

**2025/2026
to 2028/2029
DELIVERY
PROGRAM**



Adopted: 26th June 2025
Res No: 211.6.25

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

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PART 1 - INTRODUCTION

MAYOR & GENERAL MANAGER MESSAGE

Welcome to Warren Shire Council's Four Year Delivery Program 2025/26 - 2028/29. This plan has been developed under the Integrated Planning and Reporting Framework for NSW Local Government. A prime element of the plan is the establishment of actions and activities to be undertaken to achieve the main priorities, objectives and strategies determined in the Warren Shire 2035 Community Strategic Plan.

Community consultation and engagement are integral aspects of Council's every day activities. Engagement is not an 'add-on' activity. When Council has a good relationship with the community, it is more likely to understand the range of needs and aspirations of the community and to ultimately make better informed decisions.

The Community Engagement Strategy encouraged the community to be informed and to participate in decision-making processes that guide the development of shire-wide service provision.

The Delivery Program was informed by the previous results obtained from the community engagement including a developed Survey Questionnaire and Feedback System, a facilitated Community Workshop and a Summit of Councillors, Senior Staff and Management Executive Staff in 2021/2022.

This renewed document was informed by the answers to the following questions about the Warren Shire and its planning documents:

- What do you like?
- What could be improved?
- What should be included?
- What are the important issues and challenges facing the community in the period to 2035?

The existence of this Plan and the processes undertaken in its preparation will allow the communities needs and expectations to be met in a planned, co-ordinated and cost effective manner.

The Plans are intended to be living documents that are subject to regular review by the community, Council and staff. As circumstances change, (i.e. finance, community needs and expectations, government policy etc.) then the documents can be altered accordingly. This Plan is to be read in conjunction with the other Plans which form part of the Integrated Planning and Reporting Framework.



Greg Whiteley
Mayor



Gary Woodman
General Manager

INTEGRATED PLANNING & REPORTING FRAMEWORK

The NSW Office of Local Government has implemented an Integrated Planning and Reporting Framework with the objective of improving delivery of services to the community by Councils. The framework recognises that the communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes the future direction of their communities. The framework has been developed in conjunction with the NSW Councils and other stakeholders.

The framework requires all NSW Councils to integrate all of their plans together with the sole objective of delivering services for the community through streamlining Council operations and thus ensuring optimal use of resources.

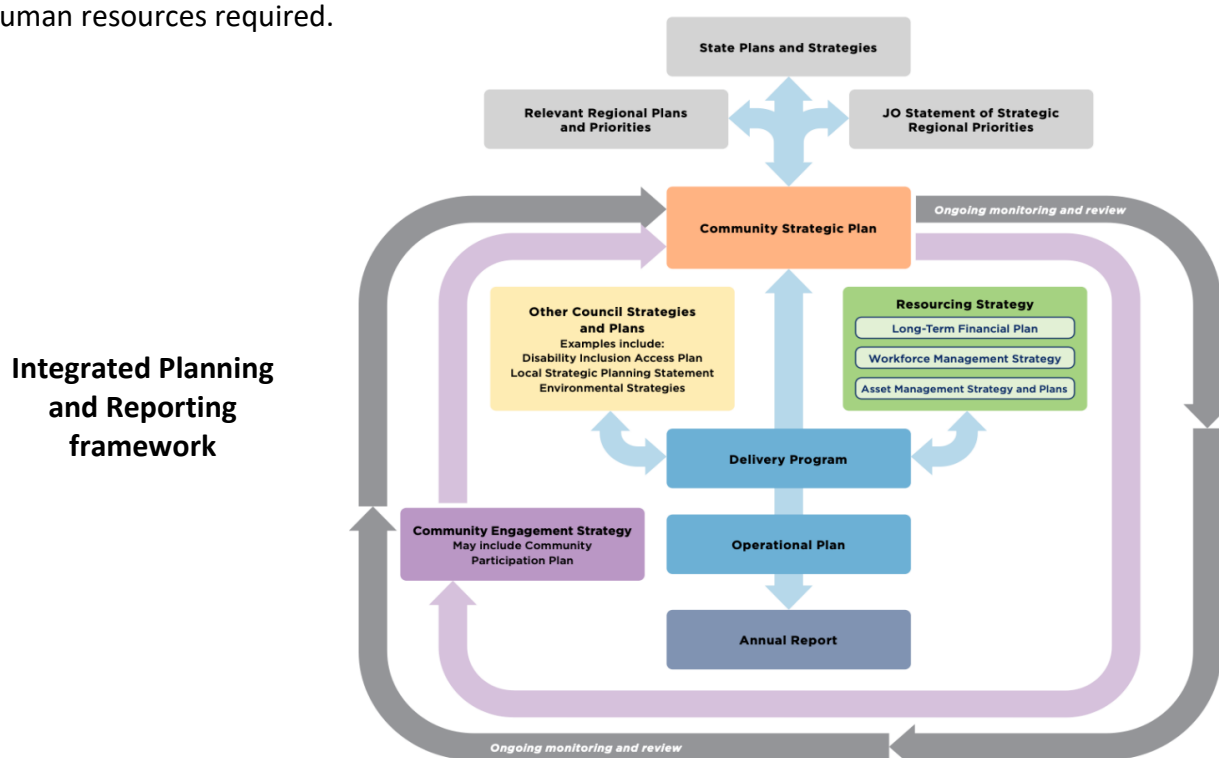
Under the Framework Guidelines every Council is required to prepare the following documents:

