



WALGETT SHIRE COUNCIL
DELIVERY PROGRAM: 2017/18 – 2020/21
OPERATIONAL PLAN: 2019/2020



Revised: 21 May 2019

Adopted: xx June 2019

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Attachments

Long Term Financial Plan

- Conservative Scenario – Zero general rate increase
- Moderate Scenario – 1.35% general rate increase
- Planned Scenario – 2.7% general rate increase

Statement of Revenue Policy

Fees and Charges 2019/2020

Walgett Shire Council Workforce Plan 2017/18 to 2020/21

Foreword – Mayor Martinez

I am pleased to present the revised four (4) year Walgett Shire Delivery Program and 2019/2020 Operational Plan to the Community.

The purpose of Council's IP&R documents is to focus on long-term strategic planning and to set priorities and aspirations aligned to what our community is asking of Council.

The Community strategic Plan reflects the areas that the community has identified as being important for maintaining the Social, Economic & Environmental wellbeing of Walgett Shire.

OUR COMMUNITY WANTS:

Town beautification	Support & promote tourist attractions
RV friendly towns	Enhanced options for people with disabilities
Quality water supply	Waste management/recycling
Sustainable river & catchment management	Environmental Sustainability
More employment opportunities	National promotion of local industries
Youth & Community facilities	Transport options
Increased tree planting	Improved footpaths, kerb & guttering
Improved disability access to facilities	Enhanced responsiveness to Community issues
Enhanced communication	Law & Order
Improved WSC website	Crime Prevention
Enhanced sporting facilities& public amenities	Roads- improved maintenance & enhancement
Aged care and facilities	Enhanced dissemination of information

The other plans that underpin this Plan are the Resourcing Strategy which involves the preparation of a Long Term (10 Year) Financial Plan, Asset Management (10 year) Plans and Workforce (4 year) Plan as well as this Delivery (4 year) Program and Operational (annual) Plan.

The Council continues to operate within a tight financial environment where government grants are increasingly competitive and local revenue raising capacity restricted by severe drought and associated economic factors. The Delivery Program and Operational Plan are directed at maximising community outcomes within these operating constraints.

Integrated Planning and Reporting

Council is again presenting its strategic direction and budget under the Integrated Planning and Reporting framework. It provides the basis for responding to community needs and aspirations within works programs and supporting budgets and plans.

Integrated Planning takes a longer term (10 year) outlook and is based around the Community Strategic plan that reflects the community's needs and aspirations. 2019/2020 is the seventh year of a ten year cycle. This provides for Council to take a strategic long-term approach to its activities and works programs and to ensure that these reflect the priorities of the Walgett Shire communities to the extent possible within available resources.

The Integrated Planning Model consist of a 'three tier' hierarchy of plans consisting of a Community Strategic Plan, a Delivery Program and an Operational Plan (see diagram below).

The Community Strategic Plan

The Walgett Community Strategic Plan (CSP) records the identified needs and aspirations of the community as communicated to the Council through the community consultation process. The plan identifies strategic objectives and strategies for achieving these under each of the following themes:

Community

Economic Development

Governance and Civil Leadership

Sustainable Living

Infrastructure

Delivery Program

The Delivery Program is aligned to the Council four year term of office. A public consultation process is being undertaken following the 2016 Council election to review the CSP. The revised CSP informs the development of a new four (4) year Delivery Program. It details the direction Council will undertake over a four year period towards achieving the objectives and strategies across the five themes of the CSP in the Community Strategic Plan.

The Delivery Program:

- Addresses the objectives and strategies of the Community Strategic Plan and identifies specific actions Council will undertake to achieve this.
- Informs, and is informed by, the Resourcing Strategy
- Addresses the scope of Council's operations
- Allocates responsibilities for each action or set of actions
- Includes budget items for the four year period and the Operational Plan 2017/2018
- Includes a method of assessment to determine the effectiveness of each activity detailed in the Delivery Program in achieving the strategy at which the action is directed.

