacts.
Mr. Jamie Chaffey Shadow Assistant Minister for Regional Development, Local Government and Territories. Shadow Assistant Minister for Resources	Introducing himself in his latest roles.
Mr. Luke Sloane, Deputy Secretary, Rural and Regional Health	Thanking the CMA for input into the NSW Health Multipurpose Health Service Strategy
NSW Planning Minister the Hon Paul Scully	Response to CMA planning reforms correspondence.
NSW Emergency Services Minister the Hon Jihad Dib MP	Response to CMA correspondence re the Government's response to the Red Fleet Inquiry
Gabby Taylor RBIA Coordinator Registered Lobbyist	Regional Banking Investment Alliance update re campaign - a cost sharing model, where big banks whose branch investment in regional areas falls short continue to support regional communities, either directly by opening branches, or through funding.
Waverley Council Mayor Will Nemesh	Notifying CMA of his Council's position re the Code of Meeting Practice and the rules against remote participation.
NSW Treasurer, The Hon Daniel Mookhey MLC	Thanking CMA for our letter and collaboration re GST Distribution and the Federal Review.

Recommendation: That the correspondence be received and noted.

Moved by Mayor John Medcalf OAM (Lachlan Shire). Seconded by Mayor Colleen Fuller. (Gunnedah Shire). Carried unanimously.

MEDIA RELEASES

[NSW Country Mayors congratulate new Nationals leadership team](#)

[Country Mayors draw out political big guns](#)

[NSW Country Mayors Welcome Reopening of Inquiry](#)

[Country Mayors renew vows with LGNSW](#)

[Eugowra people, Cabonne Council honoured for Inland Tsunami response](#)

[COUNTRY MAYORS AND LOCAL GOVERNMENT NSW – A BIG WEEK OF COLLABORATION](#)

[CMA backs Dr. McGirr’s Rural Health Action Plan](#)

[No quick fix for NSW Red Fleet Ownership](#)

[NSW Country Mayors react to Bondi shooting](#)

[Legislation on Guns and Public Assembly too Rushed](#)

[NSW Country Mayors react to new look State Shadow Ministry](#)

[VALE DAME MARIE BASHIR](#)

[CMA discusses GST Review with NSW Premier and Treasurer](#)

[Welcome recognition for country NSW Council luminaries](#)

[CMA and NSW Emergency Services Minister progress Red Fleet issue](#)

[Emergency Services Levy a NSW Government responsibility](#)

[NSW Government drought response a good start](#)

[NSW Country Mayors welcome LG Expert Advisory Panel](#)

[NSW Premier and Country Mayors brainstorm](#)

[NSW COUNTRY MAYORS: TIME FOR NSW TO GET ITS’ FAIR SHARE OF THE GST](#)

[NSW Country Mayors mourn Ray Donald OAM](#)

Recommendation: **That the media releases be received and noted.**

Moved by Mayor Sarah Ndiaye (Byron Shire). Seconded by Mayor Cheryl Cook (Federation Council).
Carried unanimously.

REPORTS

Report from CMA Chairman Mayor Rick Firman OAM

The Chairman thanked members for their support of the Invest In Us campaign. He also discussed the Mayor Julia Ham said she would like the PRRRAC report to advocate that drought be considered a natural disaster.

Recommendation: **That the Report be received and noted.**
Moved by: Mayor Phyllis Miller OAM (Forbes Shire Council).
Seconded by: Mayor John Harvie (Murray River Council)

– carried unanimously.

Finance Report – Ms. Melissa Boxall (CMA Secretary)

Recommendation: **That the Report be received and noted, as read.**
Moved by: Mayor Paul Smith (Cowra Council).
Seconded by: Mayor Nina Dillon (Goulburn Mulwaree Council)

– carried unanimously

Report from the President of ALGA, Mayor Matt Burnett

Recommendation: **That the Report be received and noted, as read.**
Moved by: Mayor Phyllis Miller OAM (Forbes Shire Council).
Seconded by: Mayor Sarah Ndiaye (Byron Shire)

– carried unanimously.

Report from President of LGNSW – Mayor Darcy Byrne

Mayor Byrne spoke to his report:

Recommendation: **That the Report be received and noted.**
Moved by: Mayor Louie Zaffina (Balranald Shire).
Seconded by: Mayor Nina Dillon (Goulburn Mulwaree Council)

– carried unanimously.

Policy Advisor’s Report – Mrs. Julie Briggs

Recommendation: **That the Report be received and noted and that the recommendations therein be endorsed.**

Moved by: Mayor Sue Moore (Singleton Council).
Seconded by: Mayor Russell Webb (Tamworth Regional Council).

– carried unanimously.

Recommendation: That the recommendations contained in the Policy Advisor’s Report be adopted.
Moved by: Mayor Cheryl Cook (Federation Council).
Seconded by: Mayor Julia Ham (Snowy Valleys Council).

– carried unanimously.

Business with Notice

CMA Board Recommendations:

That the CMA have a position of support and welcoming hospitality for people of all faiths and different cultural backgrounds in rural, remote and regional NSW. Further, that this position be promoted.

Moved by: Mayor Sarah Ndiaye (Byron Shire)
Seconded by: Mayor Paul Culhane (Upper Lachlan Shire)
– carried unanimously.

That the CMA Members endorse the Board’s motions of support for the Royal Flying Doctor Service (RFDS)

Moved by: Mayor Phyllis Miller OAM (Forbes Shire)
Seconded by: Mayor John Medcalf OAM (Lachlan Shire)
– carried unanimously.

Urgent business without notice

Nil

Without any further business, Chairman, Mayor Firman declared the CMA General Meeting closed at 12:50 pm

A tutorial on accessing the data from the CMA-RDN Rural Health Access Survey for those who can stay on was conducted by CMA Policy Advisor Mrs Julie Briggs, RDN Community Solutions Manager Mrs Katie McDonnell and RDN Health Data Analyst and Program Lead Mr Hamdy Amrizal.

The next CMA meeting will be in Ballina on 2 July 2026.

Theme: Roads, Transport and Disaster Recovery

CASTLEREAGH MACQUARIE COUNTY COUNCIL MINUTES

**MINUTES OF THE MEETING OF THE CASTLEREAGH MACQUARIE COUNTY COUNCIL
HELD AT COONAMBLE SHIRE COUNCIL CHAMBERS, COONAMBLE ON MONDAY 11th
MAY 2026 COMMENCING AT 10:30AM**

PRESENT: Member D Batten, Member N Kinsey, Member P Fisher, Member M Cooke, Member D Bell, Member G Peart, Member P Heuston, Member Z Holcombe, Member G Rummery and Member M Garnsey.

ABSENT: Nil

STAFF MEMBERS: M. Urquhart (General Manager), A. Fletcher (Senior Biosecurity Officer) and R Wilson (Minute Secretary)

WELCOME: Meeting was opened at 10:30am and Chairman Member Batten, welcomed all Members and staff to the meeting.

DECLARATIONS OF INTEREST

Nil

02/26/01 Minutes of Ordinary Council Meeting – 23rd February 2026

Resolved:

That the minutes of the ordinary Council meeting held 23rd February 2026, having been circulated be confirmed as a true and accurate record of that meeting.

Moved: Member Heuston

Seconded: Member Kinsey

Carried

02/26/02 Correspondence – May 2026

Recommendation:

That the correspondence be received and noted.

Moved: Member Fisher

Seconded: Member Garnsey

Carried

02/26/03 Reports of Committees**Recommendation:**

That the reports from the following committees be received and noted;

- Western Regional Weed Committee – Meeting Minutes 25th February 2026
- Western Regional Weed Committee – Agency Update

Moved: Member Holcombe

Seconded: Member Garnsey

Carried

02/26/04 Council's Decision Action Report – May 2026**Resolved:**

That the Resolution Register for May 2026 be received and noted.

Moved: Member Peart

Seconded: Member Rummery

Carried

02/26/05 Circulars Received from the NSW Office of Local Government**Resolved:**

That the information contained in the following Departmental circulars 26-03 to 26-04 from the Local Government Division Department of Premier and Cabinet be received and noted.

Moved: Member Kinsey

Seconded: Member Garnsey

Carried

02/26/06 Cash and Investment Reports – 30th November, 31st December and 31st January 2026**Recommendation:**

That the investment report for 28th February and 31st March 2026 be received and noted.

Moved: Member Fisher

Seconded: Member Holcombe

Carried

02/26/07 Third Quarter Operational Plan 2025/2026**Resolved:**

That Council accepts the progress made on the 2025/2026 Operational Plan as at 31st March 2026.

Moved: Member Heuston

Seconded: Member Garnsey

Carried

02/26/08 Quarterly budget review statement – March 2026**Recommendation:**

That Council adopt the attached Quarterly Budget Review Statement for 31st March 2026 as tabled.

Moved: Member Fisher

Seconded: Member Cooke

Carried

10:45AM Teams meeting with Member Roy Butler MP

Prior to the meeting the General Manager forwarded a list of questions to Mr Butler's office for comment. These questions were discussed during the teams meeting, together with other current bio security matters including Fire Ants situation in QLD.

•Will you support CMCC in its quest to have the NSW Minns Government index the WAP grant for LCA's for the next round from 2025/26 to 2028/29?

Roy recognises the critical role County Councils and Local Control Authorities play in frontline weed management across regional NSW, particularly across large geographic areas like the Central West.

Roy can make representation to the relevant ministers around ensuring future WAP funding arrangements are sustainable and reflective of the true cost of service delivery in regional and remote areas.

•Will you support the Minns Government to better utilise LCA's and have them collect pest data whilst in the field inspecting for invasive weeds. This cooperation would allow LLS to access data for a more efficient and effective pest control programs. Of course, CMCC would expect additional funding to record and enter pest data into the DPI BIS portal. CMCC is happy to complete a trial with DPI for this function.

Roy has consistently advocated for more practical, locally informed approaches to invasive species management and sees value in improving collaboration between Local Control Authorities, Local Land Services and DPI.

The proposal to utilise weed inspectors already operating in the field to also collect pest animal data appears to be a sensible and efficient use of existing regional resources.

Roy would likely support further discussions around a pilot program, particularly if it reduces duplication, improves regional biosecurity outcomes, and ensures councils are appropriately resourced and funded for any additional responsibilities.

•For your information : CMCC operations are predicated on property and roadside inspections utilising diesel motor vehicles to access the region. The expenditure on diesel during the middle east crisis is estimated to cost Council an additional \$15,000 if the fuel crisis ends at the end of June 26.

Roy understands regional councils and county councils are particularly exposed to rising fuel costs because of the vast distances travelled to undertake inspections and compliance work. Representation has been made to the government around ensuring support is given to organisations in relation to rising fuel costs

•Can you please provide Council with an update on issues affecting CMCC in the Central West Region.

Roy has regularly spoken about the need for sustained—not intermittent—investment in invasive species management, particularly in western and regional NSW.

•Roy's view to giving meaningful legislation to weed and pest controllers in order to make their job less of a challenge and have the whole process run smoother for all involved

Roy has publicly stated that invasive species management in NSW requires stronger practical support for those working on the ground.

In representations and parliamentary discussions, he has highlighted concerns around regulatory barriers, lack of long-term funding certainty, and the need for government agencies to better engage with local operators and regional stakeholders involved in pest control.

Roy's position is that legislation and policy settings should make it easier for appropriately trained and authorised weed and pest controllers to undertake effective control work, particularly in regional and remote communities where invasive species have major economic and environmental impacts

02/26/09 Draft 2026/27 Operational Plan, 2025/26 to 2028/29 Delivery Program as amended and LTFP 2026/27 to 2035/36 including Asset Management Plan and Workforce Strategic Plan

Recommendation:

That Council after having considered the Draft Operational Plan for 2026/27 with scenario 1 as the preferred option, Delivery Program 25/26 to 28/29 as amended, Long term Financial Plan 26/27 to 35/36, Asset Management Plan 26/27 to 35/36 and Workforce Strategy 25/26 to 28/29, be placed on public exhibition for a period of 28 days from the 13th May 2026 until 4.30pm on 9th June 2026, inviting submissions from the public during this time.

Moved: Member Peart

Seconded: Member Holcombe

Carried

11:30AM Teams meeting with DPI Biosecurity Commissioner Ms Katherine Clift

Following a presentation from the Commissioner regarding her role, current projects and achievements, CMCC Councillors asked the Commissioner the following questions.

A number of questions were asked of the Commissioner and after hearing the Commissioner's responses, it was clear that the above questions would be better direction to the Department of Primary Industries. The CMCC board members thanked the commissioner for her time and ended the teams meeting.

02/26/10 Important Dates for Members - Upcoming Meetings & Events

Recommendation:

That Council receive and note the list of upcoming meetings and events.

Moved: Member Peart

Seconded: Member Garnsey

Carried

The General Manager advised that the DPI funding for the Hudson Pear Program will not continue following announcement from the Local Lands Service that they will not be pursuing more funding to continue the Hudson Pear Programme in Lightning Ridge and Grawin areas.

CMCC Chaiman requested that CMCC obtain an update on the programme to date and collect data that will assist CMCC to ensure landholder compliance following completion of the program in 2027.

The Senior Bio security officer noted upcoming meetings, where updates should be provided to stakeholders.

01/26/13 Quarterly Biosecurity Report

Resolved:

That;

1. the report be received and noted and
2. the Country Council organises a letterbox drop and combined mail out to relevant landholders in the Warrumbungle, Warren, Gilgandra and Coonamble Shires

Moved: Member Garnsey

Seconded: Member Holcombe

Carried

Close of Meeting

The meeting closed at 12:10pm

Chairman

General Manager

WARREN SHIRE COUNCIL
Delegates Report by Councillor S Derrett
to the Ordinary Meeting of Council to be held in the
Council Community Room, Warren on Thursday 25th June 2026

ITEM 3

WARREN SUPPORT SERVICES INTERAGENCY

(C3-9)

RECOMMENDATION:

That the information be received and noted.

Minutes of the Warren Support Services Interagency Meeting held in the Council Conference Room, Warren on Monday 15th June 2026

Meeting opened: 1.03pm

1. **PRESENT:** Kym Owens (headspace), Ewen Jones (Marathon Health), Hannah Brooker (NDIS Marathon Health), Gary Woodman (Warren Shire Council General Manager).

Via Teams – Clr Sarah Derrett (Chair), Belinda Bell (Catholic Care Wilcannia-Forbes - CCWF), Yvonne Warman (Mission Australia), Sally Perry (GIVIT), Jacqueline Jones (NSW Reconstruction Authority), Janaya Carney (Revenue NSW), Jennie White (Mission Australia) and Renee Scott (Little Possums).

2. **APOLOGIES:** Clr Pauline Serdity, Clr Ros Jackson, Teagan Harris (National Indigenous Australians Agency - NIAA) and Shaana Daley (Catholic Care Wilcannia-Forbes - CCWF).

Moved: Clr Sarah Derrett Seconded: Ewen Jones

Carried

3. **CONFIRMATION OF MINUTES:** Minutes of meeting held on 20th April 2026.

Moved: Clr Sarah Derrett Seconded: Ewen Jones

Carried

4. **BUSINESS ARISING**

Nil.

5. **CORRESPONDENCE:**

Nil.

6. **ACTION CHECKLIST:**

- **Community Services Directory** - no further updates, ongoing.
- **Warren Health Advisory Committee (WHAC)** - removed from checklist as the WHAC is no longer meeting as a Committee.
- **Guest Speakers** - added to action checklist, ongoing.

7. **GUEST SPEAKER PRESENTATION:**

No guest speakers available for this meeting.

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ITEM 3

WARREN INTERAGENCY SUPPORT SERVICES

CONTINUED

8. REPORTS FROM AGENCIES:

Kym Owens - headspace;

- Aboriginal Youth Wellbeing Worker.
- Upcoming school holiday event - free skateboarding mentoring session and barbecue at the Warren Skatepark on Tuesday 14th July.

Ewen Jones – Marathon Health (Community Engagement Officer);

- Continuing to deliver the Commonwealth Psychosocial Support (CPS) Program. This program is fully staffed and funded to 30 June 2026 at this stage, with plenty of capacity available for Warren.
- For further information on Marathon Health please access all information via our website <https://www.marathonhealth.com.au/or> contact us on 1300 402 585 or email psychosocialsupports@marathonhealth.com.au

Hannah Brooker –NDIS Marathon Health;

- Delivering occupational therapy service based in Warren.
- Located in Warren’s headspace office but able to see clients where best suited (at school, home or at the office clinic).
- Open to NDIS referrals.
- Works with adults as well as paediatric clients.
- Noted that speech therapy is also available in Warren as an outreach service.

Gary Woodman – Warren Shire Council;

- Recruitment of a new Youth Officer position is anticipated within coming weeks. This is in collaboration with the Warren Youth Foundation and funded by the NSW Department of Communities and Justice Community through the Community and Family Support (CAFS) program.
- NSW Attorney General (Hon. Michael Daley MP) will be visiting the Warren Youth Centre and Community Hub on 22nd July 2026.

Belinda Bell - CCWF;

- Playgroups continuing to be held every Friday.
- Sistacare groups are also continuing on a fortnightly basis.
- Have capacity for case management clients for both the Familycare Program and the Aboriginal Sexual and Domestic Violence Program.
- Also offer Child Development programs which include 123 Magic and Emotion Coaching, Tuning Into Kids and Teens, Circle of Security, Additive Alert, Infant Massage, Parents Under Pressure.

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ITEM 3

WARREN INTERAGENCY SUPPORT SERVICES

CONTINUED

- NAIDOC Community Event to be held on 8th July.

Yvonne Warman – Mission Australia

- Providing outreach service to Warren assisting people experiencing homelessness to find rentals and social housing.
- Working closely with Barnardos, Warren Youth Centre and other local service providers.

Sally Perry - GIVIT;

- GIVIT is a national not-for-profit that partners directly with councils, recovery outreach teams, charities and community groups to connect needs with generous donors, ensuring that Australians experiencing hardship receive the essential goods and services they need, when they need them most.
- GIVIT's online donation platform allows donors to give how they want to give. Whether it's money, goods or time; GIVIT's platform gives you the power to help a family recovering from a bushfire, a mum and her children impacted by domestic and family violence, or a young person living with disability.
- Organisations supporting people in need can get registered with GIVIT at this link <https://www.givit.org.au/organisations/sign-up>
- GIVIT supports people and families in need across a range of hardships including housing and homelessness support, mental health, physical disability, domestic and family violence, education support as well as our disaster recovery work.

Jacqueline Jones - NSW Reconstruction Authority;

- Teams operate to help reduce the impact of future disasters and to support communities to recover more quickly.
- Able to assist with referrals.
- Currently promoting preparedness activities including the Hazards Near Me app - <https://www.nsw.gov.au/emergency/hazards-near-me-app>

Janaya Carney - Revenue NSW (Aboriginal Customer Advisory Officer);

- Outreach service provided to Warren on monthly basis with drop-ins welcomed.
- Visited Warren Shire Library on Thursday 18th June;
 - First Nations Outreach Officers are attending to assist with solutions regarding fines and debt.
 - Promoted ahead of visit via social media and flyer circulated to Interagency contacts.

Jennie White - Mission Australia;

- Mission Australia's The Way Back program is currently expanding under the Universal Aftercare service model throughout the Western NSW Local Health District through an assertive outreach model. The Program is bilaterally funded under the PHN and LHD. The

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WARREN INTERAGENCY SUPPORT SERVICES

CONTINUED

Way Back Support Service (*'The Way Back Program'*) is a trauma-informed, non-clinical, psychosocial service response to support individuals aged 16 years and older following a suicide attempt or experiencing suicidal crisis. The aim of The Way Back Support Service is to reduce the risk of further suicidal behaviour for individuals who have experienced a suicidal crisis or who have attempted suicide.

- The Way Back Program fact sheet and information on referral pathways has been shared with Interagency contacts

Renee Scott - Little Possums;

- Little Possums will be closing on 30th June 2026.
- A new not-for-profit community organisation has been formed (Warren Long Day Care Inc.) to ensure the continuation of care for children aged 0-6 years in Warren.
- Letters of support are welcomed from Interagency services and community groups to assist with future grant and funding opportunities.

Teagan Harris - NIAA;

- Written update provided to meeting as follows;
 - Successful applicants for the 2026 NAIDOC NIAA grants are currently being notified so if you applied, please keep an eye out.
 - AusAlert (a new national warning system) is doing a national warning to all mobiles on 27th July 2026 at 2pm. More details are available on the website - <https://www.ausalert.gov.au/>

9. GENERAL BUSINESS:

- Reminder of the Warren GROW Services Day to be held at Victoria Oval on 17th July 2026.

10. Date of Next Meeting:

Monday 10th August 2026

There being no further business the meeting closed at 1.33pm.

WARREN SHIRE COUNCIL
Policy Report of the General Manager
to the Ordinary Meeting of Council to be held in the
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ITEM 1

WARREN SHIRE COUNCIL CODE OF MEETING PRACTICE

(C14-2)

RECOMMENDATION that:

1. The information be received and noted;
2. Resolution number 331.10.25 of the Council Meeting of 23rd October 2025 be rescinded thus revoking the adoption of the Warren Shire Council Code of Meeting Practice 2026, due to the disallowance of the Amendment Regulation prescribing the 2025 Model Meeting Code under Section 360 of the Local Government Act 1993; and
3. Council note the reinstatement of Council's previously adopted Code of Meeting Practice - Warren Shire Council Code of Meeting Practice 2025 that contains the relevant mandatory provisions of the previous 2021 Model Meeting Code.

PURPOSE

Following the disallowance of the Amendment Regulation prescribing the 2025 Model Meeting Code under Section 360 of the Local Government Act 1993 (LG Act) to revoke the adoption of the Warren Shire Council Code of Meeting Practice 2026 which reinstates Council's previously adopted Code of Meeting Practice - Warren Shire Council Code of Meeting Practice 2025 that contains the relevant mandatory provisions of the previous 2021 Model Meeting Code.

BACKGROUND

Council at its Meeting on the 23rd October 2025 resolved as follows in relation to the Warren Shire Council Code of Meeting Practice (2026 Dated Version as it commenced on 1st January 2026):

"That:

1. *The information be received and noted;*
2. *The Draft Warren Shire Council Code of Meeting Practice 2026 be placed on public exhibition for a minimum of 28 days; and*
3. *Subject to no adverse submissions being received within a period of at least 42 days, the Draft Warren Shire Council Code of Meeting Practice 2026, as amended be adopted commencing on 1st January, 2026.*

Carried
331.10.25"

As there were no adverse submissions received, the Draft Warren Shire Council Code of Meeting Practice 2026 as amended was adopted and commenced on the 1st January 2026.

Attachment 1 is an email from the Office of Local Government (OLG) dated the 28th May 2026, detailing the Meeting Code Disallowance Implications and actions to be taken by Council.

REPORT

The OLG's advice to minimise confusion about the applicable rules at future meetings and to ensure compliance with section 360 of the LG Act, as the first item of business at the next meeting, Council should rescind its resolution adopting the 2025 Model Meeting Code (Warren Shire Council Code of Meeting Practice 2026). This will have the effect of reinstating Council's previously adopted Code of Meeting Practice (Warren Shire Council Code of Meeting Practice 2025) containing the mandatory provisions of the 2021 Model Meeting Code. Because more than three

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(3) months have passed since Council adopted its current Meeting Code, the signatures of three (3) Councillors are not required to rescind the resolution adopting the Code.

Meetings of the Council and Committees comprising only of Councillors should be conducted in accordance with the reinstated version of Council's Meeting Code until such time as it is amended.

The disallowance of the Amendment Regulation does not prevent Council from including supplementary provisions in the reinstated version of their previous Meeting Code based on the provisions of the 2025 Model Meeting Code, provided they are not inconsistent with the mandatory provisions of the 2021 Model Meeting Code. If Council wishes to make amendments to the reinstated version of the previous Meeting Code, Council will be required to prepare and exhibit a Draft Code in accordance with Section 361 of the Local Government Act, 1993.

There is a reasonable chance that eventually another Model Code of Meeting Practice will be Regulated and this will necessitate further reporting and processes for its eventual adoption.

Attachment 2 is a copy of the Warren Shire Council Code of Meeting Practice 2026 (which is being rescinded) that was provided under separate cover to Councillors on the 7th June 2026.

Attachment 3 is a copy of the Warren Shire Council Code of Meeting Practice 2025 (which will be reinstated) that was provided under separate cover to Councillors on the 7th June 2026.

Going back to the Warren Shire Council Code of Meeting Practice 2025 has the following implications:

- Mayor may require the signature of two (2) Councillors to call an Extra-Ordinary Meeting;
- The process for dealing with urgent business at both Ordinary and Extra-Ordinary Meetings will be less simple, but more reasonable;
- Pre-Meeting Briefing Sessions will not be prohibited (from and including the July 2026 Council Meeting, the 30 minute Pre-Council Meeting Briefing will be reinstated);
- Public Forum provisions will not be applicable as Warren Shire Council did not provide for Public Forums;
- Councillor attendance at Meetings by audio-visual link will be slightly tightened as the new (rescinded) and old Code were very similar;
- Absences from Council Meetings will be slightly stricter;
- Livestreaming of the Council Meeting will not be compulsory however, as the livestreaming system is used for the audio-visual recording of the Council Meeting, the current practice of 2026 will continue;
- The new rules of etiquette will be relaxed however, the 2025 Code sets the standard of dress of Councillors when attending Meetings;
- The restrictions on Mayoral Minutes have been reinstated;
- The rules of debates have been made slightly more complicated but are very similar;
- Voting on Planning Decisions will continue to need an automatic division but will not require consistency with the staff report and a staff report is no longer required;
- The public may make representations on the proposed closure of meetings;

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ITEM 1 WARREN SHIRE COUNCIL CODE OF MEETING PRACTICE CONTINUED

- Closed Council Meeting information will be back to the normal process of only being released to the public when applicable;
- Dealing with disorder by the Mayor or Chairperson will be less complicated;
- There will be no change in relation to how Council’s normal Committees are conducted;
- Council General Order of Business for an Ordinary Meeting of Council will continue to be the same including the separate Acknowledgment of Country which is only at Council Meetings;
- A Welcome to Country will be held as per previous practice and resolution at the first Council Meeting of each Council Term by an invited Aboriginal Elder where practical; and
- Mayoral Minutes will allow for some expenditure of funds on works and/or services without deferring to a staff report on availability of funding. It is expected that the Mayor will continue to provide a Mayoral Minute Supplementary Report relating to “General Matters Concerning Warren Shire” that will be tabled at each Meeting together with the discussions held at the Pre-Council Meeting Briefing Session.

FINANCIAL AND RESOURCES IMPLICATIONS

Seems like a waste of Council resources, with a chance that it may happen again.

LEGAL IMPLICATIONS

Local Government Act, 1993 Sections 360 and 361.

Local Government (General) Regulations, 2021.

Interpretation Act 1987.

2021 Model Meeting Code.

Under section 41(4) of the *Interpretation Act 1987*, if a Regulation ceases to have effect because of its disallowance, and the Regulation amends a Regulation that was in force immediately before the amending Regulation took effect, the disallowance of the amending Regulation has the effect of restoring or reviving the previous Regulation as of the day of its disallowance.

The disallowance of the Amendment Regulation therefore means that the 2025 Model Meeting Code is no longer prescribed for the purposes of Section 360 of the *Local Government Act 1993* (LG Act) and the previous 2021 version of the Model Meeting Code now becomes the prescribed version.

Under Section 360 of the LG Act, Councils’ adopted Code of Meeting Practice must not contain provisions that are inconsistent with the mandatory provisions of the prescribed Model Meeting Code. This means that provisions of Council’s adopted Code of Meeting Practice based on the now disallowed 2025 Model Meeting Code that are inconsistent with the mandatory provisions of the previous 2021 Model Meeting Code are no longer permissible.

The disallowance of the 2025 Model Meeting Code also means that mandatory provisions of that Code that were not mandated in the previous 2021 Model Meeting Code, are no longer mandatory.

If Council wishes to make any amendments to the Warren Shire Council Code of Meeting Practice 2025 which is based on the 2021 Model Meeting Code which is expected to be reinstated

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ITEM 1 WARREN SHIRE COUNCIL CODE OF MEETING PRACTICE CONTINUED

by revoking the new 2026 Code, Council under Section 361 of the Local Government Act 1993, before adopting a new Code of Meeting Practice, Council must first exhibit a draft of the Code of Meeting Practice for at least 28 days and provide members of the community with at least 42 days in which to comment on the draft Code. This is not recommended.

RISK IMPLICATIONS

The only major risk in prolonging the process is Council wishing to make further amendments to the Warren Shire Council Code of Meeting Practice 2025 which is based on the 2021 Model Meeting Code.

STAKEHOLDER CONSULTATIONS

The OLG has advised that if Council goes back to its previously adopted Meeting Code there is no requirements for public consultation.

OPTIONS

The only other option involves making further amendments to the Warren Shire Council Code of Meeting Practice 2025 which is based on the 2021 Model Meeting Code. This would necessitate a prolonged process.

It is also expected that a further new version of the Model Code of Meeting Practice is on its way.

CONCLUSIONS

The recommendations of this report are in accordance with the OLG's advice.

The June 2026 Council Meeting is expected to be conducted in accordance with the Warren Shire Council Code of Meeting Practice 2025 which is based on the 2021 Model Meeting Code.

Council's Pre-Council Meeting Briefing Session would be reinstated for the July 2026 Council Meeting.

LINK TO POLICY AND/OR COMMUNITY STRATEGIC PLAN

- 5.2.2 Proactively arrange known compliance risks.
- 5.3.2 Create a productive and cooperative working environment for Councillors to support their government responsibilities.

SUPPORTING INFORMATION / ATTACHMENTS

Attachment 1 - Meeting Code Disallowance Implications – OLG Email 28th May 2026.

Attachment 2 – Warren Shire Council Code of Meeting Practice 2026 (Under Separate Cover 7 June 2026).

Attachment 3 – Warren Shire Council Code of Meeting Practice 2025 (Under Separate Cover 7 June 2026).

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ITEM 1

WARREN SHIRE COUNCIL CODE OF MEETING PRACTICE

CONTINUED

Attachment 1 – Meeting Code Disallowance Implications – OLG Email 28th May 2026

From: Amanda Beaumont **On Behalf Of** Brett Whitworth
Sent: Thursday, 28 May 2026 9:05 AM
Subject: Meeting Code disallowance implications

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear General Manager,

I am writing to inform you that the Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025 (**Amendment Regulation**) which prescribed the 2025 Model Code of Meeting Practice for Local Councils in NSW (**2025 Model Meeting Code**) has been disallowed by the Legislative Council.

The decision by the Legislative Council to disallow the regulation raises two immediate issues: under what meeting code will the councils operate and, whether the Government will be progressing another regulation for the purposes of prescribing an updated meeting code.

The practical implications of the disallowance

Under section 41(4) of the *Interpretation Act 1987*, if a regulation ceases to have effect because of its disallowance, and the regulation amended a regulation that was in force immediately before the amending regulation took effect, the disallowance of the amending regulation has the effect of restoring or reviving the previous regulation as of the day of its disallowance.

The disallowance of the Amendment Regulation therefore means that the 2025 Model Meeting Code is no longer prescribed for the purposes of section 360 of the *Local Government Act 1993 (LG Act)* and the previous 2021 version of the Model Meeting Code now becomes the prescribed version.

Under section 360 of the LG Act, councils' adopted codes of meeting practice must not contain provisions that are inconsistent with the mandatory provisions of the prescribed Model Meeting Code. This means that provisions of your council's adopted code of meeting practice based on the now disallowed 2025 Model Meeting Code that are inconsistent with the mandatory provisions of the previous 2021 Model Meeting Code are no longer permissible.

The disallowance of the 2025 Model Meeting Code also means that mandatory provisions of that Code that were not mandated in the previous 2021 Model Meeting Code, are no longer mandatory.

Actions councils should be considering at their next meeting

To minimise confusion about the applicable rules at future meetings and to ensure compliance with section 360 of the LG Act, as the first item of business at the next meeting, your council should rescind its resolution adopting the 2025 Model Meeting Code. This will have the effect of reinstating your council's previous adopted code of meeting practice containing the mandatory provisions of the 2021 Model Meeting Code. Because more than 3 months have passed since your council adopted its

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ITEM 1

WARREN SHIRE COUNCIL CODE OF MEETING PRACTICE

CONTINUED

current meeting code, the signatures of 3 councillors are not required to rescind the resolution adopting the code.

Meetings of the council and committees comprising only of councillors should be conducted in accordance with the reinstated version of council's meeting code until such time as it is amended.

The disallowance of the Amendment Regulation does not prevent councils from including supplementary provisions in the reinstated version of their previous meeting code based on the provisions of the 2025 Model Meeting Code, provided they are not inconsistent with the mandatory provisions of the 2021 Model Meeting Code. If your council wishes to make amendments to the reinstated version of its previous meeting code, it will be required to prepare and exhibit a draft code in accordance with section 361 of the LG Act.

Next steps for the Government

The Government had been examining the feedback received from Dr Cohn MLC, the Country Mayors Association and Local Government NSW on the Model Meeting Code, with quite advanced drafting on an updated code. This work will be completed shortly.

Formal advice on a new code will be shared with you when the drafting is complete. In the interim, please share a copy of this email with the Mayor and councillors and your governance staff.

If you or your staff require further information or guidance, please feel free to contact the Office of Local Government's Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Kind Regards,

Brett Whitworth PSM
Deputy Secretary
Local Government

Office of Local Government
Department of Planning, Housing and Infrastructure

WARREN SHIRE COUNCIL
 Report of the General Manager
 to the Ordinary Meeting of Council to be held in the
 Council Community Room, Warren on Thursday, 25th June 2026

ITEM 1 OUTSTANDING REPORTS CHECKLIST

(C14-7.4)

Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
General Manager				
25.1.23	12.1.23	Affordable Housing Opportunity – Housing Plus	GM/ DMES	<p>Negotiations continuing to finalise the required agreement with Housing Plus for the eventual sale of all or most of the nine (9) vacant land lots in Gunningba Estate for a maximum five (5) year period. Housing Plus considering making an application for affordable housing in the next Round of funding from Housing Australia. Housing blocks will be put on the market in the near future if Housing Plus not successful in funding. Individual applications for purchase are being considered. Report provided to the April 2026 Council Meeting on the valuation of Gunningba Estate Housing Blocks.</p> <p>Housing Plus advised of new valuations for Gunningba Estate Housing Blocks.</p>
25.5.23	118.5.23	Destination Macquarie Marshes Taskforce	GM/ EDVM	<p>That within 12 months and, after the Taskforce’s short and long term goals and Destination Macquarie Marshes Action Plan, Macquarie Marshes Promotions Strategy and Stakeholder Engagement Strategy are formulated, other organisations/ community representatives be invited to be members of the Taskforce.</p> <p>Development continuing. Next meeting to discuss logos, brochure content and the also the development of</p>

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Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
General Manager				
				the Macquarie Marshes specific website. RFQ's issued for website development and hosting. Contractor has been appointed and development work has commenced. Meeting to be convened July 2026 to discuss website content.
7.12.23	293.12.23	Destination Macquarie Marshes Taskforce Meeting 7th June 2023	GM/ EDVM	1. That grant funding opportunities to improve signage in the Macquarie Marshes be investigated - ongoing. 2. That neighbouring Councils to the Macquarie Marshes be requested to consider funding grant applications for appropriate signage to the Macquarie Marshes. Meeting to be convened July 2026 to discuss website content.
7.12.23	301.12.23	Internal Auditor – Human Resources Review – June 2021	GM	The priorities as listed in the recommendation be actioned and progressed.
24.4.24	87.4.24	Warren Shire Council Customer Service Ethos Policy	GM	The Draft Customer Service Ethos Policy be redeveloped to solely consider Ethos and a separate Policy be developed to cover Customer Service. Report to be provided to the July 2026 Council Meeting.
23.5.24	114.5.24	Regional Industry Educational Partnership (RIEP)	GM / EDVM	The program is currently on hold pending discussions between the Economic Development and Visitation Manager, Department of Education and Careers Adviser for Warren Central School regarding limited

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Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
General Manager				
				interest from students in attending a Job Market within Warren Shire Council. Also in discussion is the development of School Based Traineeships program being offered in Warren. Program still on hold pending renewed interest from students.
27.6.24	147.6.24	Legislative Compliance Policy and Procedure and Legislative Compliance Register	GM	1. Actions to be taken on how non-compliance is managed to ensure that matters are not repeated and that appropriate high level risk assessments are undertaken and documented and that implementation of actions to reduce risk are arranged – in progress. Contract Internal Auditor has commenced an Internal Audit of Council's Legislative Compliance.
27.3.25	69.3.25	Drought Resilience Plan Project	GM/ EDVM	Minister for Regional NSW has extended the funding grant by six months, with a new effective acquittal date of 30 June, 2026. Working with the signage contractor to finalise the installation of wayfinder and interpretive signage currently in production. This is the only project deliverable outstanding. Future meetings of the Steering Committee will be organised for the continuation of the project deliverables such as social media, promotion and

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General Manager				
				<p>stakeholder recruitment, beyond the terms of the original project funding.</p> <p>Far Northwest Joint Organisation have advised that they will be preparing the final project acquittal report.</p> <p>*Currently the EDVM is continuing to work with the other two shires to finalise remaining signage and social media ownership/contribution moving forward. EDVM still awaiting feedback from other Councils regarding the content and design of the Interpretive and Roadside signage. Installation must be done by mid to late June in order to meet the acquittal conditions of the project. Interpretive and Wayfinding signage has been produced. Location sites for signage for all three shires have been provided with signage installation to be scheduled for June 15 to 19, 2026. Installation will complete the outstanding items to allow project acquittal to be undertaken.</p>
28.8.25	264.8.25	Destination Macquarie Marshes Taskforce	EDVM	<p>Work on a new brochure, website and logo for Destination Macquarie Marshes is continuing.</p> <p>*Request for quotations will be generated in the near future for the website development component.</p>

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General Manager				
				<p>Subject to funding approvals, the same will be undertaken for the brochure production and printing.</p> <p>*RFQ's for website development have been issued with quotation submissions received from 7 business firms.</p> <p>A contractor has now been appointed with development work underway.</p>
*25.9.25	302.9.25	Work, Health & Safety Risk Framework	WHS-RC/GM	The Committee to be updated in the future on the progress and implementation of the Targeted Assistance Program – Report provided to the June 2026 ARIC Meeting.
25.9.25	302.9.25	Work, Health & Safety Risk Framework	WHS-RC/GM	Key indicators are progressively reported to ARIC through the Work Plan on the WHS indicators on the implementation of the Framework (trends on injury, lost time, training, improvements, workers compensation, lost time) – Report provided to the June 2026 ARIC Meeting.
*4.12.25	360.12.25	ARIC Continuous Risk Improvement Program	WHS-RC/GM	That the information be received and noted and that the Committee advise Council that it supports the continuous risk improvement program that has been implemented and the priorities of improvement should be arranged to ensure improvement is implemented and progress on the implementation be

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Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
General Manager				
				reported to the Committee in the future. An Action Plan to prioritise improvement items to be developed.
26.2.26	27.2.26	ARIC - Risk Management Framework Review (Enterprise Risk Management – Maturity Review Report)	GM/ WHS-RC	That: 2. An Action Plan on the progress to be reported back to ARIC within six (6) months and included into the Work Plan – in progress; and 3. Council seek or utilise access to other external resources where possible – in progress.
26.2.26	42.2.26	Proposed Sale of Council Land in Wilson Street, Warren to Adjoining Resident Schalk Blom	GM	Make the necessary arrangements for the sale of Council's vacant land adjoining 22 Wilson Street, Warren (Lot 330 DP 822424) to Mr Schalk Blom as resolved – in progress.
26.2.26	55.2.26	Deacon Drive Dwellings	GM	Further reporting be presented to Council on how to rectify the houses – in progress. Draft Budget contained within the 2026/2027 Estimates.
23.4.26	81.4.26	Proposed Kerbside Recycling 2026/2027	GM/MHD	The Mayor and General Manager be granted delegation to finalise negotiations and approve changes to Contract No. 13-71 - Collection and Disposal of Putrescible Rubbish and Garbage with JR Richards & Sons for the provision of Kerbside Recycling Services within Warren Shire – in progress.