- Community Strategic Plan 'Warren Shire 2035';
- 4 year Delivery Program;
- Annual Operational Plan;
- Long Term Financial Plan;
- Asset Management Strategy; and
- Workforce Plan and Strategy.

The long term Community Strategic Plan represents the highest level document.

Supporting the Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the communities needs. Council has then developed an annual Operational Plan and annual Estimates, highlighting what strategies and projects can be undertaken in the coming financial year.

The Resourcing Strategy, referred to in the diagram below, consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Plan and Strategy. These documents support the Delivery Program and Operational Plan by addressing the financial, physical and human resources required.



HOW COUNCIL WORKS

The Warren Shire Council was established by the amalgamation of the Marthaguy Shire Council and the Warren Municipal Council in 1957. Warren Shire Council operates within a legislative framework established by the New South Wales Parliament. “The Local Government Act 1993” sets out the major power, functions and responsibilities of Council. As well as the Act, there is also a number of other laws that Council is responsible for enforcing.

The Council

The elected representatives (Councillors) comprise the governing body of the Council. The role of the governing body is as follows:

- to direct and control the affairs of the Council in accordance with this Act;
- to provide effective civic leadership to the local community;
- to ensure as far as possible the financial sustainability of the Council;
- to ensure as far as possible that the Council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the Council;
- to develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of the Council;
- to determine and adopt a Rating and Revenue Policy and Operational Plans that support the optimal allocation of the Council’s resources to implement the strategic plans (including the Community Strategic Plan) of the Council and for the benefit of the local area;
- to keep under review the performance of the Council, including service delivery;
- to make decisions necessary for the proper exercise of the Council’s regulatory functions;
- to determine the process for appointment of the General Manager by the Council and to monitor the General Manager’s performance;
- to determine the senior staff positions within the organisation structure of the Council;
- to consult regularly with community organisations and other key stakeholders and keep them informed of the Council’s decisions and activities; and
- to be responsible for ensuring that the Council acts honestly, efficiently and appropriately.

The governing body is to consult with the General Manager in directing and controlling the affairs of the Council.

Councillors

Warren Shire Council consists of 12 Councillors elected by eligible residents and ratepayers within the community and hold office for four years, one of whom is elected each two years by the Councillors to serve as Mayor. The role of a Councillor is as follows:

- Local Government Act, 1993 Clause 232 – As a member of a Governing Body:
 - To provide a civic leadership role in guiding the development of the Community Strategic Plan for the area and to be responsible for monitoring the implementation of the Council’s Delivery Program;
 - To direct and control the affairs of the Council in accordance with the Local Government Act;

- To play a key role in the creation and review of Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions; and
 - To review the performance of the Council and its delivery of services, and the Delivery Program and revenue policies of Council.
- Local Government Act, 1993 – As an elected person:
 - To represent the interests of the residents and ratepayers;
 - To provide leadership and guidance to the community; and
 - To facilitate communication between the community and Council.

A Councillor is accountable to the local community for the performance of the Council.

Elected Members of Council 2024 – 2028

A WARD

Pauline Serdity
Greg Whiteley (Mayor)
Noel Kinsey

B WARD

Penny Heuston
Sarah Derrett (Deputy Mayor)
Bob McKay

C WARD

David Cleasby
Ros Jackson
Mark Kelly

D WARD

Andrew Brewer
Tony Wass
Dirk McCloskey

The Mayor

The Mayor of the Council is not simply a Chairman or a figurehead. His legal position is categorically different from that of the other Council members and he has very substantial legal powers.