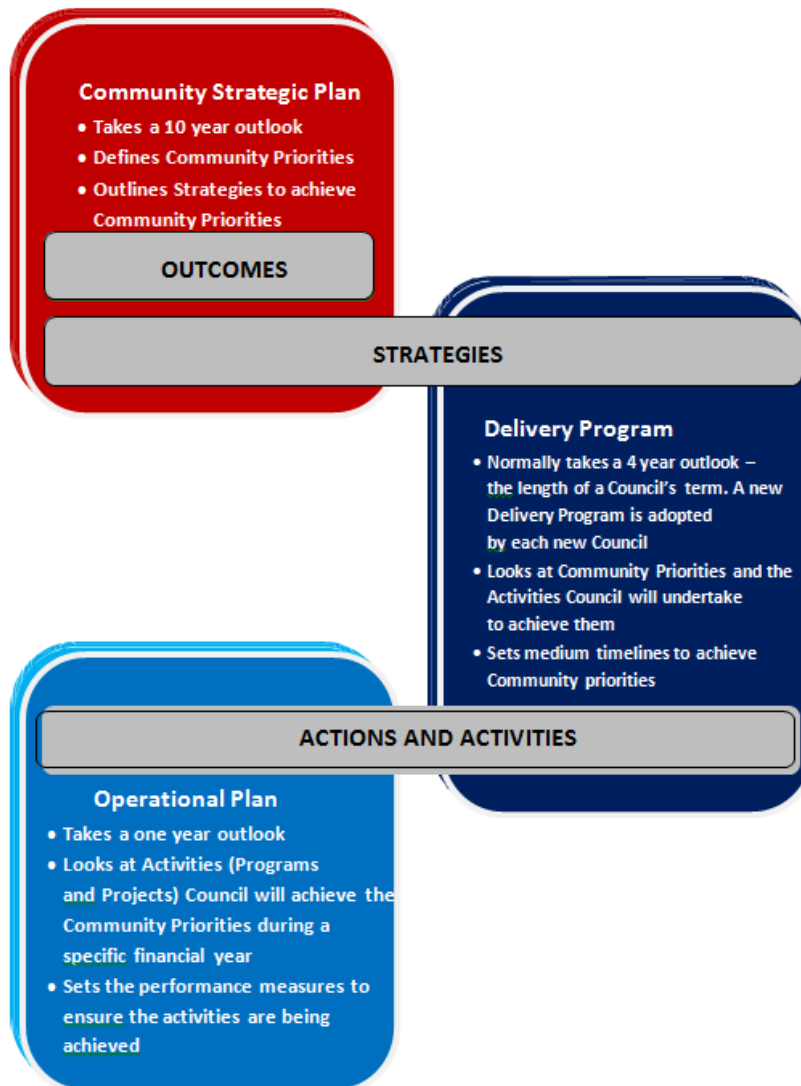
Council reviews its Delivery Program each year when preparing the annual Operational Plan. Progress reports are provided to Council, with respect to activities detailed in the Delivery Program, at six (6) monthly intervals.

Operational Plan

The Operational Plan is a sub-plan of the Delivery Program. It directly addresses the strategies outlined in the Delivery Program and identifies actions, programs and activities which Council proposes to undertake within the current financial year. The Operational Plan also allocates responsibilities for each action or set of actions and identifies measures for determining the effectiveness of the activities undertaken. It is supported by a detailed Budget, Long Term Financial Plan and Statement of Revenue Policy.

This document combines both the Delivery Program and Operational Plan.

How the Community Strategic Plan, Delivery Program and Operational Plan relate to each other



Strategic Objectives and Action Plans

Community Objectives

What is the community vision?

The aim for Walgett Shire over the next decade is that after energetically tackling its challenges and maximising its opportunities, Walgett Shire is home to resilient, resourceful, friendly people with a strong education base. They live within diverse cultures and respect each other and their unique outback environment. The community is socially satisfied, with minimal conflict and it provides opportunities for people of all backgrounds. The community is also welcoming to visitors and those passing through.

What are the challenges facing our community?

Walgett Shire's population in 2011 was just below 6,500 people, and faces many of the challenges common to small regional and remote communities.

Similar trends to those identified in the 2006 census have continued in the 2011 census

These include:

- A falling population
- An ageing population with a significant increase in persons aged 45+ years
- A significant gender imbalance, with males outnumbering females
- Providing appropriate services that respond to the needs of a diverse community.
- Towns within the Shire ranked very high in socio-economic disadvantage which highlights the emphasis given by the community to economic initiatives in the CSP.

What are the opportunities for strengthening our community?

To further expand and build on qualities that make Walgett Shire unique and special

- It's a friendly community with open space and a pleasant environment
- The co-existence of Aboriginal culture and European settlement that gives Walgett shire a strong identity and optimism for the future.
- It's a place where hard work is valued, where people can cooperate to achieve a goal (such as the swimming pool in Lightning Ridge) and where people with good ideas can flourish
- It draws people from around the world. Lightning Ridge, known as the Home of the Black Opal, is home to people from approximately 50 nationalities who work and socialise harmoniously.

What are the challenges to building a strong community?

The ABS (2011 census data) has identified the Walgett Shire as the third most disadvantaged Shire in NSW on measures such as low income, low education, high unemployment and unskilled occupations. The trends show that a number of challenges will continue for the Shire in the future, with crime and socio-economic disadvantage standing out as key issues. Strategies and actions for addressing these issues are detailed in the Delivery Program and Operational Plan.

