



**ATTACHMENT DOCUMENT
FOR
COUNCIL MEETING**

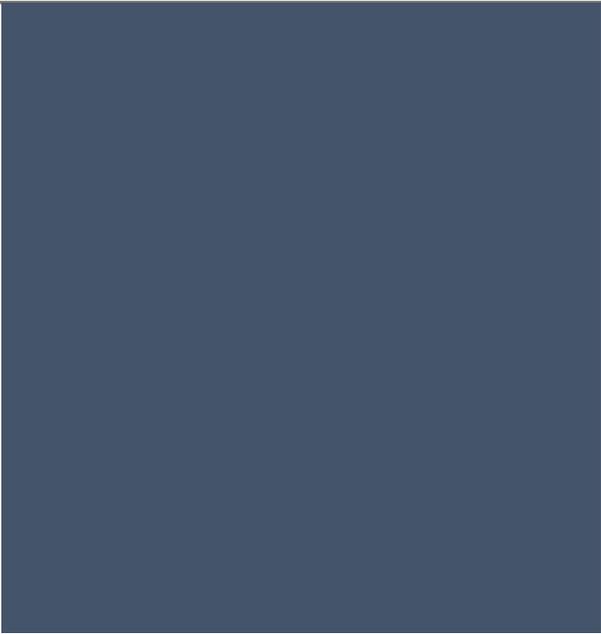
Tuesday 30 November 2021

PART C

Michael Urquhart
GENERAL MANAGER

AGENDA

- 1. Term Report 2016/2021*



End of Term Report

2016/2021

Presented to the Council Meeting :
30th November 2021

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About This Report

Council in 2017 adopted its 2017-2027 Community Strategic Plan, and now in accordance with NSW legislation “Integrated Planning and Reporting” (IPR), Council must now prepare its first “End of Term” report on the progress in implementing the objectives of this plan.

The Walgett Shire Community Strategic Plan (CSP) captures the strengths and the key issues facing the Shire and in response it establishes strategies to provide Council and the community with a focus and direction for achieving the outcomes we all desire.

The CSP covers five key themes – Community, Sustainable Living, Economic Development, Infrastructure, and Governance/Civic Leadership. For each theme it sets out where our community sees itself going, how we will get there and what role the Council will play, either through providing direct services and programs, in partnership with other agencies, or by lobbying other agencies for change.

This report sets out what Council has done towards achieving the strategies.



Council Vision Statement

“That the community utilise the opportunities that arise from our environment to improve their quality of life whilst embracing its ethnic and social diversity, for the benefit of all”.

Mission Statement

Walgett Shire will:

- Provide focused and ethical leadership
- Deliver quality services and effective stewardship of all local infrastructure
- Remain environmentally sustainable, prosperous and vibrant
- Promote the Shire as a great place to live, work and visit
- Lobby all levels of government to ensure that appropriate levels of support are provided for health, education, employment and housing as well as infrastructure development and maintenance
- Co-operate with other bodies and areas in the sharing of specialist resources and facilities

Community Values

Walgett Shire strives to deliver:

- Respect
- Integrity
- Ethical conduct
- Courage
- Honesty
- Accountability
- Responsibility

Acknowledgement of Country

ACKNOWLEDGMENT OF COUNTRY:

Where we live.... where we work.... where we grow:

We sincerely acknowledge the first people, the Gamilaroi and Yuwaalaraay people, traditional custodians of the land & waterways, the spiritual & cultural connectors within our Local Government Area.

Over the last fifty or more years significant steps towards reconciliation have been undertaken, this journey is ongoing. We all have a role to play in building resilience and determination in maintaining the importance of our first peoples.

The cultural connections, identity and traditions are vital in acknowledging and respecting the world's oldest living culture. We pay our respect to Elders both past, present and emerging.



Mayors Message

It gives me great pleasure to present the Walgett Shire Council End of Term report 2016-2021.

The Local Government elections scheduled for September 2020 were postponed until 2021 because of the Covid Pandemic, this has meant the normal four (4) year term was extended to five (5) years.

The Councillors and I were elected in 2016, and over the past five years we have worked tirelessly to deliver what the community has seen as their priorities for making Walgett Shire a more sustainable and vibrant place for residents and visitors.

The past two (2) years have been a very trying time with the arrival of the Covid pandemic and months of lockdowns and stay at home orders. I shall take this opportunity to congratulate the community for their compliance with the orders, and more importantly for taking up the vaccinations to protect families and the wider community.

In July 2018 Council joined the Far North West Joint Organisation (FNWJO) of Councils, along with constituent member Councils Cobar and Bourke. The JO has focused its attention on the return of air services to the region and this was successfully achieved in August 2019 when services were re-instated to Bourke, Walgett, Cobar and Lightning Ridge. Other issues addressed by the JO include tourism initiatives, regional roads review and contaminated lands.

The JO received funding under the Joint Organisations Tourism and Cultural fund of which \$1.425 million was allocated to Walgett Shire and this was fully allocated toward construction of the Australian Opal Centre tourist attraction and education facility in Lightning Ridge. The centre will be a first class tourism attraction, a world leading facility for information, education, and opal exploration.

For much of the term the shire was in the grip of drought, and for the first time in many decades the Namoi River was completely dry and the Walgett Township totally reliant upon water from its Wee Waa Street bore. The mighty Barwon River was reduced to stagnant water holes, an unprecedented time for our First Nations People and the many communities reliant upon the river systems for survival. In response to the situation Council successfully lobbied the NSW Government for emergency drought relief funding and sunk bores at both Collarenebri and Walgett.

In 2021 a Council delegation met with the NSW Minister for Water tabling a three point funding strategy for further drought proofing of Walgett. The initiatives included a new Barwon River offtake above the Walgett weir, a third artesian bore north of Walgett and an upgrade of the Walgett Sewer Treatment Plant to produce reuse water to the environment.

In 2021 Walgett Shire Council in conjunction with the Public Works Authority successfully completed the long awaited raising of the Walgett weir and construction of adjacent fish way. The final cost of the project



was \$8.8 million with the fish way being the major cost component. Raising of the weir provides the Walgett community with an additional nine (9) months water storage.

Road infrastructure improvement is high on Council's list of priorities, and during this term a proactive approach was taken, in terms of producing a strategic planning document, a feasibility study highlighting the need to upgrade the 'Come By Chance' Road" and this approach has paid off with Council receiving a total of \$12.7 million to reconstruct and seal the remaining 52klms between Walgett and Pilliga. Sealing of the missing link will allow for the reliable movement of agricultural products and livestock, improved road safety for motorists and access to Walgett for residents during wet weather events. This road services a vibrant agricultural community to the east of the shire and the upgrade will also improve efficiency of farming operations, allow greater on farm investment and no doubt will encourage tourists to take this scenic route into the shire.

Council continues to lobby NSW Government for improved road funding, in particular the Walgett Shire Regional road network that is deteriorating because of sub-standard construction techniques, and lack of routine resealing programs over the life of these roads. In 2021 a Council delegation met with the NSW Minister for Regional transport and Roads and tabled a strategy for funding to reseal the regional road network every 15 years.

During the past year Council has lobbied both Commonwealth and NSW State Governments on a number of issues from road funding, sustainable mining and tourism industries, and upgrade of telecommunications infrastructure.

The community service activity at a Local Government level is now firmly etched into the organisations delivery program as a core functional expenditure area with a myriad of programs from youth and holiday centres, Local Government, Senior's and Youth week programs. These programs have made a big difference to the lives of so many people and the engagement strategy is setting a high bar for others. Throughout our time in office the Community Services team has gone from strength to strength with the team winning five (5) consecutive Local Government week awards for outstanding attendance and events in the annual youth week celebrations.