Section 226 of the Local Government Act 1993 states that the role of the Mayor is:

- to be the leader of the Council and a leader in the local community;
- to advance community cohesion and promote civic awareness;
- to be the principal member and spokesperson of the governing body, including representing the views of the Council as to its local priorities;
- to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council;
- to preside at meetings of the Council;
- to ensure that meetings of the Council are conducted efficiently, effectively and in accordance with this Act;
- to ensure the timely development and adoption of the strategic plans, programs and policies of the Council;
- to promote the effective and consistent implementation of the strategic plans, programs and policies of the Council;
- to promote partnerships between the Council and key stakeholders;
- to advise, consult with and provide strategic direction to the General Manager in relation to the implementation of the strategic plans and policies of the Council;

- in conjunction with the General Manager, to ensure adequate opportunities and mechanisms for engagement between the Council and the local community;
- to carry out the civic and ceremonial functions of the mayoral office;
- to represent the Council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level;
- in consultation with the Councillors, to lead performance appraisals of the General Manager; and
- to exercise any other functions of the Council that the Council determines.

The General Manager

The General Manager of a Council has the following functions:

- to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council;
- to implement, without undue delay, lawful decisions of the Council;
- to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council;
- to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the Council and other matters related to the Council;
- to prepare, in consultation with the Mayor and the governing body, the Council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report;
- to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions;
- to exercise any of the functions of the Council that are delegated by the Council to the General Manager;
- to appoint staff in accordance with the organisational structure determined under the Act and the resources approved by the Council;
- to direct and dismiss staff;
- to implement the Council's Workforce Plan and Strategy; and
- any other functions that are conferred or imposed on the General Manager by or under this or any other Act.

At times the division of roles between the General Manager and Councillors can be hazy, in such cases what matters most is that both parties work to promote an effective and positive working partnership.

The General Manager is responsible for the Executive Office (Governance, Infrastructure Projects, Work Health and Safety, Risk, Economic Development & Visitation) but, does not have day-to-day responsibility for management of a Department. Reporting to the General Manager are three Divisional/Department Managers.

Divisional Manager Finance and Administration Services

The Divisional Manager Finance and Administration Services is responsible for civic facilities, administration, financial planning, human resources, library services, insurance, information technology and corporate/staff training.

Divisional Manager Engineering Services

The Divisional Manager Engineering Services is responsible for roads, bridges, drainage, water supply, sewerage, airport maintenance, parks and gardens, technical services, urban services and quarry.

Manager Health and Development Services

The Manager Health and Development Services is responsible for building/health services, community care, waste management, swimming pool, urban/environmental planning and social/cultural services.