Other factors that impact on the level of community wellbeing include;

- Drugs and alcohol misuse as issues of community concern
- Unemployment and lack of entertainment, recreation and sporting activities for young people as key contributors to social issues
- A lack of service organisations and resultant opportunities for people to participate in community activities and sports
- Some young people are not completing school, limiting their learning and career opportunities.

However, what the statistics don't show is that the Walgett Shire community works well together, is focussed on improving areas of disadvantage and has an extremely optimistic outlook for the future.

Over the ten year life of the current Community Strategic Plan (CSP) the Council will focus on implementing the strategies identified in the Community Strategic Plan

Programs and actions to support these strategies include:

Economic

- Facilitate the expansion and retention of existing industries
- Develop and source opportunities for wider promotion of Walgett Shire through effective utilisation of media and multimedia
- Development of a Shire wide Tourism Marketing Strategy and Plan, including upgrading of shire signage
- Advocate for significant projects such as the Australian Opal Centre at Lightning Ridge.
- Work with education decision-makers and funders to enhance learning outcomes for school children which builds on their knowledge and education base including participation in the 'School to Work Program'.
- Creating employment and traineeships for local people, including developing Aboriginal Employment and Drought relief strategies
- Undertake Industrial/Residential subdivision in Walgett and Lightning Ridge
- Develop Economic Development Strategy
- Develop a package of Economic Development incentives

Community

- Implement a Community Safety Plan that responds to the perception of 'fear of crime' in the community
- Promote participation in cultural and sporting activities as a means of building community capacity and wellbeing

- Develop an Aging Strategy
- Support Harmony Day and initiatives from the CALD community
- Ensuring that Aboriginal culture and identity are respected and acknowledged through consultation with Aboriginal community members on issues relating to land and cultural and natural heritage
- Engage with the Community and advocate to Government to improve educational outcomes and increased attendance at local schools.
- Engage a Multi-cultural Support worker based in Lightning Ridge.

Sustainability

- Develop and implement a Waste Management Strategy
- Develop a Rural Lifestyle Strategy

Infrastructure

- Continue to advocate for improved mobile phone and internet services
- Ensure that urban and rural infrastructure including water supply is effectively managed through an asset management framework
- Research and review opportunities for developing new and existing infrastructure through sourcing funding from loan
- Undertake raising of the height of the Walgett weir with grant funding allocated.
- Advocate for the development of new road and rail transport corridors
- Complete Walgett water supply security infrastructure
- Advocate for air services to Lightning Ridge and Walgett

Governance and Leadership

- Developing regional and local government initiatives that effectively respond to the issues and aspirations of the Walgett Shire community including progressing the Western Division Councils
- Implement an effective customer request system with the aim of improving service levels across all sections of council's operations.
- Develop processes that promote Council as an employer of choice in the Western Region
- Introduce processes that provide for more effective community engagement and involvement in Council decision making.

Who else will be involved in building a strong community?

State and Federal Government Departments, Walgett Aboriginal Medical Service, MacKillop Rural Services, Community Transport, Country Woman’s Associations, Farmers Association, Youth Groups, Sporting Associations, Community Working Parties, Walgett Shire schools, Aboriginal Education Consultative Group, Aboriginal Elder Groups, the Murdi Paaki Regional Employment Corporation, Yawarra Meamai Group, Mission Australia, Walgett Men’s Groups, Aboriginal Land Councils, Women’s Legal Services, Namoi House Inc, TAFE, and other community organisations within the Shire.

How will we measure success in building a strong community?

The Walgett Shire Growth Management Study and Strategy (2008) and the Walgett Shire Social Plan contain a detailed breakdown of strategies, actions, timelines and areas of responsibility for achieving the Shire’s community goals. The revision and implementation plans for these two programs are a blueprint for cross checking progress in building a strong community. The assessment of outcomes from implementing the CSP strategies through the Delivery Program and Operational Plan will be the primary method of assessment over the 10 year life of the plan.

Our Area and Demographics

Walgett Shire Local Government Area is located in the far north west of New South Wales and covers an area of 22,007 square kilometers. Walgett Shire borders with Queensland to the north, Moree Plains and Narrabri Councils to the east, Coonamble to the south and Brewarrina to the west.

The Shire is located on Gamilaroi country in the southern and eastern sector and to the north is on Yuwaalaraay country. Acknowledgement of the traditional occupiers of the land is an important part of the Shire’s history and social fabric.

The Shire is geographically on the productive black-soil plains of New South Wales, part of which is in the Central Division and part in the Western Division. The North and North West of the Shire is opal bearing country, which is home to the NSW state gemstone, the Black Opal.

Walgett Shire comprises thirteen towns, villages and hamlets spread throughout the Shire and the preserved opal fields of Grawin, Glengarry and Sheeppark. Each community has its own special identity and individual challenges and aspirations.