In late 2018 Council seized on the opportunity to expand its presence in the shire providing administration/customer services and Centrelink agency function by opening an office in Lightning Ridge. The Agency has operated successfully for the past three (3) years and transactions have increased 100% during this time. The Collarenebri Postal Agency continues to be a go to place for locals and visitors to the shire. Agency turnover has also increased significantly with the introduction of retail lines and a shop local campaign.

In closing, I would like to thank my fellow Councillors for their ongoing support and contribution over the past five (5) years. To the management and staff I congratulate you for your continuing commitment to service delivery aimed at making the Walgett Shire a sustainable and attractive place for residents and visitors alike.

Clr Ian Woodcock OAM

About Walgett Shire

Walgett Shire is located in the Outback Region of NSW along the banks of the Barwon and Namoi Rivers. The Shire comprises a number of towns and villages; Walgett, Lightning Ridge, Collarenebri, Burren Junction, Carinda, Rowena, Pokataroo, Cumborah, Cryon and Come-by-Chance, Grawin, Glengarry and Sheepyards and covers an area of approximately 22,000 square kilometers.

Each of the towns and villages have their own stories to tell and personalities to meet but the rural charm with country hospitality is found everywhere.

The land within the Shire provides an important resource, both for the Shire and the wider region. This resource consists of a number of components:

- Productive agriculture
- Rural landscapes
- Waterways
- Mineral Deposits
- Native vegetation Industry
- Community facilities and services
- Cultural heritage

Each of the towns and villages have their own stories to tell and personalities to meet but the rural charm with country hospitality is found everywhere.

Council Composition

- ❖ Clr Ian Woodcock (Mayor)
- ❖ Clr Manuel Martinez (Deputy Mayor)
- ❖ Clr Jane Keir
- ❖ Clr Kelly Smith
- ❖ Clr Robert Turnbull
- ❖ Clr Lawrence Walford
- ❖ Clr Bill Murray
- ❖ Clr Michael Taylor
- ❖ Clr Tanya Cameron

Understanding the Community Strategic Plan (CSP)

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the community, Council is not wholly responsible for the implementation of the plan. Everyone who has an interest in the Walgett Shire is responsible for the delivery of the outcomes in this plan. In other words it is the collective expertise and actions of individuals, community groups, organisations, and all levels of government that transform aspirations into reality.

Council uses the CSP to develop its own Delivery Programme and Operational Plan outlining what we are able to do to assist in achieving the outcomes and strategies. It is also envisaged other partners and stakeholders, such as federal and state agencies, NGOs and community groups will respond to the CSP by including in their planning processes how they will help deliver the outcomes and long term strategies in the Walgett CSP.

THE PLAN FOCUSES ON FIVE THEMES:

- 1 Looking after the – COMMUNITY
- 2 Building a strong local economy – ECONOMIC DEVELOPMENT
- 3 Accountable and Transparent – GOVERNANCE AND CIVIC LEADERSHIP
- 4 Caring for the environment – SUSTAINABLE LIVING
- 5 Management and provision of – INFRASTRUCTURE

Understanding Community Satisfaction

Council in 2020 engaged community research company Micromex Research to undertake a survey to assess the communities overall satisfaction with Councils performance in terms of services and facilities. The survey also identifies the highest priorities for residents and the most valued aspects of the area, and resident attitudes.

The phone survey is a way of collecting information from a sample, a cross section of the community which ultimately represents the view of the whole community. One advantage of the phone survey is it generally has a much higher response than a paper survey as participants can seek clarification and ask questions about the survey.

A large number of Councils in NSW conduct annual satisfaction surveys to check their resident's level of satisfaction with Council's performance, and identify which services need improvement. The survey helps Council compare year on year results and against the NSW regional average.

In summary results of the survey show the Walgett Shire communities highest priorities as being:

- Roads, and kerb and guttering
- Encouraging tourism
- Water quality and supply
- Improved communication/planning and Council management

The top five (5) services and facilities receiving the highest community satisfaction were:

- Libraries
- Sewerage
- Swimming pools
- Cemeteries
- Council buildings

The five (5) services or facilities receiving the least satisfaction were:

- Unsealed roads
- Development (Economic)
- Town planning
- Sealed roads
- Animals, weeds and pest management

While the most valued aspects of the shire is all about where we live and the environment:

- Community/family/friends
- Freedom/open space
- Atmosphere
- Lifestyle
- Natural environment and climate

Community Survey



Background & Methodology

Why?

- Identify the community's overall level of satisfaction with Council performance
- Assess and establish community priorities and satisfaction with Council activities, services, and facilities
- Identify the community's level of agreement with statements regarding the Walgett Shire Council area
- Understand residents' perceived quality of life living in the Walgett Shire LGA

How?

- Telephone survey (landline and mobile) to N=227 residents
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 6.5%

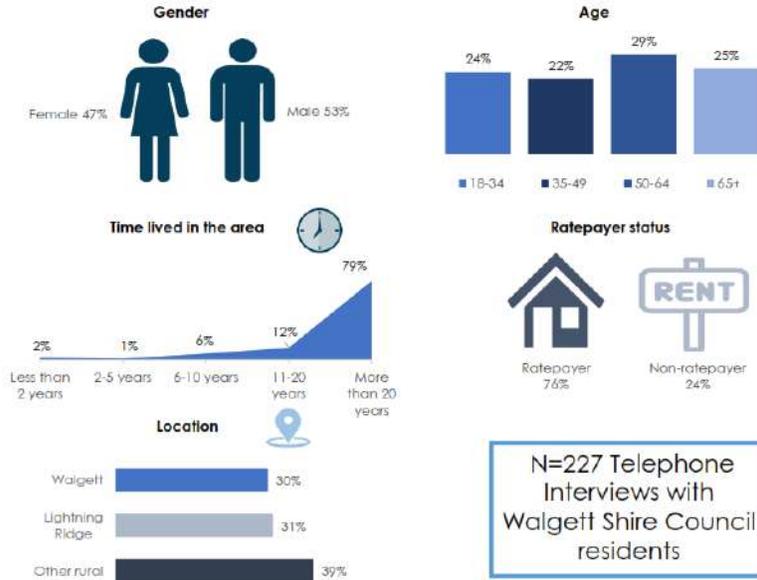
When?

- Implementation 20th – 30th July 2020



Sample Profile

The sample was weighted by age and gender to reflect the 2016 ABS community profile of Walgett Shire Council.



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Summary Findings



63% of Walgett Shire residents were at least somewhat satisfied with the performance of Council in the last 12 months



81% of residents rate their quality of life as good to excellent



70% of Walgett Shire residents agree with the statement 'Walgett Shire is a good place to live'

Top Drivers of Overall Satisfaction



Development



Council's customer service



Caravan parks



CBD main streets

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Summary Findings

Highest Priority Issues



Roads/kerb and guttering



Encouraging tourism



Quality of water/water supply



Improved communication/planning/management from Council

Most Valued Aspects of the area



Community feel/friends/family



Freedom/isolation/open space



Atmosphere



Lifestyle

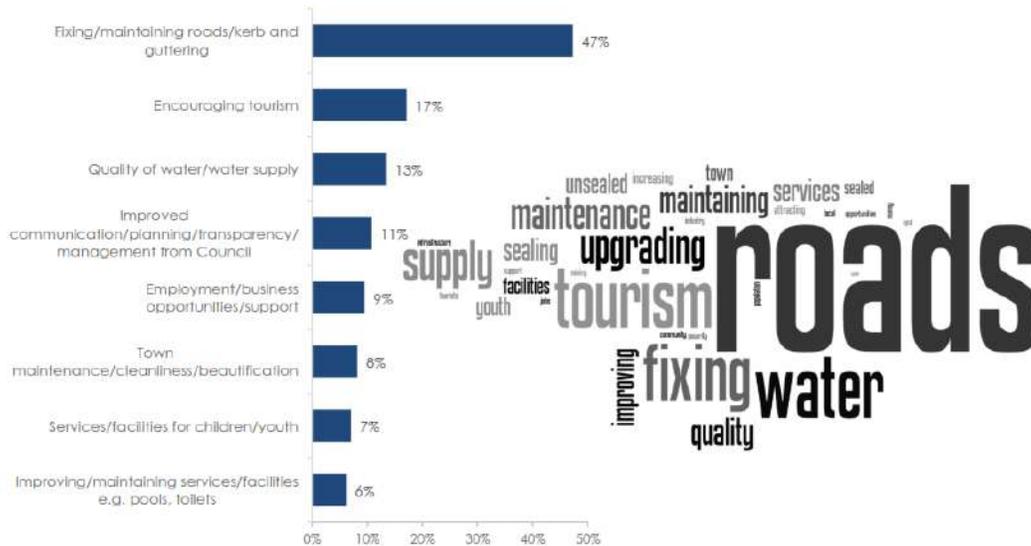


Natural environment/climate

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Priority Issues

Q2. Thinking of the next 10 years, what do you believe will be the highest priority issues within the local area?