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Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
General Manager				
23.4.26	82.4.26	Take Off and Landing by Remotely Piloted Aircraft on Council Land by Private Users	GM/ WHS-RC	That Policy and Guidelines be developed to ensure Council managed facilities are used in accordance with all legislation requirements relating to the operation of Remotely Piloted Aircraft (RPA) on Council owned or controlled land by Private Users taking off and landing with the document to include both members of the public and Council employees when operating RPA's for Council business – in progress.
28.5.26	111.5.26	Economic Development & Promotions Committee Item 6.3 Economic Development Strategy and Action Plan	GM/ EDVM	RiverSmart Australia Limited be offered a 12-month extension of the current RiverSmart Australia Limited Memorandum of Agreement to enable a full analysis of the current Memorandum of Agreement and discussions with RiverSmart Australia Limited over that 12-month period – in progress. RiverSmart Australia Limited has been formally notified by letter of the 12 month extension to the MOA.
*28.5.26	122.5.26	Determination of the Local Government Remuneration Tribunal 2026 (2026/2027)	GM/ DMFA	That Council adopt the full 3.7% increase as determined by the Local Government Remuneration Tribunal for 2026 making the Councillor fee \$11,547.86 and the Mayoral fee \$31,497.35 as of 1st July 2026 – noted.

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Divisional Manager Finance and Administration				
7.12.23	301.12.23	Internal Auditor – Media Communications Review – June 2023	DMFA	The following priority and action be progressed: <ul style="list-style-type: none"> A new electronic document management system to be purchased and implemented. <p>The project has reached implementation stage, which is scheduled to commence late July 2026, staff training and other business workflows to be completed at that time.</p>
7.12.23	301.12.23	Internal Auditor – Fraud Control Review – June, July 2023	DMFA	The following priorities and actions be progressed: <ul style="list-style-type: none"> Fraud training to relevant staff – Council has been successful in receiving grant funds for this training, which is now being planned/actioned.
5.12.24	287.12.24	Promoting Better Practice Review	DMFA/ GM	<ol style="list-style-type: none"> Arrangements be made to review the Business Continuity Plan as soon as practical and update it where required – in progress; and A review of the Records Management Policy has been undertaken. The Policy will need to be updated in part with the new electronic document system being put in place. – in progress.
26.6.25	196.6.25	ARIC Committee Asset Management/ Valuations	DMFA	Council’s actions to develop and implement an ICT Strategic Plan be reported to a future ARIC Meeting – ongoing.
*4.12.25	360.12.25	ARIC	DMES/ DMFA	That:

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Divisional Manager Finance and Administration				
		Audited Financial Statements and Audit Reports		2.The Committee noted the staff efforts in relation to the proper monitoring of cash income and expenses, a visual graph snapshot of major projects cash flow summary to be arranged if possible and reported at least quarterly to the Council such as a major projects cash flow summary. Ongoing review to assess if this is required or possible.
*26.2.26	27.2.26	ARIC - AI Use Within Warren Shire Council	DMFA	An introductory report was presented to ARIC at its June 2026 Meeting on how AI is being used within the organisation.
*28.5.26	126.5.26	March 2026 Quarterly Budget Review	DMFA	That the amendments to the itemised budgets as listed in the March 2026 Quarterly Budget Review be authorised with the overview template to be provided to Councillors via email – complete.

Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
Divisional Manager Engineering Services				
6.12.18	284.12.18	Amendments to the Boundaries of Lot 79 & 80 DP 724585 Wambianna Street, Collie to provide for the existing Collie Hotel accommodation units	DMES	Survey completed. This project is currently on hold until further discussions are held with the new Hotel owners.
27.6.19	129.6.19	Warren Levee Rehabilitation	DMES/ IPM/TSM	Contract awarded for Levee Rehabilitation works on 15 th May 2025. Works on the Levee Rehabilitation
3.12.20	256.12.20	(total project - \$7.1M)		

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Divisional Manager Engineering Services				
				<p>commenced on the 17th June 2025</p> <p>*MGN have indicated that they remain confident that the Warren Levee works can be completed prior to 30 June 2026.</p> <p>Works on the levee site resumed on 4 May 2026 with UC pile installation activities, following the temporary disestablishment of the site in November 2025 due to prolonged elevated river flow conditions and associated access constraints.</p> <p>The currently approved Project Work Plan Version 12 includes a revised program completion date of 30 June 2026. However, given the current site constraints and remaining scope of works, this completion date remains optimistic. Accordingly, Council is considering a further variation to the current Work Plan for completion of Milestones 11 and 12.</p> <p>MGN installed approximately 60 metres of pile wall during May. However, several rainfall events impacted the construction program, resulting in delays of more than one week. The current persistent wet weather pattern remains a concern and may continue to affect progress if conditions do not improve.</p>

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Divisional Manager Engineering Services				
				<p>MGN's current Contract Program forecasts completion of the project by the end of August 2026. In response, the Project Work Plan has been revised, with Version 13 approved by the funding body. All construction activities, project reporting and acquittal requirements are scheduled to be completed by the end of September 2026.</p> <p>Two pit lids remain to be modified.</p> <p>*Storage container is being fitted with battery charging and lighting.</p> <p>Container charging system has been installed and container returned. Waiting on charging cables and lighting to be installed.</p> <p>O&M manual being drafted.</p>
22.7.21	148.7.21	Warren CBD Upgrade Stage 2	DMES	Seek necessary grants for this extensive 10 year project – ongoing. Commonwealth Government Grant Program Application re-submitted.
26.10.23	270.10.23	Warren CBD Upgrade – Land Acquisition	DMES/ GM	Further investigations be undertaken and reported on in regard the estimated cost of any proposed private land purchases, what could be developed and the estimated costs of the proposed use - in progress.
28.3.24	60.3.24	Warren Shire Council Integrated Water Cycle	DMES / TSM	NSW Public Works Advisory has commenced the assignment.

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Divisional Manager Engineering Services				
		Management (IWCM) Strategy Document		Progressing – Grant Period extended to 31 st December 2026. Draft Issues paper has been issued for review. Optional item 1 has been completed and payment received. \$90,000.
25.7.24	183.7.24	Closed Circuit Television (CCTV) And Workplace Surveillance	DMES/ TSM	SIMTEC has provided an initial dilapidation report. Cameras will be installed at Ebert and Macquarie Parks and at the Showground by the end of June 2026. Funding 2026/2027 will be allocated to other locations.
23.1.25	7.1.25	Water Supply in Collie Village	DMES/ TSM	That a master plan be developed for improvement of water supply in Collie Village. This would be considered in the IWCM - ongoing.
23.1.23	23.1.25	Proposed Land Acquisition – Lot 128 DP 755314 & Lot 313 DP 724603	DMES	<ol style="list-style-type: none"> 1. Authorises acquisition of approximately 10,000 square metres and 7,000 square metres portions of land through Lot 313 DP 724603 and Lot 128 DP 755314 respectively, as depicted on Figure 2 of the 23rd January 2025 Divisional Manager Engineering Services report to Council, Item 4 – in progress. 2. Authorises the General Manager and Divisional Manager Engineering Services to obtain a Planning Certificate under Section 10.7(2) of the Environmental Planning

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Divisional Manager Engineering Services				
				<p>and Assessment Act 1997 – in progress.</p> <p>3. Authorises the General Manager and Divisional Manager Engineering Services to enter negotiations with the owners of the land within provisions of the NSW Roads Act 1993, and the Land Acquisition (Just Terms Compensation) Act 1991, with a view of acquiring the portions for an agreed monetary compensation – in progress.</p> <p>4. That a plan of subdivision be registered, and if required, a notice be published in the Government Gazette dedicating the acquired land as a public road – in progress.</p>
28.8.25	262.8.25	Structural Damage to the Inlet Works – Tiger Bay Sewer Treatment Plant	DMES/ TSM	Council approves the use of the \$63,500.00, surplus funds from the construction of the additional evaporation lagoon, for the repair of the Tiger Bay Sewer Treatment *Plant Inlet Channel with any unused funds to be returned to the sewer fund at the completion of the project. Works being arranged - ongoing. Works to commence April 2026. Several material items were delayed. Expected to be delivered in May/June, with works commencing after delivery.

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Divisional Manager Engineering Services				
				The new footing, tied to the existing channel has been poured. Reinforcing of the channel wall will be complete prior to 30 June.
23.10.25	325.10.25	Local Roads Loam and Gravel Re-Sheeting Program	DMES/ RIM	That Council undertakes the following Local Roads Loam and Gravel Re-sheeting Program for 2025/2026: <ul style="list-style-type: none"> ▪ SR65 Old Warren Road, Segment 36 at a cost of \$137,437.50; ▪ SR98 Colane Road, Segment 12 at a cost of \$101,797.50; and ▪ SR23 Gradgery Lane Segment 00, 2km from RR333 Carinda Road at a cost of \$197,377.50. ▪ Work will not be completed by 30 June 2026 and expected to be carried over to 2026/2027.
*26.3.26	59.3.26	2026/27 Plant Replacement Plan	DMES	The Plant Replacement Program be prioritised for 2026/2027 with an appropriate report to a June 2026 Plant Committee Meeting where, income for 2026/2027, where possible, has been ascertained to determine the priority plant to be replaced in 2026/2027 in progress. A new report to be presented at the June 2026 Plant Committee Meeting.
23.4.26	83.4.26	Sewerage Gravity Main Refurbishment Plan	DMES	That subject to the approval of the funding request in the 2026/2027 budget, Council carry out refurbishment or replacement works of Vitreous Clay (VC) sewer mains within Warren.

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Divisional Manager Engineering Services				
*28.5.26	113.5.26	Showground/Racecourse Committee - Temporary Bridge Structure – Racetrack Crossing	DMES	Mr Waterford be thanked for his submission. An appreciation letter has been sent to Mr Waterford.
*28.5.26	130.5.26	LGNSW Water Management Conference 2026	DMES	Council approved the attendance of one (1) interested Councillor with the Town Services Manager or nominee to the 2026 Local Government NSW Water Conference held in Ballina 2nd, 3rd & 4th September 2026. Clr Kinsey will accompany the TSM.
*28.5.26	135.5.26	T022627OROC – Supply and Delivery of Bulk Fuel and AdBlue	DMES	<ol style="list-style-type: none"> 1. In accordance with the Local Government (General) Regulation 2021 Part 7 Tendering clause 178 (1)(a), that Council considers the conforming tender submissions; 2. Accepts a Panel of all the three (3) Tenderers in the T022627OROC Tender assessment. Results of the assessment are shown in Addendum 2: Evaluation Results; 3. The contract be awarded for a 36-month period, from 1 July 2026 to 30 June 2029; and 4. Provision be allowed for 2 x 12-month extensions based on satisfactory supplier performance, which may take this contract through to 30 June 2031.

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Divisional Manager Engineering Services				
				Regional Procurement Initiative has been advised.
*28.5.26	136.5.26	T012627OROC – Provision of Bitumen Spray Sealing Services	DMES	<ol style="list-style-type: none"> 1. In accordance with the Local Government (General) Regulation 2021 Part 7 Tendering clause 178 (1)(a), that Council considers the conforming tender submissions; 2. Accepts a Panel of all the nine (9) Tenderers in the T012627OROC Tender assessment. Results of the assessment are shown in Addendum 2: Evaluation Results; 3. The contract be awarded for a 36-month period, from 1 July 2026 to 30 June 2029; and 4. Provision be allowed for 2 x 12-month extensions based on satisfactory supplier performance, which may take this contract through to 30 June 2031. Regional Procurement Initiative has been advised.
*26.5.26	137.5.26	T032627OROC – Supply and Delivery of Bulk Water Treatment Chemicals	DMES	<ol style="list-style-type: none"> 1. 1. In accordance with the Local Government (General) Regulation 2021 Part 7 Tendering clause 178 (1)(a), that Council considers the conforming tender submissions; 2. Accepts a Panel of all the three (3) Tenderers in the T032627OROC Tender assessment. Results of

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Divisional Manager Engineering Services				
				<p>the assessment are shown in Addendum 1: Evaluation Results;</p> <p>3. the contract be awarded for a 36-month period, from 1st July 2026 to 30th June 2029; and</p> <p>4. Provision be allowed for 2 x 12-month extensions based on satisfactory supplier performance, which may take this contract through to 30th June 2031.</p> <p>Regional Procurement Initiative has been advised.</p>

Date	Resolution or Qwn	Outstanding Matter	Officer Resp	Response/Action
Manager Health and Development Services				
27.2.20	36.2.20	Draft Plans of Management	MHD	<p>1. Categories assigned as detailed in report;</p> <p>2. Crown Reserves classified identified as operational land; and</p> <p>3. Draft Plans of Management still to be completed.</p>
7.12.23	301.12.23	Internal Auditor – Waste Control Review – November 2022 – February 2023	MHD	<p>The following priority and action be progressed:</p> <p>- An overarching Operational Plan be developed to include risk assessments, procedures, control measures and future strategic actions – in progress and initial commencement 22 August 2024.</p>

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Manager Health and Development Services				
				- Consultant engaged. Safe Work Method Statements prepared and listed for discussion with staff and WHS-RC.
24.4.23	83.4.24	Ewenmar Waste Depot Recycling Options	MHD	1. The Manager Health and Development Services to investigate the feasibility of implementing a return and earn facility and other recycling services in conjunction with NetWaste, on a regional basis and other organisations. Additional recycling processes to be reviewed as a result of the Recycling Services 2026 Survey.
5.12.24	290.12.24	Carter Oval Youth Sports Precinct Usage Tracking and Analysis	MHD/ WSCCM	All user groups of the Carter Oval Youth Sports Precinct be requested to implement measures to record facility usage over the next two years to ensure Council is able to report in accordance with grant conditions on usage of the new facilities – in progress.
5.12.24	331.12.24	Planning Proposal – LEP Review	MHD	Finalised. Now with Parliamentary Counsel – June/July 2026
23.10.25	347.10.25	Local Environmental Plan Review	MHD	3. Subject to the mapping changes being checked and endorsed by National Parks and Wildlife, Council proceeds with the amendment to the Warren Local Environmental Plan 2012 for various housekeeping amendments to finalisation and that Council recommends to

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Manager Health and Development Services				
				the Department of Planning, Housing and Infrastructure as planning proposal authority, to exercise its functions as plan making authority under section 3.36(2) of the Act, subject to the conditions of the Gateway Determination [Department reference PP-2025-217] – in progress, with final mapping being arranged and eventual advice to Parliamentary Counsel, maybe slightly delayed and a request for time extension has been arranged. Just about finalised – currently with Parliament Counsel.
26.3.26	61.3.26	Food Organics and Garden Organics (FOGO)	MHD	That Council apply for an appropriate exemption under the Protection of the Environment Operations Act, 1997 for the introduction of Food Organics and Garden Organics (FOGO) services due to the inhibitive cost, geography and population restraints, current waste services contract arrangements, lack of supporting infrastructure and limitations and timing – in progress subject to further information from the May 2026 AWC GMAC. In progress – October 2026
26.3.26	61.3.26	Ewenmar Waste Depot Operations Update	MHD	Arrange for the repair/replacement of the excavator main motor. Cost had been allocated from the Waste Reserves \$31,290.00

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Manager Health and Development Services				
				– in progress, expected operation date mid July 2026.
23.4.26	81.4.26	Proposed Kerbside Recycling 2026/2027	MHD	Where possible Kerbside Recycling Services within Warren Shire commence on the 7 October 2026 being the first Wednesday in October– in progress.

RECOMMENDATION:

That the information be received and noted and that the items marked with an asterisk (*) be deleted.

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ITEM 2 COMMITTEE/DELEGATES MEETINGS

(C14-2)

The following is a listing of various committee/delegates meetings of Council since the last meeting.

MEETINGS HELD

Date	Committee / Meeting	Location
29.05.2026	IPWEA NSW & ACT Asset Management Panel Meeting	Online
1-2.06.2026	IPWEA NSW Local Roads Congress 2026	Sydney
1.06.2026	Meeting with Lisa Hingerty, Acting Deputy Secretary – Water Group, Department of Climate Change, Energy and the Environment and Water	Sydney
3.06.2026	Rugby Legacy Grant Meeting	Warren
4.06.2026	IPWEA Appointments and Remuneration Committee	Online
4.06.2026	Meeting with Mark Kentish, Regional Procurement Initiative	Warren
4.06.2026	ARIC Meeting	Warren/Online
4.06.2026	IPWEA NSW & ACT Board Meeting	Online
6.06.2026	Councillor Stand at the Warren P & A Show	Warren
9.06.2026	Muse State Monthly Meeting	Online
10.06.2026	StateCover Meeting	Warren
10.06.2026	Plant Committee Meeting	Warren
11-12.06.2026	Executive and Administrative Assistants' Conference	Sydney
15.06.2026	Atom Consulting, RAF Strategic Planning Gap Analysis – Warren Shire Council Preliminary Findings Meeting	Online
15.06.2026	Interagency Meeting	Warren/Online
16.06.2026	Manex Committee Meeting	Warren
23.06.2026	Meeting with Department of Planning, Housing and Infrastructure (Crown Lands)	Warren

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ITEM 2 COMMITTEE/DELEGATES MEETINGS

(C14-2)

FUTURE MEETINGS NOT ON MEETING SCHEDULE

Date	Committee / Meeting	Location
1-2.07.2026	CMA NSW Regional Meeting – Roads, Transport and Disaster Recovery	Ballina
22.7.2026	The Hon. Michael Daley MP, NSW Attorney General visit to Warren Shire	Warren
2-4.09.2026	LGNSW Water Management Conference	Ballina
10-13.11.2026	NSW Public Libraries Association Switch 2026 Conference	Bathurst
22-24.11.2026	LGNSW Annual Conference	Wollongong

RECOMMENDATION:

That the information be received and noted.

WARREN SHIRE COUNCIL

Report of the General Manager to the Ordinary Meeting of Council to be held at Council Community Room, Warren on Thursday, 25th June 2026

ITEM 3 WORKS PROGRESS REPORTS – INFRASTRUCTURE PROJECTS

(C14-7.2, G4-1)

RECOMMENDATION:

That the information be received and noted.

The following are details of Infrastructure Projects and Grant Applications that are being managed by the Executive Office including the Infrastructure Projects Manager for the period 9th April 2026 to 13th May 2026:

Project	Budget	Expenditure/ Committed	Resp	Comment
General				
Restart NSW Warren (STP) Upgrade JC 220-3-0	92,000	Nil	TSM	EPA to write to Council advising licence and decommissioning requirements. Council to relocate the flowmeter at the inlet channel to the discharge side of the channel to provide a total flow into the plant, including tanker deliveries. Additionally, a flowmeter is to be installed on the overflow pipework to provide the volume of any overflows that occur. Works to be carried out at the time of the inlet channel repairs. Groundwater monitoring wells to be re-established where they were built over during the construction of the new plant.
NSW Severe Weather & Flood Grant for AGRN 1025 (\$1,000,000) (part of Warren Levee Rehabilitation Project \$7,100,000)			GM/ IPM/ DMES/ TSM	Contract awarded for Levee Rehabilitation works on 15th May 2025. Works on the Levee Rehabilitation commenced on the 17th June 2025. Works on Toe Berm with Type 2 Rocks completed with temporary over fill for machinery access for future works. Works on the levee site resumed on 4 May 2026 with UC pile installation activities, following the temporary disestablishment of the site in November 2025 due to prolonged elevated river flow conditions and associated access constraints.

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ITEM 3 WORKS PROGRESS REPORTS – INFRASTRUCTURE PROJECTS

(C14-7.2, G4-1)

Project	Budget	Expenditure/ Committed	Resp	Comment
Warren Town Levee Remediation JC: 3300-4400-0000 Federal; 3300-4410-0000 State; and 3300-4420-0000 OLG AGRN.	5,291,206 851,018 879,815	5,173,030 856,539 897,815		<p>MGN installed approximately 60 metres of pile wall during May. However, several rainfall events impacted the construction program, resulting in delays of more than one week. The current persistent wet weather pattern remains a concern and may continue to affect progress if conditions do not improve.</p> <p>The currently approved Project Work Plan Version 12 includes a revised program completion date of 30 June 2026. However, given the current site constraints and remaining scope of works, this completion date remains optimistic. Accordingly, Council is considering a further variation to the current Work Plan for completion of Milestones 11 and 12.</p> <p>MGN's current Contract Program forecasts completion of the project by the end of August 2026. In response, the Project Work Plan has been revised, with Version 13 approved by the funding body. All construction activities, project reporting and acquittal requirements are scheduled to be completed by the end of September 2026</p> <p>Two pit lids to be modified. Container fitted with battery charging for portable pumps. Lighting to be installed.</p> <p>Gate 38 to be reviewed due to leakage rate.</p> <p>Diesel pumps have been assembled in cages. Hoses have been cut to shorter lengths and loaded into storage. Complete.</p> <p>New O & M Manual being drafted. Electric pumps/NRV have been assembled and will be fitted to each location.</p>
Library Renovation & Expansion Project JC 1400-36-10	63,192	12,587	IPM/LIB/ DMFA/	<p>Final concept plans (Rev F dated 23/1/26) reviewed on 5 February 2026 by Project Control Group. PCG proposed that:</p> <ul style="list-style-type: none"> • Finalise drawings in consultation with regular library users.

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(C14-7.2, G4-1)

Project	Budget	Expenditure/ Committed	Resp	Comment
			MHD/ GM	<ul style="list-style-type: none"> • Finalise costing of all 4 stages by a QS consultant in conjunction with project team. Costing to include each stage fit outs, foundation for likely soil conditions, proposed grade/level of finish materials, extra solar panels etc. • Present to Council the vision concept, staged plan & drawings, all costing (price escalation for stages), timeline. <p>Stage 1 detailed documentation and consultant quotes, Council has asked the Concept Design Architect) to proceed/continue under current engagement:</p> <ul style="list-style-type: none"> - To manage the engagement (subject to Council approval) of the required consultants for detailed design documentation, including civil and structural, HVAC, hydraulic, electrical and QS services, with direct costs passed through. - Concept Design Architect was asked to obtain quote for above listed design & documentation services. <p>Priority items identified through the recent internal review include:</p> <ul style="list-style-type: none"> ▪ Finalise the cost estimate for air conditioning replacement and ventilation redesign to inform the 2027/28 budget process. ▪ Investigate and scope required window and roof repairs for delivery during the 2026/27 financial year. <p>Funding opportunities to be explored include:</p> <ul style="list-style-type: none"> • Building Better Partnerships Grant Program. • Library grant funding to support concept design development. • Additional State and Commonwealth Government funding opportunities. • Partnership and co-funding opportunities with relevant government agencies and community stakeholders to support future facility improvements and upgrades.

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(C14-7.2, G4-1)

Project	Budget	Expenditure/ Committed	Resp	Comment
Safety Management System GL 3210-4010-5	75,825	54,976	WHS-RC /GM	Works Program ongoing.
Asset Management & IPR	112,636	Nil	GM/ DMES	Works program being formulated.
Future Drought Fund's Communities Program Regional Drought Resilience Plan Social Outcome Project (FRRR)	100,000	Nil	EDVM	Heartline Reconnected: Creating pathways to wellbeing, connection and lasting resilience Concept which will address the growing need for stronger social connection, improved community wellbeing and increased drought resilience across our shire and region. Project Program and Action Plan being formulated for commencement of project 2026/2027.

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(C14-7.2, G4-1)

Project	Budget	Expend	Resp	Comment
Grant Applications				
*Regional Housing Strategic Planning Fund Round 4 – RHSPF Round 4-037	190,009	Nil	DMES	The project aims to develop a comprehensive Structure Plan and associated studies, aligned with the NSW planning framework, to a standard that enables Council to lodge a subdivision development application for the next stage of the Gunningbar Residential Estate. This work will facilitate the release of much-needed residential land and help address ongoing land supply challenges in Warren - unsuccessful.
NSW EV Fast Charging Program.	NIL	NIL	IPM	<p>Council was successful in submitting an Expression of Interest (EOI) to host electric vehicle fast charging infrastructure under the NSW EV Fast Charging Program for Nevertire. Proposed NEVERTIRE Vehicle Rest Area/ Parking site meets the eligibility criteria and have been added to the Site Host List and visual map.</p> <p>*Next Steps (Progressing): Council is currently liaising with Charge Point Operators (CPOs), those seeking a Letter of Support to accompany their grant applications for the development and operation of EV charging infrastructure at Nevertire.</p> <p>The proposed commercial model under consideration includes leasing designated parking spaces for a fixed term of approximately 10–15 years, based on either a base rent or a revenue-sharing arrangement.</p> <p>Three (3) CPOs (Charge N leaf, Kar Charges & ZEUS) were provided with Letters of Support in early April to accompany their respective grant applications. The CPOs were expected to submit their applications by the end of April 2026.</p> <p>It is understood that funding outcomes are anticipated around July 2026, at which time the successful CPO applicant would be confirmed. Following confirmation, the detailed commercial terms and formal agreement arrangements would then be finalised with the successful CPO.</p>

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(C14-7.2, G4-1)

Project	Budget	Expend	Resp	Comment
Grant Applications				
Commonwealth Accessible Australia Initiative Tranche 2 – Application No. AAT265 Grant Amount -\$200,000 (Max)	249,120	Nil	IPM	Changing Place Facility @ Bob Christensen Reserve; Bob Christensen Reserve is a popular stop for regional travellers and caravan visitors. Installing a portable Changing Places facility would support families and people with high support needs who cannot use standard accessible toilets, enable inclusive travel and longer stay. A portable unit is appropriate given the site’s flood-prone location. Grant Application submitted on 4 March 2026. Outcome expected by 30 June 2026. Pending.
2026 LGP Capacity Grant Fund	22,000	Nil	IPM	Proposed Procurement Fraud & Corruption Prevention Program seeks funding through the LGP Capacity Grant Fund to develop a tailored online training module that strengthens procurement capability, ethical purchasing, fraud prevention and corruption risk awareness across Council. The project will be based on Council’s Procurement and Disposal Policy and will cover procurement pathways, delegations, quotation thresholds, tendering, conflicts of interest, disposal obligations, audit readiness and practical fraud prevention scenarios. It is intended to improve compliance, consistency, governance and accountability across purchasing, supplier engagement, contract administration and record keeping, while creating a reusable training resource for staff induction, refresher training and contractor/project onboarding. Grant Application submitted on 11 May 2026. Outcome expected by early July 2026. Pending.
2026 LGP Capacity Grant Fund	\$21,400	Nil	IPM	Proposed Microsoft 365 Copilot Training Program, if successful aimed at improving staff capacity, productivity and responsible AI adoption across Council operations. Training will be provided by Onpoint Solutions, a Microsoft partner. Grant application submitted on 15 May 2026. Outcome expected by early July 2026. Pending.

The items marked with an asterisk (*) be deleted.

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ITEM 3 WORKS PROGRESS REPORTS – INFRASTRUCTURE PROJECTS

(C14-7.2, G4-1)

ACRONYMS

GM - General Manager

DMFA - Divisional Manager Finance & Administration

DMES - Divisional Manager Engineering Services

MHD - Manager Health and Development Services

ACC - Accountant

TSM - Town Services Manager

RIM - Roads Infrastructure Manager

IPM - Infrastructure Projects Manager

PAO - Projects Administration Officer

TREAS - Treasurer

AM – Assets Manager

WSCCM – Warren Sporting & Cultural Centre Manager

EDVM - Economic Development and Visitation Manager

WHS-RC – Work Health Safety / Risk Co-Ordinator

FRSPM – Flood Restoration and Special Projects Manager

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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
(C14-5.4, R4-13.2)

RECOMMENDATION:

That the information be received and noted.

PURPOSE

To provide Council with a summary of the attendance of the 2026 NSW Local Roads Congress.

BACKGROUND

Council at its meeting on the 26th March, 2026 resolved to approve the attendance of the Mayor, Councillor McCloskey and Councillor Wass with the General Manager and Divisional Manager Engineering Services or nominee to the 2026 NSW Local Roads Congress on Monday, 1st June 2026.

For Council’s information, the General Manager, Gary Woodman is on the Board of the Institute Public Works Engineering Australasia (IPWEA) NSW & Act Division and a Portfolio Director responsible primarily for the Roads and Transport Directorate of the IPWEA (Chairperson of the Committee of Management) and Asset Management (Secondary Portfolio). The Directorate is responsible for the conduct of the Congress.

The Mayor, Councillor McCloskey, Councillor Wass and the Divisional Manager Engineering Services will also talk to this report as required at the Council Meeting.

REPORT

Attachment 1 is a copy of the 2026 NSW Local Roads Congress Program. The Congress was held at the NSW Parliament House and was delivered as a hybrid event where the wider public works community was able to attend online.

The Congress theme was “Shaping Policies for Stronger Communities”.

The Congress was attended physically by over 120 Delegates who consisted of Mayors, Councillors, General Managers, Directors of Engineering and others responsible for road networks.

The Opening Address was conducted by IPWEA NSW & ACT President Grant Baker. The Welcoming Address was conducted by Councillor Khal Asfour, Vice President (Metropolitan) Local Government NSW.

The Chief Engineer of the IPWEA NSW/ACT and Roads and Transport Directorate Joshua Devitt gave the Congress an update on actions contained within the 2025 Congress Communiqué. Unfortunately there are many actions still to be addressed by Council bodies, the NSW Government and the Commonwealth Government.

The Hon. Jenny Aitchison MP, Minister for Roads and Regional Transport provided a Keynote Address. Minister Aitchison MP comes from a tour and transport operator background having been an active member of industry organisations across regional, tourism and transport sectors for nearly 20 years. She spoke in relation to having well-functioning road and public transport networks in regional, remote and rural NSW to ensure that those communities thrive and making

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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
CONTINUED

sure that roads and transport are positive social determinates of health, education, opportunity and jobs. Minister Aitchinson MP is under a reasonable amount of pressure due to the problems being encountered with the closure in both directions at Victoria Pass (between Mount Victoria and Little Hartley) of the Great Western Highway due to severe structural cracking and movement in the historic Mitchells Causeway. However, Minister Aitchinson is most approachable and helpful to Western NSW Councils, including Warren Shire Council.

Mr Mark Coure MP, Shadow Minister for Roads also gave a Keynote Address. He is the Member for Oatley with some Local Government experience. The State Seat of Oatley is in the Hurstville area and it did seem that he needs to be provided a lot more information in relation to road and transport funding and lack thereof for Regional and Rural Councils.

There is still much concern by Regional and Rural Councils that the level of funding to the Regions for the road networks continues to be in serious decline.

There was a very good Panel Session between the Minister and Shadow Minister. Unfortunately, the Panel Session was less collegiate than normal. However, it does seem that the State Opposition is now starting to keep the Government to account, particularly in relation to the level of funding normally provided to the road network in the Regions and the problem on the Great Western Highway.

Presentations were then provided as follows:

Sponsor Presentation – ‘Supporting Improved Transport Outcomes for Local Government’ by Dr Geoff Allan, CEO, Austroads.

‘Automated Asset Assessment Project’ by Scott Greenow, Executive Director Freight, Transport for NSW.

‘Sustainable Council Procurement’ by Alejandra Torres, Sustainability Engagement Officer, Environmental Sustainability, Waverley Council.

‘Roads Recategorisation’ by Alexandra Lyle, Transport Planning Director, Transport for NSW.

‘Local Road Liability’ by Nikki Cassar, Statewide Mutual – Mills & Oakley, Partner.

‘Asset AI Benefits Realisation’ by Nathan Skelly, Asset AI Project Manager, Roads & Transport Directorate.

‘Asset Management Maturity’ by Joshua Devitt, Chief Engineer, Roads & Transport Directorate.

Appropriate panel discussions were undertaken using the technical speakers.

The presentations are available for perusal by interested Councillors at the Council Meeting.

The 2026 Local Roads Congress Communique was completed using an electronic prioritisation system by all present and a copy is attached.

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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
CONTINUED

General

Attendees were able to undertake some networking this year, particularly with fellow Mayors, Councillors, General Managers, Engineering Directors and Roads Engineers.

The Congress met expectations and should continue to be a major focus for attendance, particularly Councillors on the Roads Committee.

FINANCIAL AND RESOURCE IMPLICATIONS

Funds were available from Council's Delegates expenses to attend and expenditure is appropriately justified.

LEGAL IMPLICATIONS

Nil.

RISK IMPLICATIONS

Nil.

STAKEHOLDER CONSULTATION

Nil.

OPTIONS

N/A.

CONCLUSION

A most interesting Congress and it is believed that Warren Shire Council's attendance is most applicable.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

- 3.1.1 Ensure that the road network is maintained to acceptable community standards;
- 5.3.1 Provide effective training and development of our staff;
- 5.3.2 Create a productive and cooperative working environment for Councillors to support their governance responsibilities; and
- 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.

SUPPORTING INFORMATION /ATTACHMENTS

- 1. 2026 NSW Local Roads Congress Program; and
- 2. 2026 NSW Local Roads Congress Communique.

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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
CONTINUED

Attachment 1 - 2026 NSW Local Roads Congress Program

2026 LOCAL ROADS CONGRESS	
Shaping Policies for Stronger Communities	
MORNING PROGRAM	
8:30am – 9:00am	Delegate registration
9:00am	 Uncle Allen Madden <i>'Welcome to Country'</i>
9:10am	 The Hon. David Elliott CEO, IPWEA NSW & ACT <i>'Congress Welcome'</i>
9:20am	 Grant Baker President, IPWEA NSW & ACT <i>'Opening Address'</i>
9:30am	 Cr Khal Asfour Vice President (Metropolitan), Local Government NSW <i>'Welcome Address'</i>
9:40am	 Joshua Devitt Chief Engineer, Roads & Transport Directorate <i>'Communiqué Update'</i>
MORNING TEA Fountain Courtyard	
10:30am	 The Hon. Jenny Aitchison MP Minister for Roads, Minister for Regional Transport <i>'Keynote Address'</i>
10:50am	 Mark Coure MP Member for Oatley Shadow Minister for Roads <i>'Keynote Address'</i>
11:10am	Panel Discussion – Minister and Shadow Minister
11:45am	 Dr. Geoff Allan CEO, Austroads <i>'Supporting Improved Transport Outcomes for Local Government'</i>
LUNCH Stranquers' Dining Room	
	

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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
CONTINUED



2026 LOCAL ROADS CONGRESS

Shaping Policies for Stronger Communities



AFTERNOON PROGRAM

1:30pm		Scott Greenow Executive Director Freight, Transport for NSW <i>'Automated Asset Assessment Project'</i>
1:50pm		Alejandra Torres Sustainability Engagement Officer, Environmental Sustainability, Waverley Council <i>'Sustainable Council Procurement'</i>
2:10pm		Alexandra Lyle Transport Planning Director, Transport for NSW <i>'Roads Recategorisation'</i>
2:30pm		Nikki Cassar Statewide Mutual – Mills & Oakley, Partner <i>'Local Road Liability'</i>
2:50pm	Panel Discussion – Technical Speakers	

3:10pm – 3:40pm AFTERNOON TEA
 Fountain Courtyard

3:40pm		Nathan Skelly Asset AI Project Manager, Roads & Transport Directorate <i>'Asset AI Benefits Realisation'</i>
4:00pm		Joshua Devitt Chief Engineer, Roads & Transport Directorate <i>'Asset Management Maturity'</i>
4:20pm		Joshua Devitt Chief Engineer, Roads & Transport Directorate <i>'2026 Congress Communiqué'</i>

NETWORKING EVENING (Jubilee Room)

5:00pm - 7:00pm	Special Guests: The Hon. Anoulack Chanthivong MP Ms. Julia Finn MP Mr. Alex Greenwich MP Mr. Greg Warren MP The Hon. Scott Farlow MLC The Hon. Natalie Ward MLC Ms. Trish Doyle MP Mr. Paul Toole MP The Hon. Tania Mihailuk MLC
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*Program subject to change

Congress Partner



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ITEM 4 2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE
CONTINUED

Attachment 2 - 2026 NSW Local Roads Congress Communique



The NSW Roads and Transport Directorate (RTD), a joint initiative between Local Government NSW (LGNSW) and the NSW Division of the Institute of Public Works Engineering Australasia (IPWEA NSW and ACT), is pleased to present the 2026 Local Roads Congress Communique.