Population Changes (ABS - Place of Usual Residence)

1996	2001	2006	2011
8,144	7,536 (- 7.5%)	6,944 (- 7.9%)	6454 (-7.1%)

Federal and State Government Context

Council is actively engaged with Federal and State Governments in a number of areas and as such is aligned with its policy direction. As an example, Council's Youth Services provide extensive Federal and State Governments funded programmes and the Council is the provider of maintenance and construction services for state highways and regional roads within the shire. The Community Strategic Plan further highlights where the focus needs to be into the future: regional economic development, roads, rail and air infrastructure, transport, education and community services.

Federal Government *Council is committed to continue to work in partnership with the Federal Government in line with their policy direction and Council's Community Strategic Plan. The commitment of the Federal Government to continue funding the Roads to Recovery Programme until 2019 is an important component of the Council's capacity to address resident expectations relating to road infrastructure.*

Policy Direction: Regional Development *Regional Development is substantially dependent on Federal funding programs which are very competitive. Council is a lead agency in advocating for the establishment of the Australian Opal Centre at Lightning Ridge which has not progressed as quickly as was envisaged due to its difficulty in attracting substantial Federal funding.*

Policy Direction: Asset Management and Long Term Roads Planning *Council continues to develop and refine Asset Management Plans for all built and infrastructure assets. These plans will underpin decision making going forward and are a key requirement for continuing funding under State and Federal infrastructure programs.*

Policy Direction: Community Programs and Services Delivery *Council continues to work with local community groups and government agencies to deliver positive outcomes for the benefit of the whole community. Engagement with these groups and agencies will be focussed on achieving more effective outcomes that can occur through better alignment of, and cooperation in service delivery. The Council participates in the Western Division Council Group, which is directed at achieving better co-ordinated service delivery and 'on the ground' outcomes. Council in 2015 was successful with its application for funding under the Australian Government's Drought Communities Programme.*

Policy Direction: Natural Disaster Programmes *Sound disaster planning remains a high priority for Council, particularly for flood events. Council is committed to working with higher tiers of government to maximise the return to government through implementing "betterment" principals whenever feasible as part of the recovery process, particularly as it relates to the road network. Council facilitates the Walgett Shire Local Emergency Management Committees (LEMC) to address responses to emergency situations. The assistance and contribution by other agencies to the L.E.M.C is acknowledged and appreciated.*

State Government Investing in a Better Future – NSW State Plan

The objectives and strategies from the CSP relate substantially to the thirty two goals contained in the NSW State Plan (reprint below).

State Plan NSW 2021 32 Goals

**NSW 2021
32 GOALS**

REBUILD THE ECONOMY

1. Improve the performance of the NSW economy	3. Drive economic growth in regional NSW	5. Place downward pressure on the cost of living
2. Rebuild State finances	4. Increase the competitiveness of doing business in NSW	6. Strengthen the NSW skill base

RETURN QUALITY SERVICES

TRANSPORT

7. Reduce travel times

8. Grow patronage on public transport by making it a more attractive choice

9. Improve customer experience with transport services

10. Improve road safety

HEALTH

11. Keep people healthy and out of hospital

12. Provide world class clinical services with timely access and effective infrastructure

FAMILY & COMMUNITY SERVICES

13. Better protect the most vulnerable members of our community and break the cycle of disadvantage

14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

EDUCATION

15. Improve education and learning outcomes for all students

POLICE & JUSTICE

16. Prevent and reduce the level of crime

17. Prevent and reduce the level of re-offending

18. Improve community confidence in the justice system

RENOVATE INFRASTRUCTURE

19. Invest in critical infrastructure	20. Build liveable centres	21. Secure potable water supplies
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STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

22. Protect our natural environment	25. Increase opportunities for seniors in NSW to fully participate in community life	27. Enhance cultural, creative, sporting and recreation opportunities
23. Increase opportunities for people to look after their own neighbourhoods and environments	26. Fostering opportunity and partnership with Aboriginal people	28. Ensure NSW is ready to deal with major emergencies and natural disasters
24. Make it easier for people to be involved in their communities		

RESTORE ACCOUNTABILITY TO GOVERNMENT

29. Restore confidence and integrity in the planning system	31. Improve government transparency by increasing access to government information	32. Involve the community in decision making on government policy, services and projects
30. Restore trust in State and Local Government as a service provider		

Economic Growth – supporting jobs and attracting business development. This has been given additional emphasis with the appointment of an Economic Development Officer.

Transport – safe, accessible and reliable. Council will lobby the State Government to provide additional funding for the regular maintenance and upgrading of key Transport Routes (Road, Rail and Air)

Health – a system which provides high level care. Council will continue to work with State agencies and local services to enhance public health and wellbeing outcomes for residents across the Shire

Infrastructure – Council’s focus includes providing potable water supplies and associated infrastructure such as raising the height of the Walgett weir and completing stage 5 of the levee bank.