Base: N=227

47% of Walgett Shire Council residents believe that fixing and maintaining roads will be the highest priority issue in the area. Encouraging tourism and concerns around water supply and quality were also commonly mentioned.

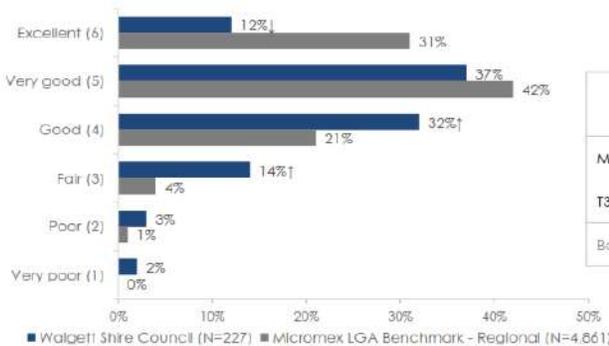
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Quality of Life

Q3b. Overall, how would you rate the quality of life you have living in the shire?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	4.37	4.49	4.25	4.50	4.28	4.34	4.37
Base	227	120	107	55	50	66	56

	Location			Ratepayer status	
	Walgett	Lightning Ridge	Other	Ratepayer	Non-ratepayer
Mean rating	4.35	4.52	4.28	4.31	4.58
Base	67	71	89	173	54



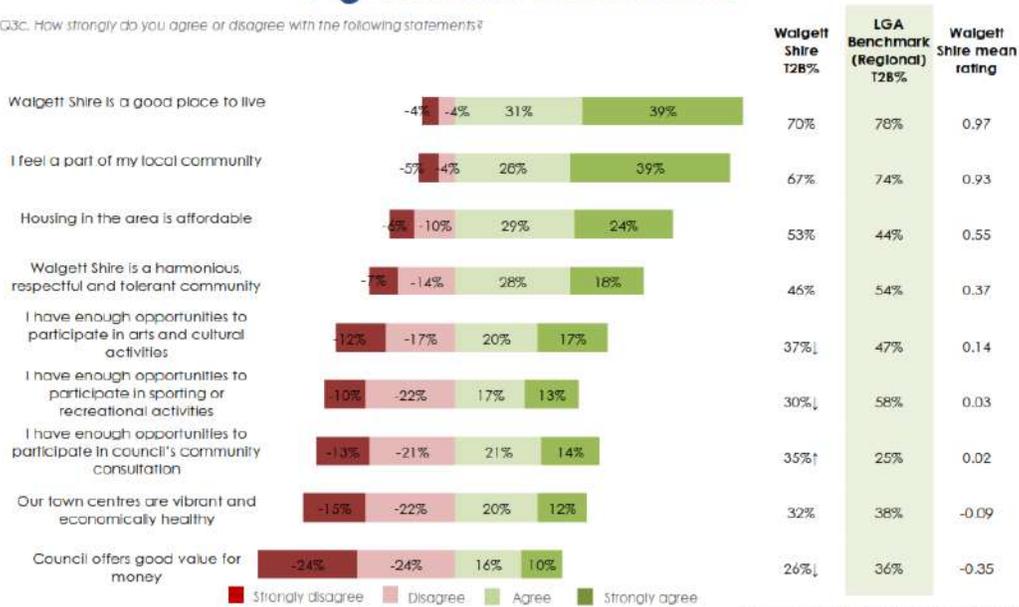
	Walgett Shire Council	Micromex LGA Benchmark - Regional
Mean rating	4.37↓	4.96
T3 Box	81%↓	94%
Base	227	4,861

81% of Walgett Shire residents rate their quality of life as 'good' to 'excellent'. This result is below the regional benchmark. Though not significant, perceived quality of life was higher for those aged 18-34, non-ratepayers and those in the Lightning Ridge area.

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Agreement Statements

Q3c. How strongly do you agree or disagree with the following statements?



Base: N=227

Scale: -1 = strongly disagree, 2 = strongly agree

† = positive/negative difference equal to/greater than 10% from Benchmark.

The statement with the highest level of agreement was 'Walgett Shire is a good place to live', with 70% of residents in agreement.

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Service Areas

A core element of this community survey was the rating of 33 facilities/services in terms of importance and satisfaction. Each of the 33 facilities/services were grouped into service areas as detailed below:

<p>Infrastructure</p> <ul style="list-style-type: none"> Unsealed roads Sealed roads Footpaths Water supply Sewerage Kerb and gutters Council buildings 	<p>Recreation and Culture</p> <ul style="list-style-type: none"> Parks Playgrounds Swimming pools Sportsgrounds Libraries Festivals and events 	<p>Regulatory Services</p> <ul style="list-style-type: none"> Town planning Development Animals, weeds and pest management Rubbish Council customer service
<p>Community Services</p> <ul style="list-style-type: none"> Public toilets Cemeteries Children's services Youth services Indigenous services Cultural services 	<p>Economic Support</p> <ul style="list-style-type: none"> Industry support Tourism Caravan parks Airports 	<p>Town and Village Appearance</p> <ul style="list-style-type: none"> Order and cleanliness Signage Nature strips Attractiveness CBD main streets

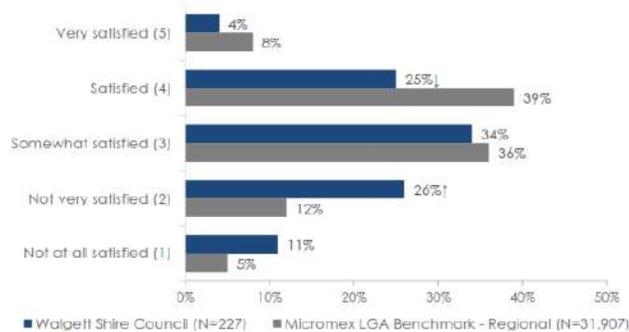
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Overall Satisfaction

Q1b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean rating	2.87	2.81	2.93	2.83	2.98	2.76	2.92
Base	227	120	107	55	50	66	56

	Location			Ratepayer status	
	Walgett	Lightning Ridge	Other	Ratepayer	Non-ratepayer
Mean rating	2.61 ▼	3.24 ▲	2.76	2.81	3.04
Base	67	71	89	173	54



	Walgett Shire Council	Micromex LGA Benchmark - Regional
Mean rating	2.87 ↓	3.34
T3 Box	63% ↓	83%
Base	227	31,907

Scale: 1 = not at all satisfied, 5 = very satisfied
 [] = A significantly higher/lower level of satisfaction (compared to the Benchmark) ▲ ▼ = A significantly higher/lower level of satisfaction (by group)

63% of Walgett Shire residents were at least 'somewhat satisfied' with Council's performance over the last 12 months (below our regional norms). Those living in Lightning Ridge had significantly higher levels of satisfaction, whilst Walgett residents were significantly less satisfied.

Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

Importance

The following services/facilities received the highest importance mean ratings:

Top 5 for importance	Mean	T2 Box
Order and cleanliness	4.64	92%
Sealed roads	4.62	88%
Cemeteries	4.49	83%
Animals, weeds and pest management	4.48	85%
Rubbish	4.46	84%

The following services/facilities received the lowest importance mean ratings:

Bottom 5 for importance	Mean	T2 Box
Council buildings	3.41	56%
Footpaths	3.52	55%
Kerb and gutters	3.53	56%
Nature strips	3.79	60%
Sewerage	3.79	65%

Satisfaction

The following services/facilities received the highest satisfaction mean ratings:

Top 5 for satisfaction	Mean	T3 Box
Libraries	3.90	88%
Sewerage	3.86	83%
Swimming pools	3.75	83%
Cemeteries	3.73	85%
Council buildings	3.53	87%

The following services/facilities received the lowest satisfaction mean ratings:

Bottom 5 for satisfaction	Mean	T3 Box
Unsealed roads	2.23	35%
Development	2.64	53%
Town planning	2.74	58%
Sealed roads	2.79	57%
Animals, weeds and pest management	2.80	56%

Scale: 1 = not at all important, 5 = very important

Scale: 1 = not at all satisfied, 5 = very satisfied

A core element of this community survey was the rating of 33 facilities/services in terms of importance and satisfaction. The above analysis identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

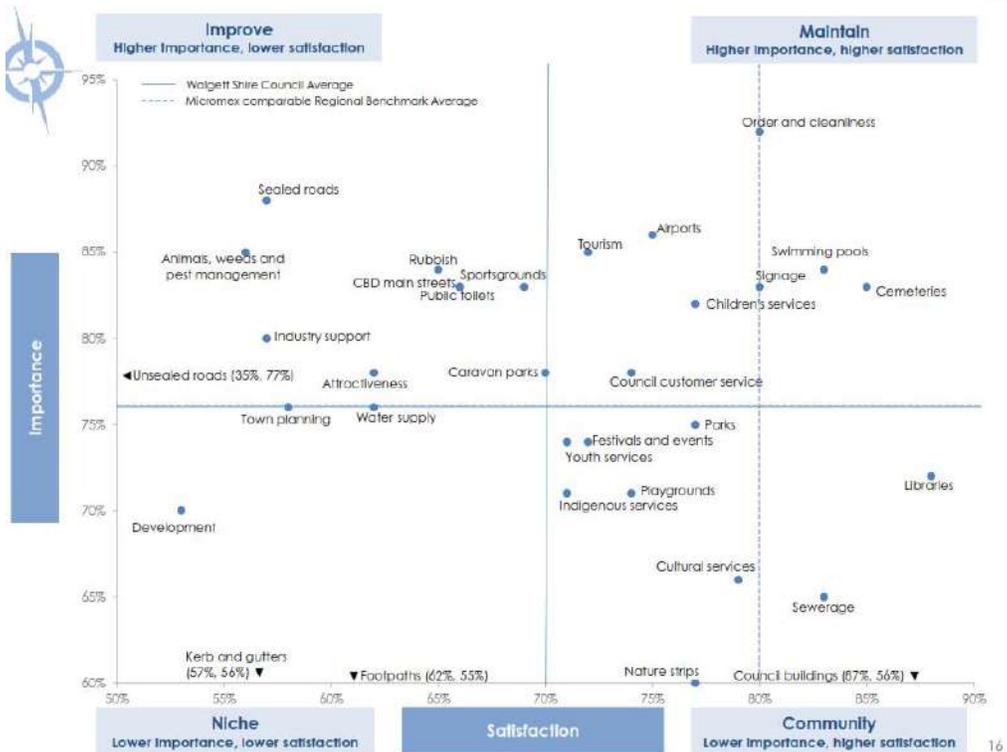
Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities had a top 2 box Importance rating of 70% or higher, whilst resident satisfaction for all of these areas is between 35% and 66%.

The measures with the largest gaps in performance (between importance and satisfaction) centre around aesthetics and planning for the area.

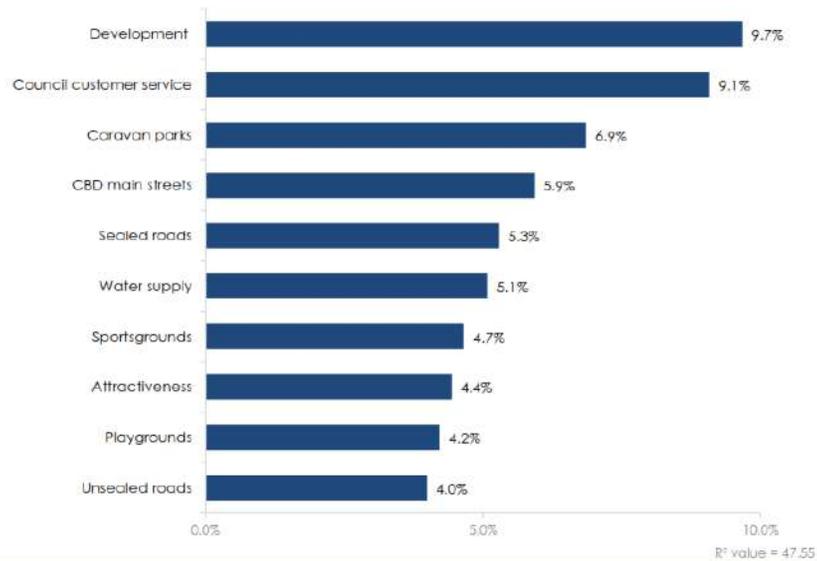
Service/Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance – Satisfaction)
Unsealed roads	77%	35%	42%
Sealed roads	68%	57%	31%
Animals, weeds and pest management	85%	56%	29%
Industry support	80%	57%	23%
Rubbish	84%	65%	19%
Town planning	76%	58%	18%
CBD main streets	83%	66%	17%
Public toilets	83%	66%	17%
Development	70%	53%	17%
Attractiveness	78%	62%	16%

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction of an LGA level. This is when we undertake step 2 of the analysis.



Key Drivers of Overall Satisfaction with Council

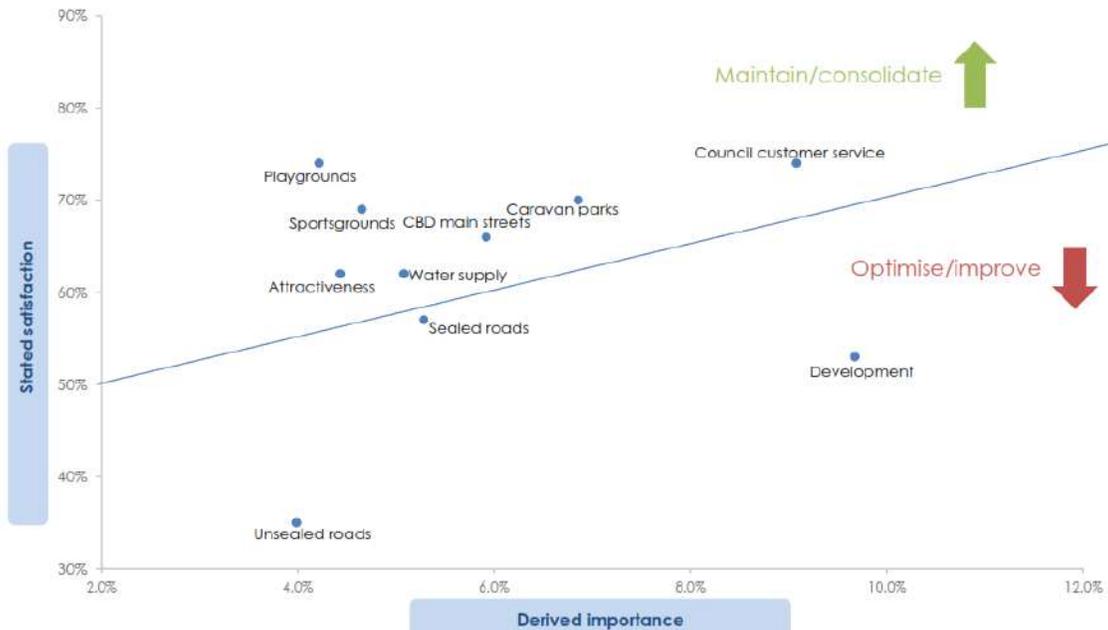
Dependent variable: Q1b. 'Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?'