Over 120 delegates, encompassing mayors, elected council officials and council executive staff gathered with State Government Ministers and Shadow Ministers at NSW Parliament House on 1st June 2026 to attend the 2026 Local Roads Congress. The discussions and presentations from the Congress inform the advocacy focus of the Roads & Transport Directorate over the next 12 months which is outlined in this communique.

Under the theme of 'Shaping Policies for Stronger Communities', congress delegates identified the following list of recommendations as key priorities for Local, State and Federal governments to improve the NSW local road network.

NSW Local Government

The Congress supports a commitment from NSW Local Government to:

- i. Prioritise funding of local road infrastructure to address the current annual shortfall and improve the condition of road assets.
- ii. Investigate AI technology solutions, as a means of improving the efficiency of road maintenance, road safety and natural disaster assessment activities.
- iii. Recognise that rural and regional councils maintain extensive road networks that support state and national economic activity and require a funding model that reflects road length, freight task and economic importance, not simply population.
- iv. Develop and implement integrated local road network plans aligned with federal, state and regional plans, considering critical infrastructure, resilience, local transport needs, asset and risk management, road safety, freight, delivery and operation.
- v. Develop and align Asset Management Plans and Long-Term Financial Plans that fully incorporate service levels, lifecycle costs, and risk.

NSW Government

The Congress calls on the NSW Government to:

- i. Review the Fixing Local Roads Program with an annual allocation aligned to the Roads to Recovery distribution formula to provide greater certainty and allow improved short-medium term infrastructure planning by NSW Local Government.

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ITEM 4

2026 NSW LOCAL ROADS CONGRESS – IPWEA (NSW & ACT) ATTENDANCE

CONTINUED



2026 LOCAL ROADS CONGRESS COMMUNIQUÉ
SHAPING POLICIES FOR STRONGER COMMUNITIES

- ii. Ensure natural disaster funding arrangements allow resilience improvements to be included as a part of restoration works and provide dedicated funding for proactive betterment works to improve the overall resilience of the network.
- iii. Explore funding options to support councils in replacing ageing causeways and concrete, steel and composite bridges.
- iv. Support implementation of integrated local road network plans aligned to federal, state and regional plans, considering critical infrastructure, resilience, local transport needs, asset and risk management, road safety, freight, delivery and operation.
- v. Partner with councils to deliver and fund supporting transport infrastructure in areas where the NSW Government has rezoned for higher housing density. This includes road maintenance, traffic and parking management, and upgrades to the local road network to meet demand.

Australian and NSW Government

The Congress calls on the Australian and NSW Governments to work together with NSW Local Governments to address the following:

- i. An increase in base funding support for Local Government to address the current funding shortfall of road assets, and a corresponding reduction in individual competitive grants.
- ii. Reduce cost shifting to local governments, particularly those associated with the provision and ongoing care of local road assets servicing large-scale economic generators and state significant developments.
- iii. The NSW Reconstruction Authority (RA) and National Emergency Management Agency (NEMA) collaborate to streamline natural disaster funding and assessment requirements, including a maximum limit of 6 months to finalise agreements or claims from councils.
- iv. Restore the Regional Emergency Road Repair Fund (RERRF) to address roads maintenance and defect backlogs.

Australian Government

The Congress calls on the Australian Governments to:

- i. Increase Financial Assistance Grants to 1% of Commonwealth Tax Revenue and review the funding allocation to ensure an equitable distribution.
- ii. Increase the annual Roads to Recovery Program allocations to align with the construction cost index and the growth in the road asset base, ensuring funding levels are maintained in real terms.
- iii. Provide increased, long-term and predictable funding for local and regional roads, prioritising safety, congestion reduction, freight resilience, and growing communities. This also includes simplifying grant application and reporting processes to reduce administrative burdens on councils.

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

(E4-45)

RECOMMENDATION:

That Council note the Delivery Program Progress Report under s404(5) Local Government Act 1993 and the ongoing actions.

PURPOSE

This report has been prepared in accordance with Section 404(5) of the Local Government Act 1993 and is required to inform Councillors and the community of the progress being undertaken towards meeting the community's goals.

BACKGROUND

Council is required under section 404 of the Local Government Act 1993 to work with its community to develop and adopt a four-year Delivery Program. Council adopted its current Delivery Program for 2025/2026 to 2028/2029 on 26th June 2025.

REPORT

Attached to this report 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.

FINANCIAL AND RESOURCE IMPLICATIONS

The Delivery Plan is funded as per Council's Four (4) Year Long Term Budget.

LEGAL IMPLICATIONS

Section 404 of the NSW Local Government Act, 1993 states:

"404 Delivery program

- (1) A council must have a program (its delivery program) detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.*
- (2) The delivery program must include a method of assessment to determine the effectiveness of each principal activity detailed in the delivery program in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.*
- (3) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.*
- (4) A draft delivery program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the delivery program is adopted by the council.*

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

(5) The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months."

RISK IMPLICATIONS

No risks identified as plan is reported within legal time frames.

STAKEHOLDER CONSULTATION

The Delivery Program is available via Council for review.

OPTIONS

No options on the report exist. The Delivery Program progress must be reported to Council.

CONCLUSION

The Delivery Program is a lead Council document to establish goals and objectives for Council and the community. The attached report provides advice on the Council's progress for the year to date and on an ongoing basis.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

The Delivery Program 2025/2026 to 2028/2029.

SUPPORTING INFORMATION /ATTACHMENTS

Six monthly report attached.

ACRONYMS

GM	General Manager
DMFA	Divisional Manager Finance & Administration Services
DMES	Divisional Manager Engineering Services – (LEMO – Local Emergency Management Officer)
MHD	Manager Health & Development Services
IPM	Infrastructure Projects Manager
EA	Executive Officer to the Mayor and General Manager
TREAS	Treasurer
ACC	Accountant
LIB	Librarian
RIM	Roads Infrastructure Manager
FRSPM	Flood Restoration and Special Projects Manager
TSM	Town Services Manager
AM	Assets Manager
WHS/RC	Work Health Safety / Risk Co-ordinator
EDVM	Economic Development & Visitation Manager
SMT	Senior Management Team
MANEX	Management Executive (Bold = First responsible officer)

WARREN SHIRE COUNCIL

Report of the General Manager to the Ordinary Meeting of Council to be held at
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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	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, and promote on media channels	GM, MHD , DMFA, Interagency Delegates	Updated Directory and information promoted	X	X	X	X	Currently in the hands of the Warren Interagency Support Services Group, in conjunction with Health and Development staff who are attempting to update the existing Directory.	
		Obtain expressions of interest for at least one care provider to establish satellite office/shop front in Warren	GM, MHD	Satellite office established	X	X	X	X	No action to date.	
		Provide leadership and work with the Warren Interagency Support Services Group to consider how best to support the Shire's local community services	MHD , Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	
		Host an expo on health services in Warren, including ageing, youth and disability services	MHD , Interagency Delegates	Expo conducted	X	X	X	X	Support provided for the GROW Services Expo held annually by the Warren Youth Foundation and RFDS SE Section. Arrangements in train for a Council stand at the Expo 17 July 2026.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
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. Support provided to the Rotary Club of Warren Inc in relation to Little Wings and provision of paediatric services and RFDS SE. Ongoing. Meetings held with RFDS, Warren MPHS, WHAC, CEO Western Local Area Health District. Ongoing, arrangements in train for the internal repainting of the Centre.	
		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		
		Provide access to existing Family Health Centre to a standard to allow health services to be provided	MHD	Medical services are provided to the community	X	X	X	X		

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
1.1.3	Improve educational services within the community	Explore enhancements to our library services for our entire community	GM, DMFA, IPM, 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. Project Team formed, investigations have commenced on further extension works of the Library for the future with concept plans to near final draft stage. Investigations commenced on suite of grants required for funding of construction works.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
	Expand the existing Library infrastructure to cater for the increasing community needs	GM, DMFA, IPM, LIB	Increase in the provision of additional services and functions	X	X	X	X	Project Team formed, investigations have commenced on further extension works of the Library for the future with concept plans to near final draft stage. Investigations commenced on suite of grants required for funding of construction works.	
	Advocate for new and additional educational services	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X	No action to date.	
	Lobby for introduction of Opportunity Classes and Selective High Schools program at local schools and TAFE	Mayor, GM	Places are made available at local schools and the local TAFE.	X	X	X	X	No action to date.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
1.1.4	Ensure current and future housing needs for the community are met	Summarise specific housing needs by category: ✓ short- to medium-term housing opportunities for seasonal workers, visitors and residents ✓ permanent housing opportunities for new residents	MHD	Report prepared and Strategy developed and implemented	X	X	X	X	Proposals have been provided to the Premier’s Department and the Minister for Housing for future housing mix and needs of Warren Shire. Provision made in 2026/2027 for the development of a Housing Initiative Strategy for Warren Shire.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
	Review the land release timetable for Warren	GM, MHD, DMES	Audit of suitable land completed	X	X			<p>In progress however, Operational Plan & Estimates will continue to contain the construction of part of Gunningba Estate Stage 3 which will only be progressed if a majority of Gunningba Estate Stage 2 vacant blocks are taken up by Housing Plus or others or if an appropriate grant is obtained for development of residential lots.</p> <p>Commonwealth Grant Application unsuccessful in 2025/2026. Other grant applications will continually be provided to the relevant Government Departments and if required to the NSW Government. Gunningba Estate vacant land revalued.</p>	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
		Promote new housing opportunities to property developers and facilitate future investments	Mayor, GM , SMT	Promotions undertaken	X	X	X	X	Proposals have been provided to the Premier's Department and the Minister for Housing for future housing mix and needs of Warren Shire. Provision made in 2026/2027 for the development of a Housing Initiative Strategy for Warren Shire.	
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, meetings undertaken with local Sergeant, Inspector and Local Area Commander particularly in relation to local youth crime matters. Facilitation and assistance provided for police accommodation as required. Arrangements for Council Safety Precinct Meetings are still in train.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
	Continually monitor and take legal action on the use of illicit drugs within the community	Mayor, GM	Meetings conducted to facilitate actions leading to a reduction in crime and the use of illicit drugs	X	X	X	X	In progress, meetings undertaken with local Sergeant, Inspector and Local Area Commander.	
	Provide CCTV Camera System access to the NSW Policy Warren	DMES, TSM	System connected, installed and monitored	X	X	X	X	Progressing with an expected date of late September 2026 with finalised licence arrangements and ability for the NSW Police to independently monitor the CCTV System 2026/2027 Budget contains further CCTV cameras at other locations.	
	Provide animal control services to meet the demands of the community	MHD	Reduction in complaints	X	X	X	X	Ongoing. New animal shelter fully commissioned.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
	Monitor and renew alcohol prohibited and alcohol-free zones.	DMES	Zones adopted by every Council term.				X	No action to date, currently not applicable.	
1.1.6	Recognise and support our wide range of local community groups	Develop strategies across social, economic and environmental issues Undertake an audit of Community Services within Warren Shire	GM, MHD , SMT, MANEX MHD , Interagency Delegates	Strategies developed and implemented Audit works undertaken	X	X		Ongoing. Currently in the hands of the Warren Interagency Support Services Group and Health and Development staff who are attempting to use the update of the existing Community Services Directory as a form of audit of Community Services within Warren Shire.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
	Council to meet with local peak indigenous organisations	GM, Mayor, SMT	Regular meetings organised	X	X	X	X	Ongoing, currently contact with the Warraan Widji Arts including attendance of presentations and launches. Liaison with the Warren Local Aboriginal Lands Council in relation to TEI funded projects for 2025/2026.	
	Council to meet with community peak bodies and stakeholders to build collaborative relationships	GM, Mayor, SMT, MANEX	Regular meetings organised	X	X	X	X	Ongoing, however availability of relevant members affecting meeting levels. The Mayor has made arrangements to meet informally with a relevant Aboriginal Elder and representatives of the Warren Local Aboriginal Land Council.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	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	<p>In progress, some contact at high levels undertaken by the Economic Development and Visitation Manager. The Warren Interagency Support Services Group also investigating improved transport services particularly between Nevertire and Warren, linking with bus services travelling the Mitchell Highway.</p> <p>The Divisional Manager Engineering Services has provided a submission in relation to the draft NSW's Central West and Orana Strategic Regional Integrated Transport Plan.</p>	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.1: Attract and retain community-focussed resources									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
		MHD	Regular postings are included in Council's social media	X	X	X	X	Ongoing.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.2: Engage with the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
1.2.1	Maintain ongoing community engagement to instil a strong collaborative and inclusive 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. An extensive campaign continues to obtain subscribers to the Warren Shire Alert (Whispir) Program that enables dissemination of emergency and important information to those subscribers together with a similar campaign for Council's social media and Council's newsletter EDM. Presentations to community organisations (Rotary, View Club, etc) GROW Services Expo, Warren Show, Marra Field Days and various community events.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.2: Engage with the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
1.2.2	Support and promote community-based lifestyle and social events	Work with community to support community-based events	GM, EDVM, MANEX	Activities and events supported by Council held	X	X	X	X	Ongoing, major events program enacted. Warren Shire Community Christmas Party 2025 successfully held at Carter Oval Youth Sports Precinct. The conduct of future events will be subject to grant funds and donations.	
		Train and assist community organisations in obtaining grants	EDVM, IPM, MANEX	Grants received by Council and the community organisations	X	X	X	X	Ongoing. 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. Senior Council Officers participating as volunteers on Management Committees of many community organisations.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.2: Engage with the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
		Work with the Warren Interagency Support Services Group to encourage volunteerism	MHD, Interagency Delegates	Regular meetings organised	X	X	X	X	Ongoing.	
1.2.4	Ensure that our emergency services organisations are ready to support our community during natural disasters and other emergencies	Assist with the coordination of emergency services, through the Local Emergency Management Committee	Mayor, GM, DMES (LEMO), MHD, TSM	Efficient coordination of emergency services management	X	X	X	X	Ongoing, LEMC meeting regularly and providing support to combat agencies. Currently, the Warren Shire Flood Emergency Sub Plan to draft stage however, NSW State Emergency Service is not prepared to ensure that requirements of previous Plans that Warren Shire Council is reimbursed its costs for flood mitigation works is kept.	
								Council progressing Warren Town Flood Study, which Council is hoping will lead to reduced insurance costs for residents of Warren.		

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.2: Engage with the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
1.2.5	Support Aboriginal people and organisations to increase the broader community's awareness and recognition of local Aboriginal cultural identity in Warren Shire	Build and maintain collaborative relationships with the Warren Local Aboriginal Land Council and Warraan Widji Arts	Mayor, GM MANEX	Regular meetings held	X	X	X	X	Ongoing, however availability of relevant members affecting meeting levels. The Mayor has made arrangements to meet informally with a relevant Aboriginal Elder and representatives of the Warren Local Aboriginal Land Council.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.3: Support young people and encourage their development										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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. Arrangements are underway for the employment of a Youth Support Officer under the Community and Family Support (CAFS) Program to be embedded with the Warren Youth Centre and Community Hub under a Memorandum of Understanding.	
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	Ongoing.	
		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.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.3: Support young people and encourage their development										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
1.3.3	Develop traineeship programs to retain youth	Review opportunities to develop traineeships within Council's structure	GM, SMT	Council's structure reviewed	X	X	X	X	Ongoing, support provided by continued participation in the Fresh Start Training Program for Apprenticeships and Trainees. Separate Traineeships also arranged for the Roads and Town Services sections.	
		Liaise with businesses and the Warren Chamber of Commerce to encourage traineeships	GM, SMT	Presentations conducted	X	X	X	X	No action possible at present.	
		Develop indigenous traineeships within the Shire	GM, SMT	Indigenous traineeships developed	X	X	X	X	Ongoing, support provided by participation in the Fresh Start Training Program for Apprenticeships and Trainees.	
		Build a strong relationship with local schools to promote work experience opportunities	GM, SMT	Work experience opportunities made available	X	X	X	X	Ongoing.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 1.3: Support young people and encourage their development									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Apply for grants that provide Traineeships and Apprenticeships	GM, SMT, EDVM, HRO, WHS/RC	Successful grants received	X	X	X	X	Ongoing, support provided by participation in the Fresh Start Training Program for Apprenticeships and Trainees. Separate Traineeships also arranged for the Roads and Town Services sections.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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		X	No action to date, currently not applicable.	
		Survey business owners to ascertain what keeps their young people and what could bring them back	GM, SMT, EDVM	Surveys completed		X		X	No action to date, currently not applicable.	
		Interview business owners who have successfully employed skilled, unskilled and young people	GM, SMT, EDVM	Interviews conducted		X		X	No action to date, currently not applicable.	
		Survey business owners to understand what may have stopped them in attracting and keeping skilled and unskilled people	GM, SMT, EDVM	Surveys completed		X		X	No action to date, currently not applicable.	
		Survey business owners to understand what skills they are missing	GM, SMT, EDVM	Surveys completed		X		X	No action to date, currently not applicable.	
		Collate findings and prepare action plan	GM, SMT, EDVM	Report prepared		X		X	No action to date, currently not applicable.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
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	Ongoing. Country Heartline Project successfully completed for business and investment opportunities. Further success in an ongoing grant and budgets provided for continuation of Country Heartline in the future.	
		Engage with industry bodies and investors to share business and investment ideas	Mayor, GM , SMT, EDVM	Meetings conducted	X	X	X	X	Ongoing.	
		Meet with potential businesses and investors to explore opportunities	Mayor, GM , SMT, EDVM	Meetings conducted	X	X	X	X	Ongoing. Some liaison with business in relation to progression of the proposed Queensland Cotton land purchase.	
		Seek to close out investment opportunities	Mayor, GM , SMT, EDVM	Opportunities completed	X	X	X	X	Ongoing.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Our economic delivery program: Objective 2.1: Facilitate the diversification of industries within the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
	Lobby and advocate State Government to reinstate the railway bridge	Mayor, GM , SMT, EDVM	Advocacy undertaken	X	X	X	X	Ongoing.		
	Development of industrial land	Mayor, GM	Purchase of suitable land	X	X	X	X	Councils EOI for the purchase of Queensland Cotton land was unsuccessful.		

Objective 2.2: Proactively support the development of tourism as a key industry for the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
2.2.1	Prepare and implement a tourism strategy for the Shire	GM, SMT, EDVM	Strategy and Plan completed	X	X	X	X	Ongoing. Country Heartline project completed which will dovetail into the Tourism Strategy and Destination Management Plan for Warren Shire. Consultation Group has been arranged and a more detailed community forum		

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
								scheduled for 2026/2027. Arrangements in train for a Destination Warren website and Destination Macquarie Marshes website which is expected to be completed by the end of 2026.	
	Implement the tourism strategy and Destination Management Plan with support from tourism businesses, the community and Government	GM, SMT, EDVM	Strategy and Plan implemented	X	X	X	X	Ongoing. Country Heartline project completed which will dovetail into the Tourism Strategy and Destination Management Plan for Warren Shire. Consultation Group has been arranged and a more detailed community forum scheduled for 2026/2027.	

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target	
								Arrangements in train for a Destination Warren website and Destination Macquarie Marshes website which is expected to be completed by the end of 2026.		
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		Ongoing. Country Heartline project completed which will dovetail into the Tourism Strategy and Destination Management Plan for Warren Shire. Consultation Group has been arranged and a more detailed community forum scheduled for 2026/2027. Arrangements in train for a Destination		

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
								Warren website and Destination Macquarie Marshes website which is expected to be completed by the end of 2026.	
								Destination Macquarie Marshes Taskforce facilitated with Destination Macquarie Marshes Strategy and Action Plan being formulated.	
	Promote selected river locations	GM, SMT, MANEX, EDVM	Promotion complete	X	X	X	X	Ongoing. Country Heartline project completed which will dovetail into the Tourism Strategy and Destination Management Plan for Warren Shire. Consultation Group has been arranged and a more detailed	

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
								community forum scheduled for 2026/2027. Arrangements in train for a Destination Warren website and Destination Macquarie Marshes website which is expected to be completed by the end of 2026. Destination Macquarie Marshes Taskforce facilitated with Destination Macquarie Marshes Strategy and Action Plan being formulated.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	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	Ongoing. Country Heartline project completed which will dovetail into the Tourism Strategy and Destination Management Plan for Warren Shire. Consultation Group has been arranged and a more detailed community forum scheduled for 2026/2027. Arrangements in train for a Destination Warren website and Destination Macquarie Marshes website which is expected to be completed by the end of 2026.

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
								Destination Macquarie Marshes Taskforce facilitated with Destination Macquarie Marshes Strategy and Action Plan being formulated.	
	Develop and maintain recreational infrastructure at the Bob Christensen Reserve	GM, SMT, MANEX, DMES, TSM , IPM , EDVM	Infrastructure complete	X	X	X	X	Improvement program formulated for use in grant applications. Grant application made for portable changing facility. Grant application made for the replacement of tables, benches and shade structures.	

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Objective 2.2: Proactively support the development of tourism as a key industry for the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comments	Target
2.2.3	Develop and deliver a customer service framework for all businesses in our Shire	Host a customer service workshop with local businesses to consider best practice customer service approaches	Workshop conducted	X	X	X	X	In progress, with a Training Program developed and will initially used for the training of relevant Council staff in late 2026.	
		Facilitate agreement on a customer service framework for all businesses in the Shire	Framework agreed	X	X	X	X	In progress, with a Training Program developed and will initially used for the training of relevant Council staff in late 2026. This program will then be used for training of interested local businesses.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
2.3.1	Facilitate the growth of local businesses	Research industry and economic forecasts and gap analysis for Warren	Research and gap analysis completed	X	X	X	X	Ongoing. Much initial investigation undertaken as part of the Business Case for the Drought Resilience Plan Implementation Project "The Country Heartline".		
		Research growth strategies adopted by Shires like ours	Research completed	X				Investigating other Council Strategies. Much initial investigation undertaken as part of the Business Case for the Drought Resilience Plan Implementation Project "The Country Heartline".		

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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.	

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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 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.	

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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 to build business proficiency, improvements and best practice. Council has taken the lead in a Drought Resilience Plan Implementation Project “The Country Heartline” to see diversified farm income, tourism infrastructure and trail development in conjunction with Bogan and Coonamble Shire Councils.	

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								New program Heartline Reconnected will create pathways to wellbeing and connection and lasting resilience addressing the growing need for stronger social connection, improved community wellbeing and continued drought resilience. Customer Service Training Program developed and will initially used for the training of relevant Council staff in late 2026, then will adapted and used as a Training Program for interested Local Businesses.	

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Host a business efficiency workshop with local businesses to consider best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Workshop conducted	X	X			Ongoing. As part of the Country Heartline Project a Digital Marketing Workshop was undertaken.	
	Facilitate the implementation of new business efficiency approaches	GM, SMT, MANEX, EDVM	Efficiency approaches implemented		X	X	X	No action to date, currently not applicable.	

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	X		The Warren Town Centre Master Plan – Dubbo Street Upgrade finalised and appropriate grant application to the Commonwealth Government arranged. A further Land and Property Availability Analysis Report for Commercial, Industrial, Residential, Airport, etc. including Vacant Business Premises will be undertaken and used in a future consultation project for new land uses for the Warren CBD.		

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Objective 2.3: Support the growth and revitalisation of existing and new local businesses									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Amend our Local Environmental Plan (LEP) where required	GM, MHD , SMT	LEP amended	X	X			The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is currently with Parliamentary Counsel for final drafting and is expected to be finalised by August 2026.	
	Promote zoning changes to the community	GM, MHD , SMT, EDVM	Promotion undertaken	X	X	X	X	Ongoing, initial promotion undertaken. The Planning Proposal PP-2025-217 to amend the Warren LEP 2012 is currently with Parliamentary Counsel for final drafting and is expected to be finalised by August 2026.	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
3.1.1	Ensure that the road network is maintained to acceptable community standards	DMES, RIM	Maintenance activities conducted in accordance with good engineering practice	X	X	X	X	In progress, AGRN 1034 in the amount of \$8.6M, approximately 75% completed. A further claim for over \$1M is in progress awaiting approval. Routine Maintenance Program progressing in conjunction with the Flood Damage Program. NSW Disaster Ready Fund – Electronic Signage at Reddenville Break and Stoney Creek Crossing completed. SR66 Wambianna Road Australian Government Black Spot Program Safety Improvements investigation and design has	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								commenced. 2025/2026 Rural Unsealed Roads Resheeting Program commenced. Chester Street kerb and gutter replacement program complete. Bundemar Street safety improvements complete. 2025/2026 Regional Roads Guardrail Replacement Program complete. 2025/2026 SH 11 Oxley Highway RMCC Ordered Works Milawa complete. RR7515 Warren Road Segments 2 and 4	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								rehabilitation complete. RR202 Marthaguy Road SH11 Oxley Highway intersection realignment complete. 2025/2026 Shire Roads Bitumen Reseal Program complete. 2025/2026 Regional Roads Bitumen Reseal Program complete. 2025/2026 Regional, Shire and Urban Roads Linemarking Program complete. Roads Asset Plan renewed.	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Support the NSW Government's Towards Zero Road Safety Program by maintaining and implementing Council's Road Safety Plan.	DMES, RIM	Road Safety Plan implemented	X	X	X	X	In progress, Towards Zero Road Safety Program on RR333 Carinda Road (10 kms of road reconstruction) complete.	
	Actively seek grants from Federal and State Governments	DMES, RIM	Increased level of grant funds obtained	X	X	X	X	In progress, Towards Zero Road Safety Program on RR202 Marthaguy Road (10 kms of road reconstruction) 60% complete. Contract arranged for wire rope safety barrier installation.	
								Ongoing, applications for SR 66 Wambianna Road safety improvements successful under the	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Black Spot Program, with investigation and design work commenced and construction to be undertaken in 2026/2027. Grant applications for Beleringar Bridge replacement and Weemabung Bridge replacement under the Safety Local Roads Infrastructure Program unsuccessful but will be transferred to future programs. Grant application for Nevertire Rest Area under the Heavy Vehicle Rest Area Tranche 7 Program arranged and	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Lobby the State Government to reclassify roads with usage changes (Inland Flat Route)	Mayor, GM, DMES	Classifications changed	X	X	X	X	<p>pending. Expression of Interest (EOI) under the NSW EV Fast Charging Program arranged for the Nevertire Rest Area location.</p> <p>Ongoing, Inland Flat Route currently included in the Draft Central West and Orana Strategic Regional Integrated Transport Plan. Recategorisation application for Inland Flat Route roads undertaken through Transport for NSW Road Recategorisation Portal.</p>	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Canvas Bland, Lachlan, Coonamble and Narrabri Shire Councils for a joint initiative towards identifying the Inland Flat Route as an alternative to the Newell Highway	Mayor, GM, DMES	Joint initiative developed Feasibility strategy developed	X	X	X	X	Ongoing, Inland Flat Route currently included in the Draft Central West and Orana Strategic Regional Integrated Transport Plan. Recategorisation application for Inland Flat Route roads undertaken through Transport for NSW Road Recategorisation Portal. Initial contact made with Bland, Lachlan, Coonamble and Narrabri Shire Councils for a joint initiative towards identifying the Inland Flat Route as an alternative to the Newell Highway. Feasibility Strategy yet to be developed.	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
3.1.2	Advocate for reliable telecommunications services throughout the Shire	Lobby relevant Government Ministers and Departments to advocate for improved telecommunications infrastructure	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	Ongoing, NBN providing some improvements for Warren and Nevertire that are yet to be proven.	

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Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
3.1.3	Ensure that the Shire is well positioned to rapidly adopt new, modern energy technologies as they emerge	Monitor trends and reliability in the energy supply sector, particularly with respect to renewable energy	GM, SMT Research conducted	X	X	X	X	3 EV charging stations in Warren complete at the VIC, Carter Oval Youth Sports Precinct and in Dubbo Street. Solar panel on Council's facilities subject to grants. Solar panel array and battery for the Ewenmar Waste Depot expected to be installed by July 2026. Expression of Interest (EOI) under the NSW EV Fast Charging Program arranged for the Nevertire Rest Area location.		

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Objective 3.1: Provide reliable and accessible connectivity across the Shire										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Lobby the Government, energy authorities and energy providers to ensure that Warren Shire is included in the Central-West Orana Renewable Energy Zone with improved high-voltage connectivity	Mayor, GM	Meetings conducted and submissions made	X	X	X	X	No action to date, currently not applicable. Currently one large solar farm installed in Warren Shire with a further three smaller separate solar farms in the Nevertire area having received Development Consent through the Regional Planning Panel.	
3.1.4	Advocate for improved rail and transport access to Warren	Lobby relevant Government Ministers and Departments to advocate for improved rail and transport access to Warren	Mayor, GM	Meetings conducted for advocacy and lobbying	X	X	X	X	No action to date.	

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Objective 3.2: Provide sustainable infrastructure for the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
3.2.1	Maintain community assets (swimming pools, library, council buildings, parks, gardens, reserves, cemeteries, aerodrome, stormwater, water and sewer infrastructure) to acceptable community standards	Conduct community consultation regarding community assets	GM, SMT, MANEX, MHD, IPM , TSM	Community consultation completed	X	X	X	X	<p>Ongoing, redevelopment of the Cricket field of the Carter Oval Youth Sports Precinct complete.</p> <p>Refurbishment of the Thornton Avenue Sewer Pump Station complete.</p> <p>Insurance replacement of storm damaged toilets at Noel Waters Oval Nevertire approved and in the process of replacement.</p> <p>Insurance replacement of shade sail at Nevertire Community Park completed.</p>	

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Objective 3.2: Provide sustainable infrastructure for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Female Friendly Amenities at the Victoria Park complete. Replacement MCC Oxley Park River Water Pumping Station complete.	

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Objective 3.2: Provide sustainable infrastructure for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Water Valve Replacement Program 2025/2026 nearing completion. CCTV and Smoke Testing of Sewer at Warren and Nevertire results analysed to formulate future sewer main refurbishment programs. Working with NSW EPA on the decommissioning of the old Warren Sewerage Treatment Plant and Gillendoon Street Sewer Pump Station. Stormwater Asset Plan renewed.	

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Objective 3.2: Provide sustainable infrastructure for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	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. Roads Asset Plan renewed. Stormwater Asset Plan renewed.	
	Actively seek grants from Federal and State Governments	GM, SMT, MANEX, TSM, IPM, LM	Increased level of grant funds obtained	X	X	X	X	Ongoing, grant applications for Crown Reserves Improvement Program, Club Grants etc continually being applied for. Investigations commenced on Library Improvement Works Program and Grants.	

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Objective 3.2: Provide sustainable infrastructure for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
3.2.2	Ensure that the Warren levee continuously remains fit for purpose	Undertake a regular renewal and repair program for the Warren levee	DMES, TSM, IPM	Renewals and repairs completed	X	X	X	X	Rehabilitation works on levee being finalised. Levee stormwater floodgates, generators, electric pumps and diesel pumps and associated equipment complete. Operations Manuals and Maintenance Manuals to be undertaken and everything is expected to be complete by September 2026.	
		Actively seek grants from Federal and State Governments	DMES, TSM	Grant funds obtained	X	X	X	X	No action to date, currently not applicable.	
		Prepare and implement the Warren Town Flood Study and Floodplain Risk Management Study and Plan	DMES	Plans adopted and actions implemented	X	X			Warren Town Flood Study to draft stage.	

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Objective 3.2: Provide sustainable infrastructure for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Investigate the preparation of a Nevertire and Collie Village Flood Study and Floodplain Risk Management Study and Plan	DMES	Investigation undertaken		X	X		No action to date, currently not applicable.	

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Objective 3.3: Proactively manage our infrastructure assets										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
3.3.1	Adopt comprehensive and practical asset management plans that support, and are supported by, our long-term financial plans	Prepare asset management plans for each class of asset	DMFA, DMES, MHD,TSM, RIM, AM	Plans adopted by Council	X	X	X	X	Ongoing, Asset Management Plans for Roads and Stormwater complete. AM has commenced redevelopment of Council's Asset Management System, GIS/Mapping System and Asset Inspection System. Asset AI Inspection System being further developed.	
		Ensure that plans are integrated with our long-term financial plans	DMFA, DMES, AM	Plans completed	X	X	X	X	Ongoing, Asset Management Plans for Roads and Stormwater complete. Integration with long term financial plans being arranged by DMFA, DMES and AM.	

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Objective 3.3: Proactively manage our infrastructure assets									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Ensure that operations, maintenance, capital renewal and capital expansion activities are undertaken in accordance with the asset management plans	DMES, MHD,TSM, RIM, IPM	Programs in place	X	X	X	X	Ongoing, processes in place. Asset AI Inspection System for roads being further developed.	
	Capture accurate and complete asset condition data regularly	DMES, MHD,TSM, RIM, AM	Condition assessments undertaken	X	X	X	X	Ongoing, processes in place. Asset AI Inspection System for roads being further developed.	

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Objective 3.3: Proactively manage our infrastructure assets									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Actively seek grants from Federal and State Governments	DMES, MHD,TSM, RIM, IPM	Increased level of grant funds obtained	X	X	X	X	Ongoing, processes in place. Grant applications made for the following projects: <ul style="list-style-type: none"> ▪ Changing facility at Bob Christensen Reserve; ▪ NSW EV Fast Charging Program for Nevertire Rest Area location; ▪ Regional Housing Strategic Planning Fund Round 4 for Gunningbar Residential Estate; 	

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Objective 3.3: Proactively manage our infrastructure assets									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								<ul style="list-style-type: none"> ▪ Safer Local Roads Infrastructure Programs – Weemabung and Beleringar Bridges Replacement; ▪ Nevertire Heavy Vehicle Rest Area construction; ▪ SR66 Wambianna Road Australian Government Black Spot Program Safety Improvements; ▪ Remote Airstrip Upgrade Program Round 11 for Airstrip improvement works – exclusion fence approved and being final scoped; 	

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Objective 3.3: Proactively manage our infrastructure assets									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								<ul style="list-style-type: none"> ▪ Community Builders Partnership table, benches and shade structures replacement at Bob Christensen Reserve; ▪ Community War Memorial Fund Cenotaph Improvement; ▪ NSW Office of Responsible Gambling Infrastructure Grants Round 2025/2026 Victoria Park improvements; ▪ NSW Office of Sport Rugby World Cup Legacy Program Victoria Park improvements; 	

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Objective 3.3: Proactively manage our infrastructure assets										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
								<ul style="list-style-type: none"> ▪ 2026 Community Building Partnership Carter Oval Youth Sports Precinct improvements; and ▪ Regional Housing Strategic Planning Fund Round 4 Gunningbar Residential Estate. 		
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, TSM, IPM	Experienced and qualified staff	X	X	X	X	Ongoing, processes in place. Currently all professional Engineering positions within the Structure are filled. Need to fill various vacant Engineering operational staff positions.	

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Objective 3.4: Revitalise the Warren, Nevertire and Collie streetscapes										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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.	
		Continue consultation with the Warren, Nevertire and Collie communities on possible future streetscape improvements	DMES	Consultation program instigated	X	X	X	X	Ongoing.	

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Objective 4.1: Manage the impact of climate change on our local community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
4.1.1	Work with appropriate agencies to proactively address the local impacts of climate change	Actively participate in Macquarie River Flood Mitigation Zone Reference Group	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, FRSPM, TSM	New initiatives implemented	X	X	X	X	3 EV charging stations in Warren completed at the VIC, Carter Oval Youth Sports Precinct and in Dubbo Street. Funding made available for solar panels and battery at the Ewenmar Waste Depot which is expected to be installed in July 2026.	
		Review our Consequence Management Guides under our Local Emergency Management Plan	GM, DMES (LEMO) , MHD, TSM	Review completed	X	X	X	X	Ongoing.	

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Objective 4.1: Manage the impact of climate change on our local community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
		Update our Local Emergency Management Plan to take into account the impact of climate change	GM, DMES (LEMO) , MHD, TSM	Plan updated		X			No action to date, currently not applicable.	
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	No action to date.	

Objective 4.2: Proactively manage environmental-based assets for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	Ongoing.	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Work with the Western Councils Water Utilities Alliance to ensure that any structural reform of the management of water utilities reflect the aspirations of Council.	GM, DMES, AM, TSM	Favourable reforms implemented	X	X	X	X	Ongoing, the Mayor and the General Manager are members of the Western NSW Local Water Utilities Council Reference Group. Council participating in the Regulatory Assurance Framework Gap Analysis and Asset Management – Rapid Health Check by DCCEEW.	
	Lobby the Government to increase the capacity of the Burrendong Dam Airspace for Flood Mitigation and Drought Proofing Protection and Other Water Supply Matters	Mayor, GM	Submissions made	X	X	X	X	Ongoing, last Briefing to the Minister for Water on 13 November 2025. The Mayor presented to the Alliance of Western Councils Murray Darling Basin Authority Round Table on critical water	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								needs on 21 October 2025. Lead for the finalisation of the Alliance of Western Councils Murray-Darling Basin Review Submission. Finalisation of Warren Shire Council's Murray-Darling Basin Review Submission. Appropriate communications strategy implemented in relation to the Murray-Darling Basin Review Submissions. Further Briefing of the NSW Minister for Water undertaken on 27 May 2026 in relation to Macquarie Water Security Project. A further meeting with	

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Objective 4.2: Proactively manage environmental-based assets for the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Lobby the Government to pipe or line the Albert Priest Channel to drought proof water supplies	Mayor, GM	Submissions made	X	X	X	X	DCCEEW Acting Deputy Secretary in relation to Macquarie Water Security Project on 1 June 2026. Ongoing, last Briefing to the Minister for Water on 13 November 2025.	
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. Meeting with DCCEEW Acting Deputy Secretary on 1 June 2026 in relation to renewal of the Ellengerah Road Bore Water Access Licence.	
		Educate the community on sustainable water usage	DMES, TSM	Education program delivered	X	X	X	X	Ongoing, details on Council's website.	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
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	DMES, TSM	Adherence to asset management plans	X	X	X	X	Ongoing, processes in place. The Mayor and the General Manager are members of the Western NSW Local Water Utilities Council Reference Group. Council participating in the Regulatory Assurance Framework Gap Analysis and Asset Management – Rapid Health Check by DCCEEW.	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Comply with current best practices for water supply networks	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing, processes in place. The Mayor and the General Manager are members of the Western NSW Local Water Utilities Council Reference Group. Council participating in the Regulatory Assurance Framework Gap Analysis and Asset Management – Rapid Health Check by DCCEEW.	
	Remain actively involved in the Western Councils Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing.	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Investigate and implement measures to return Collie Water Supply to a potable standard	DMES, TSM	Potable standard restored	X	X	X	X	Investigation commenced as part of the Integrated Water Cycle Management Strategy Project and Warren Shire Water Security Project.	
	Investigate and implement the Integrated Water Cycle Management (IWCM) Plan and the recommendations from the Warren Water Security Project.	DMES, TSM	Recommendations implemented	X	X	X	X	Consultant engaged. Groundwater investigation complete.	