High quality of life – Council will continue its commitment to provide an inclusive community environment that recognises diversity and maximises opportunities for participation.

Disadvantaged Communities – Council will continue its focus on providing services and community development to disadvantaged sectors of the community and the development of longer term strategies that more broadly improve community wellbeing. Improved co-ordination and the development of ‘placed based’ program will form a key part of this.

Police and justice system – keeping people safe. Council will continue to work with key stakeholders in implementing a Community Safety Plan. Underpinning this is respect for all sections of the community and ongoing and meaningful consultation and engagement.

Council currently works in partnership with the State Government and receives funding for the functions of weed control, street lighting, and contributions towards infrastructure through the Roads Block Grant, Repair Program, Fixing Country Roads, R2R

Council is also an active member of:

- Outback Arts
- Orana Regional Organisation of Councils (OROC)
- Local Government NSW
- Western Division Group of Councils

Other partnerships include:

- Big Sky Library Service
- State Wide Mutual Insurance Group
- NSW Rural Fire Service
- Castlereagh Macquarie County Council

Community

Standard Service Levels

- Facilitate regular Community meetings
- Offer annual Community Grants Program
- Facilitate annual celebratory events per annum
- Provide a high quality Children's Services – (Youth Centres)
- Provide a high quality Library Services
- Maintain an online Community Directory and Volunteering Data Base
- Provide a Community Bus Resource for Community Events
- Provide community development and information service across the Shire
- Provide a range of opportunities for the Community to consult with Council

Measures of Progress

- MP1. Increased range of ways in which Council engages with the Community
- MP2. Increased grant funding provided to Council for Community Services
- MP3. Greater community participation at Community events
- MP4. Increased number of people using library services
- MP5. Increased number of families accessing Council's Children's services

Community

GOAL: Develop a connected, informed, resilient and inviting community

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
1.1.1	Support and initiate a range of local activities and projects that build community connections for all age sectors	Develop a community consultation framework Provide Sec 356 Donations and subsidies Develop projects in conjunction with community organisations	GM	✓	✓	✓	✓
1.1.2	Provide vibrant and welcoming town centres, streets and meeting places	Liaise with volunteers and other community groups to assist in maintenance of parks and gardens	DETS	✓	✓	✓	✓
1.1.3	Embellish our community with parks, paths, cycleways, facilities, and meeting places	Implement the active transport plan Progressively review and upgrade community halls and swimming pools	DETS GM	✓	✓	✓	✓
1.1.4	Respect the heritage of the region and highlight and enhance our unique characteristics	Continue to implement the recommendations of Council's heritage advisor	DES	✓	✓	✓	✓
1.1.5	Support, encourage and celebrate community participation and volunteerism	Creation and promotion of volunteer opportunities	GM	✓	✓	✓	✓
1.1.6	Work with other agencies and service providers to deliver community programmes, services and facilities which complement and enhance Council's service provision	Identify gaps in service delivery	EDO	✓	✓	✓	✓

GOAL: A safe, active and healthy Shire

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
1.2.1	Partner with health agencies and community organisations in promoting healthy lifestyles and better health outcomes	Engage with local sporting associations and peak sporting bodies	CSM	✓	✓	✓	✓
1.2.2	Support agencies and local organisations to address the availability of emergency services, affordable housing, disability and aged services and employment for people with disabilities	Consultation process for engaging with marginalised sections of community developed Enhanced wellbeing options provided for disadvantaged and marginalised community members	CSM	✓	✓	✓	✓
1.2.3	Work with key partners and the community to lobby for adequate health services in our region	Identify gaps in service delivery	DES	✓	✓	✓	✓
1.2.4	Provide, maintain and develop children's play and recreational facilities that encourage active participation	Operate youth centres and vacation care programs	CSM	✓	✓	✓	✓
1.2.5	Provide, maintain and develop passive recreational facilities and parklands to encourage greater utilisation and active participation	Maintain all parks and gardens including playground equipment and progressively upgrade shade shelters	DETS	✓	✓	✓	✓
1.2.6	Partner with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety	Partner with all combat emergency services and emergency support services Install and maintain cctv systems across the Shire	GM GM	✓	✓	✓	✓
	Provide effective regulatory, compliance and enforcement services for the community	Carry out food premises inspections to ensure compliance with the Food Act Target number of premises audited for fire safety compliance Undertake impounding of animals and registrations	DES	✓	✓	✓	✓

1.2.8	Provide and maintain accessible quality sport and recreation facilities that encourage participation	Inspections of Swimming Pools for compliance					
		Provide management and investigation of dog attacks and dangerous dog declarations					
		Orders to be issued or served where necessary					
		Maintain swimming pools and bore baths facilities and the surrounds	DETS	✓	✓	✓	✓