These 10 services/facilities are the key community priorities and by addressing these, Walgett Shire Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

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Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Shapley result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.

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Recommendations

Recommendations

1. Continue to promote the region as a unique location, and understand expectations in relation to tourism and economic development in the area.
2. Understand expectations regarding the upkeep and appearance of the area.
3. Clarify community needs regarding opportunities to participate in arts, culture, sport and recreation.
4. Communicate with residents about current and proposed road network plans/strategies.
5. Continue to ensure the community is well informed in terms of long term planning for the area, and understand community expectations in relation to development.



Infrastructure Renewal

Council's asset base has a net carrying amount (written down value) of \$310 million as at 30th June 2021, with assets classes consisting of roads, buildings, water and sewer networks, plant and equipment, stormwater drainage, land and other structures. Each year our assets depreciate or lose value over time because of wear and tear, construction date, type of asset, asset construction technique, and environmental conditions. The depreciation expense is a measure of an assets consumption over time, and the present annual depreciation cost is \$7 million in 2020/2021.

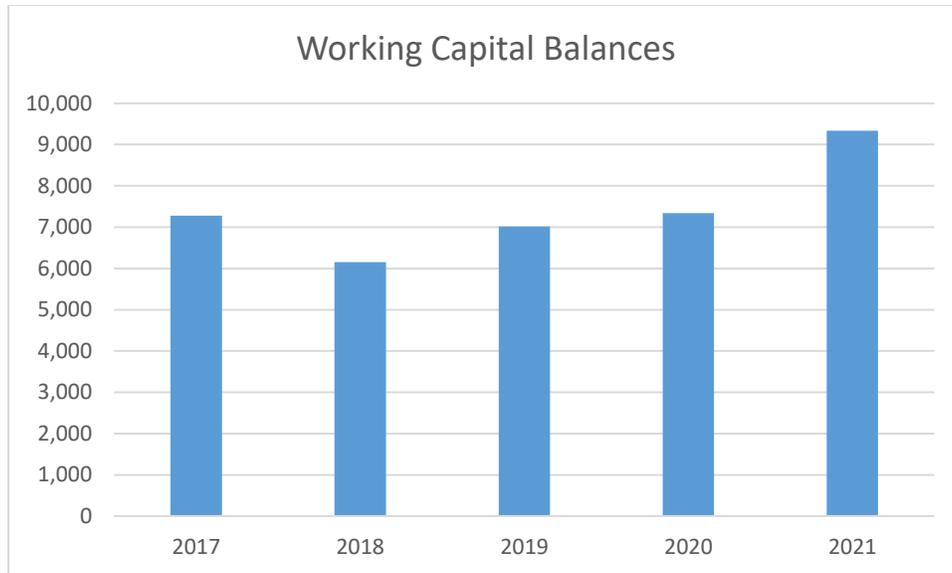
Renewal of assets is an important element of Local Governments charter as the custodian and trustee of public assets Council has a responsibility to effectively and efficiently manage its assets. Development of appropriate asset management strategies are also essential for maintenance programs and asset renewal scheduling. Listed below are some of the major asset renewals and acquisitions over the past five (5) years.

ASSET	VALUE \$	ASSET	VALUE \$
Grawin Bore	698,000	Lorne Road gravel re-sheeting	362,000
Blacks Bridge upgrade	845,000	Burren junction hall upgrade	338,000
Harris Bridge upgrade	631,000	Walgett showground toilets	149,000
Wanourie Bridge upgrade	1,051,000	Walgett weir	8,800,000
Walgett saleyards truck wash	589,000	Collarenebri Pump station	217,000
Walgett K&G renewal	769,000	Collarenebri new artesian bore	1,317,000
Walgett Levee upgrade	3,966,000	Shakespeare Street gravel	197,000
Come By Chance Rd upgrade	2,824,000	Lightning Ridge Main Street	379,000
Bugilbone Road upgrade	4,969,000	Walgett Wee Waa Sts footpath	336,000
Lightning Ridge airport upgrade	329,000	Collarenebri boat ramp	153,000
Gundabloui Road upgrade	3,287,000	Bill O'Brien Way reseal	422,000
Mercadool Road gravel re-sheet	542,000	Cumborah artesian bore	777,000
Wanourie Creek road upgrade	222,000	Opal Park upgrade	155,000
Collarenebri Showground sheds	153,000	Lightning Ridge Ovals centre	1,634,000
Cryon Road gravel re-sheeting	288,000	Walgett footpaths renewal	377,000
Lightning Ridge Footpaths	364,000	Walgett K&G Dundas Street	155,000
Lightning Ridge Footpaths	150,000	Walgett K & G Euroka Street	
Lightning Ridge Fred Reece Way	263,000	Gundabloui Road upgrade	3,348,000
Walgett Depot Artesian bore	758,000	Housing additions	232,000

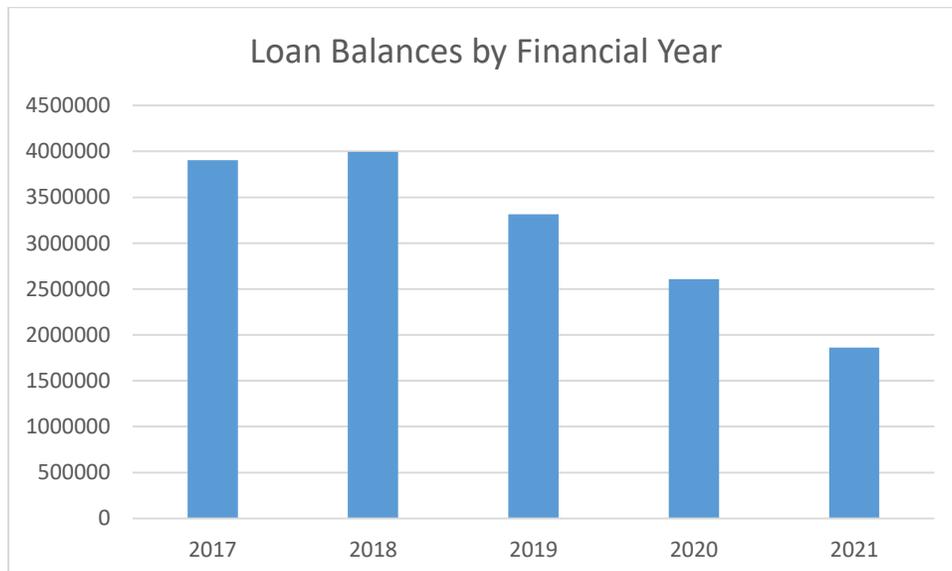
Sound Financial Management

During the last five years Council has focused on consolidating the balance of working capital and reducing debt. Working capital identifies Council's liquidity or capacity to fund the day to day general purpose operations and delivery of services to the community in the short to medium term and consists of cash, inventories and net creditors / debtors.

The graph below shows a consistent rise in working capital during the period 2018 to 2021.



Council's debt level for outstanding loans has been steadily falling since 2018 as shown in the graph below. The existing loans were raised over the last 10 years or so to fund capital projects for bridges, airports and housing.