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Objective 4.2: Proactively manage environmental-based assets for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
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, processes in place. The Mayor and the General Manager are members of the Western NSW Local Water Utilities Council Reference Group. Council participating in the Regulatory Assurance Framework Gap Analysis and Asset Management – Rapid Health Check by DCCEEW.	

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Objective 4.2: Proactively manage environmental-based assets for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Comply with current best practices for sewerage systems	DMES, TSM	Affirmative annual compliance report	X	X	X	X	Ongoing, processes in place. The Mayor and the General Manager are members of the Western NSW Local Water Utilities Council Reference Group. Council participating in the Regulatory Assurance Framework Gap Analysis and Asset Management – Rapid Health Check by DCCEEW.	
	Explore the feasibility of UV treatment to re-use effluent for other uses	DMES, TSM	Feasibility Plan developed	X	X			Ongoing, waiting on a suitable grant.	
	Remain actively involved in the Western Councils Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X	Ongoing.	

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Objective 4.2: Proactively manage environmental-based assets for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
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, processes in place. Stormwater Asset Management Plan renewed.	
		Install stormwater quality improvement devices (SQIDs)	DMES, TSM	Funding approved and devices installed	X	X	X	X	Ongoing, waiting on a suitable grant.	

Objective 4.3: Provide a sustainable waste management service for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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, working with Netwaste for appropriate initiatives.	

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Objective 4.3: Provide a sustainable waste management service for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Investigate and implement improved waste collection and waste processing processes	MHD	New improved processes implemented	X	X	X	X	Recycling Survey 2026 undertaken and reported to Council through the Ewenmar Waste Depot Committee with kerbside recycling mooted for commencement in 2026/2027. Further investigations have commenced for improvement of other types of recycling withing Warren Shire i.e. small batteries, large batteries, better Return to Earn options. Attempting to obtain a Return to Earn facility in Warren. FOGO initiative exemption arrangements commenced.	

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Objective 4.3: Provide a sustainable waste management service for the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Implement the Ewenmar Waste Depot Management Regime, Strategies and Plan	MHD	New Management Plan implemented	X	X			Consultant engaged for the final development and implementation of an appropriate Operational Plan including safety improvements.	
		Apply for an exemption to the Food Organics Garden Organic (FOGO) Mandate	MHD	Monitor and report to NSW EPA seeking an exemption	X	X	X	X	Working with the Alliance of Western Councils and Netwaste in an attempt to become exempt for FOGO.	
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	Initial improvements commenced. Consultant engaged for the final development and implementation of an appropriate Operational Plan including safety improvements.	

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Objective 4.3: Provide a sustainable waste management service for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	Initial improvements commenced. Consultant to be engaged for the final development and implementation of an appropriate Operational Plan. Council produced tree / wood chips (controlled cleanliness) to be made available to the public at the Warren Showground/ Racecourse Complex in the near future.	
	Investigate and implement state of the art recycling initiatives including the Return and Earn Program	MHD	New recycling initiatives introduced	X	X	X	X	Attempting to obtain an automatic Return to Earn facility in Warren. Not receiving positive advice.	

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Objective 4.4: Support environmentally sustainable land management practices										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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, FRSPM	Guidelines adhered to	X	X	X	X	Ongoing, processes in place. Somewhat reliant on CMCC inspections and reports.	
		Assist in promoting and endorsing the CMCC guidelines to landowners	GM, MHD	Guidelines promoted and endorsed	X	X	X	X	Ongoing, appropriate information being provided to Council's EDM newsletter.	
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	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	Ongoing, processes in place. Plan of Management for Victoria Park and Oxley Park in place. Other Crown Land Plans of Management to draft stage.	

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Objective 4.4: Support environmentally sustainable land management practices										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	Current EEC legislation and initiatives understood	X	X	X	X	Ongoing, processes in place.	
		Implement preservation and protection initiatives as required	DMES, MHD , TSM, RIM	Processes implemented	X	X	X	X	Ongoing, processes in place.	
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, WHS/RC	Monitoring in progress and actions undertaken	X	X	X	X	Ongoing, processes in place.	
		Redevelop and implement the Mine Safety Management Plan	DMES, RIM, WHS/RC	Plan in place and implemented	X	X	X	X	Quarry Safety Management Plan to draft stage	

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Objective 5.1: Ensure strong engagement and collaboration with the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
5.1.1	Undertake regular community engagement activities as per the Community Engagement Strategy	Complete all community engagement activities outlined in the Community Engagement Strategy	Mayor, GM, SMT, MANEX	Strong community engagement	X	X	X	X	<p>Ongoing, Community Engagement Plans enacted for all major projects/programs. Local paper being utilised together with Council's social media platforms and the Community Room display screen.</p> <p>Where required, Community Members are nominated and included in various Council Committees to actively participate and contribute to those Committees (Airport Operations, Showground/ Racecourse, Warren Public Arts).</p>	

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Objective 5.1: Ensure strong engagement and collaboration with the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Warren Shire Alert (Whispir) Program continues to be implemented to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter. Council stands to be held at GROW Services Expo, Warren Show and Marra Field Day. New Electronic/Digital Customer Service Request "Bluey" System being implemented and it is expected to be fully operational by August 2026.	

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Objective 5.1: Ensure strong engagement and collaboration with the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
5.1.2	Provide training to the community on making grant applications	Disseminate grant opportunities to the community	GM, SMT, MANEX, IPM, EDVM	Grant opportunities promoted	X	X	X	X	Ongoing, by the Executive Office, Infrastructure Projects Management Office and Economic Development and Visitation Office.	
		Train community members and community groups on best practice grant preparation	EDVM	Number of successful grants	X	X	X	X	Ongoing, by the Infrastructure Projects Management Office and Economic Development and Visitation Office.	
5.1.3	Promote Warren Shire Council to wide audiences both within the Shire and externally	Prepare and implement community engagement plans	Mayor, GM, SMT, MANEX, EDVM	Plans completed and implemented	X	X	X	X	Ongoing, Community Engagement Plans enacted for all major projects/programs. Local paper being utilised together with Council's social media platforms and the Community Room display screen.	

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Objective 5.1: Ensure strong engagement and collaboration with the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Warren Shire Alert (Whispir) Program continues to be implemented to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter. New Electronic/Digital Customer Service Request "Bluey" System being implemented and it is expected to be fully operational by August 2026. Council stands to be held at GROW Services Expo, Warren Show and Marra Field Day.	

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Objective 5.1: Ensure strong engagement and collaboration with the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Promote Council through websites, social media and other relevant promotional channels (print and online)	Mayor, GM, SMT, MANEX, EDVM	Increased positive image of Council	X	X	X	X	<p>Ongoing, Community Engagement Plans enacted for all major projects/programs. Local paper being utilised together with Council's social media platforms and the Community Room display screen.</p> <p>Warren Shire Alert (Whispir) Program continues to be implemented to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter.</p> <p>New Electronic/Digital Customer Service Request "Bluey" System being</p>	

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Objective 5.1: Ensure strong engagement and collaboration with the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								implemented and it is expected to be fully operational by August 2026. Council stands to be held at GROW Services Expo, Warren Show and Marra Field Day.	

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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. SMT soon to undertake an investigation and implementation of a Strategic Directions Plan Workshop in conjunction with Councillors.	

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Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
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, processes in place.	
		Implement actions to mitigate against known compliance risks	GM, SMT, MANEX, WHS/RC	Number of non-compliance notices	X	X	X	X	Ongoing, processes in place. Internal Audit for Legislative Compliance being undertaken to determine required improvements to mitigate known compliance risks.	
5.2.3	Seek new sources of income for Council	Apply for private works contracts with local businesses, landowners and the community	DMES, RIM, TSM	Contracts in place	X	X	X	X	Ongoing, processes in place.	
		Reassess Council's schedules of rates, fees and charges	GM, SMT, DMFA, DMES, MHD, MANEX	New schedules confirmed	X	X	X	X	Ongoing, processes in place. 2026/2027 Draft Fees and Charges taking into account the increased cost of energy and related products.	

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Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Review Council's investment management strategies	DMFA	New strategies developed and implemented	X	X	X	X	Ongoing, processes in place. Manex providing major expenditure and income information to improve process.	
		Continually review and seek grant opportunities	GM, SMT, MANEX, MHD, RIM, TSM, IPM	Grants won	X	X	X	X	Ongoing, processes in place. Concerned in relation to the drop of levels of grants by both the Commonwealth and State Governments.	
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, processes in place.	

WARREN SHIRE COUNCIL

Report of the General Manager to the Ordinary Meeting of Council to be held at
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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
5.2.5	Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible	Utilise and maintain the VendorPanel (UniMarket) procurement and contract management system	GM, SMT, MANEX	VendorPanel (UniMarket) actively used	X	X	X	X	Ongoing, processes in place. Process instigated for the renewal of Preferred Suppliers – Relevant Local Trades and Commercial Services Contract.	
		Train staff in procurement and contract management practices	GM, SMT, MANEX	Staff trained	X	X	X	X	Ongoing, processes in place. Training in Modern Day Slavery undertaken on the 19 November 2025. Grant application made for Procurement Fraud and Corruption Prevention Program.	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
		Promote opportunities for local businesses to provide services to Council	GM, SMT, MANEX	Community and businesses informed	X	X	X	X	Ongoing, processes in place. Process instigated for the renewal of Preferred Suppliers – Relevant Local Trades and Commercial Services Contract.	
		Review the Procurement Policy to encourage participation of First Nations Businesses in providing services to Council	GM, DMFA, DMES	Policy reviewed and actions implemented	X	X	X	X	Ongoing, processes in place.	
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	Ongoing, processes in place.	
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Positive staff surveys	X	X	X	X	Ongoing, processes in place. Arrangements in train for a future Staff Culture Survey.	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
	Embrace the use of new technology to support our processes	GM, SMT, MANEX	Processes improved	X	X	X	X	<p>Ongoing, processes in place.</p> <p>The IPWEA Asset AI System for road condition assessment and defects implemented and being improved upon.</p> <p>The Asset Manager implementing new Asset Management System and GIS/ Mapping System.</p> <p>The DMFA attempting to implement a new electronic document management system.</p> <p>The DMFA investigating the requirements and implementation of a new financial management system.</p>	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.2: Maintain a financially sustainable Council that provides cost effective services									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
								Warren Shire Alert (Whispir) Program continues to be implemented to provide emergency details and information. Also a subscription program is continuing for Council's EDM newsletter. New Electronic/Digital Customer Service Request "Bluey" System being implemented and it is expected to be fully operational by August 2026.	

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Report of the General Manager to the Ordinary Meeting of Council to be held at
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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.3: Support our people to provide high-quality services to the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	X			Being investigated. A Staff Survey expected to be undertaken and an implementation team will oversee the areas of improvement to leadership, communication, team work, resources and skillset.	
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	Process commenced with expected reporting to the December 2026 Council Meeting.	
		Provide career path opportunities to incentivise staff and to improve business continuity	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	Process commenced with expected reporting to the December 2026 Council Meeting.	
		Implement a tailored training and development program for each member of staff	GM, SMT, MANEX	Staff reviews completed	X	X	X	X	Ongoing, processes in place.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.3: Support our people to provide high-quality services to the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
		Implement formal flexible working arrangements for staff	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X	Process commenced with expected reporting to the December 2026 Council Meeting.	
		Review our salary system against current best practice	GM, SMT, MANEX	Updated salary system	X	X	X	X	Process commenced with expected reporting to the June 2027 Council Meeting.	
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, processes in place.	
		Provide Councillors with community leadership opportunities	GM, SMT	Opportunities provided	X	X	X	X	Ongoing, processes in place.	
		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, processes in place.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.3: Support our people to provide high-quality services to the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
5.3.3	Ensure a quality customer service focus by customer staff	Promote quality customer service approaches to all Council employees	GM, SMT, MANEX	Customer service training implemented	X	X	X	X	In progress, with a Training Program developed and will initially used for the training of relevant Council staff in December 2026.	
		Obtain community feedback on Council’s customer service	GM, SMT, MANEX	Increased customer satisfaction	X	X	X	X	Ongoing, processes in place. Warren Shire Alert (Whispir) Program continues to be implemented to provide emergency details and information. Also a subscription program is continuing for Council’s EDM newsletter. Council stands to be held at GROW Services Expo, Warren Show and Marra Field Day.	

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.3: Support our people to provide high-quality services to the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
									New Electronic/Digital Customer Service Request "Bluey" System being implemented and it is expected to be fully operational by August 2026.	
Objective 5.4: Collaborate with external parties to capture new opportunities for the community										
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	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	Arrangements for the drafting of a Developer Contributions Plan instigated.	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.4: Collaborate with external parties to capture new opportunities for the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Allocate additional funds to the provision of new infrastructure and services for the community	GM, SMT, MHD, MANEX	Funds allocated	X	X	X	X	Arrangements for the drafting of a Developer Contributions Plan instigated.	
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, processes in place with every discussion with NSW Government Ministers.	
		Obtain the support of other local Councils, Country Mayors Association, Local Government NSW, Association Mining & Energy Related Councils and the Alliance of Western Councils	Mayor, GM	Support obtained	X	X	X	X	Ongoing.	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.4: Collaborate with external parties to capture new opportunities for the community										
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target	
		Meet with relevant State Government Ministers and Departments	Mayor, GM	Meetings conducted	X	X	X	X	Ongoing, meetings conducted with the Ministers for Roads and Regional Transport, Water and Recovery at every opportunity. Meeting with Ministers conducted: <ul style="list-style-type: none"> ▪ 1 - 2 October 2025; ▪ 13 - 14 November 2025; ▪ 26 - 27 March 2026; ▪ 7 - 8 May 2026; ▪ 27 May 2026; ▪ 1 June 2026; and ▪ IPWEA Board Government and Opposition Lunches and Conferences. 	
5.4.3	Actively seek external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the	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	In progress.	

WARREN SHIRE COUNCIL

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ITEM 5 DELIVERY PROGRAM PROGRESS REPORT

CONTINUED

Objective 5.4: Collaborate with external parties to capture new opportunities for the community									
Strategy	Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	Comment	Target
provision of new services and amenities for the community	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. Arrangements are underway for the employment of a Youth Support Officer under the Community and Family Support (CAFS) Program to be embedded with the Warren Youth Centre and Community Hub under a Memorandum of Understanding.	
	Facilitate meetings between the potential support providers and our community groups	GM, SMT, MANEX	Meetings conducted	X	X	X	X	In progress.	

WARREN SHIRE COUNCIL
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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 (C13-94)**

RECOMMENDATION that:

1. Council approve the establishment of a Preferred Supplier Arrangement for Local Trades and Commercial Services for the period ending 30th June 2028.
2. The Mayor and General Manager be delegated authority to approve the inclusion of additional suppliers, amend the Preferred Supplier Arrangement and remove suppliers that no longer meet Council's requirements, subject to Council's Procurement and Disposal Policy and Local Preference Purchasing Policy.
3. Suppliers included on the Preferred Supplier Arrangement continue to be engaged in accordance with Council's Procurement and Disposal Policy and Local Preference Purchasing Policy.

PURPOSE

The purpose of this report is to seek Council approval to extend the Preferred Supplier Arrangement for local trade and commercial service providers until 30th June 2028. The arrangement will support Council's commitment to local procurement, improve procurement efficiency and maintain compliance with legislative and policy requirements while achieving value-for-money outcomes.

BACKGROUND

This report has been prepared following a review of Council's existing Preferred Supplier Arrangement and consultation with Council's Management Executive Team (MANEX) and relevant purchasing officers. The review identified a number of local trade and commercial service providers that regularly supply goods and services to Council and meet Council's procurement requirements.

The Preferred Supplier Arrangement has been developed to recognise local businesses that have demonstrated the capacity, capability and reliability to provide goods and services to Council. The arrangement supports Council's Local Preference Purchasing Policy by providing a transparent framework for engaging local suppliers while maintaining compliance with procurement requirements.

REPORT

It is the view that the appointment of all the vendors listed as preferred suppliers does not contravene the objectives of Council's Procurement and Disposal Policy.

The proposed Preferred Supplier Arrangement provides Council with a structured mechanism to engage local businesses that have demonstrated capacity, capability and reliability in delivering goods and services to Council. The arrangement also reduces administrative burden by minimising the need to repeatedly identify and assess suppliers for routine procurement activities, allowing Council officers to respond more efficiently to operational requirements.

The arrangement supports local economic development objectives while maintaining Council's obligations to achieve value for money, transparency, fairness and accountability in procurement activities.

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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 CONTINUED**

Inclusion on the Preferred Supplier Arrangement does not guarantee work. Suppliers will continue to be engaged based on project requirements, capability, availability, competitive pricing and overall value for money.

The Preferred Supplier Arrangement complements Council's Local Preference Purchasing Policy by providing a structured mechanism to identify and engage local suppliers that have demonstrated capability and reliability. The arrangement supports local economic activity while ensuring procurement decisions continue to be based on value for money and operational requirements.

Council's past practice when procuring Trades and Commercial Services is to develop a specification and invite quotations from suppliers.

Where quotations are required, suppliers will continue to be assessed in accordance with Council's Procurement and Disposal Policy, including considerations such as value for money, capability, service delivery, compliance and overall suitability for the required works or services.

In considering the Preferred Supplier Arrangement, Council should also recognise the broader economic benefits associated with supporting local businesses, including local employment, economic activity and the retention of essential services within the Warren Shire.

During preparation of this report as previously it became apparent that a number of Councillors may have pecuniary interests in businesses included on the proposed Preferred Supplier Arrangement. Consequently, it is unlikely that a quorum of eligible Councillors will be available to consider the matter. Appropriate governance arrangements are therefore required to ensure the matter can be determined in accordance with legislative requirements.

The relevant sections of Council's Code of Conduct are as follow:

4.28 A Councillor or a Council Committee Member who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a Meeting of the Council or Committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.

4.29 The Councillor or Council Committee Member must not be present at, or in sight of, the Meeting of the Council or Committee: (a) at any time during which the matter is being considered or discussed by the Council or Committee, or (b) at any time during which the Council or Committee is voting on any question in relation to the matter; and

4.35 Despite clause 4.29, a Councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.

Based on advice received from the Office of Local Government, Council may delegate authority to appropriate persons to consider and determine the appointment of suppliers to the Preferred Local Supplier Arrangement where a quorum cannot be achieved due to conflicts of interest.

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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 CONTINUED**

It is therefore recommended that authority be delegated to the Mayor and General Manager to approve, amend and remove suppliers from the Preferred Local Supplier Arrangement for the duration of the list validity period.

The list appended summarises local trade and commercial service businesses Council is currently using. Throughout the period of this list, amendments to the participants can be achieved by the delegation provided to the Mayor and General Manager.

FINANCIAL AND RESOURCE IMPLICATIONS

The Preferred Supplier Arrangement does not create any guaranteed expenditure commitment. Suppliers included on the arrangement will only be engaged where they provide competitive pricing and/ or demonstrate the capability to deliver safe, compliant and quality services.

The arrangement is expected to improve procurement efficiency by reducing administrative requirements associated with repeatedly identifying suitable local suppliers for routine procurement activities.

LEGAL IMPLICATIONS

The Preferred Supplier Arrangement List for Local Trades and Commercial Services support Council's compliance obligations under relevant legislation including:

- Local Government Act 1993;
- Local Government (General) Regulation 2021;
- Tendering Guidelines for NSW Local Government; and
- Warren Shire Council Code of Conduct.

Inclusion on the Preferred Supplier Arrangement is conditional upon suppliers maintaining all relevant licenses, insurances, registrations and statutory requirements applicable to the services they provide.

RISK IMPLICATIONS

The proposed arrangement presents low procurement risk as inclusion on the list does not guarantee work and all purchasing activities will continue to be undertaken in accordance with Council's Procurement and Disposal Policy.

Risks associated with supplier performance, pricing, work health and safety and legislative compliance will continue to be managed through Council's existing procurement, contract management and contractor management processes.

Inclusion on the Preferred Supplier Arrangement does not exempt suppliers from providing quotations, insurances, licenses, certifications or other documentation required by Council's procurement processes.

The proposed delegation ensures procurement operations can continue efficiently where Council is unable to achieve a quorum due to expected declared pecuniary interests.

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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 CONTINUED**

STAKEHOLDER CONSULTATION

The proposed arrangement was developed following consultation with relevant Council officers and a review of procurement records, supplier performance history and operational requirements. The review identified local businesses that have consistently demonstrated the capability, reliability and capacity to meet Council's service delivery needs.

OPTIONS

Option 1 (Recommended):

Approve the Preferred Supplier Arrangement Extension and delegate authority to the Mayor and General Manager to manage the arrangement during its term.

Option 2:

Do not approve the Preferred Supplier Arrangement Extension and continue to source suppliers through individual procurement processes as required.

CONCLUSION

The proposed Preferred Supplier Arrangement Extension provides Council with a transparent and efficient framework for engaging local trade and commercial service providers while maintaining compliance with procurement legislation and Council Policy.

The arrangement supports local businesses and economic development outcomes while preserving Council's ability to achieve value for money and manage procurement risks.

It is therefore recommended that Council approve the extension of the Preferred Supplier Arrangement for the period ending 30th June 2028 and delegate authority to the Mayor and General Manager to manage the arrangement throughout its term.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN OBJECTIVES

- 1.1.1 Improve skilled and unskilled employment opportunities to attract and retain young people and working families.
- 2.3.1 Facilitate the growth of local businesses.
- 5.2.5 Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible.

Warren Shire Council Code of Conduct.

Warren Shire Council Procurement and Disposal Policy.

SUPPORTING INFORMATION /ATTACHMENTS

Proposed List of Preferred Suppliers for Local Trades and Commercial Services Providers.

WARREN SHIRE COUNCIL
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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
 AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 CONTINUED**

Proposed List of Preferred Suppliers for Local Trades and Commercial Services Providers.

ABN Number	Supplier Name	Supplier Address1	Supplier Address2
93348738749	A SWEET REVENGE BY BLIN	11 WILSON STREET	WARREN NSW 2824
78021048165	ADAM MAYNE	PO BOX 200	WARREN NSW 2824
15680146492	ADELE'S CUTTING COTTAGE	BURTON ST	WARREN NSW 2824
91087675465	AG-N-VET SERVICES	PO BOX 266	WARREN NSW 2824
58641300441	ALLAGLOW ELECTRICAL PTY LTD	103 ENMORE RD	WARREN NSW 2824
83159804234	ANDO'S GRADER HIRE PTY LTD	PO BOX 248	WARREN NSW 2824
16503738119	ANDREW STEPHENS ELECTRICAL	PO BOX 181	WARREN NSW 2824
38008436011	AUSTRALIAN FOOD AND FIBRE	9709 OXLEY HWY	WARREN NSW 2824
78151376776	B CREATIVE	"BULLAGREEN"	WARREN NSW 2824
98075704479	BD & DL BROUFF EARTHMOVING PTY LTD	PO BOX 320	WARREN NSW 2824
61996268768	BRADSWEAR	152-154 DUBBO STREET	WARREN NSW 2824
71147454984	BRD DESIGN & CONSTRUCTION PTY	PO BOX 65	WARREN NSW 2824
17981388563	BUSH ACCOUNTING SERVICES	140 DUBBO ST	WARREN NSW 2824
90427974966	C&C ASIAN CUISINE	@ GOLF CLUB	WARREN NSW 2824
93612215102	CLUB HOUSE HOTEL WARREN	138-142 DUBBO ST	WARREN NSW 2824
24686542629	COLLIE HOTEL	SUNSHINE RD	COLLIE NSW 2827
75525407326	COMMUNITY TRANSPORT	178 DUBBO ST	WARREN NSW 2824
74068791800	COSSY'S TRANSPORT	"GUNNADOO"	PO BOX 414
40686739303	DC & BC PLUNKETT	104 DUBBO STREET	WARREN NSW 2824
93118781445	DELTA AGRIBUSINESS TRUST	24 DANDALOO STREET	TRANGIE NSW 2826
92986438569	DHHS DAVID HOCKING HANDYMAN SERVICES	26 GILLENDOON STREET	WARREN NSW 2824
96146173920	DOWLEANS RADIATOR	PO BOX 76	WARREN NSW 2824
44003454591	DWYERS TRANSPORT	1 BANKS STREET	WARREN NSW 2824
72004045121	ELDERS RURAL SERVICES AUSTRALIA LIMITED	13B BURTON STREET	WARREN NSW 2824
68848589675	ELLERSLIE LANE	DUBBO STREET CNR BURTON & DUBBO ST	WARREN NSW 2824
20002037345	FINDEX ACCOUNTING	ST	WARREN NSW 2824
48166649403	FULLER BROS	PO BOX 89	WARREN NSW 2824
21236144948	GORDON IRVING & ASSOCIATES	PO BOX 428	WARREN NSW 2824
97141895687	GREEN DISTILATION TECHNOLOGIES	COONAMBLE ROAD	WARREN NSW 2824
58515044040	GRINDROD'S NEWSAGENCY	126 DUBBO STREET	WARREN NSW 2824
68169674033	HUTCHEON & PEARCE	11 ZORA STREET	WARREN NSW 2824
21069729865	JC'S COTTON CAFE	179 DUBBO ST	WARREN NSW 2824
14628756329	KEVIN DWYER PTY LTD	408 CARINDA ROAD	WARREN NSW 2824
93513269783	LIMITLESS ENGINEERING	29 CHESTER STREET	WARREN NSW 2824

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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
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ABN Number	Supplier Name	Supplier Address1	Supplier Address2
85615535790	LOVETT & GREEN SOLICITORS	PO BOX 3	WARREN NSW 2824
49138028403	MACKAYS AG AND EARTHMOVING	PO BOX 278	WARREN NSW 2824
69079332291	MACQUARIE CARAVAN PARK	2 UDORA ROAD	WARREN NSW 2824
80168606997	MACQUARIE CIVIL	15 DEACON DRIVE	WARREN NSW 2824
35346643214	MACQUARIE MARSHES KAYAK TOURS	GIBSON WAY	WARREN NSW 2824
98002952687	MACQUARIE TOYOTA	PO BOX 223	WARREN NSW 2824
13918735439	MACQUARIE VALLEY MOTOR INN	OXLEY HIGHWAY	WARREN NSW 2824
52140759531	MACQUARIE VALLEY PLUMBING	13 BUNDEMAR STREET	WARREN NSW 2824
42276135300	MARK ROBINSON AGRICULTURAL REPAIRS	1 MABLE STREET	WARREN NSW 2824
77334617311	MARKUS & SONS AUTO ELECTRICAL	PO BOX 483	WARREN NSW 2824
70750626556	MEALS ON WHEELS	178 DUBBO ST	WARREN NSW 2824
42511683995	MICK CAREY'S SPRAYING & AG SERVICES	PO BOX 164	WARREN NSW 2824
98164797648	MLB CONCRETE & CONSTRUCTION	PO BOX 299	WARREN NSW 2824
57543534020	NEVERTIRE HOTEL	14 CLYDE STREET	NEVERTIRE NSW 2826
16739014985	NIKI BELL	MONKEYGAR CREEK ROAD	WARREN NSW 2824
73008743217	NUTRIEN AG SOLUTIONS LIMITED	143 DUBBO ST	WARREN NSW 2824
96310952727	ONE- ONE- SEVEN BAKERY & CAFE	117 DUBBO STREET	WARREN NSW 2824
17180716690	PANELITE SIGNS	PO BOX 207	WARREN NSW 2824
55439239198	PD & KA FITZGERALD	PO BOX 214	WARREN NSW 2824
99462511085	PETER MACKAY WAYILWAN INSPIRED ART PHIL WATERFORD CONTRACTING SERVICES	40 OLD SHOWGROUND ROAD	WARREN NSW 2824
27540747155		PO BOX 218	WARREN NSW 2824
15660284757	RAY WHITE RICHARDSON & SINCLAIR	9 BURTON STREET	WARREN NSW 2824
76003969597	RED RATTLER AIR B&B	MARTHAGUY RD	WARREN NSW 2824
75663708012	RFDS MEDICAL SERVICE	21 LAWSON ST	WARREN NSW 2824
52134395636	RIVERSMART AUSTRALIA LTD	PO BOX 322	WARREN NSW 2824
17490576542	RIVERTOWN MAINTENANCE	3089 WAMBIANNA RD	WARREN NSW 2824
41626928923	RJ & BA SAYERS	PO BOX 235	WARREN NSW 2824
12143780289	ROD THORNTON ELECTRICAL	PO BOX 38	WARREN NSW 2824
67643875638	RUSS RURAL CONTRACTING PTY LTD	2 WILSON ST	WARREN NSW 2824
26083171055	RYAN MASON ENGINEERING	15 STAFFORD STREET	WARREN NSW 2824
39893267423	RYAN MASON FIREWORKS	80 CHESTER STREET	WARREN NSW 2824
85901167375	SAM NOONAN	DUBBO STREET	WARREN NSW 2824
46671216446	SAYERS SMASH REPAIRS	47 BUNDEMAR STREET	WARREN NSW 2824
74606273321	SPAR SUPERMARKET WARREN	118 DUBBO STREET	WARREN NSW 2824
20178235355	SPICER PARK, AIR B&B	ELLENGERAH RD	WARREN NSW 2824
82381070536	SPLAT PLUMBING SERVICES	PO BOX 457	WARREN NSW 2824

WARREN SHIRE COUNCIL
 Report of the General Manager
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**ITEM 6 CONTRACT C13-94 – PREFERRED SUPPLIER STATUS – RELEVANT LOCAL TRADES
 AND COMMERCIAL SERVICES EXTENSION TO 30TH JUNE 2028 CONTINUED**

ABN Number	Supplier Name	Supplier Address1	Supplier Address2
45605172843	STRAIGHT N LEVEL FLIGHT TRAINING	ARTHUR BUTLER DRIVE	WARREN NSW 2824
44670676545	THE HAIRCUT SHOP	DUBBO ST	WARREN NSW 2824
32665489921	THE SUNROOM, AIR B&B	RIVER AVE	WARREN NSW 2824
76107753262	THE RESIDENCE, AIR B&B	DUBBO ST	WARREN NSW 2824
61002866677	THREE RIVERS MACHINERY	PO BOX 141	WARREN NSW 2824
84589515422	THUNDER AUTO DETAILING	80 DUBBO STREET	WARREN NSW 2824
38501640507	TONY WATERS AIR CONDITIONING	PO BOX 8	NEVERTIRE NSW 2826
34220970947	TRAV'S ROCKET TILING	PO BOX 253	WARREN NSW 2824
43604662982	UNCLE CLARRIE'S SERVICE STATION	OXLEY HIGHWAY	WARREN NSW 2824
43000160225	WARREN AND NYNGAN WEEKLY	P.O. BOX 26	WARREN NSW 2824
14068272757	WARREN IGA + LIQUOR SUPERMARKET	106-108 DUBBO ST	WARREN NSW 2824
57382205045	WARREN ANDERSON TILING	90 CHESTER STREET	WARREN NSW 2824
11794673217	WARREN DENTAL	178 DUBBO STRET	WARREN NSW 2824
41954124573	WARREN JOINERY & HARDWARE STOR	PO BOX 212	WARREN NSW 2824
27351814158	WARREN LONG DAY CARE INC	35 CHESTER ST	WARREN NSW 2824
14068272757	WARREN MEAT HOUSE	112 DUBBO STREET	WARREN NSW 2824
14154021253	WARREN MOTOR INN	CHESTER STREET	WARREN NSW 2824
24611761181	WARREN MUSEUM & ART GALLERY	142 DUBO ST	WARREN NSW 2824
28115818178	WARREN PHARMACY	116-118 DUBBO STREET	WARREN NSW 2824
52075212538	WARREN POST OFFICE	4 BURTON STREET	WARREN NSW 2824
52352183625	WARREN PRE-SCHOOL	CHESTER ST	WARREN NSW 2824
31001036666	WARREN SERVICES CLUB	DUBBO STREET	WARREN NSW 2824
39619945256	TYRERIGHT WARREN	41-43 BUNDEMAR STREET	WARREN NSW 2824
55713875978	WARREN WIDJI ARTS	DUBBO STREET	WARREN NSW 2824
66600124990	WESTERN FARM MACHINERY PTY LTD	PO BOX 225	WARREN NSW 2824
49659180006	WESTERN MOWERS & PUMPS	149 DUBBO STREET	WARREN NSW 2824
92645083207	WESTERN RIVERS VETERINARY GROUP	PO BOX 389	WARREN NSW 2824
32581248074	WILLIE RETREAT, CAMPING	GIBSON WAY	MACQUARIE MARSHES
87113520808	WRL ENGINEERING PTY LTD	12 - 14 ARTHUR BUTLER DRIVE	WARREN NSW 2824
41689654260	WOOLY'S DRIVE-IN BOTTLE SHOP	8 BURTON ST	WARREN NSW 2824

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Report of the General Manager
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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST (C3-2, C3-2.1)

RECOMMENDATION that:

1. The information be received and noted;
2. The Warren Long Day Care Inc. be requested to provide an amended Business Plan for provision of the Warren Long Day Care Service that provides the required further information and corrections as detailed in the Options Section of the Warren Long Day Care Inc. – Funding Request Report to the June, 2026 Council Meeting; and
3. The Mayor, Deputy Mayor, General Manager and Divisional Manager Finance & Administration be delegated the authority following receipt of the additional information and corrections in the Amended Business Plan for provision of the Warren Long Day Care Service to determine the level of grants funds up to a maximum of \$60,000 and concessional loan up to a maximum of \$120,000 to be provided and if so the associated conditions pertaining to the grant and concessional loan if provided.

PURPOSE

For Council to consider and determine a funding request from Warren Long Day Care Inc. to financially assist the initial start up and operational expenses of a not-for-profit childcare centre which is expected to take over the Little Possums Day Care Centre, Warren.

BACKGROUND

Awareness

On the 20th April, 2026 Council was made aware of the proposal to close the Little Possums Long Day Care Service, Warren on the 30th June, 2026. Details are in **Attachment 1**.

On the 22nd April, 2026 the Approved Provider of Little Possums Preschool and Early Learning Centre Pty Ltd. confirmed in writing to Council that she had made the difficult decision to cease operating Little Possums Childcare and Preschool effective 30th June, 2026 and that families, staff and the NSW Department of Education had now been notified. **Attachment 2** details that correspondence.

Other relevant correspondence from mothers and supporters have been emailed to Councillors since this time and these can be further perused if required at the Council Meeting.

Meeting of 29th April, 2026

On the 29th April, 2026 the Mayor, Deputy Mayor, General Manager and Acting Manager Health and Development Services met with representatives of the newly formed Warren Long Day Care Inc. (Monique Williams, Renee Scott, Courtney Colwell) who at the time advised the following information:

- Not-For-Profit Incorporated Association had been set-up;
- They had in-principle support to transfer the services approval to the new Association;
- Approved Provider Application would soon be completed however, the two (2) months timing of changeover was very tight, normally at least 42 days, but would be compacted;
- The Committee were in the process of obtaining financial information from the owner of Little Possums Preschool and Early Learning Centre Pty Ltd, but currently no access;
- Community Child Care Fund (CCCF) Program Funding had been applied for with immediate funding available as soon as the Approved Provider Application was approved;

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

- The Treasurer and Committee were working on a budget;
- Current enrolments are strong, 40 families, 46 children;
- Basic financials were \$15,000 per week income, \$11,000 per week staff costs, there probably will be an initial shortfall of funds to operate the business;
- The property owner had provided a commitment to lease the property and perhaps an eventual sale;
- Current lease not complete, only partially into the 10 year lease;
- Normal lease maintenance requirements;
- Plant and equipment of Little Possums transfer to new Incorporated Association being negotiated, including the bus;
- Relevant insurances are being arranged;
- Emergency Grant Funding (Special Circumstances Grant) being investigated;
- RDA-Orana will be researching grants on behalf of the Incorporated Association;
- Commonwealth Department of Education Cultural Team has been in contact;
- Will be obtaining support from the Member for Parkes, Jamie Chaffey MP;
- Will be obtaining support from the Member for Barwon, Roy Butler MP;
- Current Employee Entitlements will be the responsibility of Little Possums Preschool and Early Learning Centre Pty Ltd.;
- Current staffing ratios regarding children are okay;
- Have asked parents to continue to support the service till July 2026 as the new business gets off the ground;
- Expected to have everything in place for a commencement 1st July, 2026;
- Will be meeting with the NSW Department of Primary Industries and Regional Development (DPIRD) to obtain help with funding availability;
- Current opening hours are 8.00 am – 5.30 pm;
- Currently the service has only Children at Risk Funding with no children under Special Needs Funding;
- The Incorporated Association Committee will be the Licencee;
- It is expected that Renee Scott will remain as the Director/Supervisor;
- The relevant Government Departments do not want the facility/service to close; and
- Current staff EFT – six (6).