GOAL: A diverse and creative culture

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
1.3.1	Provide enhanced and innovative library services that encourage lifelong learning	Continue yearly membership of Outback Arts	CSM	✓	✓	✓	✓
		Support Arts Program					
		Increase use of library as a community space					
1.3.2	Work with the community and other agencies to develop major cultural and community events	Work with agencies to encourage events for the Shire	EDO	✓	✓	✓	✓
		Apply for grants for cultural events					
1.3.3	Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal and ageing communities	Implement the Aboriginal Reconciliation Plan	CSM	✓	✓	✓	✓
		Undertake Aboriginal Projects					
		Develop an ageing strategy					
1.3.4	Support the development of programs which offer alternative education programs and opportunities that meet the needs of specific community sectors	Establish programs for cadetships/traineeships	GM	✓	✓	✓	✓
		Advocate for the improvement of secondary school educational outcomes across the Shire	GM				

Economic Development

Standard Service Levels

Visitor Information Centre opened weekly

On Duty Building Inspector available Monday - Friday

All building inspections within 48 hours

Town Planner available during office hours

Written development enquiries responded to within 14 days

Measures of Progress

MP1. Review Visitor Information Guide every 2 Years

MP2. Increase by 5% the number of visitors yearly into the Information Centres

MP3. Increase % of certificates issued by Council

MP4. Monitor % of market share of Certificates issued by Council

MP5. Construction Certificates within legislative timeframes (10 days)

Economic Development

GOAL: An attractive environment for business, tourism and industry

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
2.1.1	Implement tools to simplify development processes and encourage quality commercial, industrial and residential development	Advocate for the development of the Australian Opal Centre Ensure that building certification and inspections are carried out as per National Construction and the requirements of the Building Professionals Board	GM DES	✓	✓	✓	✓
2.1.2	Develop the skills of businesses to maximize utilization of new technologies and the emerging broadband and telecommunications networks	Develop and implement an Economic Development Strategy Lobby for improved mobile phone coverage across the shire Implement an Economic Incentive Scheme	EDO EDO EDO	✓	✓	✓	✓
2.1.3	Lobby the Government to address needed infrastructure and services to match business and industry development in the region (education, transport and health)	Continue to lobby the Government for funding for transport infrastructure	GM	✓	✓	✓	✓
2.1.4	Promote the Walgett Shire to business and industry and increase recognition of the area's strategic advantages	Develop business development prospects in collaboration with various government agencies	EDO	✓	✓	✓	✓
2.1.5	Provision of caravan support facilities throughout the Shire	Maintain and expand facilities of the 'RV Friendly'	VIC	✓	✓	✓	✓

GOAL: Employment opportunities that supports local industries

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
2.2.1	Identify partnerships and innovative funding approaches to provide for new and upgraded infrastructure for event hosting and tourism expansion	Continue to apply for grants for a new information centres for Lightning Ridge and Walgett	GM	✓			
2.2.2	Provide land use planning that facilitates employment creation	Monitor and review Council's Local Environment Plan	DES	✓	✓	✓	✓
2.2.3	Support and encourage existing business and industry to develop and grow	Maintain a sufficient supply of residential, lifestyle, agriculture, commercial and industrial zoned land	DES	✓	✓	✓	✓
2.2.4	Develop and implement an economic development strategy which identifies potential projects and/or industries that build on the Shire's attributes and/or natural resources	Provide consultation with potential new business operators and pre-development application assistance	EDO	✓			
2.2.5	Encourage and support youth employment initiatives	Promote the school to work programme	EDO	✓	✓	✓	✓

GOAL: An efficient network of arterial roads & supporting infrastructure; town streets & footpaths that are adequate & maintained

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
2.3.1	Provide an effective road network that balances asset conditions with available resources and asset utilisation	Undertake bitumen maintenance program in line with service levels	DETS	✓	✓	✓	✓
		Undertake maintenance grading program in line with service levels	DETS				
2.3.2	Maintain, renew and replace Council bridges and culverts as required	Undertake annual inspections of all bridges and culverts and update the required maintenance and repair program	DETS	✓	✓	✓	✓
2.3.3	Ensure road network supporting assets are maintained (signs, posts, guardrails etc.)	Renew and maintain Council's road network supporting assets in-line with the Asset Management Plan	DETS	✓	✓	✓	✓
2.3.4	Maintain existing footpaths in Shire towns and villages	Undertake annual inspections of all footpath and update the required maintenance and repair program	DETS	✓	✓	✓	✓
2.3.5	Lobby the Government to provide needed funds to maintain regional networks	Continue to apply for grants for the reconstruction and sealing of unsealed Regional Roads and major Local Roads network	DETS GM	✓	✓	✓	✓