Community Development and Services

The Walgett Shire Council community and youth development teams supported by our Libraries services are focused on making a positive difference within our Local Government Area. During this Councillor term may challenges and barriers, out of our control have been experienced by our Council and communities, through droughts, floods and of course the recent pandemic. All these challenges and the ability to overcome have again highlighted the resilience of our staff and our communities in displaying that “let’s look forward” approach evident every day throughout our Shire. Our teams of community development workers, youth staff and Library officers are committed in delivering best practice outcomes with quality in delivery and meaningful engagement the focus.

Over this term our teams have initiated, delivered and supported an extensive range of opportunities which expand and enhance services and facilities for both youth and aged, first peoples and our multi-cultural populations, improving options for recreational and cultural pursuits in our communities. Council’s community development team incorporating, Youth Services, Libraries services, Aboriginal affairs, Seniors, multi-cultural affairs, disabilities and capacity building of all residents aligning programs, initiatives and opportunities with Council’s Community Strategic Plan 2017-2027.

Stability in youth engagement numbers is a highlight with an average of 15/20 young people attending any of our three Youth centres on a weekday afternoon. Holiday programs have never been bigger and so well attended with past years statistics being improved every year. These outcomes reflect the drop in youth related crime and anti-social behaviors across our LGA.

Throughout this term, libraries continue to engage and offer quality services to those who frequent with a variety of services, groups and workshops all offered to our residents focused on arts and crafts, skill enhancement, literature and even musical workshops available for our community to attend, building social capital and offering spaces for connections and friendships. Our relationship with services and organizations working within our LGA has never been stronger with Council staff introducing and facilitating a “working group” model to seek best outcomes and input and support from a collaboration of services to deliver events, initiatives and opportunities to our communities.

Succession planning is at the forefront of our department with programs including the School 2 Work, Youth Council and leadership initiatives recording outstanding participation across communities. Capacity as a team to deliver has again been evidenced with the continuation of the State’s highest awards in Local Government being won for 14 consecutive years (2007-2021) in the Youth Week category for NSW Local Government, topped by a staff member awarded the highest individual accolade in Local Government (RH Dougherty Award) for outstanding individual achievement in a Council.

Staff are ever engaging in upskilling and working on a continuous improvement model, all the time working towards excellence in service delivery for the residents of the Walgett shire. The years ahead for our teams look bright with relocations of services to new premises in Walgett and Lightning Ridge and upgrades of facilities a regular outcome through successful funding submissions. During the recent pandemic worked alongside NSW Health and Resilience NSW in ensuring community needs and welfare was first and foremost. Council works with community for community, in partnership with local services, strengthening relationships with local services and agencies. We look forward to another term of strong leadership and community guidance in delivering quality services and opportunities for our Shire.

Engineering and Technical Services

Long-term plans for the operation, maintenance and renewal of Council's assets is to maintain a sustainable level of service to the Community, To implement and maintain Asset Management Systems that meet legislated and government guidelines, provide an effective resource for strategic planning of asset replacement, identify future capital expenditure liabilities, and provide a systematic defense against public liability risks.

We have had several studies over the last few years from consulting engineers to enable us to improve our asset management system so we can improve and maintain Regional Roads & Bridges to provide safe, efficient, all weather access on key transport routes within the Walgett Shire.

We have a self-sufficient workshop to enable to quick repairs to our plant and machinery, in the last financial year we have employed two Apprentice Fitters this financial year to enable progression in the future.



Environmental Services

Heritage

The Shire's Heritage Advisor is engaged on a regular basis to assess and inspect Local Heritage Items to ensure Council's heritage buildings are protected and preserved. Council also disperses heritage grants annually for eligible projects from its Local Heritage Grants Fund program.

Regulatory, compliance and enforcement services

Food premises and commercial premises fire safety

The impact of Covid-19 requirements in 2020 and 2021 has significantly restricted the Administration's ability to undertake regular food premises inspections. Moreover, Covid-19 restrictions has, generally, also impeded staff's ability to work with local business owners in relation to fire safety, and providing opportunities for local businesses to learn more about, and upgrade, fire safety for commercial premises.

Ranger services

With respect to companion animals, Council's Regulatory Services division continues to actively work with, and educating the local community while also continuing to actively care for impounded and surrendered animals as required. To this end, it is worth noting that Council recently approved a development application for construction of a new companion animal shelter to be located on Bate Street in Walgett. It is expected that the new shelter, which will include facilities for public participation, will be constructed in the first half of 2022.

Council's Environmental Services division continues to undertake swimming pool barrier inspections as required.

Planning for a brighter future

Statutory and Strategic Planning

Council's *Walgett Local Environmental Plan 2013* (WLEP) is currently under review with the aim of promoting its ease of use by cutting red-tape, and to identify more development types to undertake without formal consent.

Council developed and adopted in 2019 and 2020 a Local Strategic Planning Statement, a document that sets out the 20-year vision for Council's local government area. The Plan demonstrates how change will be managed and identifies local priorities for updating Council's WLEP.

Whilst Council's WLEP is currently under review, good progress has been made with the development and implementation of the Walgett Large Lot Residential Land Strategy (known also as *Walgett Shire Council Rural Residential Land Use Strategy*). This project, undertaken with the assistance of – and funded by – the Department of Planning, Industry and Environment (DPIE), is progressing well, but has seen delays due to the recent Covid-19 lockdown restrictions. It is anticipated that this project will be finalised in circa 2022.

Promoting and providing an adequate and user friendly pre-lodgment advice on all aspects of development

Council focuses on providing the most efficient way for the local community and developers to navigate relatively complex development application processes by ensuring that the community and customers have access to a pre-lodgment and advice service.

The community continues to be supported and staff endeavour to ensure that incremental improvements to the quality of life experienced in our local communities, is achieved.

Sustainable living and the environment

Council continues to develop a best practice Waste Management system, and has recently finalised a new action plan for Walgett and Lightning Ridge landfills. Council has also put in place robust strategies and management plans for its unmanned landfills.

Council continues to implement initiatives to reduce illegal dumping, and has received funding from the Environmental Protection Authority (EPA) Trust for cleanup projects. To this end, Council will continue to target illegal dumping through the Report Illegal Dumping Online (RID ONLINE) initiative to help end this practice.

Council continues to actively support the container deposit scheme Return and Earn, with reducing, reusing and recycling of waste continuing to be a priority.

Other ongoing projects include expenditure of a \$200,000 grant for constructing recycling facilities (sheds) at Walgett and Lightning Ridge landfills.

Community

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
1.1.1	Support and initiate a range of local activities and projects that build community connections for all age sectors	<p>Develop a community consultation framework</p> <p>Provide Sec 356 Donations and subsidies</p> <p>Develop projects in conjunction with community organisations</p>	GM Complete	<p>Council supports a range of community activities including but not limited to, special/sporting events, cultural initiatives. Council has a productive relationship with agencies eg: WAMS (MOU). Council made a contribution to WAMS for 35 years celebrations.</p> <p>Funding provided by Council for various community events this is done annually.</p> <p>Council supports for a range of community activities including but not limited to, special/sporting events, cultural initiatives. Council seeks and advocates for collaboration from community groups on community based initiatives</p> <p>Funding provided by Council for various community events, youth ,disabilities, people/ groups from NESB ,Aboriginal and minority /vulnerable residents made annually.</p> <p>Council initiates and supports community health, social, emotional wellbeing programs annually and as required.</p>
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 Complete	Council continues to support /implement initiatives across communities with involving residents in programs and initiatives of community beautification and community gardens.
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 Complete	Underway with Stronger Country Communities grants and Council revenue funds. Footpaths and cycleways constructed in Lightning Ridge and Walgett in 2020 and 2021. Hall renewal programs completed at Burren Junction, and Carinda.
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 Complete	Council continues to make good progress in relation to this strategy. The Shire's Heritage Advisor is engaged on a regular basis to assess and inspect Local Heritage Items to ensure Council's heritage buildings are protected and preserved. Council also disperses heritage grants annually for eligible projects from its Local Heritage Grants Fund program.
1.1.5	Support, encourage and celebrate community participation and volunteerism	Creation and promotion of volunteer opportunities	GM Complete	Volunteers used as and when required. Council governed by employment legislation, the award, & WH&S and other requirements for volunteers. In accordance with volunteer policy. Council advocates for community participation.