Meeting of 10th June 2026

On the 10th June, 2026 the Mayor, Deputy Mayor, General Manager and Divisional Manager Finance & Administration met with Renee Scott, Courtney Colwell, Harriet Gilmore and Wes Hamilton. Beforehand Council had been provided with a letter from the Incorporated Association (**Attachment 3**) and their Business Plan (**Attachment 4**) which was written by RDA – Orana in conjunction with the Incorporated Association Committee (Board).

The following are comments from the meeting:

- Looking for short-term support financially;

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

- Licencing Applications have been completed and they have been told to progress;
- Little Possums ends and will close on the 30th June, 2026;
- The new Warren Long Day Care Service is expected to commence Monday 20th July, 2026;
- Advice is that there is no enrolment risks, most parents have said that they will continue to use the new service provider;
- The service gap is expected to be temporarily taken up by private child care arrangements until Monday 20 July, 2026;
- Most plant and equipment will be left by the owner of Little Possums;
- Perhaps looking for bus sponsors to allow purchase of the bus owned by Little Possums;
- Need financial assistance to help the initial payments of wages, incidentals, lease, insurances etc, a backstop, some sort of draw down facility;
- Waiting list is new borns;
- Business Plan is very conservative particularly for income; and
- Any loan would probably not be able to be guaranteed or incumbered against any assets.

General Comments

It is disappointing that there seems to be now a gap in long day care services between the closure of Little Possums and the start of the new service however, it is understandable with the need of the new Incorporated Association to have everything in place between closure and a new start (insurance, staffing, new agreements, licencing, systems set up etc). Fortunately it seems temporary arrangements with childcare have been arranged by the families currently using Little Possums.

Further comments in regard to the financials contained within the Business Plan will be made within both the Financial and Resources Implications Section and Options Section of the Report.

The very conservative income figures does make it seem that there is a reasonable gap between expected income and expenses.

REPORT

Community Impact

The complete closure of the Little Possums Day Care Centre will have a devastating and far-reaching affect on the Warren Shire. Many parents would not be able to remain in the workforce without the appropriate childcare service. Many of those parents are actually employees of Warren Shire Council and other important businesses within Warren Shire.

Currently there are 11 staff members at Little Possums (6 FTE) that would also lose their employment.

Comments in relation to the consequences for children’s wellbeing and development are also applicable. The stress in many of these households of not knowing the complete future of childcare arrangements would be concerning.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

More information is needed in regard to the grants and donations that would be expected each year (currently estimated to be 10% of the income).

The Business Plan says that the current financial model shows that the Centre is ‘close to break-even’ based on current funding and income, but does not yet have a sufficient margin for such matters as enrolment dips, repairs, staff vacancies or delayed funding.

The Business Plan lists the indicative grant and funding schedule and has a Short Term, Medium Term and Long Term Funding Strategy.

FINANCIAL AND RESOURCE IMPLICATIONS

The request for financial assistance amounts to \$180,000 being a \$60,000 ‘grant’ and \$120,000 concessional loan over a yet to be determined period of time.

\$180,000 can be afforded from Council’s Internally Restricted Funds Reserves which are detailed on **Attachment 5** which is the ‘Summary of Restricted Funds as at 30th June 2025’. The difference particularly in relation to Infrastructure Improvement / Replacement (\$929,694) is now reduced by (\$493,469) of changes in 2025/2026 and Reserves being used for the 2026/2027 Estimates (\$290,000).

It is considered that any loan would be interest free and over say a period of five (5) years. Any loss of investment interest over that period would also need to be considered and noted (currently over 4% per annum).

It is considered that there is no legal impediment for Council providing this type of financial assistance whether a grant or loan or both. Section 356 of the NSW Government Act, 1993 – **Can a Council Financially Assist Others** is as follows:

- “(1) A Council may, in accordance with a resolution of the Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*
- (2) A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days’ public notice of the Council’s proposal to pass the necessary resolution has been given.*
- (3) However, public notice is not required if—*
 - (a) the financial assistance is part of a specific program, and*
 - (b) the program’s details have been included in the Council’s Draft Operational Plan for the year in which the financial assistance is proposed to be given, and*
 - (c) the program’s proposed budget for that year does not exceed 5 per cent of the Council’s proposed income from the ordinary rates levied for that year, and*
 - (d) the program applies uniformly to all persons within the Council’s area or to a significant group of persons within the area.*
- (4) Public notice is also not required if the financial assistance is part of a program of graffiti removal work.”*

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Support for children’s services and programs is contained within the Warren Shire 2035 Community Strategic Plan, the Four (4) Year Delivery Program and previous and the Draft Annual Operational Plan and Estimates for 2026/2027.

LEGAL IMPLICATIONS

NSW Local Government Act, 1993 particularly Section 356.

RISK IMPLICATIONS

Council Assessment

The Business Plan detailed at **Attachment 4** has been professionally analysed and a major risk that has not been fully demonstrated within the Plan in sufficient detail is how the Incorporated Association will achieve and maintain long term financial sustainability.

Key Matters Requiring Further Clarification

1. Financial Inconsistencies

The Business Plan contains conflicting financial information.

The Executive Summary presents a near breakeven operating position, whilst the detailed budget contained within Appendix 2 indicates a significantly larger operating deficit.

Clarification is required regarding:

- Actual forecast income.
- Actual forecast expenditure.
- Actual forecast operating result.
- Key financial assumptions underpinning the forecasts.

To accurately assess the funding request a reconciled financial position should be provided.

2. Lack of Detailed Cashflow Forecasting

Whilst annual budget information has been provided, detailed cashflow forecasting has not been supplied. It would normally be expected to see:

- Monthly cashflow forecasts.
- Opening cash balances.
- Monthly income projections.
- Monthly expenditure projections.
- Closing cash balances.
- Identification of cashflow pressure points.
- Working capital requirements.
- Sensitivity analysis showing the impact of lower than forecast occupancy.

This information is particularly important given the request for operational funding assistance.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

3. Information Support for Funding Request

The Business Plan does not demonstrate:

- How the requested \$60,000 grant amount was determined.
- How the requested \$120,000 loan amount was determined.
- What expenditure the funding will specifically support.
- The expected duration of support provided by the funding.
- Whether additional Council assistance may be required in future years.

Council should seek evidence supporting the calculation of both funding requests.

4. Reliance on Future Grant Funding

The Business Plan identifies a range of potential grant opportunities which may assist the service moving forward.

However, the majority of these funding sources remain unsecured.

It would be appropriate and would strengthen the Business Case if the following was provided:

- A schedule of all grant applications lodged.
- Status of current applications.
- Expected decision dates.
- Estimated funding amounts.
- Probability of success.
- Expected timing of grant payments.

Grant opportunities should not be treated as secured income until formal approval has been received.

5. Long Term Sustainability Strategy

The Business Plan does not clearly demonstrate:

- When the organisation is expected to become self-sustaining.
- How operating reserves will be established and maintained.
- What reserve target will be adopted.
- How future capital replacement costs will be funded.
- How Council's proposed loan would be repaid.
- What the organisation's financial position is expected to be in three (3) to five (5) years.

A clear pathway from establishment through to financial sustainability would be most helpful.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Property and Lease Risk

A significant strategic risk relates to the long-term occupancy of the current premises.

Whilst the proposal relies upon continued access to the existing facility, limited information has been provided regarding:

- Length and security of the lease arrangement.
- Renewal options and future tenure.
- Future rental obligations.
- Building ownership intentions.
- Potential purchase opportunities.
- Alternative accommodation options should the premises become unavailable.

Given the request for a substantial Council contribution, it is appropriate that written confirmation regarding future occupancy arrangements and lease security is provided.

Overall Risk summary and Direction

To further help Council in determining the risk and/or reducing that risk of acceding to the financial assistance request, it is appropriate that Council be provided detailed financial forecasts, cashflow modelling, occupancy assumptions, property security arrangements and articulated sustainability measures.

In considering this request, the fundamental question for Council is:

"If Council provides up to \$180,000 in financial assistance, what specifically changes?"

Council needs to clearly understand:

- Whether the funding provides three (3) months, six (6) months or 12 months of operational certainty.
- Whether the funding removes or materially reduces operational risk.
- Whether the funding simply delays a future funding shortfall.
- Whether the funding establishes a genuinely sustainable childcare service capable of operating without ongoing Council assistance.

STAKEHOLDER CONSULTATION

Meetings have been held with the Executive of the Warren Long Day Care Inc. Committee (Board) and the Mayor, Deputy Mayor and relevant members of Council's Senior Management Team.

Clearly some consultation has been undertaken with the owner of the current service – Little Possums Preschool and Early Learning Centre Pty Ltd and the separate owner of the building/property where the service is provided.

It seems that both staff and parents have been informed about the current journey and process and appropriate support has been given.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

The Business Plan was written by RDA-Orana in conjunction with the Committee (Board). Contact seems to also have been made with Local Members (Federal and State) requesting support and the NSW Department of Primary Industry and Regional Development for grant information and action planning.

Licence and Funding Authorities have also been informed and appropriately involved. Required applications under funding Programs have been arranged and are nearing approval. The Warren Long Day Care Inc. was obtained Provider Approval on the 16th June 2026.

An extensive social media campaign has been instigated by the Committee (Board) to ensure the Warren Shire Community has been informed.

OPTIONS

If Council is inclined to approve some or all of the financial assistance request without being provided further information, the following would need to be considered:

- Grant of \$60,000 or a figure of a lesser amount;
- Concessional Loan (interest free) of \$120,000 or a loan of a lesser amount;
- Determination of a period of time for periodic (yearly payments), suggestion is for five (5) years;
- Determination of any suitable conditions for the loan if any, suggestions are:
 - Draw down arrangement of the first three (3) months of commencement of the service by provision of information of cash payment requirements;
 - Compulsory provision of yearly Financial Statements;
 - Compulsory provision of information on any matters of concern affecting the ability of loan repayments/service sustainability and actions to be taken to remedy the situation; and
 - Compulsory provision of any changes to the Committee (Board) and Senior Staffing.

If Council is inclined to require further information for appropriate due diligence to help support a positive financial assistance request decision similar to the option above, the Warren Long Day Care Inc. should be requested to provide an amended Business Plan that provides the following further information and corrections:

1. Reconciled financial forecasts addressing identified inconsistencies.
2. Reviewed Budget for 2026/2027 taking into account reductions in costs, loan repayments, grants and donations etc.
3. Proposed major fundraising initiatives to be undertaken.
4. Evidence supporting the requested \$60,000 grant amount.
5. Evidence supporting the requested \$120,000 loan amount.
6. Proposed loan repayment schedule.
7. Break even occupancy analysis.
8. Current occupancy and enrolment data and action plan to increase occupancy.
9. Schedule of all grant applications lodged and proposed.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

10. Structure of the workforce to be used for the implementation of the service.
11. Timeline identifying when grant funding is expected to be received.
12. Reserve building strategy and long-term sustainability plan.
13. Written confirmation of lease arrangements and future occupancy security.
14. Details of any future building acquisition strategy or alternative accommodation arrangements.
15. Governance, financial management and risk management framework.

With this Option in order to ensure decisions are made in an appropriate timeframe to ensure commencement of the Service is not delayed, it would be appropriate that the Project Team of the Mayor, Deputy Mayor, General Manager and Divisional Manager Finance & Administration be delegated the authority to determine if the amended Business Plan is appropriate to provide reduced risk to Council in providing the level of financial assistance (up to \$60,000 grant and up to \$120,000 concessional loan) using Council's Internally Restricted Funds Reserve (Infrastructure Improvements/Replacement).

A further Option is to not provide any financial assistance.

CONCLUSION

The community case for maintaining long day care services within Warren is compelling. The service is clearly valued by local families and plays an important role in supporting workforce participation, child development, family wellbeing and the broader sustainability of the Warren Shire community.

However, the information currently provided does not yet demonstrate with sufficient certainty the financial sustainability of the proposed operating model, the basis of the funding request, the long term property arrangements or the pathway to self sufficiency.

Council finds itself in a challenging position. The community expectation is likely to be that Council should assist in protecting an essential local service. Equally, Council has a responsibility to ensure that any commitment of public funds is supported by sound financial planning, appropriate risk management and a demonstrated pathway to long term sustainability.

The issue before Council is therefore not whether the service is important. The value of maintaining a long day care service within Warren is widely recognised. Rather, the question is whether the information currently available provides sufficient confidence that the requested financial assistance will achieve its intended outcome and represent an appropriate and responsible use of public funds.

Accordingly, it is recommended that to ensure appropriate due diligence is undertaken an amended Business Plan needs to be arranged by the Warren Long Day Care Inc. providing further information and corrections to allow an informed decision by a delegated Project Team to determine an appropriate level of financial assistance if any and conditions if deemed appropriate.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

- 1.1.1 Improve ageing, youth and disability services within the community.
- 1.1.3 Improve educational services within the community.
- 1.1.6 Recognise and support our wide range of local community groups.
- 1.2.2 Support and promote community-based lifestyle and social events.
- 1.3.1 Support programs and services that support and assist young people in our community
- 2.1.1 Improve skilled and unskilled employment opportunities to attract and retain young people and working families.
- 2.1.2 Proactively identify and create new business opportunities and associated investment within the Shire.
- 2.3.1 Facilitate the growth of local businesses.
- 5.3.2 Create a productive and cooperative working environment for Councillors to support their governance responsibilities.
- 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.

SUPPORTING INFORMATION /ATTACHMENTS

- Attachment 1 - Email to Council dated 20th April, 2026 Renee Scott – Proposed Closure of Little Possums Long Day Care Centre and Actions.
- Attachment 2 - Email to Council dated 22nd April, 2026 Michele Schiller – Authorised Provider – Little Possums Preschool and Early Learning Centre Pty Ltd. Confirmation of ceasing of operations of Little Possums Childcare and Preschool effective 30th June, 2026.
- Attachment 3 - Letter dated 10th June, 2026 Warren Long Day Care Inc. – Funding Request.
- Attachment 4 - Warren Long Day Care Service Business Plan 2026-2029, May 2026.
- Attachment 5 - Warren Shire Council Internally Restricted Funds as at 30th June, 2025 as reported to 23rd October 2025 Council Meeting.

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Attachment 1 - Email to Council dated 20th April, 2026 Renee Scott – Proposed Closure of Little Possums Long Day Care Centre and Actions.

From: Renee Scott
Sent: Monday, 20 April 2026 11:19 AM
To: Cr Sarah Derrett <clrsderrett@warren.nsw.gov.au>; Council Calendar <council@warren.nsw.gov.au>
Subject: CONFIDENTIAL ATTENTION GARY & SARAH

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear Warren Shire Council,

I am writing to bring to your attention a matter of urgent importance to our community regarding the closure of Little Possums Long Day Care Service on 30 June 2026.

This closure will have a significant impact on Warren, leaving 47 families without access to essential early childhood education and care. Among those affected are Aboriginal families and vulnerable children who may be placed back into at-risk situations without the stability and support that long day care provides. The loss of this service will create not only a childcare gap, but also broader social and economic challenges for our community.

In response to this situation, I, Renee Scott, have taken the initiative to form a committee of interest to establish a new Long Day Care service in Warren. Our first Annual General Meeting is scheduled for 22 April 2026, marking the beginning of what we hope will become "Warren LDC."

Our vision is to create a sustainable, community-driven, not-for-profit service that ensures continued access to quality early childhood education and care for local families. The committee will consist of a minimum of five and a maximum of nine community members, all committed to supporting this essential service.

While we are prepared to undertake the governance requirements, including forming the committee and progressing through the Approved Provider process, we will require financial support to make this service viable. Establishing and operating a long day care service involves significant upfront and ongoing costs, including securing the service, meeting regulatory requirements, and covering essential operational expenses such as staffing, utilities, and resources.

We are aware of current funding opportunities, including the Building Early Education Fund, which we intend to apply for once the service is established. Additionally, we understand that the Community Building Partnership Program 2026 round has recently opened to councils. We would welcome Council's support in accessing and leveraging these funding opportunities, including potential partnership or auspicing arrangements where appropriate.

We respectfully request that Warren Shire Council consider providing financial assistance and support during this critical establishment phase. Council's contribution would play a vital role in ensuring continuity of care for local families and safeguarding the wellbeing of children within our community.

We would welcome the opportunity to meet with Council representatives to discuss this proposal further and explore how we can work collaboratively to secure a positive outcome for Warren.

Thank you for your time and consideration of this important matter.

Yours sincerely,

Renee Scott

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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Attachment 2 - Email to Council dated 22nd April, 2026 Michele Schiller – Authorised Provider – Little Possums Preschool and Early Learning Centre Pty Ltd. Confirmation of ceasing of operations of Little Possums Childcare and Preschool effective 30th June, 2026.

----- Original message -----
From: Michele Schiller
Date: 22/4/26 2:54 pm (GMT+10:00)
To: Clr Sarah Derrett <ClrSDerrett@warren.nsw.gov.au>, Clr Greg Whiteley <clrgwhiteley@warren.nsw.gov.au>
Subject: Important update regarding Little Possums

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear Greg and Sarah,

I am writing to formally advise that I have made the difficult decision to cease operating Little Possums Childcare & Preschool effective 30 June 2026. Families, staff and the NSW Department of Education have now been notified.

While this marks the end of my operation of the service, I remain strongly committed to seeing early childhood education and care continue in Warren if a sustainable pathway can be established for the community.

With that in mind, I wanted to write to Council promptly to encourage consideration of future options for childcare provision in Warren, particularly while there remains an opportunity to plan for continuity beyond 30 June.

There may be several funding and structural pathways worth exploring, including:

Potential Funding Opportunities

- Building Early Education Fund (BEEF), which may support regional communities with acquisition of premises, capital improvements, expansion, or infrastructure needs.
- Expanding Early Education and Care Program, which may provide support through preschool-led expansion into broader early education and care services.

Potential Operating Models

- Local government owned and operated model, where Council plays a direct role in ensuring continued service delivery.
- Community-based not-for-profit model, governed locally with a board or incorporated association structure.
- Partnership with an experienced external provider with regional capability.

Given the importance of childcare to local families, workforce participation, school readiness, and Warren’s long-term sustainability, I believe there is significant merit in urgent community planning around these options.

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WARREN SHIRE COUNCIL
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ITEM 7

WARREN LONG DAY CARE INC. – FUNDING REQUEST

CONTINUED

I would also suggest Council may wish to engage with Community Early Learning Australia (CELA), which has considerable expertise in governance transitions, not-for-profit service models, funding pathways, and operational support for community services. They may be able to provide valuable guidance through any transition process.

I would be very willing to assist by sharing operational insights, local knowledge, and information that may support any future solution.

This is an important issue for Warren, and I did not want the closure of my service to occur without ensuring Council had early notice of the opportunities that may still exist for the town.

Please feel free to contact me should you wish to discuss the matter further.

Yours sincerely,

Michele

--

Michele Schiller
Approved Provider

Little Possums Preschool & Early Learning Centre Pty Ltd
55 Chester Street
Warren NSW 2824
ABN: 62 150 886 098
W.
www.littlepossums.com.au

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ITEM 7 **WARREN LONG DAY CARE INC. – FUNDING REQUEST** CONTINUED

Attachment 3 - Letter dated 10th June, 2026 Warren Long Day Care Inc. – Funding Request.

Warren Long Day Care Inc.
Chester Street
Warren NSW 2824

10 June 2026

The General Manager
Warren Shire Council
Dubbo Street
Warren NSW 2824

WARREN LONG DAY CARE INC. – FUNDING REQUEST

Dear General Manager,

We write to you on behalf of the volunteer Board of Warren Long Day Care Inc. to respectfully request financial assistance from Warren Shire Council to assist with the initial startup and operational expenses of the not-for-profit childcare centre which will be taking over the Little Possums Day Care Centre.

Specifically, we are seeking a grant of \$60,000 and a concessional loan of \$120,000 to secure the ongoing operation of our day care centre - a vital service for the Warren community.

Background

Warren Long Day Care Inc. is a not-for-profit community organisation comprised of Warren parents and educators, committed to providing continued access to childcare to families in and around the Warren Shire. The centre currently serves more than 34 local families, many of whom are among the most vulnerable members of our community, including families experiencing financial hardship, Indigenous families, and families at risk. For these families, access to reliable and affordable childcare is not a convenience, it is a lifeline.

The centre also enables parents to work outside the home. We are aware of a number of families who intend to leave Warren entirely if they are unable to access childcare.

Regrettably, the centre is now at serious risk of permanent closure. We have put steps in place to obtain long-term funding, however we are facing a critical shortfall in start-up and initial operational funding. Without financial intervention, we will be unable to deliver this essential service to our community under the new operational model.

Community Impact

The consequences of closure would be devastating and far-reaching. More than 34 families would be left without childcare, directly threatening their ability to remain in or return to the workforce, and 11 local staff members would lose their employment. For families already facing hardship or at risk, the loss of this service could have serious and lasting consequences for children's wellbeing and development. This will have significant ongoing implications for the wider community.

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Access to quality early childhood education and care is widely recognised as a key enabler of child development, family wellbeing and workforce participation. Warren Long Day Care Inc. plays an irreplaceable role in meeting this need locally, and its loss would be felt for years to come.

Our Request

We are respectfully requesting the following financial support from Warren Shire Council:

Grant of \$60,000 – a one-time financial gift to assist with critical start-up costs, including staffing, equipment, licensing and initial operational expenses.

Concessional Loan of \$120,000 – a repayable loan on concessional terms to provide working capital and operational stability as the centre establishes itself on a sustainable footing.

Together, this funding of \$180,000 would provide the foundation needed to secure the centre's future and protect this critical service for our community. We are committed to responsible governance and would welcome the opportunity to provide a detailed funding plan, budget, and repayment proposal for the loan component at Council's request.

The Role of Council

Warren Shire Council has long demonstrated its commitment to the wellbeing and prosperity of our region's residents. We believe that supporting Warren Long Day Care Inc. is entirely consistent with Council's strategic priorities and its responsibility to advocate for the needs of the Warren community.

An investment in our centre is an investment in Warren Shire's children, families and future. We urge Council to consider the significant social return this funding would generate, not only in terms of direct services delivered, but in workforce participation, family stability and long-term community resilience.

We would welcome the opportunity to meet with you and the relevant Council representatives to discuss our request further, present our business case, and answer any questions. We are available at your earliest convenience and can provide any supporting documentation Council may require.

On behalf of the Board, the staff and the families of Warren Long Day Care Inc., I thank you sincerely for your time and consideration. We hope that Warren Shire Council will stand with us at this critical moment to ensure that the families of Warren Shire continue to have access to the care and support they need.

Yours sincerely,

Monique Williams

President

WARREN SHIRE COUNCIL
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ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Attachment 4 - Warren Long Day Care Service Business Plan 2026-2029, May 2026.

Warren Long Day Care Service | Business Plan 2026-2029

**Warren Long Day Care Service
Business Plan 2026-2029
May 2026**



Community-led long day care for Warren Shire

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Warren Long Day Care Service | Business Plan 2026-2029

Executive summary

Warren Long Day Care Service is a community-based long day care service in Warren, New South Wales, licensed for 46 children aged 0-6 years and operating across approximately 250 days per year.

When the current Approved Provider advised they would be closing the Centre at June 30, 2026, a newly established community committee have come together to form the Warren Long Day Care (WLDC) not-for-profit to ensure this essential service remained open.

The Warren Long Day Care service is a critical piece of social and economic infrastructure as it is the only long day care option for children under three in the Warren Shire and is essential for parents to remain in work, training and community life. The strategic importance of the service extends beyond Warren itself. The Orana region is one of the largest and most dispersed regions in New South Wales, serving a population of more than 123,000 people across a very large geographic area. Across regional New South Wales, labour shortages are structural rather than temporary, and research identifies childcare availability as one of the localised roadblocks that prevents communities from attracting and retaining skilled workers. In that context, a functioning long day care service in Warren is not simply a family support program; it is enabling infrastructure for regional development, workforce attraction and the continuity of essential services.



Evidence from regional NSW shows that childcare shortages directly affect workforce participation, especially in rural communities where replacement services are limited or absent. The McKell Institute's analysis of regional labour markets found that regional NSW communities are struggling to attract and retain nurses, teachers, doctors, childcare workers, paramedics and other frontline workers, and that shortages in childcare, health and education services compound one another and accelerate local decline. This is especially relevant to the Orana and western NSW context, where the shortage of doctors and nurses is already prominent in broader Dubbo and Western NSW labour markets, and where barriers such as inadequate childcare make it harder for essential workers and their families to relocate and stay.

Recent NSW Government initiatives in western NSW reinforce this connection between childcare access and essential service delivery. When announcing expanded childcare investment in regional western NSW, the government stated that inadequate childcare is hampering people's ability to maximise their contribution to the workforce and contributes to worker shortages in health care, education and local businesses. Comparable regional evidence from NSW childcare desert analysis also shows that shortages prevent nurses, teachers, aged care workers and other essential workers from returning to work when their children are young, while reducing family income and weakening business capacity.

Local evidence in Warren mirrors these broader regional trends. Community letters supplied for this plan state that the current service is the only long day care option for children under three in the Shire, that nearby towns are already full, and that closure would force some parents out of work, increase travel burdens, disrupt children's development and place further pressure on local

Community-led long day care for Warren Shire

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Warren Long Day Care Service | Business Plan 2026-2029

employers and services. Letters from Aboriginal families, the Warren Youth Support Group, the Warren Youth Foundation and the Filipino Community of Warren all frame the service as essential to inclusion, child development, workforce participation and the long-term sustainability of the town.

The WLDC Service is financially viable only with a blended revenue model. That model includes parent fees, government subsidies and grant funding. Continued sustainability will be dependent on maintaining these external income streams. The 2026 financial model indicates forecast childcare fee income of \$726,954, total income of \$991,470, total expenses of \$959,679 and an overall net cash movement of negative \$16,309 under current assumptions. This shows that the centre is operating close to break-even should current funding continue, but without sufficient margin to absorb funding delays, occupancy fluctuations, staff shortages or unexpected capital costs. The business plan therefore focuses on immediate service stabilisation, medium-term sustainability and longer-term resilience through stronger governance, improved cashflow discipline, targeted occupancy growth, workforce development and a staged grant and fundraising pipeline.

Over 2026-2029, the aim is to secure Warren Long Day Care as a permanent, funder-ready and community-backed service that underpins not only child development outcomes, but also the viability of Warren's essential workforce and broader local economy. By maintaining childcare access in Warren, the community can better support parents to work, essential staff to remain in town, children to participate in quality early learning, and local employers to recruit and retain the workers they need.



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

Warren Long Day Care Service | Business Plan 2026-2029

Organisation overview

Service profile

Key details about Warren Long Day Care Service.



 Service name	Warren Long Day Care Service
 Location	Warren, NSW
 Licensed capacity	46 children
 Age range	0–6 years
 Operating days	Approx. 250 days in 2026 modelling
 Service type	Community-based long day care and preschool

WLDC will provide safe, affordable and high-quality early childhood education and care for local families, with a strong role in school readiness, social development and family workforce participation. Community evidence also shows the service has a particular inclusion role for Aboriginal families, single-parent households, essential workers and culturally and linguistically diverse families in Warren.

Need and strategic case

Support letters consistently state that closure of the long day care service would leave Warren Shire families without a viable local long day care alternative, with nearby towns already at capacity or impractical for daily travel. Community stakeholders also link the service directly to local workforce retention, population stability, school enrolments and the broader viability of the town.

This places WLDC in a strong position for funding applications that prioritise rural access, inclusion, workforce participation and community sustainability.

Governance and committee capacity

The new committee brings complementary strengths across operations, early childhood practice, communications, strategy and community connection. Formalising these strengths into a governance framework will improve funder confidence and reduce operational risk.

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WARREN LONG DAY CARE INC. – FUNDING REQUEST

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Warren Long Day Care Service | Business Plan 2026-2029

Committee skills matrix

Committee member	Current role / background	Core skills	Strategic value
Renee Scott	Nominated Supervisor; long-term Warren community member; mother of three; completing Early Childhood Teaching degree	ECEC operations, compliance, pedagogy, family engagement, local leadership	Provides service continuity, regulatory oversight and education leadership
Monique Williams	President of WLDC. Working parent, Merchandise manager at Nutrien Ag Solutions	Relationship building, community minded, organisational skills, communicating effectively.	Provides community representation, strengthen trust within family and community and the centres public standing
Courtney Colwell	Vice President of WLDC; Principal Solicitor of Lovett & Green Solicitors; Working Parent	Legal expertise, governance and compliance, contract and policy review, business and risk management, advocacy, negotiation and dispute resolution	Provides legal oversight and risk mitigation, strengthens governance frameworks, supports policy and contractual compliance
Maddi Whitbourn	Secretary WLDC; Warren community member; working parent	Parent engagement, community connection, service advocacy, family perspective	Strengthens parent voice and supports service design responsive to family needs
Harriet Gilmore	Committee member; Founder of HG Public Relations; senior communications professional; business manager; working parent	Strategic communications, stakeholder engagement, governance, budgeting, business management	Supports fundraising, advocacy, planning, sponsorships and stronger governance systems
Wesley Hamilton	Committee member; sole trader; allied health professional; working parent	Stakeholder communication, local knowledge, planning, budgeting	Strengthen long-term viability, grant writing, financial oversight
Rebecca Glover	Committee member and working parent. Practice Manager for RFDS Medical Services Warren.	Strategic thinking and planning. Working collaboratively to support leadership and decision making. Community engagement.	Strengthening community and family engagement. Improving service delivery with long term goals. Help to support high quality care standards.
Sophie Callaghan	Committee member; Bookkeeper; working parent	Financial administration, bookkeeping and accounts management. Strong organisational skills, accuracy and attention to detail.	Strengthen financial governance, support budgeting, and contribute to long-term sustainability through reliable financial processes and compliance readiness

Collectively, the committee provides capability across legal, financial, operational, communications, governance and community engagement functions.

Community-led long day care for Warren Shire

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Warren Long Day Care Service | Business Plan 2026-2029

Governance priorities

Priority	Action	Timeframe	Intended outcome
Governance framework	Confirm office-bearers, delegations, meeting calendar and conflict-of-interest process	0-3 months	Clear accountability and stronger committee decision-making
Finance oversight	Adopt monthly finance dashboard, cashflow review and budget variance reporting	0-3 months	Earlier intervention on enrolment or cost pressures
Risk management	Establish risk register covering compliance, staffing, cashflow, WHS and transport	0-3 months	Reduced operational and funding risk
Policy review	Update policies for HR, child safety, complaints, procurement and grant acquittal	3-6 months	Funder-ready governance and improved compliance
Succession planning	Build deputy capability and documented handover processes	6-12 months	Reduced reliance on a small number of key people

Market need and community demand

The evidence attached to this plan demonstrates strong and immediate demand for the service. Parents and community organisations describe the service as a necessity rather than a convenience, particularly for working families and vulnerable cohorts.

Evidence of need

Evidence	Implication for the business plan
Families report the service is the only long day care option for children under three in Warren Shire.	The service fills a market gap that is critical, not optional.
Community letters state that neighbouring towns are at capacity or not practical for daily access.	Demand is locally anchored and not easily displaced.
Aboriginal and Filipino community voices highlight cultural inclusion, belonging and access needs.	Funding applications should emphasise equity, inclusion and cultural responsiveness.
Community organisations link childcare access to local workforce participation and town viability.	The service should be framed as economic infrastructure as well as a family service.

Demand profile from 2026 modelling

The 2026 model assumes revenue across three age cohorts, with annual income of \$258,425 for ages 0-2, \$158,846 for ages 2-3 and \$309,683 for ages 3-5. This shows that while infant and toddler care is strategically essential, preschool-aged enrolments generate the largest single revenue stream and should remain a key growth focus.

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Warren Long Day Care Service | Business Plan 2026-2029

YEAR	AVERAGE MONTHLY OCCUPANCY	POTENTIAL PLACES FILLED (AVG)	OCCUPANCY RATE
 2026	29	29	63%
 2027	31	31	67%
 2028	34	34	74%
 2029	37	37	80%

Services and operating model

WLDC will operate as a centre-based service for children aged 0-6 years, combining long day care with preschool outcomes and daily routines that support working families. The service model is strengthened by local knowledge, educator relationships and community trust, but sustainability depends on disciplined staffing, higher occupancy and reliable grant support.

Service priorities 2026-2029

Priority area	Focus	Timeframe
Enrolment growth	Lift occupancy through targeted local marketing and clearer enrolment pathways	0-12 months
Preschool participation	Maximise funded preschool attendance and fee-relief opportunities	0-12 months
Inclusion	Strengthen cultural responsiveness for Aboriginal and CALD families	6-18 months
Quality uplift	Maintain compliance, educator capability and program quality	Ongoing
Infrastructure	Improve facility presentation, equipment and transport reliability	6-24 months



Community-led long day care for Warren Shire

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Warren Long Day Care Service | Business Plan 2026-2029

Financial position

The current financial model shows that the Centre is close to break-even based on current funding and income but does not yet have a sufficient margin for shocks such as enrolment dips, repairs, staff vacancies or delayed funding. This position is manageable only while subsidy and grant support continue as parent fees are not the predominant revenue stream. This makes active sustainability planning essential.

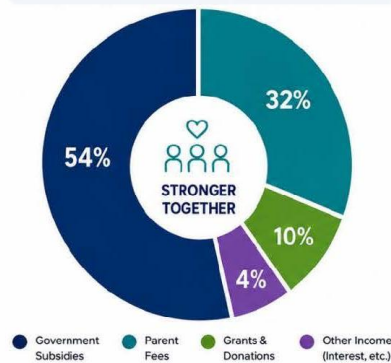
2026 budget summary

Overview of forecast financial position.



Revenue mix

A diverse mix of funding that supports quality early learning for our community.



Community-led long day care for Warren Shire

WARREN SHIRE COUNCIL

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Warren Long Day Care Service | Business Plan 2026-2029


Expense profile




TOTAL EXPENSES 2026
\$959,679
Investing in our children,
our team and our community.




WAGES
\$680,000 **71%**
Our team is our greatest strength.
Wages cover educators, support staff
and administration.



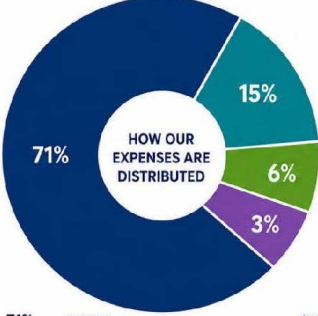
LEAVE
\$50,000 **15%**
Annual leave, personal leave
and long service leave for our team.



TRAINING
\$15,679 **6%**
Building skills and knowledge
to deliver the best outcomes
for children.



TRAVEL
\$24,000 **3%**
Keeping our team connected,
including training, meetings
and essential travel.



HOW OUR EXPENSES ARE DISTRIBUTED

●	71%	WAGES	\$680,000
●	15%	LEAVE	\$50,000
●	6%	TRAINING	\$15,679
●	3%	TRAVEL	\$24,000

Financial interpretation

The model indicates the service is viable only if it maintains fee income, secures forecast grants and carefully controls staffing and overheads. The negative year-end net cash movement also means the committee should prioritise reserve-building, phased capital expenditure and earlier grant applications rather than relying on reactive funding appeals.

Funding and sustainability strategy

The attached funding plan identifies a practical funding pipeline across government, philanthropy, corporate and community sources. The sustainability approach for WLDC should combine short-term cash stabilisation with medium-term diversification and long-term resilience. WLDC sustainability strategy is based on earned income from parent fees, government subsidies and grant income / targeted external support. The service should be understood as a blended income rural community service not as a business that can be sustained through parent fees alone.

Community-led long day care for Warren Shire

WARREN SHIRE COUNCIL

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WARREN LONG DAY CARE INC. – FUNDING REQUEST

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Warren Long Day Care Service | Business Plan 2026-2029

Funding strategy

SHORT TERM
2026

- Secure recurrent funding
- Finalise 2026 operational grants
- Focus on cashflow stability and occupancy growth

MEDIUM TERM
2027-2028

- Build multi-year funding base
- Expand partnerships and community support
- Invest in workforce development and retention

LONG TERM
2029+

- Establish long-term financial sustainability
- Invest in facility improvements and innovation
- Strengthen reserves and future planning

Indicative grant and funding schedule

Funder / program	Primary purpose	Indicative amount	Timeframe / next action
Start Strong for Long Day Care	Preschool fee relief and affordability	Variable	Active / rolling; ensure full compliance and claims in 2026-2027
CCCF Sustainability Support	Service viability and outreach	\$20,000-\$300,000	Immediate priority in 2026; prepare evidence pack and sustainability narrative
CCCF Capital Support	Repairs, upgrades and minor capital works	\$50,000-\$500,000	Develop scoped capital list within 3-6 months
Early Childhood Workforce Subsidies	Child safety and practicum support	Subsidy	Apply in current windows where eligible
ECEC Scholarships	Diploma, bachelor and postgraduate study	\$6,000-\$25,000	Short-term action for workforce retention
FRRR Strengthening Rural Communities	Community equipment and local projects	\$2,000-\$50,000	Quarterly opportunities; package small projects
ClubGRANTS Category 1	Community wellbeing and inclusion	\$2,000-\$50,000	Build local club relationships and submit in next round
Local council / community grants	Equipment, events, gardens, minor projects	\$1,000-\$10,000	Maintain a rolling applications calendar
Bunnings / local business in-kind support	Materials and practical project support	In-kind	Suitable for outdoor learning and family event upgrades

Sustainability actions and timeframes

Timeframe	Action	Lead	Expected result
0-3 months	Finalise 12-month cashflow monitoring and funding calendar	Treasurer / committee	Clear visibility of cash gaps and grant deadlines
0-3 months	Prepare core funding pack including business plan, support letters, budget and committee bios	Chair / secretary	Faster, more consistent grant submissions

Community-led long day care for Warren Shire

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Warren Long Day Care Service | Business Plan 2026-2029

0-6 months	Submit priority applications for CCCF Sustainability and other immediate operating support	Grants lead	Reduced short-term viability risk
0-6 months	Review fee settings, debt collection and enrolment conversion processes	Nominated Supervisor / treasurer	Improved revenue capture and reduced arrears
6-12 months	Lift occupancy through targeted enrolment campaign and local employer engagement	Committee / service leader	Stronger earned income base
6-12 months	Apply for scholarships and workforce supports to reduce training and recruitment pressure	Nominated Supervisor	Stronger retention and qualifications pipeline
12-24 months	Stage capital improvements and equipment renewal	Committee	Better family experience and reduced maintenance risk
12-36 months	Build reserve target equivalent to at least 2-3 months of fixed operating costs	Committee	Improved resilience to shocks

Risk assessment

- Workforce shortages**
Difficulty attracting and retaining qualified educators.