Investigate using SRV(5-15%) to fund a major upgrade of Local Roads

GOAL: Communities that are well serviced with essential infrastructure

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
2.4.1	Implement Council's strategic asset management plans and continue to develop asset systems	Implement an electronic asset management system for all Council assets	CFO	✓	✓	✓	✓
2.4.2	Ensure adequate public car parking and kerb and gutter infrastructure is provided and maintained	Inspect all kerb and gutter and undertake the required repair and replacement program	DETS	✓	✓	✓	✓
2.4.3	Provide the infrastructure to embellish public spaces and recreation areas	Undertake the maintenance program for Council's parks and gardens team	DETS	✓	✓	✓	✓
2.4.4	Continue to lobby Government to provide incentives to appeal to airline companies to service the region	Partner with Brewarrina and Bourke to lobby the Government to subsidise airlines and the reintroduction of RPT services for Walgett and Bourke	GM	✓	✓	✓	✓

Governance and Civic Leadership

Standard Service Levels

Provide financial concessions for eligible pensioners

Council provides 24 hours, 7 days a week phone service

A minimum of 10 Council Meetings per calendar year

A minimum of 10 Community Forums per calendar year

Quarterly Newsletter distributed Shire wide

Maintain social media presence

All external Council's Positions Vacant advertised through various related media

Measures of Progress

MP1. Timeliness of complaints requiring an intervention of Code of Conduct

Committee/sole reviewer

MP2. Increased website usage

MP3. Continue to work with government agencies to deliver improved spatial data outcomes

MP4. Carry out a Customer Satisfaction Survey with Council Services (every 2 years)

Governance and Civic Leadership

GOAL: An accountable and representative Council

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
3.1.1	Provide clear direction for the community through the development of the community strategic plan, delivery program and operational plan	Implement, monitor and review the Delivery and Operational Plan	CFO	✓	✓	✓	✓
3.1.2	Engage with the community effectively and use community input to inform decision making	Deliver a Local Government week Program to engage the community and show case services provided by Council	GM	✓	✓	✓	✓
3.1.3	Provide strong representation for the community at regional, state and federal levels	Distribute newsletters to residents	EDO				
		Participate in and make visible contributions to regional forums such as OROC and Western Division	GM	✓	✓	✓	✓
3.1.4	Undertake the civic duties of Council with the highest degree of professionalism and ethics	Advocate the needs of the Shire to State and Federal Governments	GM				
		Ensure annual pecuniary interest declarations are completed	GM	✓	✓	✓	✓
3.1.5	Councillors represent the interests of the whole of the Shire area	Ensure Councillors comply with the Code of Conduct	GM				
		Arrange seminars to ensure all Councillors appreciate their roles	GM	✓	✓	✓	✓

GOAL: Implement governance and financial management process that support the effective administration of Council

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
3.2.1	Develop processes that ensure that legislative and financial standards are actioned in a timely manner	Provide financial reports to management and staff to assist in budget control and decision making	CFO	✓	✓	✓	✓
		Complete quarterly budget review statements in line with statutory requirements	CFO				
		Review, revise and maintain Council's Long Term Financial Plan	CFO				
		Oversight financial decision making process	GM				

GOAL: Promote community involvement in Government decision making

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
3.2.1	Engage with the community through effective consultation and communication processes	Facilitate the delivery of community presentations to Council Meetings	GM	✓	✓	✓	✓
		Conduct regular community meetings to present the annual budget	GM				
		Promote community involvement in any emerging Government Initiatives	GM				
3.3.2	Develop and implement community feedback systems that provides for community input on council projects and activities	Develop an online survey for Council's website	EDO	✓	✓	✓	✓

GOAL: Promote community involvement in Government decision making

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
3.4.1	Resource the organisation of Council adequately to provide the services and support functions required to deliver the goals and strategies detailed in this plan	Resources provided in a timely fashion	GM	✓	✓	✓	✓
3.4.2	Implement and maintain a performance management framework to enable clear reporting on progress in Councils strategic planning documents	Report to Council Meetings	GM	✓	✓	✓	✓

Sustainable Living

Standard Service Levels

Domestic Waste collection offered each week

Deliver Environmental Educational Programs annually

Customer Requests for weeds and hazard reduction responded to within 14 days

Annual “free” microchip day

Bi-annual School Visits

Various education programs delivered throughout the year

Measures of Progress

MP1. Increased funding for bio-diversity programs

MP2. Decrease % illegal dumping

MP3. Manage the domestic waste and landfill management contracts

MP4. Implement the Waste Management Strategy

Sustainable Living

GOAL: Operate an an urban waste management system that meets the community needs and environmental standards