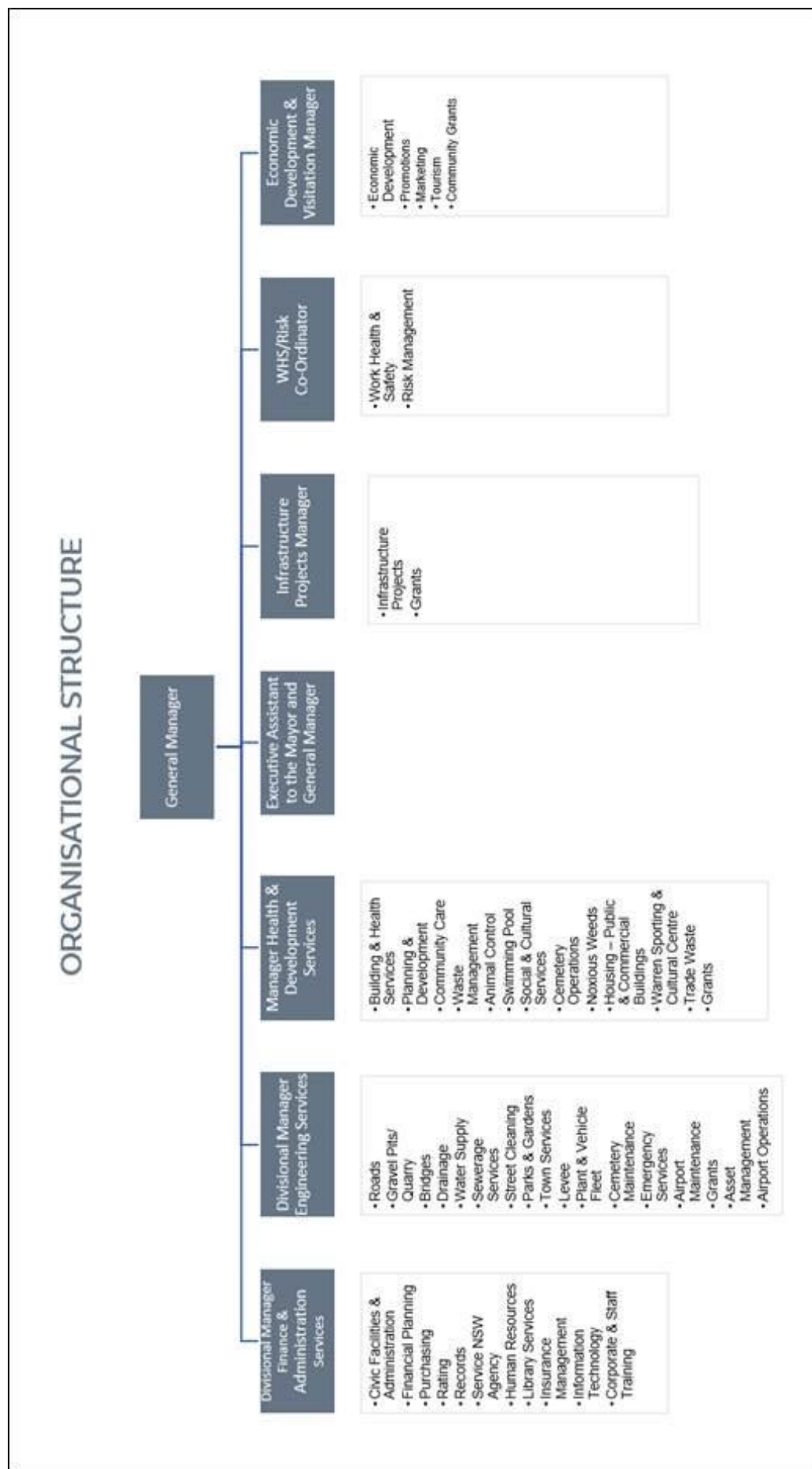
Senior Management Team

General Manager	Gary Woodman
Divisional Manager Finance & Administration Services	Bradley Pascoe
Divisional Manager Engineering Services	Sylvester Otieno
Manager Health & Development Services	Maryanne Stephens

Council Functions

The Council holds Ordinary meetings on the fourth Thursday of each month with no meeting in November and the December being the first Thursday unless there is a change required. Such changes are advertised in the local newspaper and Council's website. The meetings commence at 8.30 am and adjourn for lunch at 1.00 pm. Members of the public are welcome to attend these meetings. Council welcomes meetings with individuals and groups from the community.

All senior officers are available for interview, however it is suggested that an appointment be made to ensure that time is made available and any information required may be obtained. The Mayor is available for interviews at the Administration Centre by appointment, which can be made by contacting the Executive Assistant to the Mayor and General Manager.



VISION -

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

VALUES -

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

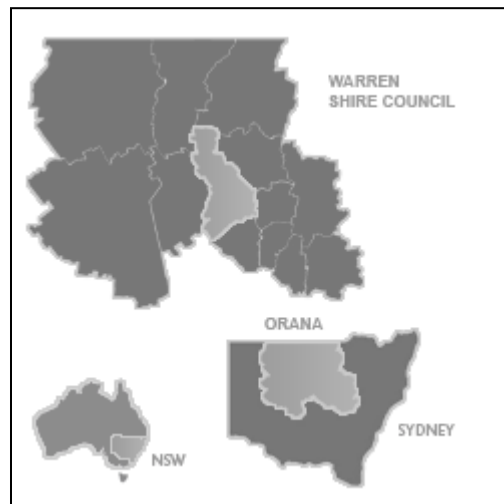
WARREN SHIRE PROFILE

The Warren Shire is located in the Orana Region of NSW and covers an area of 10,860 square kilometres. The total estimated population for the Shire as at 2021 is 2,550 (ABS 2021) and the population in Warren is approximately 2,000.

Warren Shire includes the town of Warren and the villages of Nevertire and Collie. The main service centre being Warren is situated on the banks of the Macquarie River and is located 120km from the regional centre of Dubbo and 525km from Sydney.

The Shire is economically dependent on agriculture, particularly sheep and cattle, grain and irrigation. Aside from those directly employed by the agriculture industry, there are also significant flow-on economic benefits from this industry to other related enterprises.

The first European settlers moved into the area in the early 1830s taking up land, or “squatting” in the surrounding district.



Local Government Area Map

Warren was gazetted as a town in June 1861. The town of Warren falls within the boundaries of the Wayilwan Nation.