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 Complete	Volunteers very active in Lightning Ridge VIC and Gem Gardens. Continuing to work with communities for best outcomes Council- community relationships remain productive and positive. Shire Inter Agency Committees very active in all centres.
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GOAL: A safe, active and healthy Shire

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete	On-going sustained engagement / partnerships with local agencies and contribution to healthy programs, active lifestyles and engagement. Council supports exercise classes in parks and Just Run program.
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 Complete	Continuing to support agencies through Interagency groups and working party groups. Facilitation and promotion of capacity building opportunities and options for broader community wellbeing/ safety and lifestyles. Council adopted Disability Action Plan.
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 Complete	Promotion of development of health services within the shire. Communicating with community partners. Council in 2020/21 lobbied NSW Government for increased face to face medical services in Rural Remote NSW. Council made a submission to NSW Government Public Health Inquiry into regional Health Services.
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 Complete	Fully operational and functioning well. Sustained attendance numbers. New play spaces constructed in community / plans for future additions and improvements in recreational infrastructure & opportunities for residents. New Walgett youth Centre to be located in PCYC. New Lightning Ridge Multi-Purpose Centre constructed in 2021.
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 Complete & On-going	New playground equipment for parks constructed/ further parks and equip in progress. New play grounds in Walgett Gray Park, Opal Park Lightning Ridge, Collarenebri Denyer Park. Council was successful for another Mega park in Lightning Ridge to be constructed in 2022.
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 Complete	GM Chairs the LEMC with stakeholder representation from Police, SES Ambulance, Fire services & other agencies as required. Exercise are conducted to ensure readiness in emergency events including natural disasters eg; floods Council partnering with Agencies during Covid 19 pandemic. Regular meetings each year. Mobile CCTV operational across the shire. Able to relocate for specific events. CCTV installed in Walgett Lightning Ridge and Collarenebri depots.
	Provide effective regulatory, compliance and enforcement services for the community	Carry out food premises inspections to ensure compliance with the Food Act	DES Complete	The impact of Covid-19 requirements in 2020 and 2021 has greatly restricted the Administration's ability to undertake

1.2.8		<p>Target number of premises audited for fire safety compliance</p> <p>Undertake impounding of animals and registrations</p> <p>Inspections of Swimming Pools for compliance</p> <p>Provide management and investigation of dog attacks and dangerous dog declarations</p> <p>Orders to be issued or served where necessary</p>		<p>food premises inspections. Moreover, Covid-19 restrictions has also impeded staff's ability to work with local business owners in relation to fire safety, and providing opportunities for local businesses to learn more about, and upgrade, fire safety for commercial premises generally.</p> <p>With respect to companion animals, Council's Regulatory Services division continues to actively work with, and educating the local community. Ranger Services actively care for impounded and surrendered animals as required. It is worth noting that Council recently approved a development application for construction of a new animal pound facility on Bate Street in Walgett.</p> <p>Council's Environmental Services division continues to undertake swimming pool barrier inspections as required.</p>
	Provide and maintain accessible quality sport and recreation facilities that encourage participation	Maintain swimming pools and bore baths facilities and the surrounds	DETS Complete	Ongoing upgrade of swimming pool facilities. New foot valve and pump for Walgett pool. Walgett bore bath upgraded in 2020 while amenities at the Burren Junction bore bath were installed in 2021.

GOAL: A diverse and creative culture

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
1.3.1	Provide enhanced and innovative library services that encourage lifelong learning	<p>Continue yearly membership of Outback Arts</p> <p>Support Arts Program</p> <p>Increase use of library as a community space</p>	CSM Complete	<p>Membership paid annually.</p> <p>Annual contribution - Complete</p> <p>Library programs delivered in line with COVID best practice. New memberships at both Libraries in place with increased numbers. Artist workshops held in Walgett library along with knitter sessions each week.</p>
1.3.2	Work with the community and other agencies to develop major cultural and community events	<p>Work with agencies to encourage events for the Shire</p> <p>Apply for grants for cultural events</p>	EDO In progress	<p>Continuing & sustained supports / relationships for NAIDOC, YOUTH WEEK, R U OK DAY, RECONCILIATION WEEK, numerous Festivals and celebrations implemented and pre-programmed.</p> <p>Successful Festivals and NAIDOC grant submissions</p>
1.3.3	Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal and ageing communities	<p>Implement the Aboriginal Reconciliation Plan</p> <p>Undertake Aboriginal Projects</p> <p>Develop an ageing strategy</p>	<p>CSM Complete</p> <p>Complete</p> <p>In progress</p>	<p>WSC ARAP has been adopted and in place.</p> <p>Action Plan referred to in all relevant delivery of programs/ initiatives</p> <p>First peoples initiatives continued to be supported (NAIDOC/ S2W,/Reconciliation Week, Sorry day,)</p> <p>Work in progress</p>

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 Complete	Council has a strategy in place to support cadetships & traineeships.
		Advocate for the improvement of secondary school educational outcomes across the Shire	GM In progress	Council partnership with schools for annual placement of school children

Economic Development

GOAL: An attractive environment for business, tourism and industry

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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	GM Complete DES	Advocacy a success with grants made available across a wide range of activities. Council allocated \$1.425 million from FNW JO tourism grant allocation and \$675,000 from Council funds.
		Ensure that building certification and inspections are carried out as per National Construction and the requirements of the Building Professionals Board	Complete	Building Surveyors continually act within the conditions of their Accreditation.
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	EDO Not complete	Application lodged with Black Spot program for upgrade of mobile phone towers Walgett, Lightning Ridge and Collarenebri. Lake tower between Coonamble and Walgett upgraded in 2020.
		Lobby for improved mobile phone coverage across the shire	EDO Complete	
		Implement an Economic Incentive Scheme	EDO Not complete	Incentive policy under development
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 Complete	Significant transport grants received and projects undertaken. Support for regional transport study. Major grants for CBC road, Lorne Road, and Burranbaa Road. Representation made to Minister Toole in June 2021.
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 Complete	Continuing. Economic initiative for Collarenebri underway. Orana RDA undertaking economic development program for Collarenebri.
2.1.5	Provision of caravan support facilities throughout the Shire	Maintain and expand facilities of the 'RV Friendly'	VIC In progress	Council investigating caravan park for Walgett. Also expansion of primitive camping ground in Walgett to be investigated.

GOAL: Employment opportunities that supports local industries

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete	Application lodged for Lightning Ridge centre upgrade. DA approved. New grant application underway.
2.2.2	Provide land use planning that facilitates employment creation	Monitor and review Council's Local Environment Plan	DES Complete	Council's Walgett Local Environmental Plan 2013 (WLEP) is currently under review to promote its ease of use by cutting red-tape, and to identify more development types to undertake without formal consent.
				Council developed and adopted in 2020 a Local Strategic Planning Statement, a document required by law that sets out the 20-year vision for a local government area, demonstrates how change will be managed and identifies local priorities for updating council Local Environmental Plans (LEP).
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 Partly completed	Whilst Council's WLEP is currently under review, good progress has been made with the development and implementation of the Walgett Large Lot Residential Land Strategy (known also as

				Walgett Shire Council Rural Residential Land Use Strategy). This project, undertaken with the assistance of – and funded by – the Department of Planning, Industry and Environment, is progressing well, but has seen delays due to the recent Covid-19 lockdown restrictions. This project will be finalised in circa 2022.
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 Not complete	Council continues to support new business operators and Development Applications.
2.2.5	Encourage and support youth employment initiatives	Promote the school to work programme	EDO Complete	Challenging period re: COVID. However currently (12 School 2 Work participants in roles across communities)

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Not complete	Ongoing resealing program each year funding from various revenue streams.
		Undertake maintenance grading program in line with service levels	DETS Not complete	Routine inspections of road network undertaken and road repairs undertaken on as needs basis. Maintenance grading has commenced and an asset management plan is being developed to support grading program each year.
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 Not complete	Regular inspections undertaken and routine maintenance undertaken as required. Council has over the past five years replaced the three (3) wooden bridges. Renewal of Goangra bridge scheduled for 2022 along with Hollywood bridge.
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 Not complete	Regular inspections undertaken and maintenance undertaken as required
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 No complete	Regular inspections undertaken and maintenance undertaken as required
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 Investigate using SRV(5-15%) to fund a major upgrade of Local Roads	DETS GM Complete	On-going lobbying of State Government Regional road grants received. Future road projects being developed. GM DETS and Cr Murray met with Minister Toole and Roy Butler presentation of Council submission for additional funding for Regional Roads.