HIGH
- Funding uncertainty**
Delays or changes in grant funding impact cashflow and planning.

HIGH
- Occupancy fluctuations**
Lower enrolments affect income and sustainability.

MEDIUM
- Operational costs**
Rising costs for wages, compliance and supplies.

MEDIUM
- Compliance & regulatory**
Changes in regulations increase administrative load.

LOW

Community-led long day care for Warren Shire

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WARREN LONG DAY CARE INC. – FUNDING REQUEST

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Warren Long Day Care Service | Business Plan 2026-2029

Implementation plan

12-month action program

Quarter	Key actions	Outputs
Q1	Confirm governance framework; adopt monthly finance dashboard; prepare master grant pack	Board calendar, budget controls, application-ready documents
Q2	Submit immediate viability applications; improve enrolment processes; begin workforce scholarship applications	More active pipeline and improved revenue management
Q3	Launch local marketing and partnership activity; package small capital and inclusion projects	Occupancy growth and diversified grant activity
Q4	Review financial outcomes, update 3-year projections and confirm next-year funding priorities	Revised sustainability plan and stronger funding readiness

2026-2029 strategic milestones

Year	Milestone	Success measure
2026	Stabilise governance and avoid service interruption	Committee systems in place; grants submitted; service continuity maintained
2027	Move to consistent operating surplus or near-break-even before one-off grants	Improved occupancy, better cash control and lower arrears
2028	Complete priority capital and quality improvements	Family experience improved; infrastructure risks reduced
2029	Establish diversified funding base and operating reserve	Multiple recurring funding sources and reserve target achieved

Monitoring and reporting

The committee should monitor a concise set of indicators each month and report them quarterly to funders and stakeholders where relevant. Tracking should cover both financial sustainability and community impact.

Indicator	Why it matters	Reporting frequency
Occupancy by age group	Primary revenue driver	Monthly
Fee income against budget	Confirms trading performance	Monthly
Cash on hand and forecast runway	Identifies viability risks early	Monthly
Grant pipeline status	Supports planned rather than reactive fundraising	Monthly
Staff turnover and training completion	Tracks workforce sustainability	Quarterly
Participation of priority cohorts	Demonstrates inclusion and community impact	Quarterly
Family satisfaction and waitlist data	Supports growth and service quality	Quarterly

Community-led long day care for Warren Shire

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WARREN LONG DAY CARE INC. – FUNDING REQUEST

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Warren Long Day Care Service | Business Plan 2026-2029

Conclusion

Warren Long Day Care is not a discretionary community service; it is essential social and economic infrastructure for Warren and the surrounding district. The evidence in this plan shows that without a viable local long day care service, families face reduced workforce participation, children lose access to critical early learning, and the town's ability to retain essential workers, attract new families and sustain local services is materially weakened.

The service already has the core ingredients needed for long-term success: an established local presence, a licensed 46-place service, strong community demand, clear evidence of social impact, and a new committee with relevant operational, governance and communications capability. What is now required is targeted investment to stabilise operations, strengthen governance, improve cash resilience and deliver the staged service and infrastructure improvements that will allow the service to move from vulnerability to sustainability.

Funding support for WLDC should therefore be understood as an investment with multiple returns. It protects children's development and school readiness, enables parents to work and study, supports employers to retain staff, strengthens inclusion for Aboriginal and culturally diverse families, and helps preserve the long-term viability of a small rural community facing the same childcare and workforce pressures seen across the Orana region and regional New South Wales more broadly.

With coordinated support across government, philanthropy, community partners and local stakeholders, WLDC can become a stable, funder-ready and future-focused service over the 2026-2029 period. The case for investment is strong because the cost of losing the service would be far greater than the cost of sustaining it: reduced workforce capacity, diminished essential services, greater family hardship and weaker long-term community resilience.



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Bibliography

Internal documents

1. **0683_001.pdf** — Community support letters including letters from parents, Warren Youth Support Group, Warren Youth Foundation and the Filipino Community of Warren.
2. **NFP-2026-Modelling.xlsx** — Financial modelling workbook including childcare income, staffing costs and 2026 cashflow forecast.
3. **WLDC-Committee-Bios.docx** — Committee biographies outlining the experience and capabilities of committee.
4. **Funding-and-Sustainability-Plan.docx** — Funding pipeline and sustainability planning document listing grants, timing and indicative funding amounts relevant to WLDC.

Web sources

5. **2026 Start Strong for Long Day Care program guidelines.** NSW Department of Education.
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Appendix 1 - Grants Calendar for Warren Long Day Care (WLDC)

Purpose

This appendix provides a practical grants calendar for WLDC, drawing on the attached funding plan, community evidence and current public grant information. It is designed to help the committee prioritise applications by timing, strategic fit and likely alignment with key funding criteria.

WLDC is strongly positioned for grant support because it is a regional service based in Warren, it is licensed for 46 children aged 0-6 years, it is the only long day care option for children under three in the Shire, and its 2026 model shows a small but material operating gap that funding support can realistically address. The service also serves cohorts commonly prioritised by funders, including Aboriginal families, working parents, vulnerable families and culturally diverse communities in a rural setting.

- Prioritise grants that directly support operating viability, preschool affordability, workforce retention and minor capital works in 2026.
- Package one core evidence set for repeated use: business plan, support letters, budget and cashflow, committee bios, enrolment data, cultural inclusion evidence and service photos.
- Match each opportunity to one clear project rather than applying with a broad generic narrative.
- Update dates before submission, as some opportunities are rolling, quarterly or subject to annual program refreshes.

Priority funding opportunities

Priority	Funder / program	Indicative amount	Likely timeframe	Why it aligns with Little Possums	Key criteria / fit notes
1	NSW Start Strong for Long Day Care	Variable; fee relief and program payments	Program year 1 Jan-31 Dec 2026, paid quarterly	Strong fit because service operates long day care in NSW for children aged 3-5 and can use the program to improve affordability and participation.	Requires an eligible LDC preschool program, eligible children in the two years before school, completed parent declarations and delivery of preschool outcomes; regional location and Aboriginal enrolments strengthen equity alignment.
1	CCCF Sustainability Support	Approx. \$20,000-\$300,000 in attached plan; public examples show up to three years of support	2026 round timing to be monitored; attached plan shows early 2026	Very strong fit because the service is in a regional community, supports vulnerable families, is essential to workforce participation and has a forecast operating gap.	Best aligned where services demonstrate disadvantage, vulnerability, regional or priority community need, risk to continuity, and a credible sustainability pathway.

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Priority	Funder / program	Indicative amount	Likely timeframe	Why it aligns with Little Possums	Key criteria / fit notes
1	CCCCF Capital Support	Approx. \$50,000-\$500,000 in attached plan	2026 round timing to be monitored; attached plan shows early 2026	Strong fit for minor capital works, repairs, safety upgrades, equipment renewal and potentially bus or outdoor learning improvements that strengthen service continuity.	Best suited to projects that keep essential ECEC services open, improve access and address infrastructure barriers in disadvantaged or regional communities.
1	ECEC Scholarships (NSW)	\$6,000-\$25,000	2026 closing date in attached plan: 29 May 2026	Strong fit because Renee Scott is completing an ECT degree and scholarships can strengthen workforce retention and qualification levels.	Strongest where applicants are current or emerging educators in NSW services and training directly improves quality, compliance and educator supply.
2	Early Childhood Workforce Subsidies	Subsidy	Attached plan says open now and closes 3 July 2026	Good fit to reduce training and workforce costs, including child safety training and practicum supports, which eases pressure on the centre's largest cost area: staffing.	Best aligned where funding clearly supports workforce participation, educator capability and service sustainability.
2	FRRR Strengthening Rural Communities	\$2,000-\$50,000 depending stream; small grants often up to \$10,000	Quarterly; 2026 rounds assessed quarterly	Strong fit for discrete projects such as outdoor learning spaces, family engagement, cultural inclusion activities, equipment, gardens or community wellbeing initiatives.	Best suited to community-led projects in remote, rural and regional areas that improve resilience, wellbeing, sustainability and local participation.
2	ClubGRANTS Category 1	\$2,000-\$50,000	Attached plan estimates June-August 2026	Good fit for community wellbeing, vulnerable families, inclusion and local support activities linked to family access and child development.	Strongest where the local impact is clear, the project benefits disadvantaged or vulnerable groups and outcomes can be measured simply.
2	Local council community grants	\$1,000-\$10,000	Typically Aug-Oct 2026 in attached plan	Good fit for visible local projects such as gardens, shade, minor equipment, family events or cultural days that strengthen local support and profile.	Usually favour practical community benefit, local participation and modest but visible outcomes.
2	Multicultural NSW Stronger Together Grants	\$5,000-\$40,000	Aug-Sept 2026 in attached plan	Strong fit because support letters show the centre plays an inclusion role for Filipino and other culturally diverse families in Warren Shire.	Best aligned with projects that strengthen multicultural inclusion, belonging, cross-cultural participation and social cohesion.
2	Aboriginal Affairs NSW Cultural Grants	\$5,000-\$50,000	Generally March each year in attached plan	Strong fit for Elders-led cultural programming, language, storytelling and Aboriginal family engagement, supported by local Aboriginal family evidence.	Strongest when Aboriginal cultural outcomes are genuine, locally led and clearly connected to community benefit and participation.

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3	Australia Post Community Grants	Up to \$10,000	July 2026 in attached plan	Moderate fit for social connection, parent wellbeing and inclusive family activities rather than core operations.	Usually best for clearly defined community wellbeing and connection projects with modest budgets.
3	ANZ Seeds of Renewal	Up to \$15,000	July-Aug 2026 in attached plan	Moderate fit for digital inclusion, education or community infrastructure projects such as enrolment systems, digital communication or family learning supports.	Best suited to community benefit projects in regional Australia with practical local outcomes.
3	Bunnings Community Support Program	In-kind	Year-round	Strong fit for practical items including garden beds, outdoor learning, fencing, paint or materials for family events.	Best aligned when the ask is specific, visible, achievable and community-facing.
3	Junior Landcare Grants	\$1,000-\$5,000	Feb 2027 in attached plan	Good fit for sustainability gardens, nature play and outdoor learning activities linked to early childhood education.	Best suited to environmental learning, sustainability and hands-on participation projects.
3	Paul Ramsay Foundation / Ian Potter / Perpetual and similar philanthropy	Often \$50,000+ for larger foundations	Varies by round and EOI	Good medium-term fit for larger place-based family support, inclusion, early years and community resilience proposals, especially if co-funded.	Strongest when the proposal is evidence-based, addresses disadvantage, has measurable outcomes and shows collaboration beyond the centre alone.

Annual grants calendar

Month / period	Grant opportunity	Recommended Little Possums action	Lead evidence to attach
January-March	Start Strong annual compliance and claims cycle	Confirm eligible children, declarations, preschool program documentation and quarterly payment readiness.	Enrolment records, declarations, program evidence, family communications
January-February	CCCF Sustainability / Capital rounds if open	Prepare investment-ready applications focused on viability, regional access and minor capital priorities.	Business plan, cashflow, support letters, risk summary, project scope, quotes
March	Aboriginal Affairs and some philanthropic EOIs in attached plan	Prepare Aboriginal-led cultural project with local partners and early philanthropy briefing notes.	Local Aboriginal support evidence, activity plan, budget, partners
March-June	FRRR Strengthening Rural Communities quarterly rounds	Submit one tightly scoped community project each round rather than a broad wish list.	Project budget, local need statement, delivery timeline, committee capacity

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Month / period	Grant opportunity	Recommended Little Possums action	Lead evidence to attach
May	ECEC Scholarships close in attached plan on 29 May 2026	Submit workforce development applications linked to educator retention and ECT capacity.	Staff bios, course details, employer support statement
June-July	Workforce subsidies and ClubGRANTS preparation	Finalise workforce cost-saving applications and line up local sponsorship / club conversations.	Staffing budget, service impact summary, local letters
July	Australia Post, ANZ and other mid-year community grant opportunities	Package inclusion, connection or digital uplift projects that are grant-sized and visible.	Project summary, budget, beneficiary numbers
August-October	Local councils and multicultural grants	Submit community participation, cultural inclusion and local facility enhancement projects.	Community partner letters, event or project plan, photos
October-November	Review outcomes and build next-year pipeline	Refresh calendar, update budget assumptions and gather acquittal evidence for re-application readiness.	Dashboard, photos, outputs, testimonials
December	Start Strong and next-year grant readiness	Confirm preschool enrolments, declarations and updated evidence pack for the next funding cycle.	Updated enrolment list, family forms, revised plan

Alignment against major funding criteria

1. Need and disadvantage

WLDC can demonstrate strong need because support letters state it is the only long day care option for children under three in Warren Shire and that nearby towns are already at capacity. This aligns particularly well with CCCF, Start Strong equity settings, regional community grants and philanthropy focused on disadvantage, access and vulnerable families.

2. Regional and rural access

The centre is located in Warren, a small rural community, and attached evidence consistently links the service to workforce participation, local retention and town sustainability. This is a strong alignment point for CCCF, FRRR, Seeds of Renewal, ClubGRANTS and foundations with regional place-based priorities.

3. Inclusion and equity

The service has documented relevance for Aboriginal children and families and for culturally and linguistically diverse families including the Filipino Community of Warren. This creates a clear case for Start Strong maximum fee-relief settings in regional and Aboriginal contexts, Multicultural NSW grants, Aboriginal cultural grants and philanthropic inclusion programs.

4. Viability and sustainability

The 2026 model forecasts total income of \$991,470, total expenses of \$959,679 and a year-end net cash movement of negative \$16,309, showing that the service is close to sustainable but requires targeted support and disciplined management. This is particularly persuasive for CCCF Sustainability and for grant applications that ask services to show both current risk and a realistic sustainability pathway.

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5. Deliverability

WLDChas a practical delivery base because it is an operating service with a licensed capacity of 46 places, an existing workforce, a nominated supervisor, community backing and a new committee with governance, communications and business skills. This improves the centre's competitiveness across most grants because it can show immediate implementation capacity rather than only concept-stage intent.

Recommended application sequence

Sequence	Opportunity	Reason
First	Start Strong for Long Day Care	Core annual affordability and preschool participation funding; should be fully maximised before pursuing discretionary grants.
First	CCCF Sustainability Support	Highest strategic fit for operating continuity, regional access and vulnerable families.
First	ECEC Scholarships / Workforce Subsidies	Directly address workforce capability and help protect quality and retention.
Second	CCCF Capital Support	Important for staged infrastructure and access improvements once priority operating case is assembled.
Second	FRRR Strengthening Rural Communities	Flexible, practical and well-suited to modest but visible community projects.
Second	ClubGRANTS / local council / Multicultural NSW	Strong for supplementary projects, community backing and visible local outcomes.
Third	Philanthropic foundations	Best pursued with a refined evidence base, partner endorsements and co-funding strategy.

Appendix notes for applications

For nearly every application, the strongest recurring WLDC arguments are consistent.

- The service is the only long day care option for children under three in Warren Shire.
- Closure or contraction would reduce workforce participation and harm essential service capacity in a small rural town.
- The centre supports Aboriginal families, working parents and culturally diverse families, strengthening inclusion and equity.
- The 2026 budget shows a credible service with strong fee income but a limited operating buffer, making targeted support highly leverageable.
- The committee and leadership team have the skills to manage growth, governance and stakeholder engagement, especially if grant funding is paired with disciplined implementation

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Appendix 2 - Annual Budget for Warren Long Day Care (WLDC)

The budgets show actuals against childcare fees only. Attachment 1 shows the grants calendar for funding that will be applied for over the next 12 months and ongoing. Current funding applications already lodged include:

- Expressions of Interest – Building Community Partnerships (with letter of support from Roy Butler)
- Australia Post Community Grants

As soon as the *Approved Provider* confirmation is received (expected imminently), grant applications will be lodged to CCF Special Circumstances, Department of Education Professions Development, Paid Prac and Start Strong Funding.

The newly formed committee is requiring support from Council to underwrite the first 12 months of trading to secure the service and salaries of current staff.

Overall Budget	
Warren Long Day Care	
July 2026 to June 2027	
Account	Total
Income	
Child Care Fees Received	\$766,318
Other Fees Received	\$0
Total Child Care Income	\$766,318
Start Strong	\$0
CCCF Grant - Sustainability	\$0
CCCF Grant - Capital	\$0
WRP Grant	\$0
Grant #5	\$0
Grant #6	\$0
Total Funding Income	\$0
Sponsorship	\$0
Donations	\$0
Other Income	\$0

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Total Other Income	\$0
Total Income	\$766,318
Less Child Care Expenses	
Arts & Crafts	\$1,800
Bank Fee	\$900
Excursions & Entertainment	\$1,800
Groceries	\$19,200
Nappies/Hygiene	\$2,400
Toys & Play Equipment	\$6,000
zCapEx Equipment	\$16,000
Total Child Care Expenses (Cost of Sales)	\$48,100
Gross Profit	\$718,218
Less Operating Expenses	
Accounting	\$3,500
Advertising	\$720
Bad Debts	\$7,500
Bank Fees	\$780
Bookkeeping	\$9,600
Cleaning Expenses	\$18,600
Computer Expenses	\$2,400
Electricity	\$6,000
Health & Safety	\$480
Insurance	\$26,275
Legal Expenses	\$0
Licencing and Subscription Fees	\$16,200
Phone & Internet	\$3,600
Postage	\$300
Printer Expenses	\$3,060
Professional Development & Training Expenses	\$12,000
R&M Building	\$5,400
R&M Grounds	\$3,000
Rent (469)	\$28,572
Salary & Wages	\$660,000
Staff Amenities	\$1,200
Staff Travel	\$0

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Stationery	\$5,040
Superannuation	\$82,500
Vehicle Expenses	\$10,200
Water	\$1,200
zCap Ex	\$0
Total Operating Expenses	\$908,127
Total Expenses	
Net Profit	-\$ 189,909

Warren Long Day Care													
July 2026 to June 2027													
Account	Jul-2026	Aug-2026	Sep-2026	Oct-2026	Nov-2026	Dec-2026	Jan-2027	Feb-2027	Mar-2027	Apr-2027	May-2027	Jun-2027	Total
Income													
Child Care Fees Received	\$71,647.58	\$65,417.35	\$68,532.46	\$68,532.46	\$65,417.35	\$43,611.57	\$46,726.68	\$62,302.24	\$71,647.58	\$68,532.46	\$65,417.35	\$68,532.46	\$766,317.55
Other Fees Received	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Child Care Income	\$71,647.58	\$65,417.35	\$68,532.46	\$68,532.46	\$65,417.35	\$43,611.57	\$46,726.68	\$62,302.24	\$71,647.58	\$68,532.46	\$65,417.35	\$68,532.46	\$766,317.55
Start Strong	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CCCF Grant - Sustainability	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CCCF Grant - Capital	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WRP Grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Grant #5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Grant #6	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Funding Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

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Sponsorship	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Income	\$71,647.58	\$65,417.35	\$68,532.46	\$68,532.46	\$65,417.35	\$43,611.57	\$46,726.68	\$62,302.24	\$71,647.58	\$68,532.46	\$65,417.35	\$68,532.46	\$766,317.55
Less Child Care Expenses													
Arts & Crafts	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,800.00
Bank Fee	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$900.00
Excursions & Entertainment	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,800.00
Groceries	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$1,600.00	\$19,200.00
Nappies/Hygiene	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Toys & Play Equipment	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$6,000.00
zCapEx Equipment	\$8,000.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,000.00
Total Child Care Expenses (Cost of Sales)	\$10,675.00	\$10,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$2,675.00	\$48,100.00
Gross Profit	\$60,972.58	\$54,742.35	\$65,857.46	\$65,857.46	\$62,742.35	\$40,936.57	\$44,051.68	\$59,627.24	\$68,972.58	\$65,857.46	\$62,742.35	\$65,857.46	\$718,217.55
Less Operating Expenses													
Accounting	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,500.00	\$0.00	\$0.00	\$0.00	\$3,500.00
Advertising	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$720.00
Bad Debts	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$7,500.00
Bank Fees	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$780.00
Bookkeeping	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$9,600.00
Cleaning Expenses	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$1,550.00	\$18,600.00
Computer Expenses	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$2,400.00
Electricity	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$1,500.00	\$6,000.00
Health & Safety	\$120.00	\$0.00	\$0.00	\$120.00	\$0.00	\$0.00	\$120.00	\$0.00	\$0.00	\$120.00	\$0.00	\$0.00	\$480.00

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Insurance	\$1,856.25	\$5,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$1,856.25	\$26,275.00
Legal Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Licensing and Subscription Fees	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$16,200.00
Phone & Internet	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$3,600.00
Postage	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$300.00
Printer Expenses	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$3,060.00
Professional Development & Training Expenses	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$12,000.00
R&M Building	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$450.00	\$5,400.00
R&M Grounds	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$3,000.00
Rent (469)	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$2,381.00	\$28,572.00
Salary & Wages	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$660,000.00
Staff Amenities	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Staff Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Stationery	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$420.00	\$5,040.00
Superannuation	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$6,875.00	\$82,500.00
Vehicle Expenses	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$850.00	\$10,200.00
Water	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
zCap Ex	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Operating Expenses	\$74,632.25	\$78,512.25	\$76,012.25	\$74,632.25	\$74,512.25	\$76,012.25	\$74,632.25	\$74,512.25	\$79,512.25	\$74,632.25	\$74,512.25	\$76,012.25	\$76,012.25	\$908,127.00
Total Expenses	\$74,632.25	\$78,512.25	\$76,012.25	\$74,632.25	\$74,512.25	\$76,012.25	\$74,632.25	\$74,512.25	\$79,512.25	\$74,632.25	\$74,512.25	\$76,012.25	\$76,012.25	\$908,127.00
Net Profit	\$13,659.67	\$23,769.90	\$10,154.79	\$8,774.79	\$11,769.90	\$35,075.68	\$30,580.57	\$14,885.01	\$10,539.67	\$8,774.79	\$11,769.90	\$10,154.79	\$189,909.45	

Community-led long day care for Warren Shire

WARREN SHIRE COUNCIL

Report of the General Manager to the Ordinary Meeting of Council to be held at
Council Community Room, Warren on Thursday, 25th June 2026

ITEM 7

WARREN LONG DAY CARE INC. – FUNDING REQUEST

CONTINUED

Warren Long Day Care Service | Business Plan 2026-2029

Contact Information:

E: [REDACTED]

Monique Williams, President [REDACTED]

Courtney Colwell, Vice President [REDACTED]

Renee Scott, Nominated Supervisor [REDACTED]

Community-led long day care for Warren Shire

WARREN SHIRE COUNCIL
Report of the General Manager
to the Ordinary Meeting of Council to be held at
Council Community Room, Warren on Thursday, 25th June 2026

ITEM 7 WARREN LONG DAY CARE INC. – FUNDING REQUEST CONTINUED

Attachment 5 - Warren Shire Council Internally Restricted Funds as at 30th June, 2025 as reported to 23rd October 2025 Council Meeting.

WARREN SHIRE COUNCIL INTERNALLY RESTRICTED FUNDS AS AT 30 June 2025				
DESCRIPTION	BALANCE	TRANSFERS		BALANCE
	01-Jul-24	TO	FROM	30-Jun-25
FAG Advance Payment	3,826,431	5,747,521	7,374,459	2,199,493
Employee's Leave Entitlements	400,000			400,000
Election Expenses	19,865	15,135		35,000
IP&R - Asset Management Planning	56,212	47,000	56,212	47,000
P.L.& P.I. Claims Excess	25,000			25,000
Risk & WHS Management Costs	75,825		75,825	0
Mobile Phone Replacement	3,600		3,600	0
Emergency Management Planning	14,363			14,363
Levee M&R	72,490	22,000		94,490
Natural Resource Management Works	30,218		30,218	0
Rural Addressing	2,000			2,000
CBD - Supply of Paint	3,237			3,237
Street Lighting	11,662	11,662	11,662	11,662
Computer Software/Hardware Upgrades	56,840	112,000	56,840	112,000
Destination Warren Website Development	0	12,000		12,000
Ewenmar Waste Depot - Management Plan	115,458		112,034	3,424
Dwellings - Specific M & R	71,741		71,741	0
Alliance Western Councils Membership 24/25	0	12,500		12,500
ICT Strategic Reserve	0	34,000		34,000
Internal Audit Costs	0	40,000		40,000
Council Owned Housing - Capital Contingency	0	22,500		22,500
Parking Area - Capital Contingency		6,000		6,000
Footpath & Cycleway - Capital Contingency		19,000		19,000
Safety Culture Project		48,800		48,800
Gym Equipment - Capital Contingency		1,700		1,700
Carter Oval Resurfacing	0	14,000		14,000
Warren Lawn Cemetery - Stage 3	86,827	1,500	86,827	1,500
Library - Grant Design & Tender	1,523		1,523	0
Parks Improvement Program	66,480		62,990	3,490
New Lions Park Toilet	22,570		22,570	0
CBD Improvements	5,462		5,462	0
Urban Streets - Heavy Patching	192,383			192,383
Urban Street - Gravel Resheeting	22,950	15,750		38,700
Rural Unsealed Roads - Gravel Resheeting	0	120,000		120,000
Footpath Replacement - XC Rated	15,756		15,756	0
K&G Replacement - XC Rated	15,545		15,545	0
Overflow Bridge Major Repairs	85,000			85,000
Airport Terminal Building (Part Cost)	60,000		60,000	0
Airport Land Sales	56,620		25,000	31,620
Operational Land Reserve	201,073		30,000	171,073
Infrastructure Improvement/Replacement	733,244	480,000	283,550	929,694
Tiger Bay Wetlands	18,071			18,071
Economic Development & VIC Programs	39,926	30,000	39,926	30,000
Animal Shelter Replacement	60,000		60,000	0
Dwellings Construction x 2	50,123		50,123	0
56 Garden Avenue Refurb	56,145		56,145	0
Memorial Pool Re-Lining	405,455		0	405,455
Memorial Pool Re-painting (carryover)	30,000		30,000	0
Plant Replacement - Light Vehicles	38,546		38,546	0
Plant Replacement - Heavy Plant	321,877		321,877	0
TOTAL RESTRICTED FUNDS =	7,370,518	6,813,068	8,998,431	5,185,155

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 1 RECONCILIATION CERTIFICATE – MAY 2026

(B1-10.16)

RECOMMENDATION:

That the Statement of Bank and Investments Balance as at the 31st May 2026 be received and noted.

PURPOSE

To certify that the internal and external cash and investments position of Council is reconciled each month.

BACKGROUND

Clause 212 of the Local Government (General) Regulation 2021 requires the Responsible Accounting Officer to provide a written report setting out details of all money that the Council has invested under Section 625 of the Local Government Act.

REPORT

Following is the reconciled internal funds of Council that have been reconciled with the Bank Statements as at 31st May 2026.

Council should note that investment items listed as

INTERNAL LEDGER ACCOUNT RECONCILIATION

	Balance 30-Apr-26	Transactions	Balance 31-May-26
General	11,136,272.99	(61,849.94)	11,074,423.05
Water Fund	1,001,963.74	193,478.14	1,195,441.88
Sewerage Fund	1,091,594.27	61,113.75	1,152,708.02
North Western Library	240,830.74	(10,622.66)	230,208.08
Trust Fund	94,136.13	0.00	94,136.13
Investment Bank Account	(11,500,000.00)	1,500,000.00	(10,000,000.00)
	2,064,797.87	1,682,119.29	3,746,917.16

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration to the Ordinary Meeting of Council to be held in the Council Chambers, Warren on Thursday 25th June 2026

ITEM 1 RECONCILIATION CERTIFICATE – MAY 2026

CONTINUED

BANK STATEMENT RECONCILIATION

Balance as per Bank Statement =	3,746,917.16
Add: Outstanding Deposits for the Month	0.00
Less: Outstanding Cheques & Autopays	0.00
Balance as per Ledger Accounts less Investments =	<u>3,746,917.16</u>

INVESTMENTS RECONCILIATION

Investments as at 31st May 2026

No.	Institution	Amount	Term (days)	Rate %	Maturity Date
	CBA	0.00	NA	3.10%	On Call A/c
8	NAB	1,500,000.00	120	4.50%	26-Jun-26
10	NAB	1,500,000.00	120	4.80%	24-Jun-26
12	NAB	1,500,000.00	90	4.90%	30-Jul-26
13	NAB	1,500,000.00	60	4.45%	30-Jun-26
14	NAB	1,500,000.00	60	4.45%	30-Jun-26
15	NAB	1,500,000.00	90	4.95%	31-Aug-26
16	NAB	1,000,000.00	30	4.10%	29-Jun-26
TOTAL INVESTMENTS =		<u>10,000,000.00</u>			

BANK AND INVESTMENT ACCOUNTS BREAKDOWN

Externally Restricted Funds Invested	10,858,199.16
Internally Restricted Funds Invested	2,388,718.00
Unrestricted Funds	<u>500,000.00</u>
TOTAL BANK & INVESTMENTS ACCOUNTS BALANCE =	<u>13,746,917.16</u>

As Councils Responsible Accounting Officer, I note the External and Internal Restricted Funds are an estimate only, pending review and reconciliation into the future.

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 1 RECONCILIATION CERTIFICATE – MAY 2026

CONTINUED

A summary of Council's investments as at the 31st May 2026 is shown below:

Time Period	Term Deposits	Total Avg Yield	RBA Cash	1m BBSW	3m BBSW	AusBond Bank Bill	AusBond Annualised	vs RBA	vs 1m BBSW	vs 3m BBSW	vs AusBond
As At 31/5/2026	4.62%	4.62%	4.10%	4.30%	4.46%	10437.534	---	+0.52%	+0.32%	+0.16%	---
1m	4.50%	4.50%	4.10%	4.20%	4.37%	0.00%	0.00%	+0.40%	+0.30%	+0.13%	+4.50%
3m	4.06%	4.06%	3.85%	3.81%	3.99%	0.66%	2.62%	+0.21%	+0.25%	+0.07%	+1.43%
6m	4.10%	4.10%	3.60%	3.55%	3.66%	1.57%	3.14%	+0.50%	+0.55%	+0.44%	+0.96%
12m	4.49%	4.49%	3.85%	3.75%	3.73%	3.43%	3.43%	+0.64%	+0.74%	+0.76%	+1.05%

**source: Curve Securities/YieldHub portfolio portal 31/05/2026*

FINANCIAL AND RESOURCE IMPLICATIONS

N/A.

LEGAL IMPLICATIONS

N/A.

RISK IMPLICATIONS

N/A.

STAKEHOLDER CONSULTATION

N/A.

OPTIONS

N/A.

CONCLUSION

This report is provided to advise Council of its financial position.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

5.3.2 Create a productive and cooperative working environment for Councillors to support their governance responsibilities. (Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making.)

SUPPORTING INFORMATION / ATTACHMENTS

N/A.

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 2

STATEMENT OF RATES & ANNUAL CHARGES

(R1-4)

RECOMMENDATION:

That the Statement of Rates and Annual Charges information as at 7th May 2026 be received and noted.

PURPOSE

To advise Council of the rates and annual charges levied, collected and currently outstanding as at the report date.

BACKGROUND

A major source of revenue Council receives each year is through the levying of rates and annual charges on property owners in the Warren Shire Council local government area to provide and maintain services to the Warren Shire community.

REPORT

Attached to this report is the statement of rates and annual charges as at 7th May 2026 including comparisons over the last four years.

This report is considered the most accurate and relevant information available for Council to consider relating Rates and Annual Charges collection percentages, comparatively to prior years.

FINANCIAL AND RESOURCE IMPLICATIONS

N/A.

LEGAL IMPLICATIONS

N/A.

RISK IMPLICATIONS

N/A.

STAKEHOLDER CONSULTATION

N/A.

OPTIONS

N/A.

CONCLUSION

This report is provided to advise Council of the balance of rates and annual charges.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

5.3.2 Create a productive and cooperative working environment for Councillors to support their governance responsibilities. (Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making.)

SUPPORTING INFORMATION / ATTACHMENTS

Nil.

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration to the Ordinary Meeting of Council to be held in the Council Chambers, Warren on Thursday 25th June 2026

ITEM 2 STATEMENT OF RATES & ANNUAL CHARGES

CONTINUED

7-May-26

Name of Rate	NETT		COLLECTIONS FOR YEAR			NETT ARREARS	
	ARREARS 1st JULY \$	NETT LEVY \$	TOTAL RECEIVABLE \$	AMOUNT COLLECTED \$	COLLECT AS % AGE OF TOTAL REC'ABLE	ARREARS AMOUNT \$	ARREARS AS % AGE OF TOTAL REC'ABLE
General Fund Rates	257,982	5,948,687	6,206,669	4,757,604	76.65%	1,449,066	23.35%
Warren Water Fund	121,735	633,677	755,412	516,975	68.44%	238,437	31.56%
Warren Sewerage Fund	142,360	659,466	801,826	534,953	66.72%	266,874	33.28%
TOTAL 2025/2026	522,077	7,241,830	7,763,907	5,809,531	74.83%	1,954,376	25.17%
TOTAL 2024/2025	486,670	6,931,692	7,418,362	5,553,011	74.85%	1,865,351	25.15%
TOTAL 2023/2024	445,604	6,630,720	7,076,324	5,346,416	75.55%	1,729,908	24.45%
TOTAL 2022/2023	290,303	6,341,085	6,631,388	5,124,352	77.27%	1,507,036	22.73%
TOTAL 2021/2022	303,871	7,171,097	7,474,968	4,845,399	64.82%	2,629,569	35.18%
		12-May-22	12-May-23	10-May-24	07-May-25	07-May-26	
COLLECTION FIGURES AS \$		4,845,399	5,124,352	5,346,416	5,553,011	5,809,531	
COLLECTION FIGURE AS %		64.82%	77.27%	75.55%	74.85%	74.83%	

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 3 WORKS PROGRESS REPORT – FINANCE & ADMINISTRATION PROJECTS
(C14-7.1, C9-1)

RECOMMENDATION:

That the information be received and noted.

The following are details of the projects undertaken by the Finance and Administration Department for the 2025/26 financial year.

Project	Budget	Expend	Resp	Comment
Office Equipment Purchases – PC Purchases – Electronic Records Management System Investigation/ Implementation	\$222,000	\$52,386	DMFA	2024/25 carry over value, included in the budget figure is \$112,000. Purchase new office equipment, PC's and other ICT equipment as needed. The project has reached implementation stage, which is scheduled to commence late July 2026, staff training and other business workflows to be completed at that time.

ACRONYMS

DMFA - Divisional Manager Finance & Administration

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 4 2026/2027 OPERATIONAL PLAN AND ESTIMATES ADOPTION (E4-46, A7-4.1/1)

RECOMMENDATION that:

1. The information be received and noted;
2. Ms Merscia McLean be thanked for her submission on the Draft 2026/2027 Operational Plan and Estimates;
3. The final amended draft of the 2026/2027 Operational Plan and Estimates which contains Council's Revenue Policy and Fees and Charges with the changes as detailed within this report be adopted by Council;
4. Council formally resolve to make and levy the Rates and Charges as detailed within the Statement of Revenue Policy – 2026/2027 (Statement of Rates) to enable the levying of the 2026/2027 Rates from July 2026; and
5. Fees and Charges not provided or changed by relevant State Government Departments be amended by Delegation to the General Manager when the information is provided.

PURPOSE

This report is for Council to consider, finalise and adopt the draft 2026/2027 Operational Plan and Estimates which contains Council's Revenue Policy and Fees and Charges following their public exhibition and to make and levy the Rates and Charges for 2026/2027.

BACKGROUND

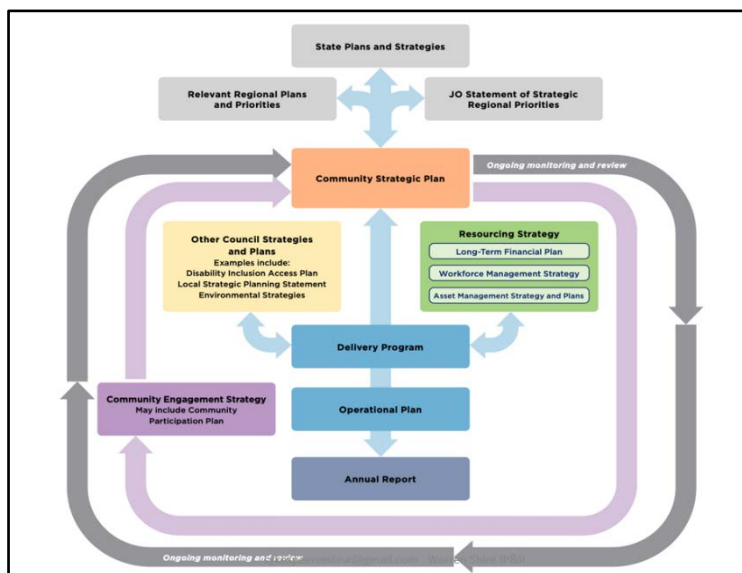
Section 405 of the Local Government Act 1993 (as amended) requires Council to prepare an Operational Plan and Estimates each year. Prior to adoption of the Plan, Council must give a period of not less than 28 days inviting written public submissions and comment on the Plan.