The area covered by the Warren Shire sits at the convergence of the territories of two Aboriginal Nation groups, the Wongaibon to the southeast (Narromine, Trangie through to Nyngan) and the Wayilwan to the north and northwest. The Wayilwan Nation takes in Warren, Gulargambone, Gilgandra, parts of Coonamble, Quambone and extends through to the Macquarie Marshes.

Approximately 15.4% of people in the Warren Shire identify as being Aboriginal or Torres Strait Islander.

PART 2 - DELIVERY PROGRAM AND ACTIONS

DELIVERY PROGRAM

Warren Shire Council's Delivery Program sets out clear priorities, ongoing activities and specific actions that Council will undertake within its responsibilities and capacity towards achieving the communities outcomes.

The Delivery Program sets out the principal activities Council will undertake across the full range of Council's operations. These activities directly address the goals and strategies outlined in the Community Strategic Plan 'Warren Shire 2035'. The activities are those that Council have the responsibility and capacity to implement through links to Council's Resourcing Strategy.

The Delivery Program will run for four (4) years.

Delivery Program Legislative Requirements and Compliance

Legislative Requirements	Compliance
Directly address the objectives and strategies of the Community Strategic Plan (CSP) and identify principal activities that Council will undertake in response to the objectives and strategies	The Actions set out in this document outline the relationship between the CSP and the Delivery Program activities
Inform, and be informed by, the Resourcing Strategy	Part 1 outlines the relationship between the Delivery Program, Operational Plan and the Resourcing Strategy
Address the full range of Council operations	Part 2 outlines Council's responsibilities across the organisation and Part 2 outlines actions
Allocate high level responsibilities for each action or set of actions	The Actions in Part 2 include the Council Departments responsible for proposed actions
Identify suitable measures to determine the effectiveness of the projects, programs and activities undertaken	The Actions in Part 2 include program level measurements
Include 4 year financial estimates	Financial Information contains four year estimates
Must consider priorities and levels of service expressed by the community during Community Strategic Plan consultation	Part 1 (community consultation) outlines the connection between CSP consultation and the Delivery Program
Placed on public exhibition for a minimum of 28 days and submissions considered before the final program is adopted	The Plan will be available for public comment for the required period

DELIVERY PROGRAM ACTIONS

Social

- Attracting and retaining community:
 - Ageing community
 - Health services
 - Education services
 - 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

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

These issues will be addressed under the following categories:

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

These IP & R Foundation Issues have led to the development of objectives for each category. The objectives have set strategies and a Council Delivery Program Action has been put in place outlining what Council aims to do, who is responsible, the measure of success against the actions and timeframe.

RESPONSIBLE OFFICER/DEPARTMENT

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
WHS/RC	Work Health & Safety/Risk Co-ordinator
TREAS	Treasurer / Management Accountant
PO – A	Projects Officer - Assets
LIB	Librarian
RIM	Roads Infrastructure Manager
FRSPM	Flood Restoration and Special Projects Manager
TSM	Town Services Manager
WHS/RC	Work Health Safety / Risk Co-ordinator
EDVM	Economic Development & Visitation Manager
SMT	Senior Management Team
MANEX	Management Executive

1. Social Delivery Program

Warren Shire is a supportive, safe, friendly community that embraces diversity and a wide range of family structures.

The community has identified the following key social areas for action.

Our social delivery program:

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
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
		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
		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
		Host an expo on health services in Warren, including ageing, youth and disability services	MHD, Interagency Delegates	Expo conducted	X			X

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
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
		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
1.1.3	Improve educational services within the community	Explore enhancements to our library services for our entire community	GM, DMFA, LIB	New services implemented	X	X	X	X
		Expand the existing Library infrastructure to cater for the increasing community needs	DMFA, LIB	Increase in the provision of additional services and functions	X	X	X	X
		Advocate for new and additional educational services	Mayor, GM	Advocacy strategy developed and implemented	X	X	X	X
		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

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
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
		Review the land release timetable for Warren	GM, MHD	Audit of suitable land completed	X			
		Promote new housing opportunities to property developers and facilitate future investments	Mayor, GM, SMT	Promotions undertaken	X	X	X	X

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
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
		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
		Provide CCTV Camera System access to the NSW Policy Warren	DMES, TSM	System connected, installed and monitored	X	X	X	X
		Provide animal control services to meet the demands of the community	MHD	Reduction in complaints	X	X	X	X
		Monitor and renew alcohol prohibited and alcohol-free zones.	DMES	Zones adopted by every Council term.				X