GOAL: Communities that are well serviced with essential infrastructure

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete	Asset system 'Confirm' in place. Reconciliation between ledger and asset system to be finalised.
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 Not complete	Works in progress and annual allocation of funds to renew K&G in all communities across the shire.
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 Complete	Regular inspections undertaken and maintenance undertaken as required. Parks and gardens maintained to a high standard and

				upgrades underway. New wetland and bird hide under investigation for Lightning Ridge.
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 Complete	FNWJO has airline service for Walgett & Lightning Ridge in operation. Commenced in 2020.

Governance and Civic Leadership

GOAL: An accountable and representative Council

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete	Quarterly Operational Plan reports and six monthly delivery Program reports submitted to Council on time.
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 Distribute newsletters to residents	CFO Postponed DO Complete	Council has conducted three Local government Week activities, however none delivered in 2020 and 2021 due to Covid. All four quarterly editions issued for last three years.
3.1.3	Provide strong representation for the community at regional, state and federal levels	Participate in and make visible contributions to regional forums such as OROC and Western Division Advocate the needs of the Shire to State and Federal Governments	GM Postponed GM Complete	No attendees at Western Division because of flooding in Walgett Shire. Councillors have attended previous year meetings. Presentations made to Minister Pavey and Toole in June 2021.
3.1.4	Undertake the civic duties of Council with the highest degree of professionalism and ethics	Ensure annual pecuniary interest declarations are completed Ensure Councillors comply with the Code of Conduct	GM Complete Complete	Tabled each year at the October Council meeting Compliance training held on 7 th February 2019 at Brewarrina.
3.1.5	Councillors represent the interests of the whole of the Shire area	Arrange seminars to ensure all Councillors appreciate their roles	GM Complete	No training due to Covid restrictions

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete quarterly budget review statements in line with statutory requirements Review, revise and maintain Council's Long Term Financial Plan Oversight financial decision making process	CFO Complete CFO Complete FO GM Complete	Fortnightly reports issued Reports tabled on time This is conducted annually.

GOAL: Promote community involvement in Government decision making

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
3.2.1	Engage with the community through effective consultation and communication processes	Facilitate the delivery of community presentations to Council Meetings Conduct regular community meetings to present the annual budget	GM Complete	Ongoing. Community and agencies encouraged to make presentations.

		Promote community involvement in any emerging Government Initiatives	GM and CFO	Community meetings held in June each year. Councillors and management conduct presentations to all communities across the shire.
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 Not complete	Not yet commenced

GOAL: Promote community involvement in Government decision making

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Complete	Resources allocated in accordance with budget
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 & Directors Complete	Reports tabled in accordance with Legislation

Sustainable Living

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
4.1.1	Develop and implement a Shire Wide Waste Management strategy that includes recycling services	Develop and implement the Waste Management Strategy Effectively manage the domestic waste and landfill management contracts	DES Complete	Council is developing a best practice Waste Management system, and has finalised a new action plan for Walgett and Lightning Ridge landfills. Council has also put in place robust strategies and management plans for its unmanned landfills.
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. Develop and implement a waste education program	DES Complete	Council continues to implement initiatives to reduce illegal dumping, and has received funding from the Environmental Protection Authority (EPA) Trust for cleanup projects. To this end, Council will continue to target illegal dumping through the Report Illegal Dumping Online (RID ONLINE) initiative to help end this practice.

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
4.2.1	Improve and upgrade the water supply infrastructure through an asset management framework	Complete an annual water main replacement program Ensure water supply is provided and maintained in compliance with the Drinking Water Quality requirements	DETS Complete	Ongoing annual replacement program conducted. Regular weekly water testing undertaken in accordance with Drinking Water Management plan
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 Complete	Ongoing. Council made a submission to NSW Government for upgrade of Walgett STP. Issues in 2020 that were referred to EPA have been addressed successfully.
4.2.3	Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed	Maintain and renew the stormwater and drainage infrastructure	DETS Complete	Regular inspections undertaken and maintenance undertaken as required

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
4.3.1	Promote and raise community awareness of environmental and biodiversity issues	Undertake waste avoidance, waste reduction and recycling program	DES Complete	Council continues to actively support the container deposit scheme Return and Earn, with reducing, reusing and recycling of waste continuing to be a priority. Other ongoing projects include expenditure of a \$200,000 grant for constructing recycling facilities (sheds) at Walgett and Lightning Ridge landfills.
4.3.2	Protect and maintain a healthy catchments and waterways	Inspect Council's water networks and take samples when necessary	DETS Complete	Ongoing
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 Complete	Development and promotion of the Council Local Heritage Fund which operates annually. Anticipate participation in the Heritage Near Me Program.

GOAL: Maintain a healthy balance between development and the environment

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
4.4.1	Retain open space that are accessible to everyone	Monitor environmental protection measures for sensitive land	DES In progress	Implement new Biodiversity Laws and Walgett LEP and DCP 2013 & 2016.
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 & LEMC Complete	Contributions made annually.
4.4.3	Educate the community about sustainable practices	Promote and provide adequate and user friendly pre-lodgment advice on all aspects of development	DES Complete	<p>Council focuses on providing the most efficient way for the local community and developers to navigate relatively complex development application processes by ensuring that the community and customers have access to a pre-lodgment and advice service.</p> <p>The community continues to be supported and staff endeavour to ensure that incremental improvements to the quality of life experienced in our local communities, is achieved.</p>

Infrastructure

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Not complete	On going
5.1.2	Develop a strategy that addresses transport options for the local community	Advocate for taxi services, air services and public transport	GM Complete	Air Services see 2.4.4
5.1.3	An effective complaints management process that effectively responds to residents issues regarding roads	Maintain complaints management process	DETS Complete	Complaints lodged and processed in a timely manner.
		Complaints actioned within 7 days through the CAR system	CFO Complete	Complaints processed within 14 days. O/S complaints followed up.

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
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 Not complete	Regular inspections undertaken and maintenance undertaken as required. Regional road strategy developed by Peece Consulting for Regional roads.
5.2.2	Maintain an effective operational relationship with the Roads and Maritime Services	Submit progress reports in a timely manner	DETS Complete	Routine maintenance undertaken in accordance with contractual requirements
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 Complete	Continuing to lobby other levels of Government for additional funding. GM, DETS and Cr. Murray met with Minister Toole in June 2021 and lodged submission for additional funding for regional roads. Strategy developed for Regional roads.

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
5.3.1	Manage properties in accordance with Council Asset Management Plan	Carry out the property works program in line with the annual budget	CFO Complete	Annual programs undertaken and refurbishment program underway

GOAL: Provision of facilities and communication services

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	End of term status
5.4.1	Provide a range of recreational and community facilities	Maintain and upgrade Council's community halls and reserves	CFO Complete	On going
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 Complete	Further applications to be lodged in new program. (Black spot program). Lake tower upgrade complete.
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 Complete	On-going and service providers implementing improved services