Council at its Meeting on the 23rd April 2026 resolved to advertise the Draft 2026/2027 Operational Plan and Estimates inviting written public submissions and comments up until 4 pm Monday, 1st June 2026.

An appropriate communications strategy was implemented seeking public submissions. At the time of closure, one written submission was received.

REPORT

The IP & R Process can be summarised by the diagram to the right:



WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 4 2026/2027 OPERATIONAL PLAN AND ESTIMATES ADOPTION CONTINUED

The IP & R Process supports the elected members to:

- Work directly with their community to identify long-term priorities for local identity, growth and lifestyle;
- Understand the range of services the community wants, the service standards they expect and the infrastructure that will be required;
- Have meaningful conversations about the cost of meeting community expectations. Allocate resources within Council's means and map out a 4-year strategy to deliver key priorities, projects and services;
- Set appropriate rates, fees and charges and monitor the Council's progress in delivering priorities, projects and services through the Operational Plan;
- Report to the community on their success in achieving these goals; and
- Be assured that their Council is meeting planning, consulting and reporting requirements under other laws.

The IP & R process helps Council staff to:

- Understand community priorities and needs;
- Work with elected representatives on shared goals and priorities;
- Identify supporting plans and strategies undertake resource planning and meeting legislative requirements;
- Identify achievements for each 4-year term and the projects/programs that will be delivered;
- Develop reporting regimes to Council, including how risk will be effectively managed;
- Understand the role each employee will play in delivering the community's priorities;
- Celebrate success when goals are achieved; and
- Understand how they will be held accountable through reporting and performance management.

The Community Strategic Plan must include:

- a community vision statement;
- strategic objectives for the community that address social (community), environmental, infrastructure, economic and civic leadership issues identified by the community (commonly referred to as "the quadruple bottom line" (QBL));
- strategies for achieving each objective; and
- an explanation of who is responsible for delivering each strategy. Where Council has an oversight role for a strategy but is not the key delivery agent, the Community Strategic Plan should explain the role Council will play in facilitating delivery of the strategy and how it will monitor delivery.

The Community Strategic Plan must identify assessment methods for determining whether the objectives are being achieved.

Council readopted the Warren Shire 2035 Community Strategic Plan at its 5th December 2024 Meeting.

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
Council Chambers, Warren on Thursday 25th June 2026

ITEM 4 2026/2027 OPERATIONAL PLAN AND ESTIMATES ADOPTION CONTINUED

In regard to the Delivery Program and Operational Plan:

- This is the point where the community's strategic goals are systematically translated into actions. The Delivery Program identifies the principal activities to be undertaken by the Council to perform all its functions - including implementing the strategies established by the Community Strategic Plan – using the resources identified in the Resourcing Strategy.
- The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.
- Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program and are linked to the budget.

IP & R consultation objectives are:

- Undertake a broad review of the Community Strategic Plan (CSP) and refine the structure of the Plan to be SMART (Specific, Measurable, Achievable, Relevant and Time-bound) around five (5) key areas:
 - Social
 - Economic
 - Infrastructure
 - Environmental
 - Governance
- Develop plans to make the CSP happen in the Delivery Program; and
- Develop annual actions link to resources ensuring the CSP objectives are gradually achieved in the Operational Plan (OP).

The community has identified the following values of living in Warren Shire:

- Supportive community;
- Family, good for children;
- Easy living;
- Business opportunities;
- People, town friendly;
- Pretty town;
- Safe Community; and
- Natural assets.

The following are Warren Shire Council's IP & R foundation issues:

Social

- Attracting and retaining community:
 - Ageing community
 - Health services
 - Education services

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
to the Ordinary Meeting of Council to be held in the
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ITEM 4 2026/2027 OPERATIONAL PLAN AND ESTIMATES ADOPTION CONTINUED

- Housing
- Law and order
- Community inclusion
- Engaging with community:
 - Celebrations/event
 - Supporting collaboration in social engagement
 - Organisation burnout – support and upskill community

Economic

- Diversification of industry/employment:
 - Retaining young people in employment
 - Investment attraction
- Development of housing diverse housing solutions:
 - Accommodation
 - Housing
- Tourism development:
 - visitation/destination strategy
 - Tourism strategy
 - Customer service improvement
 - Main street renewal – including LEP
- Business revitalisation:
 - Growing local business
 - Supporting existing business efficiency

Infrastructure

- Reliable and accessible connectivity:
 - Reliable telecommunications
 - Transport network condition
 - Internet Connectivity
 - Energy network
- Sustaining infrastructure
- Ongoing Operational costs of managing new assets
 - Levee condition
 - Grant management, community facilitation and support
 - Asset Management and Planning
- Warren CBD improvements/revitalisation/investments:
 - Main street revitalisation
 - Main street LEP review
 - Main street funding

WARREN SHIRE COUNCIL

Report of the Divisional Manager of Finance and Administration
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ITEM 4 2026/2027 OPERATIONAL PLAN AND ESTIMATES ADOPTION CONTINUED

Environmental

- Climate change / diverse climates adaptation for future community benefit:
 - Better understand local climate impacts on environment
- Manage environmental plans that affect the community:
 - Water Policy changes
 - Water assets
 - River assets
- Green assets (river/marshes)
 - Sustain product for community and visitor access

Governance

- Community engagement and collaborative partnership – improving commitment, trust and goodwill:
 - Consultation
 - Embracing community leaders as advocates - addressing Negative perceptions
 - Grant facilitation/education
 - Ongoing engagement with stakeholders – see communications plan
 - Publicity/promotions/marketing/community involvement
- Advocacy on service delivery cost impact:
 - Planning agreements for large regional developments– impact Warren
 - Cost shifting
 - Actively pursuit of active resources to deliver services and amenity to the community
 - Services labour productivity improvement

Vision - where to you want to be in 10 years. The Summit determined that the current Vision which is as follows, is appropriate:

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

The current Values position – Warren Shire, what is worth striving for as follows was also determined appropriate:

- A safe and attractive working and living environment that will attract skilled people;
- A Shire that has a diverse and stable economy;
- A Shire that has quality and well-maintained infrastructure;
- A place that encourages vitality and leadership in the community;
- A Council that provides quality and cost-effective services, and that partners with the community in decision-making; and
- A community that is inclusive and encourages the development of its young people.

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Operational Plan Actions

The Operational Plan Actions are addressed under the following categories:

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

2026/2027 Operational Plan and Estimates

2026/2027 is expected to be a reasonably busy year with some capital improvement works to be completed or commenced together with finalisation of the flood restoration and construction program on Council's road network and other special programs/projects, at least as follows:

- Bushfire Hazard Reduction - \$375,000 (subject to Grant Funding);
- Deacon Drive Houses Rectification Works - \$660,000;
- Council Dwellings Refurbishment Program - \$25,000;
- Fortnightly Kerb Side Recycling Collection Program Warren, Nevertire and Collie - \$150,000;
- Purchase, supply and delivery of 240 litre recycling bins to Warren, Nevertire and Collie occupied rateable landowners - \$70,000;
- Investigation and Development of the Warren Shire Future Housing Strategy - \$25,000;
- Administration – New Electronic Records Management System Introduction, Routine Replacement of ICT Assets, Commencing Introduction of a New Corporate Financial System - \$162,500 subject to change depending on carry over funds;
- Warren Street Christmas Party 2026 - \$47,000 (subject to Grant Funding and Donations);
- Website Creation for Destination Macquarie Marshes - \$12,000 (subject to carryover);
- Warren Sporting & Cultural Complex – Gym Equipment Renewals - \$8,600;
- Urban Roads – Heavy Patching - \$225,000
- Urban Roads – Gravel Resheeting - \$17,500;
- Rural Roads – Bitumen Resealing - \$100,000;
- Rural Roads – Gravel Resheeting - \$430,500;
- Regional Roads – Bitumen Resealing - \$250,000;
- Regional Roads – Rehabilitation - \$450,000;
- Regional Emergency Roads Repair Program Local Roads – SR 27 Bullagreen Road - \$1,000,000;
- Roads to Recovery – SR 5 Buckinguy Road Rehabilitation - \$1,144,995;
- Australian Government Black Spot Program – SR 66 Wambianna Road - \$1,160,000 (subject to carry over);
- Plant Replacement 2026/2027 (Net Purchase Cost) - \$1,045,000 (estimated);
- September 2022 AGRN 1034 Flood and Storm Damage Essential Public Asset Reconstruction Work Shire and Regional Roads - \$2,700,000 (subject to carryover);
- Sewer Mains Refurbishment Works - \$100,000;
- Spare Sewer Pumps Program - \$20,000;

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- Water Mains Renewal - \$100,000;
- Spare Water Pumps Program - \$45,000;
- Water Valve Replacement Program - \$100,000;
- Macquarie River Native Fish Restocking Program - \$18,000 (subject to grant funding)
- Gunningba Estate Stage 3 Development - \$194,073 (subject to land sales or grant and carry over);
- Decommissioning of Old Sewerage Treatment Plant - \$92,000 (subject to carry over);
- Gillendoon Street Sewer Pump Station Restoration - \$125,000 (subject to carry over);
- Gunningba Estate Sewer Pump Station Safety Improvements - \$50,000;
- Warren Airport Exclusion Fencing - \$98,000 (subject to carry over);
- Strategic Planning / Integrated Water Cycle Management Plan - \$1,446,470 (subject to carry over);
- Street Lighting Improvement - \$11,662 (subject to carry over);
- Shade Structures three (3) over Tables and Chairs at the Splash Park - \$23,000;
- Macquarie Park Cenotaph Base Slab Improvements - \$15,000;
- Parks and facilities CCTV Program - \$144,000 (subject to grant funding);
- State Highway 11 Oxley Highway Ordered Works - \$500,000 (subject to funding approval);
- Implementation of Engineering Services Reporting IT Systems - \$44,000;
- Economic Development Program Projects - \$22,000;
- Economic Development Tourism Program Projects - \$22,000;
- Country Heartline Project - \$12,000;
- Greater Western Plains Alliance Dubbo Regional Guide - \$6,000;
- Visitor Information Centre, major repairs and maintenance - \$5,000;
- Traffic Counter Replacement - \$6,500; and
- Workplace Health and Safety Management System – Safety Culture - \$50,600 (subject to carry over).

There is concern with the increased costs for fuel and then the associated cost increases for Council plant, contractors, supplies and other inflationary increases budgets will be affected in 2026/2027. If grants do not have appropriate increases, then projects will need to be scaled back in size and length.

Included in the budget are various allocations towards maintenance works to be undertaken in the areas of town services (parks, gardens, water and sewerage), in the roads area and for other Council assets.

As 2026/2027 will have a reasonable capital improvement budget that is reliant on grants, together with Council's normal maintenance program and the expected continuation of the flood restoration program will mean no changes in Council's operational resources to ensure works and programs are efficiently, safely and effectively facilitated together with other members of Council's Management Executive Team.

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The slightly reduced capital improvement budget will mean that most works are undertaken by Council’s existing operational staff levels with only extra contracted works (local and tendered projects) where special expertise is required.

Following the analysis of the result of the Recycling Services Survey 2026, Council is expected to progress kerbside recycling in 2026/2027 at a cost of \$150.00 per assessment per year for each parcel of occupied rateable land (not vacant land) in the garbage collection areas of Warren, Nevertire and Collie with the provision of one (1) 240 litre recycling bin in accordance with Section 501 of the Local Government Act 1993. This program is expected to commence thereafter 1st October 2026 and include a major communication strategy program in relation to appropriate recycling processes.

Council staff will continue to apply for major grants to improve Council’s Capital Works Program. There is a reasonable chance that Council will be requested to be responsible for the maintenance and improvement of SH 7 Mitchell Highway, within the Warren Shire Council boundary during 2026/2027 under the Road Maintenance Council Contract. Originally Council had a budget of \$440,000 for the SH11 Oxley Highway RMCC RMAP (Operations and Maintenance Works) for 2026/2027 However, advice has been received that this has been reduced to \$330,388 with contra income.

Currently, no loans are required for the 2026/2027 financial year however, this may change for a required increased bore water storage in Warren. Alternatively, a loan most probably will be proposed in the 2027/2028 Operational Plan & Estimates to fund increased bore water storage in Warren, if grant funds are not forthcoming.

An appropriate allocation has also been provided for what is necessary with the Audit, Risk and Improvement Committee (ARIC), Internal Audit Costs and for Service Reviews.

Operational Plan Legislative Requirements and Compliance

Operational Plan	Identify projects, programs or activities that Council will undertake within the financial year towards addressing actions in the Delivery Program	The actions in this document include actions planned for the 2026/2027 financial year
	Allocate responsibilities for each project, program or activity and measures to determine effectiveness	The actions in this document include responsibilities and measurements
	Include the Statement of Revenue Policy	The actions in this document include responsibilities and measurements
	Include provisions relating to the content of Council’s annual statement of Revenue Policy: <ul style="list-style-type: none"> • Estimated income and expenditure • Ordinary rates and special rates • Proposed fees and charges • Council’s proposed pricing methodology • Proposed borrowings 	The actions in this document include responsibilities and measurements

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Notional General Rates Estimates

Since the time of consideration of the Notional General Rates Estimates at the 23rd April 2026 Council Meeting and their advertisement, there has been only slight changes amongst the rating ad-valorem, etc as follows:

Rate Type	Category	Sub Category	Ad Valorem Cents in \$	Minimum Rate	Min Rate % of Total Rate	Rate Yield \$
Ordinary	Residential	Warren	3.891897	642.00	33.87%	606,978.34
Ordinary	Residential	Nevertire	0.524686	266.00	98.43%	18,646.85
Ordinary	Residential	Collie	1.417762	266.00	89.93%	19,522.05
Ordinary	Residential	Rural	0.540904	346.00	5.66%	183,348.27
Ordinary	Farmland		0.257887	346.00	0.52%	5,051,106.67
Ordinary	Business	Warren	8.003071	642.00	1.86%	227,675.45
Ordinary	Business	Other (Warren)	0.584403	346.00	35.32%	17,630.71
Ordinary	Business	Nevertire	1.782234	346.00	19.43%	8,901.83
Ordinary	Business	Airport Area	0.562572	346.00	52.24%	13,246.61
					Total	6,147,056.78

The change involves an increase amounting \$2,461.91.

2026/2027 Fees and Charges

As Advertised

The Office of Local Government (OLG) did not provide in time for advertising the following details which were included in the Draft 2026/2027 Operational Plan & Estimates:

Maximum Interest Rate on Overdue Rates and Charges

- The interest rate per annum in accordance with section 566(3) of the Act, for the maximum rate of interest payable on overdue rates and charges for the period 1 July 2026 to 30 June 2027 – 9.5% pa.

Section 603 Certificate

- Under section 603 of the Act, Councils may issue a certificate as to the amount (if any) of rates, charges, etc. due or payable to the Council for a parcel of land. Section 603(2) states the application must be accompanied by the approved fee. In accordance with the approved methodology, the approved fee for 2026-2027 is \$105.
- This determination applies to the issuing of a certificate for the matters specified in section 603(2) of the Act. Where a Council offers to provide other information as an optional service, the Council is not prevented from separately determining an approved fee for that additional service. Furthermore, a Council is not prevented from determining approved fees for additional services required by an applicant for the expedited processing of a Section 603 Certificate.

Statutory Limit on the Maximum Amount of Minimum Rates

- Following a recommendation by Independent Pricing and Regulatory Tribunal (IPART), clause 126 of the Local Government (General) Regulation 2021 will be amended on 1 July 2026 by the Local Government (General) Amendment (Minimum Amounts of Rate) Regulation, so

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that under section 548(3)(a) of the Act, the maximum amount of the minimum ordinary rate will be \$655 for 2026-2027.

- The maximum amount of a minimum special rate (not being a water supply special rate or a sewerage special rate) prescribed by section 548(3)(b) of the Act will be \$2 for 2026/2027 (same amount as 2025/2026).

Annual Domestic Waste Management Charges / Annual Waste Management Charges

Due to the excessive changes of cost for diesel fuel, Council's Garbage Services Contractor has had to increase its rates accordingly. Council's costs at the Ewenmar Waste Depot Facility have also increased for the same reason.

Fortunately, the estimate cost of Council's proposed new waste recycling service took into account the extra costs for diesel of Council's Garbage Services Contractor that will also be undertaking the recycling service.

Accordingly, the required changes are as follows in comparison to what was originally advertised:

Annual Domestic Waste Management Charges

Domestic Waste Management Services – Urban Areas

In accordance with Section 496 of the Local Government Act, 1993, Council proposes to levy an annual charge for the provision of Domestic Waste Management (DWM) services on each parcel of rateable land in Warren, Nevertire and Collie for which services are available. A vacant charge will be made on all unoccupied land in the same area.

- | | |
|-------------------------------------|------------------------------------|
| * Domestic Waste Vacant Land Charge | \$ 70.00 pa instead of \$65.00 pa |
| * Domestic Waste Charge | \$415.00 pa instead of \$387.00 pa |
| * Waste Recycling Charge | \$150.00 pa (no change) |

Annual Waste Management Charges

Waste Management Services

In accordance with Section 501 of the Local Government Act, 1993, Council proposes to levy an annual charge for the provision of Waste Management Services on each parcel of rateable land in Warren, Nevertire and Collie for which services are available. Charges will be made on the following basis:

- | | |
|---------------------------|------------------------------------|
| * Waste Management Charge | \$415.00 pa instead of \$387.00 pa |
|---------------------------|------------------------------------|

Waste Recycling Services

In accordance with Section 501 of the Local Government Act, 1993, Council proposes to levy an annual charge for the provision of Waste Recycling Services on each parcel of occupied rateable land (not vacant land) in the garbage collection areas of Warren, Nevertire and Collie with the provision of one (1) 240 litre recycling bin. Charges will be made on the following basis:

- | | |
|--------------------------|-------------------------|
| * Waste Recycling Charge | \$150.00 pa (no change) |
|--------------------------|-------------------------|

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Government fees charged by appropriate adjustment by Delegation to the General Manager at that time.

Draft 2026/2027 Estimates

The Draft 2026/2027 Estimates were submitted to Council with a balanced budget (excluding depreciation) in General Fund, a \$141,755 deficit in Water Fund and a \$40,188 surplus in Sewerage Fund. The Water and Sewer Funds are balanced to zero with respective cash-based movement, to or from their relevant external restricted asset balance (cash). All funds include movement to or from reserves, either income or expense has been included to demonstrate the overall projected cash movement and maintain a zero-based budget.

The Draft 2026/2027 Estimates have been prepared based on the below rates and charges with changes noted in italics: -

1. General rate increase of 3.6% subject to final approval by IPART, this will generate additional income of \$213,840 on the actual 2025/2026 rates levied.
2. a \$29.00 or 5% increase in the Warren water availability charge to \$619.00,
3. a \$39.00 or 5% increase in the Nevertire water availability charge to \$820.00,
4. a \$29.00 or 5% increase in the Collie water availability charge to \$626.00,
5. a \$36.00 or 5% increase in the Warren residential sewerage charge to \$773.00,
6. a \$38.00 or 5% increase in the Nevertire residential sewerage charge to \$810.00,
7. a \$33.00 or 5% increase in the of Non-residential sewerage charge to \$710.00,
8. a \$18.00 or 5% increase in the domestic waste collection charge (Warren, Nevertire & Collie) to \$387.00 (*amended to \$415.00 to take into account the increased costs of diesel fuel by Council's Garbage Contractor*),
9. a \$3.00 or 5% increase in vacant land domestic waste collection charge on all residential and business assessments to \$65.00 (*amended to \$70.00 to take into account the increased costs of diesel fuel by Council's Garbage Contractor and/or Councils costs*),
10. an introduction of a new charge for kerbside recycling collection at a cost of \$150.00 per annum for all occupied rateable land (not vacant land) in the garbage collection areas of Warren, Nevertire and Collie.
11. a \$6.00 increase on the Waste Depot Access Charge for all occupied land categorised as Rural Residential, Business – Other and Business - Airport outside the current waste collection area to \$138.00 (*amended to \$155.00 to take into account the increased costs of diesel fuel by Council's Garbage Contractor and/or Councils costs*),
12. a \$3.00 increase on all vacant land categorised as Rural Residential, Business – Other and Business - Airport outside the current waste collection area charged the Warren Domestic Waste Vacant charge of \$65.00 (*amended to \$70.00 to take into account the increased costs of diesel fuel by Council's Garbage Contractor and/or Councils costs*),

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13. Rural Waste Depot Access Charge, \$12 per assessment,
14. Warren Bore Water Usage Charge - (Up to 450kl) increased by \$0.08 to \$1.72/kl
- (Over 450kl) increased by \$0.12 to \$2.61/kl
15. Warren River Water Usage Charge - (Up to 450kl) increased by \$0.03 to \$0.63/kl
- (Over 450kl) increased by \$0.05 to \$1.10/kl
16. Nevertire Bore Water Usage Charge - (Up to 450kl) increased by \$0.05 to \$1.00/kl
- (Over 450kl) increased by \$0.07 to \$1.45/kl
17. Collie Bore Water Usage Charge - (Up to 450kl) increased by \$0.10 to \$2.05/kl
- (Over 450kl) increased by \$0.15 to \$3.14/kl
18. Warren Airport Bore Water Supply - (Up to 450kl) increased by \$0.08 to \$1.72/kl
- (Over 450kl) increased by \$0.12 to \$2.61/kl
19. Non-residential Sewer Usage Charge – increase by \$0.12 to \$2.61/kl

The increases in rates and charges for 2026/2027 in the towns and villages are as follows: -

1. Warren residential rates and charges will have varying increases, due to different land valuations. The minimum increase for 2026/2027 is \$233.00 which equates to a total minimum rate account of \$2,549.00,
2. Nevertire residential rates and charges have increased by \$228.00 on 2026/2027 which equates to a total rate account of \$2,407.00,
3. Collie residential rates and charges have increased by \$193.00 on 2026/2027 which equates to a total rate account of \$1,416.00,
4. Business rates and charges will have varying rate increases dependent on the land value and number of garbage services they have.

Other factors applied when preparing the Draft 2026/2027 Estimates were:

1. a 4.0% average increase in wages as required under the Local Government (State) Award and progressive rules (it should be noted that as the NSW Local Government (State) Award is reaching its finalisation, there is a reasonable chance that if inflationary levels remain the same as present the Commission may allow a change above 4% in 2026/2027 and beyond),
2. a 4.0% increase in other recurrent income,
3. a 4.0% increase in expenditure unless the actual amounts are known,
4. a 3.8% increase in Council Fees and Charges income, unless subject to a statutory or other regulatory limitation (Fees and Charges for plant hire rates for private works have been further increased to take into account the increased diesel fuel costs),

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5. the capital works program has been developed in line with Council's asset management strategies and associated plans.

Public Submissions

One written public submission has been received from Ms Merscia McLean. It is detailed as follows with comments from the Senior Management Team detailed after each paragraph.

- Outside of rural roads, it's great to see an allocation towards shade structures at the splash park and increased security in the main street with new CCTV cameras.

Noted (No further action).

- Suggestion to include commercial/permanent fair/decorative lights as part of the street lighting improvements - enhancing security, nighttime economy and streetscape aesthetic.

Council's small allocation for street lighting improvements has over the years mostly been used for improved public street lighting of residential roads and footpaths for safety reasons. Decorative lights are installed in the CBD trees where practical together with the Warren Chamber of Commerce Christmas tree. Any improved decorative lighting would be subject to grant funding. Noted (No further action).

- Consideration for Council to include advocacy and support for childcare in Warren. Without childcare, retaining young families and skilled workers locally will be a greater challenge for our community.

This is being considered in relation to the provision of leadership and work with the Warren Interagency Support Services Group which considers how best to support the Shire's local community services. Council's Senior Management Team is actually liaising with the provider of Long Day Facilities within Warren that is currently changing focus. Noted (No further action).

- Limited accommodation options are an ongoing challenge for local tourism and events. Consideration for the council to allow caravan parking at the showground, or a space for freedom camping. A space for caravanners to park will also allow Warren to piggyback off regional sporting events in Dubbo and surrounding areas, supporting local businesses and the tourism economy.

This is generally covered in action 2.2.2 - Sustainable recreation and tourism access to Rivers and Marshes - references Bob Christensen Reserve. It has been the practice of Warren Shire Council that camping at the Warren Showground/Racecourse Complex is only for events being conducted at the Complex. This may have come about to ensure that there was not inappropriate competition with businesses already providing that service.

There are campers and caravanners that travel Showground to Showground. Practically, there would need to be some form of part-time management at the Warren Showground/Racecourse Complex for bookings and site allocations so as not to interfere with Showground/Racecourse events and provision of additional amenities cleaning. It

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would be a minor source of income and perhaps have a low benefit cost ratio. There also maybe a need for primitive camping approval. Noted (No further action).

- Supportive of connecting with local businesses to identify investment opportunities and retain skilled workers. It would be great to see business support 'programs' to help create, grow and enhance our local small businesses, including traineeships. Examples could include: business improvement grant, new business grant, funding to support online businesses opening in town.

Noted (No further action).

- Budget allocation in the long-term financial plan to upgrade the new town highway signs - the current ones are outdated, with some missing. The upgrades to signage at the wetlands and VIC look great - it would be good to see other signs follow suit.

Further investigation is required to determine if the Highway signs as detailed are fundable by Transport for NSW. Other signage such as Improved Wayfinding Signage would be fundable by grants under action 3.4.1 under revitalising streetscapes. Noted (No further action).

FINANCIAL AND RESOURCE IMPLICATIONS

Under the Integrated Planning and Reporting process, Council prepares a rolling Long Term Financial Plan. From this Plan, Council prepares a single year Financial Plan (estimates) from its Delivery Program to identify its day to day operational needs and to determine future capital and maintenance works across all the service areas of Council.

The Draft 2026/2027 Estimates has included the additional operational and maintenance costs of Council's parks and facilities that were finalised in the years proceeding. These costs are now slightly financially affecting budgets and will need to be monitored to determine if extra ways of funding maintenance are required in the near future to ensure services are not needed to be reduced in other areas of the budget. Currently the conservative budget for investment income is helping to cover costs.

Where possible, use of Council's Internal Restricted Funds has been undertaken to reduce any impact on the overall budget.

The current crisis in the middle east that is increasing energy costs such as diesel fuel and other oil related products has meant required increases in fees and charges for such things as private hire rate for Council's plant and waste management charges. Fortunately, during the analysis for the proposed recycling service those increased charges of Council's Contractor were taken into account and there has been no need to change that proposed charge as advertised.

There is a concern that without further grants, particularly for road maintenance and construction 2027/2028 will start to be a lean year. Council's Management Executive Staff and Engineering Service Department Staff will need to ensure extra grants are obtained during 2026/2027 to make sure that Council's Staff and plant have sufficient work to continue unabated.

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LEGAL IMPLICATIONS

Local Government Act 1993, Section 402 (as amended).
Section 405 Local Government Act 1993 (as amended).
Section 494, 496, 501, 504 and 535 of the Local Government Act 1993 requires Council to formally resolve to make (set) rates or charges prior to levying each year.

Integrated Planning and Reporting Guidelines for Local Government in NSW - September 2021, Office of Local Government.

RISK IMPLICATIONS

Nil, unless the IP & R Documentation (Draft 2026/2027 Operational Plan and Estimates) is not complete and adopted by Council before the 1st July 2026. If this is not done, Council will not be able to levy its rates by the appropriate timetable.

STAKEHOLDER CONSULTATION

Appropriate community consultation was undertaken with public exhibition up until 4.00 pm Monday, 1st June 2026. One written submission was received and appropriate comments have been made within the report.

OPTIONS

It is most important that the Integrated Planning and Reporting Documents (Draft 2026/2027 Operational Plan and Estimates) are finalised and adopted by Council before the 1st July 2026 to ensure that the rate notice process is timed appropriately.

The Draft 2026/2027 Operational Plan and Estimates must be progressed.

CONCLUSION

This report is provided to recommend to Council the adoption of the Amended Draft 2026/2027 Operational Plan and Estimates at this Meeting, together with providing Delegation to the General Manager to adjustment 2026/2027 Fees and Charges as noted within this report when the information becomes available.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

- 5.2.3 Seek new sources of income for Council;
- 5.3.2 Create a productive and cooperative working environment for Councillors to support their governance responsibilities. (Provide timely, accurate and relevant reporting and information to Councillors to enable informed decision making); and
- 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.

SUPPORTING INFORMATION /ATTACHMENTS

Amended Draft 2026/2027 Operational Plan and Estimates (under separate cover).

WARREN SHIRE COUNCIL
Report of the Divisional Manager Engineering Services
to the Ordinary Meeting of Council to be held in the
Council Community Room on Thursday 25th June 2026

ITEM 1 WORKS PROGRESS REPORTS – ROADS

(C14-7.2)

RECOMMENDATION:

That the information be received and noted.

The following are details of Projects, Programs and Grant Applications that are being managed by the Divisional Manager Engineering Services, Roads Infrastructure Manager and Flood Restoration and Special Projects Manager.

ACRONYMS

DMES	Divisional Manager Engineering Services	GR	Gravel Resheet
RIM	Roads Infrastructure Manager	BRL	Bitumen Reseal Local Road
RO	Roads Overseer	BRR	Bitumen Reseal Regional Road
AM	Assets Manager	FRSPM	Flood Restoration and Special Projects Manager

Roads M & R (Maintenance and Repair) Budget and Works
From 12th May 2026 to 5th June 2026.

PROGRAM	BUDGET	EXPENDITURE
Urban Sealed Roads	\$65,832	\$56,879
Kerb and Guttering	\$22,000	\$3,386
Footpaths & Cycleway	\$35,000	\$3,587
Urban Unsealed Roads	\$31,491	\$12,841
Rural Sealed Roads	\$722,953	\$637,530
Rural Unsealed Roads	\$969,278	\$1,090,850
Rural Bridges	\$96,037	\$8,378
Regional Sealed Roads	\$822,000	\$899,795
Regional Unsealed Roads	\$120,000	\$21,453
Regional Bridges	\$113,000	\$182,680
Bushfire Hazard Reduction Works (Shire Roads, Regional Roads and Council Facilities)	\$13,500	\$1,260
Total	\$3,011,091	\$2,918,639

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ITEM 1 WORKS PROGRESS REPORTS – ROADS

CONTINUED

PROGRAM	BUDGET	EXPEND	COMMENTS
AGRN 1034 EPA RW RR333 Carinda Road	\$1,251,499	\$964,563	Ongoing
AGRN 1034 EPA RW RR347 Collie-Trangie Road	\$290,281	\$52,664	Ongoing
AGRN 1034 EPA RW RR202 Marthaguy Road	\$3,344,735	\$2,118,826	Ongoing
AGRN 1034 EPA RW RR7515 Warren Road	\$886	\$1,846	Completed
AGRN 1034 EPA RW Regional Roads	Total \$4,887,402	Total \$3,137,899	
AGRN 1034 EPA RW SR49 Arthur Butler Drive	\$21,420	\$10,274	Completed
AGRN 1034 EPA RW SR29 Belah View Road	\$10,116	\$10,116	Ongoing
AGRN 1034 EPA RW SR8 Ben Avon Road	\$1,862	\$5,012	Completed
AGRN 1034 EPA RW SR9 Booka Road	\$4,577	\$4,577	Completed
AGRN 1034 EPA RW SR42 Boss' Lane	\$30,309	\$4,101	Ongoing
AGRN 1034 EPA RW SR35 Bourbah Road	\$19,861	\$20,494	Ongoing
AGRN 1034 EPA RW SR62 Buddabadah Road	\$50,244	\$50,245	Completed
AGRN 1034 EPA RW SR68 Bundemar Road	\$111,272	\$97,457	Ongoing
AGRN 1034 EPA RW SR3 Canonba Road	\$13,742	\$13,742	Completed
AGRN 1034 EPA RW SR 33 Castlebar Road	\$64,070	\$64,070	Completed
AGRN 1034 EPA RW SR54 Cathundral-Bogan Road	\$94,421	\$96,404	Completed
AGRN 1034 EPA RW SR44 Charlieville Road	\$8,111	\$8,111	Ongoing
AGRN 1034 EPA RW SR37 Collie Road	\$138,231	\$139,089	Completed
AGRN 1034 EPA RW SR87 Cremorne Road	\$9,899	\$12,598	Completed
AGRN 1034 EPA RW SR25 Cullemburrawang Road	\$3,987	3,987	Not yet started
AGRN 1034 EPA RW SR60 Dandaloo Road	\$17,438	\$22,847	Completed

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WORKS PROGRESS REPORTS – ROADS

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PROGRAM	BUDGET	EXPEND	COMMENTS
AGRN 1034 EPA RW SR41 Dick's Camp Lane	\$6,536	\$6,536	Completed
AGRN 1034 EPA RW SR26 Drungalear Road	\$15,962	\$15,962	Completed
AGRN 1034 EPA RW SR21 Duffity Road	\$53,830	\$53,830	Completed
AGRN 1034 EPA RW SR64 Ellengerah Road	\$176,223	\$176,223	Completed
AGRN 1034 EPA RW SR86 Ellerslie Road	\$19,036	\$28,199	Completed
AGRN 1034 EPA RW SR36 Gibson Way	\$84,356	\$71,734	Completed
AGRN 1034 EPA RW SR23 Gradgery Lane	\$15,595	\$15,595	Completed
AGRN 1034 EPA RW SR79 Greentree Road	\$53,605	\$53,605	Completed
AGRN 1034 EPA RW SR95 Gunningba Road	\$34,795	\$42,098	Completed
AGRN 1034 EPA RW SR91 Industrial Access Road	\$61,686	\$37,646	Ongoing
AGRN 1034 EPA RW SR15 Johnsons Road	\$54,589	\$55,462	Completed
AGRN 1034 EPA RW SR97 Kainga Marebone Road	\$62,363	\$67,742	Completed
AGRN 1034 EPA RW SR89 Leeches Creek Road	\$3,554	\$3,554	Completed
AGRN 1034 EPA RW SR12 Lemongrove Road	\$219,839	\$171,154	Ongoing
AGRN 1034 EPA RW SR18 Mannix Road	\$17,072	\$0	Not Yet Started
AGRN 1034 EPA RW SR69 Mullengudgery Road	\$132,974	\$77,566	Ongoing
AGRN 1034 EPA RW SR51 Oakley Road	\$19,465	\$19,465	Completed
AGRN 1034 EPA RW SR74 Old Showground Road	\$3,578	\$2,100	Ongoing
AGRN 1034 EPA RW SR65 Old Warren Road	\$297,616	\$178,791	Ongoing
AGRN 1034 EPA RW SR1 Oxley Road	\$73,550	\$43,968	Ongoing
AGRN 1034 EPA RW SR75 Pineclump Soldiers Road	\$36,735	\$49,456	Completed

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PROGRAM	BUDGET	EXPEND	COMMENTS
AGRN 1034 EPA RW SR34 Pleasant View Lane	\$11,479	\$11,479	Completed
AGRN 1034 EPA RW SR88 Quigley Carroll Road	\$31,430	\$15,775	Completed
AGRN 1034 EPA RW SR6 Retreat Road	\$15,543	\$18,477	Completed
AGRN 1034 EPA RW SR83 Rifle Range Road	\$31,398	\$35,519	Completed
AGRN 1034 EPA RW SR48 Ringorah Road	\$69,994	\$69,994	Completed
AGRN 1034 EPA RW SR28 Rothsay Road	\$5,447	\$0	Not yet started
AGRN 1034 EPA RW SR2 Sanctuary Road	\$11,789	\$4,735	On going
AGRN 1034 EPA RW SR72 Snakes Lane	\$7,529	\$7,713	Completed
AGRN 1034 EPA RW SR56 Tabratong Lane	\$118,951	\$118,768	Completed
AGRN 1034 EPA RW SR53 Thornton Road	\$12,721	\$4,495	On going
AGRN 1034 EPA RW SR59 Tottenham Road	\$66,975	\$19,658	Ongoing
AGRN 1034 EPA RW SR73 Udora Road	\$727,128	\$577,848	Ongoing
AGRN 1034 EPA RW SR66 Wambianna Road	\$470,947	\$443,179	Ongoing
AGRN 1034 EPA RW SR77 Wambianna Soldiers Road	\$50,773	\$65,663	Completed
AGRN 1034 EPA RW SR46 Widgeree Road	\$38,524	\$206	Ongoing
AGRN 1034 EPA RW SR52 Windabyne Bridge Road	\$7,018	\$10,734	Completed
AGRN 1034 EPA RW SR38 Yungundi Road	\$31,504	\$31,504	Completed
AGRN 1034 EPA RW Local Roads	Total \$8,639,071	Total \$6,307,426	
RMCC Routine Maintenance - Oxley Highway SH11	\$493,431	N/A	Ongoing

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MAINTENANCE AND CONSTRUCTION

WORK CREW	LOCATION	ACTIVITY	WORK COMPLETED
Grader Crew 1 (Three-man crew)	SR61 Elsinore Road	Maintenance Grading	3km Completed
	SR65 Old Warren Road	Maintenance Grading	6km Completed
	RR333 Carinda Road	Hand Patching	Ongoing
	In Town Sign Inspection	Sign Maintenance	Ongoing
Grader Crew 2 (Three-man crew)	RR202 Marthaguy Road (TZSRP)	Rehabilitation	Ongoing
	RR202 Marthaguy Road	Guidepost	Ongoing
Grader Crew 3 (Three-man crew)	RR202 Marthaguy Road (TZSRP)	Rehabilitation <i>(Assisting with Roller and Water for Crew 2)</i>	Ongoing
	Yard	Clean Sign Shed	Ongoing
	SR12 Lemongrove Road	Patching with cold mix	Ongoing
	SR5 Buckiinguy Road	Patching with cold mix	Ongoing
Grader Crew 4 (Three-man crew)	RR333 Carinda Road	Shoulder Grading	11km Completed

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WORK CREW	LOCATION	ACTIVITY	EMULSION USED	STONE USED
Paveliner (Tar Patching)	Not in use			

WORK CREW	LOCATION	ACTIVITY
Roadside Maintenance Team	SH11 Oxley Highway	Signs
	SH11 Oxley Highway	Guideposts
	Yard	Clean up
	SR58 Nevertire Bogan Road	Guideposts
	SR59 Tottenham Road	Guideposts
	RR333 Carinda Road	Cold mix patching
	SH11 Work Order Bridge Work	Clean up and remove graffiti

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UPCOMING WORKS (June - July 2026)

WORK CREW	LOCATION	ACTIVITY
Grader Crew 1 (Three-man crew)	SR61 Elsinore Road	Maintenance Grading
	SR65 Old Warren Road	Gravel Resheeting
Grader Crew 2 (Three-man crew)	SH11 Oxley Highway	Shoulder Grading
	RR202 Marthaguy Road	Rehabilitation
Grader Crew 3 (Three-man crew)	RR202 Marthaguy Road	Rehabilitation <i>(Assisting Crew 2 with Roller and Water)</i>
Grader Crew 4 (Three-man crew)	RR333 Carinda Road	Shoulder Grading
	SR98 Colane Road	Maintenance Grading/Gravel Re- Sheeting
	SR18 Mannix Road	Maintenance Grading / Flood work

UPCOMING WORKS (June - July 2026)

Work Crew	Location	Activity
Fulton Hogan	RR202 Marthaguy Road	Road Safety Program Segment 12-14
Central West Linemarking	RR202 Marthaguy Road	Road Safety Program Linemarking Segment 12-14

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CAPITAL WORKS IN PROGRESS

Project	Budget	Expend/Comm	Resp	Comment
Urban Unsealed Roads Resheeting	\$39,488	Nil	RIM	Being scoped
Floodplain Management Program (DCCEEW) – Warren Town Flood Study	\$226,308	\$199,500	DMES	Study Ongoing
Kerb and Guttering Renewal Chester Street (Stafford-Readford) (R2R)	\$170,000	\$145,784	TSM	Completed
Bundemar Street Safety Improvements (R2R)	\$50,000	\$32,055	RIM	Ongoing
Rural Unsealed Roads Resheeting – SR23 Gradgery Lane	\$197,377	Nil	RIM	Being planned
Rural Unsealed Roads Resheeting – SR65 Old Warren Road	\$137,437	Nil	RIM	Being planned
Rural Unsealed Roads Resheeting – SR98 Colane Road	\$101,797	Nil	RIM	Being Planned

Project	Budget	Expend/Comm	Resp	Comment
RR202 Marthaguy Road (TZSRP \$4,777,592 and Council \$450,000)	\$5,227,592	\$4,294,484	RIM/ FRSPM	Ongoing
Australian Government Black Spot Program – SR66 Wambianna Road Safety Improvements	Grant \$1,260,000	\$68,540	RIM	Procurement of REF & Topographic Survey Ongoing

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Project	Budget	Expend/Comm	Resp	Comment
Grant Applications				
Regional Precincts and Partnership Program – Precinct Delivery – Warren CBD Upgrade Grant Application	\$13,244,452	Nil	DMES	Pending Grant Approval.
Safer Local Roads Infrastructure Program – Beleringar Bridge	Grant – \$2,304,000 Council - \$576,000	Nil	RIM	Pending Grant Approval.
Safer Local Roads Infrastructure Program – Weemabung Bridge	Grant - \$1,516,800 Council \$379,200	Nil	RIM	Pending Grant Approval.
Heavy Vehicle Rest Area Tranche 7 – Nevertire Rest Area	Grant - \$1,167,360 Council – \$291,840 \$1,459,200	Nil	DMES	Pending Grant Approval.