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
1.1.6	Recognise and support our wide range of local community groups	Develop strategies across social, economic and environmental issues	GM, MHD, SMT, MANEX	Strategies developed and implemented	X			
		Undertake an audit of Community Services within Warren Shire	MHD, Interagency Delegates	Audit works undertaken	X		X	
		Council to meet with local peak indigenous organisations	GM, Mayor, SMT	Regular meetings organised	X	X	X	X
		Council to meet with community peak bodies and stakeholders to build collaborative relationships	GM, Mayor, SMT, MANEX	Regular meetings organised	X	X	X	X
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
		Increased knowledge of how the public transport system works	MHD	Regular postings are included in Council's social media	X	X	X	X

Objective 1.2: Engage with the community								
Strategy		Council delivery program actions	Responsible officer / department	Measures	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029
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
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
		Train and assist community organisations in obtaining grants	EDVM, IPM, MANEX	Grants received by Council and the community organisations	X	X	X	X
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
		Work with the Warren Interagency Support Services Group to encourage volunteerism	MHD, Interagency Delegates	Regular meetings organised	X	X	X	X
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
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 Support provided to increase cultural awareness and inclusion	X	X	X	X

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
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
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
		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
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
		Liaise with businesses and the Warren Chamber of Commerce to encourage traineeships	GM, SMT	Presentations conducted	X	X	X	X
		Develop indigenous traineeships within the Shire	GM, SMT	Indigenous traineeships developed	X	X	X	X
		Build a strong relationship with local schools to promote work experience opportunities	GM, SMT	Work experience opportunities made available	X	X	X	X
		Apply for grants that provide Traineeships and Apprenticeships	GM, SMT, EDVM, HRO, WHS/RC	Successful grants received	X	X	X	X

2. Economic Delivery Program

Warren Shire has significant economic potential across many industry sectors.

Agriculture and tourism are two of the most important economic sectors in the Shire. The development and growth of these, and all our industrial sectors, should be encouraged and supported.

The creation of new businesses, to diversify our economy, should also be encouraged and supported.

The community has identified the following key economic areas for action.

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	
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	
		Survey business owners to ascertain what keeps their young people and what could bring them back	GM, SMT, EDVM Surveys completed		X		X	
		Interview business owners who have successfully employed skilled, unskilled and young people	GM, SMT, EDVM Interviews conducted		X		X	
		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	
		Survey business owners to understand what skills they are missing	GM, SMT, EDVM Surveys completed		X		X	
		Collate findings and prepare action plan	GM, SMT, EDVM Report prepared		X		X	

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
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	
		Engage with industry bodies and investors to share business and investment ideas	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X
		Meet with potential businesses and investors to explore opportunities	Mayor, GM, SMT, EDVM	Meetings conducted	X	X	X	X
		Seek to close out investment opportunities	Mayor, GM, SMT, EDVM	Opportunities completed	X	X	X	X
		Lobby and advocate State Government to reinstate the railway bridge	Mayor, GM, SMT, EDVM	Advocacy undertaken	X	X	X	X
		Development of industrial land	Mayor, GM	Purchase of suitable land	X	X	X	X

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	
2.2.1	Prepare and implement a tourism strategy for the Shire	Prepare a tourism strategy and Destination Management Plan for the Shire with input from the community	GM, SMT, EDVM	Strategy and Plan completed	X			
		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
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		
		Promote selected river locations	GM, SMT, MANEX, EDVM	Promotion complete	X	X	X	X
		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
		Develop and maintain recreational infrastructure at the Bob Christensen Reserve	GM, SMT, MANEX, EDVM	Infrastructure complete	X	X	X	X
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	GM, SMT, MANEX, EDVM	Workshop conducted	X		X	
		Facilitate agreement on a customer service framework for all businesses in the Shire	GM, SMT, MANEX, EDVM	Framework agreed	X		X	

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
2.3.1	Facilitate the growth of local businesses	Research industry and economic forecasts and gap analysis for Warren	GM, SMT, MANEX, EDVM	Research and gap analysis completed	X	X	X	X
		Research growth strategies adopted by Shires like ours	GM, SMT, MANEX, EDVM	Research completed	X			
		Facilitate a business growth working group comprised of business-focussed community groups and individual businesses to: ✓ identify barriers to growth ✓ consider growth opportunities for existing businesses	GM, SMT, MANEX, EDVM	Working group established and operating	X	X		
		Facilitate the development and implementation of a business growth strategy	GM, SMT, MANEX, EDVM	Strategy developed and implemented	X	X	X	X
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		
		Host a business efficiency workshop with local businesses to consider best practice business efficiency approaches	GM, SMT, MANEX, EDVM	Workshop conducted		X		
		Facilitate the implementation of new business efficiency approaches	GM, SMT, MANEX, EDVM	Efficiency approaches implemented		X	X	X

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
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			
		Amend our Local Environmental Plan (LEP) where required	GM, MHD, SMT	LEP amended	X			
		Promote zoning changes to the community	GM, MHD, SMT, EDVM	Promotion undertaken	X	X	X	X

3. Infrastructure Delivery Program

Providing and maintaining good community amenity is vital to attracting and retaining skills in Warren Shire.