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
4.1.1	Develop and implement a Shire Wide Waste Management strategy that includes recycling services	Develop and implement the Waste Management Strategy	DES	✓	✓	✓	✓
		Effectively manage the domestic waste and landfill management contracts					
4.1.2	Implement initiatives to reduce illegal dumping and provide community education to prevent litter	Actively respond to complaints and issues identified to ensure appropriate outcomes for illegal development, dumping and other activities such as abandoned vehicles, noise pollution and odour.	DES	✓	✓	✓	✓
		Develop and implement a waste education program	DES				

GOAL: Provide potable and raw water supply systems that ensures enhanced water security and meets health standards

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
4.2.1	Improve and upgrade the water supply infrastructure through an asset management framework	Complete an annual water main replacement program	DETS	✓	✓	✓	✓
		Ensure water supply is provided and maintained in compliance with the Drinking Water Quality requirements					
4.2.2	Maintain and renew the sewerage network infrastructure to ensure the provision of efficient and environmentally-sound sewerage services	Operate the sewer treatment plants in an efficient manner	DETS	✓	✓	✓	✓
4.2.3	Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed	Maintain and renew the stormwater and drainage infrastructure	DETS	✓	✓	✓	✓

GOAL: A sustainable environment that recognises our rivers, natural environment, ecological systems and biodiversity

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
4.3.1	Promote and raise community awareness of environmental and biodiversity issues	Undertake waste avoidance, waste reduction and recycling program	DES	✓	✓	✓	✓
4.3.2	Protect and maintain a healthy catchments and waterways	Inspect Council's water networks and take samples when necessary	DETS	✓	✓	✓	✓
4.3.3	Protect the Shire's historic buildings and sites recognising their value to the community	Implement the recommendations of Council's heritage advisor	DES	✓	✓	✓	✓

GOAL: Maintain a healthy balance between development and the environment

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
4.4.1	Retain open space that are accessible to everyone	Monitor environmental protection measures for sensitive land	DES	✓	✓	✓	✓
4.4.2	Ensure that Walgett Shire is sufficiently prepared to deal with natural disasters	Provide annual contribution to the RFS, SES and NSW Fire and rescue	GM	✓	✓	✓	✓
4.4.3	Educate the community about sustainable practices	Promote and provide adequate and user friendly pre-lodgement advice on all aspects of development	DES	✓	✓	✓	✓

Infrastructure

Standard Service Levels

Ensure all facilities are clean & safe as per relevant standards

Mow grass as per maintenance schedule

Customer Request Acknowledgement within 7 working days

Customer Request Response within 14 working days

Measures of Progress

MP1. Increased utilisation of recreational and community facilities

MP2. Provision of improved facilities to meet the changing needs of the community

(Works Program is being delivered)

MP3. Refine and adjust maintenance schedules to ensure longevity of Council Assets

MP4. Key high priority projects delivered

MP5. % of road maintenance budget expended

Infrastructure

GOAL: Provide and maintain an effective road network that meets the community needs and expectations

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
5.1.1	Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices	Continually revise the works program for regional and local roads	DETS	✓	✓	✓	✓
5.1.2	Develop a strategy that addresses transport options for the local community	Advocate for taxi services, air services and public transport	GM	✓	✓	✓	✓
5.1.3	An effective complaints management process that effectively responds to residents issues regarding roads	Maintain complaints management process	DETS	✓	✓	✓	✓
		Complaints actioned within 7 days through the CAR system	CFO				

GOAL: A Regional and State Road network that is appropriately supported and resourced by the Government

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
5.2.1	Ensure that the road network is maintained to a standard that is achievable within the resources available	Continually revise the works program for regional and local roads	DETS	✓	✓	✓	✓
5.2.2	Maintain an effective operational relationship with the Roads and Maritime Services	Submit progress reports in a timely manner	DETS	✓	✓	✓	✓
5.2.3	Lobby the Government to provide needed funds to maintain regional and state road networks	Continue to advocate for betterment and other funding through advocacy to state/federal Government	GM	✓	✓	✓	✓

GOAL: Maintain and improve Council's property assets to an optimal level

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
5.3.1	Manage properties in accordance with Council Asset Management Plan	Carry out the property works programme in line with the annual budget	CFO	✓	✓	✓	✓

GOAL: Provision of facilities and communication services

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	17/18	18/19	19/20	20/21
5.4.1	Provide a range of recreational and community facilities	Maintain and upgrade Council's community halls and reserves	CFO	✓	✓	✓	✓
5.4.2	Represent the community with regard to external services including energy, communication, water, waste management and resource recovery	Lobby service providers in response to identified community concerns including mobile phone services	GM	✓	✓	✓	✓
5.4.3	Advocate to utility and communication providers regarding the capacity and reliability of infrastructure across the Shire	Lobby service providers in response to identified community concerns	GM	✓	✓	✓	✓