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TRAFFIC CLASSIFIER REPORT

13/042026 to 11/05/2026

Road	Segment	Class	ADT	V%	Days
Dubbo St.	0	Light	233	70%	28
		Heavy	102	30%	28
SR27 Bullagreen Road	0	Light	4	16%	25
		Heavy	21	84%	25
SR64 Ellengerah Road	4	Light	76	63%	28
		Heavy	45	37%	28
SR91 Industrial Access Road	2	Light	267	69%	28
		Heavy	122	31%	28
SR58 Nevertire - Bogan Road	4	Light	38	26%	28
		Heavy	109	74%	28
SR53 Thornton Road	14	Light	16	34%	26
		Heavy	31	66%	26
SR59 Tottenham Road	0	Light	20	58%	26
		Heavy	14	42%	26
SR66 Wambianna Road	14	Light	12	19%	26
		Heavy	49	81%	26
RR7515 Warren Road	24	Light	117	40%	28
		Heavy	175	60%	28
RR7515 Warren Road	4	Light	131	64%	25
		Heavy	75	36%	25

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WORKS PROGRESS REPORTS – TOWN SERVICES

(C14-7.2)

RECOMMENDATION:

That the information be received and noted.

The following are details of Projects, Programs and Grant Applications that are being managed by the Town Services Manager for the budget and works period from **12th May 2026 to 5th June 2026**.

ACRONYMS

DMES Divisional Manager Engineering Services

TSM Town Services Manager

MHD Manager Health & Development Services

IPM Infrastructure Projects Manager

TSO Town Services Overseer

TOWN SERVICES OPERATIONS AND MAINTENANCE BUDGET

Project	Budget	Expend /Comm	Resp	Comment
General				
Nevertire Storm Damage February 2025 • Replacement of damaged toilet building at Noel Waters Oval, • Repairs to damaged Rodeo/Pony Club Shed at Noel Waters Oval. JC: 0106-0400-0010		\$5,119	TSM	21/04/2026 Waiting for the insurance company to approve works. 27/05/2026 Works approved. Building supplier is reviewing the price as quote was in February.
Nevertire Storm Damage – Insurance Claim. November 2025 • Replacement of shade sail. JC: 0106-0500-0010		\$28,671	TSM	5/06/2026 Complete. Waiting on final payment from Insurance.

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Water Services				
Water Extraction Meter Compliance GL: 4580-4320-0003 JC: 0190-0010-0000	\$1,346	\$42	TSM	9/03/2026 Additional information has been submitted to NSW Water to substantiate the WAL for Ellengerah Bore.
Water Valve Replacement Program 2025-2026. GL: 4580-4320-0055JC: 0190-0030-0005	\$100,000	\$74,019	TSM	24/11/2025 Program Ongoing.
Water Main Renewals GL: 4580-4320-0010 JC:	\$100,000	\$17,020	TSM	23/03/2026 Replacement of main from Bore Flat, along Dubbo St, past Railway Parade as well as main within the Showground/Racecourse.

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Project	Budget	Expend/ Comm	Resp	Comment
Sewerage Services				
Decommission Old Warren Sewerage Treatment Plant GL: 5580-4320-0001 JC: 220-3-0	\$92,000	Nil	TSM	Flow monitoring of the Inlet channel to be improved to allow for total flow inlet, including septage amounts. A monitored/alarmed flowmeter to be installed into the overflow structure to provide discharge volume if the plant is required to discharge to the water course. New Groundwater monitoring wells to be constructed at Gillendoon and Tiger Bay STP.
Decommission Gillendoon SPS. GL:5580-4320-1011JC:	\$125,000	\$4,413	TSM	New Groundwater monitoring wells to be constructed at Gillendoon and Tiger Bay STP. RFQ to be developed and go out to market
Tiger Bay Sewerage Treatment Plant Operations	M & R Budget	\$33,048	TSM	Samples have been collected for a new algae count. Waiting for results from Australian Laboratory Services (ALS). 5/06/2026 Algae count has dropped significantly. Results are being reviewed by the supplier of the algacide.

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Project	Budget	Expend/ Comm	Resp	Comment
Repairs to Tiger Bay STP Inlet Channel. GL: JC: 202-5-11	\$63,500	\$59,971	TSM	8/06/2026 Repair works commenced.
Sewerage Mains Replacement. GL: 5580-4320-0002	\$100,000	Nil	TSM	18/08/2025 Scope of works will be determined after review of CCTV investigation. 9/03/2026 Mains to be repaired/replaced or relined;
Safety Upgrades – SPS's - Thornton Ave, SPS 1 - Wilson St, SPS 3 - Garden Ave, SPS 4 - Gunningba, SPS 5 - Depot, SPS 6 - Showground, SPS 7 - Tiger Bay, SPS 8 - Carter oval, SPS 9 - Nevertire GL: 5580-4320-0105 JC: 0201-0090-0000	\$99,750	\$60,725 \$16,913 \$9,428 \$9,729 \$22,545	TSM	8/06/2026 Covers delivered.
Thornton Ave Sewer Pump Station Refurbishment JC: 0201-0090-0010	\$107,000	\$85,609	TSM	14/05/2026 Thornton Ave SPS fence wire replaced. "Red Robin" shrubs planted inside the fence line to provide screening.

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Project	Budget	Expend/Comm	Resp
Levee Restoration			
Levee Rehabilitation Non-Civil Costs JC:			
3300-4400-0020		\$596,218	
3300-4400-0021		\$237,472	
3300-4400-0022		\$49,387	
3300-4400-0023 Federal		\$160,406	
		\$1,043,483	
3300-4410-0020		\$94,671	
3300-4410-0021		\$59,088	
3300-4410-0022	\$2,000,000	\$14,428	TSM
3300-4410-0023 State		\$38,382	
		\$206,569	
3300-4420-0020		\$144,905	
3300-4420-0021		\$24,289	
3300-4420-0022		\$12,910	
3300-4420-0023 OLG		\$410,875	
		\$592,979	
Total		\$1,843,031	
Comments			
New O&M Manual being drafted.			
8/06/2026 Electric pumps/NRV's have been assembled and assembled for each pit location.			
Diesel pump storage container has been returned. Waiting on lights and charging cables. Pump assemblies will be installed once cables and lights have been installed.			

Sewerage System Planned Maintenance		
Warren Sewerage Treatment Works	Currently effluent analysis is carried out monthly.	22/07/2025 Negotiations with EPA regarding the new license and possible effluent reuse. 9/03/2026 Discussions will re-commence when treatment levels are under control, IE high PH levels and after ground water monitoring wells have been reinstated.

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Project	Budget	Expend/ Comm	Resp	Comment
IWCM & Wate Security Projects				
Integrated Water Cycle Management (IWCM) Strategy Project. SSWP288 10% Council Contribution GL: 4580-4320-0006 Water JC: 191-6-0 Water GL: 5580-4320-0003 Sewer.	\$600,000 (Maximum) \$439,470 Council contribution is \$43,947	\$56,363 Exp. \$400,000 Com.	TSM	21/04/2026 Groundwater Investigation complete. Milestone 1 Payment - \$152,762 Received. Milestone 2 Payment - \$90,000 Received.
Warren Shire Water Security Project. SSWP427 10% Council Contribution GL: 4580-4320-0007 JC:191-4-0	\$1,127,700 Council contribution is \$112,770	\$0.00 Exp. \$1,025,182 Com.	TSM	21/04/2026 Groundwater Investigation complete. Milestone 1 Payment - \$154,422 Received.

Project	Budget	Expend	Resp	Comment
Grant Applications				
Remote Airstrip Upgrade Program Round 11. Improvement to Exclusion Fencing. 50% Council Contribution.	\$105,000	Nil	TSM	Pending Approval
Community Builders Partnership – Expression of Interest. Replacement of 5 tables, benches and shade structures at Bob Christenson Reserve	\$70,000	Nil	TSM	Pending Approval
Community War Memorials Fund. Warren Great War Memorial Cenotaph Accessibility Upgrade. Improved access, safety and functionality of the Cenotaph precinct for all users, including people with disability, older residents and those with limited mobility. Council Contribution \$10,000.	\$15,000	Nil	TSM	Pending Approval

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Activity	Required Interval	Details	
Water System Planned Maintenance			
River mains flushing	As required	Flushing occurs three monthly when hydrants are flushed. Additionally, river water mains are flushed when problems such as poor pressure/flow are identified.	
Water main flushing (Bore)	As required	Sections are done where and when found necessary.	
Fire hydrants. Covers checked, painted, flushed, and replaced where necessary, Blue reflective indicators and signs installed	Quarterly	Flushing every 3 months as agreed with NSW RFS and Fire and Rescue NSW.	
Bore Inspections	5 Year Rolling Program	Next inspections due 2028	
Warren, Nevertire and Collie water Chlorine, Turbidity, Temperature, and pH testing	Weekly at specific locations	Testing carried out daily at Warren and Nevertire.	
Warren river pumps		Ellengerah Rd Oxley Park Macquarie Park Racecourse	Breakdown maintenance only.
Reservoir cleaning	3 to 5 years	Ellengerah and Nevertire Bore Reservoirs	Next Diver inspection December 2026.
		River Water Reservoirs	Investigate using Remotely Operated Vehicle (ROV) to inspect in 2026.

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Water and Sewerage Works Subject to Funding	
Location	Work Under Development
Collie Water Supply (Reliability, Quality and Chlorination)	Relocation of the two, large Pioneer tanks to a new site located West of the Village. Construct a 10m high tank stand to support one or two, 25,000 litre water tanks at the Pioneer tank location. Installation of small package Water Treatment Plant and new gaseous chlorination equipment to return water supply to potable status. Install pressure pumps into a new building at the base of the new elevated tanks. Decommission and remove the old, elevated tanks.

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Routine Works Budget vs Expenditure as of 5th June 2026			
Water			
Account	Budget	Expenditure, Inc. Commitments	
Water Fund Maintenance and Repair	\$641,496	\$598,217 (92%)	
GL's: 4200-0003, 4220-0003, 4230-0003, 4240-0003, 4250-0003 & 4300-0003			
Notes:			
1. Motor failure at Bore Flat bore pump - \$16,000. Complete.			
2. Water pump failure at saleyard - \$1,000. Complete.			
3. Modifications to water pumping system at saleyard - \$3,070.00 Complete.			
Sewer			
Account	Budget	Expenditure, Inc. Commitments	
Sewer Fund Maintenance and Repair	\$293,834	\$273,466 (93%)	
GL's: 5200-0003, 5250-0003, 5280-0003 & 5300-0003.			
Notes:			
1. Pump & control panel replaced at Garden Ave SPS - \$11,542.00. Complete.			
2. Pump & control panel replaced at Depot SPS - \$8,013.00. Ongoing.			
3. High algae & ph. issues at Tiger Bay STP - \$33,048.00 (From M&R budget). Ongoing.			
Parks and Gardens			
Account	Budget	Expenditure, Inc. Commitments	
Parks, Gardens, Cemeteries, Racecourse, Levee & Town	\$1,707,193	\$1,449,820 (85%)	
GL's: 0701-0003, 0900-0002, 0950-0003, 1151-0003, 1601-0003, 1651-0003, 1701-0003, 2455-0003, 2505-0003, 2655-0003, 2660-0003 & 2670-0003			
Aerodrome			
Account	Budget	Expenditure, Inc. Commitments	
Aerodrome Operations	\$183,040	\$207,077 (113%)	
GL: 2555-0003 JC: 2549-0-0			
Notes:			
1. Replacement of the PAL antenna and mounting pole - \$6,600.00 Complete.			
2. Increased purchase price of Avgas. \$15,311.			
3. Grading of runway 03/21 - \$44,000.00 Complete.			
4. Replacement Runway Unserviceability Crosses - \$1,305.00.			
5. Manual Validation & OLS. Required for a Certified Aerodrome. - \$12,540.00. Complete.			
Town Services			
Budget	Expenditure	Percentage of Year Elapsed	Percentage of Budget Committed
\$2,825,563	\$2,528,580	94%	89%

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Water and Sewer Works

- Hydrant flushing Warren/Nevertire
- Showground water leaks
- Shire office gutter re level
- 185 Dubbo St no water?
- Nevertire community park meter repairs
- 9 Gunningba St meter repairs
- 98 Thornton Ave bore service leak
- 1 Pittman Pde toilet repair
- 1 Sturt St sewer shaft repairs
- RE Float Showground River pump
- 35 Bundemar St river main break
- 34 Bundemar St river main break
- Beemunnel walkway bore main break
- Clean out river Ave stormwater pit
- Victoria oval irrigation repairs
- 6 Dubbo St bore main break
- Nevertire Cemetery water leaks

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As of 09/06/2026

Warren Sewerage Treatment Works Inflow Sewerage Year – 1st June 2026 to 31 May 2026				
Month	Peak Daily Flow (KL)	Average Daily Flow (KL)	Monthly Flow (ML)	Cumulative Annual Flow (ML)
June 2025	1044*	399	11.97	11.97
July 2025	522	385	11.93	23.90
August 2025	622	368	11.41	35.31
September 2025	601	374	11.23	46.54
October 2025	908**	375	11.62	58.16
November 2025	657	418	12.55	70.71
December 2025	530	357	11.06	81.76
January 2026	718	376	11.65	93.41
February 2026	624	394	11.03	104.44
March 2026	1072*	434	9.55	113.99
April 2026	1245 **	422	12.65	129.80
May 2026	471	368	0.74	130.54

*** Wet Weather**

**** Pump Failure**

WARREN SHIRE COUNCIL

Report of the Divisional Manager Engineering Services to the Ordinary Meeting of Council to be held in the Council Community Room on Thursday 25th June 2026

ITEM 2 WORKS PROGRESS REPORTS – TOWN SERVICES

CONTINUED

Bulk Water Reading per Quarter

Water Source	FIRST QUARTER READING 1/07/25-31/09/25	BULK USAGE TO DATE (ML)	SECOND QUARTER READING 1/10/25 - 31/12/25	BULK USAGE TO DATE (ML)	THIRD QUARTER READING 1/01/26-31/03/26	BULK USAGE TO DATE (ML)	FOURTH QUARTER READING 1/04/26 - 30/06/26	BULK USAGE TO DATE (ML)	% OF ANNUAL ALLOCATION	Max. Allocation (ML)
Warren Bores										
Bore 1 (Bore Flat) Lic. 80AL703155	64.74	64.74	80.73	145.46	81.02	226.48	50.04	276.52		
Bore 2 (Ellengerah) Unlicensed	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	64.74	64.74	80.73	145.46	81.02	226.48	50.04	276.52	39.50%	700
Warren River										
Oxley Park Lic. 80AL700017	0.34	0.34	0.00	0.34	0.00	0.34	0.00	0.34		
Ellengerah Rd Lic. 80AL700017	16.01	16.01	63.83	79.84	63.78	143.62	30.74	174.36		
	16.35	16.35	63.83	80.19	63.78	143.97	30.74	174.70	23.29%	750
Showground (Racetrack)										
Lic. 80AL700645	0.00	0.00	18.70	18.70	45.78	64.48	0.00	64.48	34.30%	188
Nevertire Bore Lic. 80AL703158	3.48	3.48	10.39	13.87	13.28	27.15	4.68	31.83	79.58%	40
Collie Bore Lic. 80CA724011	0.88	0.88	1.93	2.81	2.46	5.27	1.08	6.35	25.40%	25
Macquarie Park 80AL700996	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	14.2

*Rainfall for June: 9.7 mm

*YTD Rainfall: 251.8 mm

*Burrendong Dam Level: 27%

*As of 09/06/2026

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ITEM 2 WORKS PROGRESS REPORTS – TOWN SERVICES

CONTINUED

The maintenance mowing and weeding of the Parks and Gardens are carried out on a 2-week rotating cycle with the following areas generally grouped together.

Parks and Gardens Works

- Skate/splash park mow/snip
- Town approaches mowing
- Stubbs levee mow/snip
- Woolnough levee mow/snip
- Ravenswood Park mow/snip
- Event preparation Nevertire
- Victoria Oval mow/snip/line marking
- CBD area weeding/pruning/spraying
- Lawn Cemetery mow/snip
- Shire chambers mow/snip
- Bob Christensen Reserve mow/snip
- Saunders Park mow/snip
- Far West Academy mow/snip
- Warren Medical Centre mow/snip
- Warren median strip's mow/snip
- Inspect irrigation systems (on going)
- Cricket pitch prep
- Prep for race meeting
- Mowed Carter Oval
- Boston St Levee mow/snip
- Library mow/snip
- Bore Flat mow/snip
- CBD area tidy up weeding
- Victoria Oval Cricket Pitch Preparation (on going)
- Assist with Carter Oval top dressing
- Orchard St Park mow/snip
- Ebert Park mow/snip
- Rotary Park mow/snip
- Lions Park mow/snip
- Macquarie Park mow/snip
- Tiger Bay Pump Station mow/snip
- Warren Shire Chambers mow/snip
- Line marking Carter Oval (Soccer)
- Macquarie Drive mow/snip
- Prep for Warren Show
- Linemarking running track Carter Oval
- Oxley Park mow/snip

The Play Equipment at Macquarie and Ravenswood Parks are inspected, and soft fall areas are cleaned **daily**.

BBQs at Macquarie Park, Oxley Park, Skate Park and Splash Park are cleaned twice a week.

The following locations were mown, whipper-snipped, and weeded as needed.

- Bore Flat
- Bore Flat Levee
- Carter Oval
- Sewer Pumping Stations
- Shire Housing
- Town Medians & Approaches
- Other Reserves
- Woolnough/Stubbs Street Levee
- WOW Centre
- Water Pumping Stations & Reservoirs
- Weed Spraying
- Tiger Bay Walking Track

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WORKS PROGRESS REPORTS – TOWN SERVICES

CONTINUED

Town Crew	
<ul style="list-style-type: none"> • Weed spraying around Warred • Assist P&G with weekly duties • Pickup limbs around town • Spraying Town Blisters 	<ul style="list-style-type: none"> • Clean grates around Warren • Grave duties • Straighten signs around Warren • Remove rubbish from Depot

Street Sweeper – Schedule
<p>Monday</p> <ul style="list-style-type: none"> • Empty bins at rest area on Wambianna Road • Empty bins on Gilgandra Road • Oxley Ave, Macquarie Dr • Dubbo St (CBD), Library, Chester St (schools) <p>Tuesday</p> <ul style="list-style-type: none"> • Dubbo St (CBD) • Ravenswood • Nevertire streets • Burton St, Hale St, Sturt St • Lawson St, Glen St, Wilson St <p>Wednesday</p> <ul style="list-style-type: none"> • Dubbo St (CBD), Zora St, Mable St • Stafford St, Chester St, Bundemar St • Thornton Ave <p>Thursday</p> <ul style="list-style-type: none"> • Dubbo St (CBD), Deacon Dr, Banks St, Azar Pl, Pittman Pde • Intersections for loose stones • Sweep other areas as needed • Sweep out front of IGA <p>Friday</p> <ul style="list-style-type: none"> • Dubbo St (CBD) – small sweeper • M/R on both sweepers (cleaning/repairs) • Man Ewenmar Waste Facility as required <p>Additional</p> <ul style="list-style-type: none"> • Pickup water on wet days around Warren

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WORKS PROGRESS REPORTS – TOWN SERVICES

CONTINUED

Non-Roads November/December 2021 Flood & Storm Damage Works

Description	Expenditure / Committed
<p>Non-Roads November/ December 2021 Flood and Storm Damage Levee and Flood Gate Emergency Operation Works. (Application for reimbursement submitted 8/03/2022)</p>	<p>\$173,456.91 Note: \$37,163 per event will be funded by Council as per the agreement. This includes the Roads Flood and Storm Damage Claim contribution. 9/05/24 Currently only \$73,012.03 has been approved for payment by SES/RA.GM met with the Minister for Emergency Services on 9th May 2024 to obtain a commitment and support for full reimbursement of both AGRN987 and AGR1034 emergency levee operational costs. Mayor & GM met with NSW Treasurer on 9 August 2024. Working with Member for Barwon to obtain funding. Mayor met with the Minister for Recovery on 28th March 2025. Mayor and General Manager met again with the Minister for Recovery on 13th November 2025. No further positive advice.</p>
<p>0700-0050-0500, 0700-0050-0510, 0700-0050-0520, 0700-0050-0530, 0700-0050-0540</p>	

Non-Roads July, August, September, October, November, and December 2022 Flood Damage Works

Description	Expenditure/Committed
<p>Non-Roads July, August, September, October, November and December 2022 Flood and Storm Damage Levee and Flood Gate Emergency Operation Works. (Application for reimbursement submitted 28/2/2023).</p>	<p>\$757,745.33 Note: \$37,163 per event will be funded by Council as per the agreement. This includes the Roads Flood and Storm Damage Claim contribution. 9/05/24 Currently only \$169,827.86 has been approved for payment by SES/RA. GM met with the Minister for Emergency Services on 9th May 2024 to obtain a commitment and support for full reimbursement of both AGRN987 and AGR1034 emergency levee operational costs. Mayor & GM met with NSW Treasurer on 9 August 2024. Working with Member for Barwon to obtain funding. Mayor met with the Minister for Recovery on 28th March 2025. Mayor and General Manager met again with the Minister for Recovery on 13 November,2025. No further positive advice.</p>
<p>0700-0055-0500, 0700-0055-0510, 0700-0055-0520, 0700-0055-0530, 0700-0055-0540</p>	

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ITEM 3 WORKS PROGRESS REPORTS – PLANT

(P2-1)

RECOMMENDATION
 That the information be received and noted.

The following are details of Projects and Programs that are being managed by the Workshop Coordinator for the budget and works period from **12th May 2026 to 5th June 2026**.

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P2870	Mow Master Cricket Pitch Roller	New keys ordered. To be replaced when they arrive.	Not in use	2hrs
P3520	Kluger Hybrid	1,000hr service completed by Macquarie Toyota. All reports ok.	6hrs	
P1047	Isuzu Street Sweeper	Service done on rear engine. All oils and filters replaced. General check over, seems ok. Valve settings check. To be done next service.	Not in use	4hrs
P774	Fountain Line Marker	Modifications made to unit, 1m long guide arm added to side of unit for ease of marking uniform lines.	Not in use	5hrs

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ITEM 3 WORKS PROGRESS REPORTS – PLANT

CONTINUED

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P2020	Cat 950M Loader	Windscreen wipers not working. Securing nuts had come loose. Refit arms for windscreen wipers & tighten hardware. Test function, all ok. Blades replaced.	Not in use	3hrs
P59	Isuzu Med Tipper	Rego check done. All seems ok. Windscreen wipers replaced. Checked function. All ok now.	2hrs	2hrs
P2440	Fuel Tanker	HVIS inspection, leaking air valve, RH side of chassis. Valve removed & replaced. Seems all ok now. Taillights replaced as one wasn't working and the other had various random leads not working. Test function, all ok now.	Not in use	7hrs

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ITEM 3 WORKS PROGRESS REPORTS – PLANT

CONTINUED

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P2380	Paveliner Truck	Clean up and operational checks on machine, changed rear spray nozzles. Air purge system seems to be working ok now. All tar used from on board tank. Refill with new tar, front arm adjustment ram removed and sent to Ryan Mason for repair or replace. Distributor rotor sent to Ryan Mason for re-facing. More parts ordered from Ausroad to bring machine back to full spec. All components working at this point. More cleaning on machine is required inside and out.	Not in use	20hrs
P2081	Cat CW34 Roller	Front LH side sheer pin broken on machine. Jack machine, removed outside wheel for access to remove replace sheer pin. Refit wheel and check function. All seems ok now.	6hrs	2hrs
P2084	Bomag Smooth Drum Roller	Operator reports bottom hinge has come out from LH side access door. Re centre door and hinge, re fit securing bolt and check function. All seems ok for now.	2hrs	2hrs

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ITEM 3 WORKS PROGRESS REPORTS – PLANT

CONTINUED

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P2381	Sterling Prime Mover	HVIS rego inspection completed. Various lights to be repaired, driver side door latch repaired. All lights fixed. Test operation otherwise all ok. Service carried out on machine whilst in the workshop. All checks completed and appears ok.	8hrs	8hrs
P43	Mitsubishi Fighter Truck	HVIS inspection carried out. Centre bearing on driveline not ok, needs replacing. Waiting on parts to finish repair.	Not in use	6hrs
P1042	Isuzu Rigid Water Tanker	Leak in rear drop box, make angle bracket and silastic to leak point. New box to be manufactured and fitted.	Not in use	3hrs
P240	Toyota Aurion	Brake pad check and hand brake adjustment made. Vehicle sent to Macquarie Toyota for brake pad changes, front and rear plus park brake. Front plastics repaired and fitted also to repair damage from kangaroo hit.	Not in use	8hrs
P109	10,000ltr Water Tank	Honda motor broken. Pull start, remove pull start. Replace pull cord and rewind. Fit pull start back to motor and test operation. All ok now.	4hrs	1hr

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ITEM 3 WORKS PROGRESS REPORTS – PLANT

CONTINUED

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P14	Cat 432f Backhoe	Remove replace air con compressor, accumulator and re-gassed system.	12hrs	12hrs
P2804	Kubota Ride On Mower	200hr service. Completed all manufacture checks made and deemed ok.	3hrs	3hrs
2380	Paveliner Truck	More repairs to hydraulic components on machine. Run test for possible new operator.	Not in use	8hrs
P2804	Iseki Ride On Mower	Rear tyres flat. Multiple holes found. New tyres ordered to be fit when they arrive.	not in use raining	1hr
P1041	Isuzu Rigid Water Truck	X8 new tyres fitted to rear of machine. Front tyres replaced 1 week prior. All new tyres on machine now.	Not in use raining.	6hrs
	Yard Clean Metal Bin.	Clean up area around metal scrap bin ready for bin to be picked up. Area to be made at back of yard for scrap metal dump and to be emptied when required.		6hrs
P2123	John Deere 5083e Loader	Seals in loader connection valve to be replaced. Incorrect seals supplied. New seals ordered and will be fitted when they arrive.	Not in use	2hrs
P38	Lusty Tri Axle Float	Grease nipple repairs to No3 axles cam shafts. Suspension inspection carried out also.	Not in use	8hrs

WARREN SHIRE COUNCIL
Report of the Divisional Manager Engineering Services
to the Ordinary Meeting of Council to be held in the
Council Community Room on Thursday 25th June 2026

ITEM 3 WORKS PROGRESS REPORTS – PLANT

CONTINUED

Plant No	Description	Repairs	Plant Down Time	Repair Time (Man Hours)
Plant Repairs				
P59	Isuzu Med Tipper	Rock has struck the windscreen and shattered it. Vehicle taken to Fuller Bros for sizing and ordering of windscreen. To be replaced when new glass arrives.	1hr	1hr
P1041	Isuzu Rigid Water Truck	Aircon system not operating correctly. Evaporator blocked. Evaporator removed and cleaned. Refit back to vehicle. Receiver drier replaced. System flushed and re-gassed. All seems ok now.	Not in use raining	9hrs
P2341	Isuzu Tender Truck	Remove & replace x2 batteries. Vehicle has failed to start on 2 consecutive mornings, cold weather. Aircon not working. Compressor needs replacing. Removed & replaced compressor and receiver drier. Re-gassed. System check. Function all seems ok for now.	1hr	1hr
P2340	Isuzu Tender Truck	Remove replace x2 batteries as vehicle has failed to start on 2 consecutive mornings due cold weather.	1hr	1hr

ACRONYMS: WC Workshop Coordinator, TBD To be determined, DTC Diagnostic trouble code, DPD Diesel particulate diffuse, LH Left Hand, RH Right Hand, HVIS Heavy Vehicle Inspection Scheme.

WARREN SHIRE COUNCIL
Report of the Manager Health & Development Services
to the Ordinary Meeting of Council to be held in the
Council Community Room, Warren on Thursday 25th June 2026

ITEM 1 DEVELOPMENT APPLICATION APPROVALS

(B4-9)

RECOMMENDATION:

That the information be received and noted.

PURPOSE

To inform the Councillors of the approved Development Applications by Council for the previous month.

BACKGROUND

Council received Development Applications from residents in the Warren Shire area to seek approval.

REPORT

The following Development Applications were approved for May 2026.

FILE	LOCATION	WORKS	RECEIVED	APPROVED
P16-26.05	2 Boston Warren NSW Lot 1 DP357930	Fibreglass Inground Swimming Pool	11 February 2026	8 May 2026

LEGAL IMPLICATIONS

Council is required under the EPA Act to assess and determine applications within established timeframes.

RISK IMPLICATIONS

The EPA Act provides appeal mechanisms for applicants who believe that their application requires review.

STAKEHOLDER CONSULTATION OPTIONS

Council issues a S101 EPA Act list of approvals monthly for the community to review.

CONCLUSION

This report is provided to allow Council and the community to see the applications determined each month.

LINK TO POLICY AND / OR COMMUNITY STRATEGIC PLAN

5.2.2 Timely and accurate reporting for efficient management and accountability.

5.2.1 Quality customer service focus by Council staff.

1.4.4 Help ensure safe and sustainable development.

SUPPORTING INFORMATION/ ATTACHMENT

Nil.

RECOMMENDATION:

That the information be received and noted.

WARREN SHIRE COUNCIL
Report of the Manager Health & Development Services
to the Ordinary Meeting of Council to be held in the
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ITEM 2 WORKS PROGRESS REPORTS – HEALTH AND DEVELOPMENT SERVICES (C14-7.3)

The following are details of the projects and grant applications that are being managed by the Manager Health and Development Services.

Town Planning	Budget	Expend/ Comm	Resp	Comment
LEP Review JC: 1300- 1-1	45,000	49,378	MHD/GM	Documentation with Parliamentary Counsel.
2024 Projects	Budget	Expend/ Comm	Resp	Comment
Council Building Renovations Fit Out (New Kitchen, Accessible Toilet) GL 3210-4100-0005 JC 3200-4100-0005	90,000	90,000	MHD/IPM	Contractor arranged.
Warren Family Health Centre Internal Painting JC 3326-4320-0005	20,000	22,920	MHD/IPM	3 quotations sourced. Order issued, works to start in June 2026.
Administration Centre Air-conditioning and External Blinds JC 3326-4320-0010	15,000	5,982	MHD/IPM	Blind installation complete. Airconditioning scope being looked at.
Warren Works Depot Air-Conditioning and Workshop Bird proofing JC 3326-4320-0015	18,000	18,000	MHD/IPM	Investigations into bird proofing completed. Installation scheduled for late June 2026.
Warren War Memorial Swimming Pool Improvement Works JC 0100-0055-0000	48,000	26,784	MHD/IPM	Pool drained to inspect the condition by General Manager, Acting Manager Health and Development and Infrastructure Projects Manager. 500m2 area will be repaired and painted by Council internal staff. Surface preparation work progressing.

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ITEM 2 WORKS PROGRESS REPORTS – HEALTH AND DEVELOPMENT SERVICES
CONTINUED

2024 Projects	Budget	Expend/ Comm	Resp	Comment
Development and Implementation of Ewenmar Waste Depot Operations Plan JC:800-1-2210	15,000	3,000	MHD/GM	Consultant engaged and given initial briefing. Further work on Operations Plan continuing.
15kw DV Solar and Battery System Ewenmar Waste Depot JC: 3300-4322-10	30,000	25,455	MHD/GM	Contractor engaged, expected installation July 2026. (15kw Solar power system with 30 kwh battery storage).
2025 Projects	Budget	Expend/ Comm	Resp	Comment
Youth Support Services – Community and Family Support (CAFS) Program January – June 2026 JC: 1050-2-100	43,738	Nil	MHD/GM	Arrangements in train to employ a Youth Support Officer (Part-Time) at the Warren Youth Centre and Community Hub. Interviewing - mid May – progressing.
GRANT APPLICATIONS				
*NSW Office of Responsible Gambling. Infrastructure Grants – Round 1 2025/26. (\$0.00 Co-contribution from Council)	150,000	Nil	WSCCM	Submitted by Warren & District Rugby League Football Club(Breakdown of budget - \$60,000.00 for new composite style log fencing surrounding main oval, \$60,000.00 for continuous LPG gas hot water systems to Sporting Complex, \$30,000.00 to construct sandstone block Yarning Circle). Application submitted 21st July 2025. Unsuccessful.

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ITEM 2 WORKS PROGRESS REPORTS – HEALTH AND DEVELOPMENT SERVICES
CONTINUED

GRANT APPLICATIONS				
Projects	Budget	Expend/ Comm	Resp	Comment
NSW Office of Sport – Rugby World Cup Legacy Program. Total Co-contribution \$20,000 (\$15,000 Council and \$5,000 Warren Rugby Club)	51,018	Nil	WSCCM	*Project for gas hot water, ice baths (2), turf cricket wicket removal, main oval log restoration at Warren Sporting & Cultural Centre and Victoria Park. Partially successful – rescoping project to undertaking gas hot water upgrade only.
2026 Community Building Partnership (CBP) EOI (\$11,000.00) Co-contribution from Council)	22,000	Nil	WSCCM	Supply and install a permanent outdoor PA system at Carter Oval Youth Sports Precinct, including weather-rated speakers, wireless microphone mounts to support clear announcements at sporting events. Application submitted 27th April 2026. Awaiting outcome.

STAFF POSITION ACRONYMS

EXECUTIVE OFFICE	GM	General Manager
	IPM	Infrastructure Projects Manager
	PAO	Project Administration Officer
	MIO	Maintenance & Improvement Officer
	WHS/RC	Work Health & Safety/Risk Co-Ordinator
	EDVM	Economic Development and Visitation Manager
	EA	Executive Assistant to the Mayor and GM
FINANCE & ADMINISTRATION	DMFA	Divisional Manager Finance & Administration
	TREAS	Treasurer
	ACC	Accountant
	LIB	Librarian
ENGINEERING	DMES	Divisional Manager Engineering Services
	AOES	Administration Officer Engineering Services
	WC	Works Clerk
	AM	Assets Manager
	FRSPM	Flood Restoration and Special Projects Manager
	WC	Workshop Co-Ordinator
	RIM	Roads Infrastructure Manager
	RO	Roads Overseer
	ATOR	Assets Technical Officer Roads
	TSM	Town Services Manager
	Store	Storekeeper
	TSO	Town Services Overseer
	ATOS	Assets Technical Officer Services
HEALTH & DEVELOPMENT	MHD	Manager Health and Development Services
	AOHD	Administration Officer Health & Development
	WSCCM	Warren Sporting & Cultural Centre Manager (CM)