Quality infrastructure is what makes Warren Shire an easy place to live for diverse family types.

The community has identified the following key infrastructure areas for action.

Our infrastructure delivery program:

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
3.1.1	Ensure that the road network is maintained to acceptable community standards	Ensure that our roads are maintained to acceptable community standards in a cost effective, efficient and safe manner – as outlined in the asset management plans	DMES, RIM	Maintenance activities conducted in accordance with good engineering practice	X	X	X	X
		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
		Actively seek grants from Federal and State Governments	DMES, RIM	Increased level of grant funds obtained	X	X	X	X
		Lobby the State Government to reclassify roads with usage changes (Inland Flat Route)	Mayor, GM, DMES	Classifications changed	X	X	X	X
		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	X	X	X	X
				Feasibility strategy developed	X	X	X	X
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

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
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
		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
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

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
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
		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
		Actively seek grants from Federal and State Governments	GM, SMT, MANEX, TSM, IPM, LM	Increased level of grant funds obtained	X	X	X	X
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	Renewals and repairs completed	X	X	X	X
		Actively seek grants from Federal and State Governments	DMES, TSM	Grant funds obtained	X	X	X	X
		Prepare and implement the Warren Town Flood Study and Floodplain Risk Management Study and Plan	DMES	Plans adopted and actions implemented	X			
		Investigate the preparation of a Nevertire and Collie Village Flood Study and Floodplain Risk Management Study and Plan	DMES	Investigation undertaken		X		

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
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
		Ensure that plans are integrated with our long-term financial plans	DMFA, AM	Plans completed	X	X	X	X
		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
		Capture accurate and complete asset condition data regularly	DMES, MHD,TSM, RIM, AM	Condition assessments undertaken	X	X	X	X
		Actively seek grants from Federal and State Governments	DMES, MHD,TSM, RIM, IPM	Increased level of grant funds obtained	X	X	X	X
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

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
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
		Continue consultation with the Warren, Nevertire and Collie communities on possible future streetscape improvements	DMES	Consultation program instigated	X	X	X	X

4. Environmental Delivery Program

Warren is a pretty town with extensive natural advantages which support an enviable lifestyle.

The natural and environmental advantages of the town, and of the Shire, should be protected for our community, for visitors and for potential new residents.

External threats, such as climate change, need to be recognised. We need to plan impactful responses to these threats.

The community has identified the following key environmental areas for action.

Our environmental delivery program:

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
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
		Actively participate in the Central West Councils Environment and Waterways Alliance	MHD	Meetings attended	X	X	X	X
		Respond to climate-driven regulatory changes that impact our community	GM, MHD, DMES, RIM, FRSPM, TSM	New initiatives implemented	X	X	X	X
		Review our Consequence Management Guides under our Local Emergency Management Plan	GM, DMES (LEMO), MHD, TSM	Review completed	X	X	X	X
		Update our Local Emergency Management Plan to take into account the impact of climate change	GM, DMES (LEMO), MHD, TSM	Plan updated		X		
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

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
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
		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.	DMES, TSM	Favourable reforms implemented	X	X	X	X
		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
		Lobby the Government to pipe or line the Albert Priest Channel to drought proof water supplies	Mayor, GM	Submissions made	X	X	X	X
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
		Educate the community on sustainable water usage	DMES, TSM	Education program delivered	X	X	X	X

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
4.2.3	Provide Warren and the villages of Nevertire and Collie with an adequate and safe water supply that is appropriately priced for all consumers	Maintain and renew our water supply network in accordance with our water supply network asset management plan	DMES, TSM	Adherence to asset management plans	X	X	X	X
		Comply with current best practices for water supply networks	DMES, TSM	Affirmative annual compliance report	X	X	X	X
		Remain actively involved in the Western Councils Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X
		Investigate and implement measures to return Collie Water Supply to a potable standard	DMES, TSM	Potable standard restored	X	X	X	X
		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

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
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
		Comply with current best practices for sewerage systems	DMES, TSM	Affirmative annual compliance report	X	X	X	X
		Explore the feasibility of UV treatment to re-use effluent for other uses	DMES, TSM	Feasibility Plan developed	X			
		Remain actively involved in the Western Councils Water Utilities Alliance	DMES, TSM	Meetings attended	X	X	X	X
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
		Install stormwater quality improvement devices (SQIDs)	DMES, TSM	Funding approved and devices installed	X	X	X	X

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
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
		Investigate and implement improved waste collection and waste processing processes	MHD	New improved processes implemented	X	X	X	X
		Implement the Ewenmar Waste Depot Management Regime, Strategies and Plan	MHD	New Management Plan implemented	X			
		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
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
		Investigate and implement new uses for processed green waste	MHD	New uses for processed green waste identified and utilised	X	X	X	X
		Investigate and implement state of the art recycling initiatives including the Return and Earn Program	MHD	New recycling initiatives introduced	X	X	X	X

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
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
		Assist in promoting and endorsing the CMCC guidelines to landowners	MHD	Guidelines promoted and endorsed	X	X	X	X
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
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
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 apprised 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
		Implement preservation and protection initiatives as required	DMES, MHD, TSM, RIM	Processes implemented	X	X	X	X

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
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
		Redevelop and implement the Mine Safety Management Plan	DMES, RIM, WHS/RC	Plan in place and implemented	X	X	X	X

5. Governance Delivery Program

Council can and should play both a leadership and a supporting role within our community.

Our Council should proactively support our community. At times, it will also work in partnership with the community.

Our Council will succeed if it is both financially sound and if it employs high-quality staff.

The community has identified the following key governance areas for action.

Our governance delivery program:

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
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
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
		Train community members and community groups on best practice grant preparation	EDVM	Number of successful grants	X	X	X	X
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
		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

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
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
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
		Implement actions to mitigate against known compliance risks	GM, SMT, MANEX, WHS/RC	Number of non-compliance notices	X	X	X	X
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
		Reassess Council's schedules of rates, fees and charges	GM, SMT, DMFA, DMES, MHD, MANEX	New schedules confirmed	X	X	X	X
		Review Council's investment management strategies	DMFA	New strategies developed and implemented	X	X	X	X
		Continually review and seek grant opportunities	GM, SMT, MANEX, MHD, RIM, TSM, IPM	Grants won	X	X	X	X

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
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
5.2.5	Improve procurement practices to maximise cost efficiency whilst supporting local businesses where possible	Utilise and maintain the VendorPanel procurement and contract management system	GM, SMT, MANEX	VendorPanel actively used	X	X	X	X
		Train staff in procurement and contract management practices	GM, SMT, MANEX	Staff trained	X	X	X	X
		Promote opportunities for local businesses to provide services to Council	GM, SMT, MANEX	Community and businesses informed	X	X	X	X
		Review the Procurement Policy to encourage participation of First Nations Businesses in providing services to Council	GM, DMFA	Policy reviewed and actions implemented	X	X	X	X
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
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Positive staff surveys	X	X	X	X
		Embrace the use of new technology to support our processes	GM, SMT, MANEX	Processes improved	X	X	X	X

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
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			
		Equip, empower and support staff to achieve their goals	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X
		Provide career path opportunities to incentivise staff and to improve business continuity	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X
		Implement a tailored training and development program for each member of staff	GM, SMT, MANEX	Staff reviews completed	X	X	X	X
		Implement formal flexible working arrangements for staff	GM, SMT, MANEX	Updated Workforce Plan and Strategy	X	X	X	X
		Review our salary system against current best practice	GM, SMT, MANEX	Updated salary system	X	X	X	X
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
		Provide Councillors with community leadership opportunities	GM, SMT	Opportunities provided	X	X	X	X
		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

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
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
		Obtain community feedback on Council's customer service	GM, SMT, MANEX	Increased customer satisfaction	X	X	X	X

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
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
		Negotiate with major developers to obtain new development funds	GM, SMT, MHD	Negotiations completed	X	X	X	X
		Allocate additional funds to the provision of new infrastructure and services for the community	GM, SMT, MHD, MANEX	Fund allocated	X	X	X	X

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
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
		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
		Meet with relevant State Government Ministers and Departments	Mayor, GM	Meetings conducted	X	X	X	X
5.4.3	Actively seek external support (financial and in-kind) from Government, alliance partners, the community and philanthropists to support the provision of new services and amenities for the community	Meet with community groups to consider the support that they might require to develop new community services and amenities	GM, SMT, MANEX	Meetings conducted	X	X	X	X
		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
		Facilitate meetings between the potential support providers and our community groups	GM, SMT, MANEX	Meetings conducted	X	X	X	X