



WALGETT SHIRE COUNCIL

DELIVERY PROGRAM: 2023/24 – 2024/25

OPERATIONAL PLAN: 2023/2024



Revised: 29 May 2023

Adopted:

Contents

Foreword – Mayor Jane Keir OAM.....	3
Integrated Planning and Reporting.....	4
Community Strategic Plan.....	4
Delivery Program	4
Operational Plan	5
How the Community Strategic Plan, Delivery Program and Operational Plan relate to each other	6
Strategic Objectives and Action Plans.....	6
Our Area and Demographics.....	10
Federal and State Government Context	11
Community.....	16
Economic Development	19
Governance and Civic Leadership	22
Sustainable Living.....	25
Infrastructure	27

Attachments

Long Term Financial Plan

Capital Works Program

Statement of Revenue Policy

Fees and Charges 2023/2024

Walgett Shire Council Workforce Plan 2023/24 to 2024/25

Asset Management Policy, Strategy and Plan

Foreword – Mayor Jane Keir OAM

It gives me great pleasure to present the second year of the Delivery Program 2023/24 – 2024/25 and the Operational Plan for 2023-2024 to the Walgett Shire 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 Delivery Program addresses the objectives and strategies of the Community Strategic Plan and identifies specific actions Council will undertake to achieve this. The program also allocates responsibilities for each activity in each set of actions along with budget items for the two (2) years and the Operational Plan for 2023/24.

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) Plan and Workforce (2 year) Plan; as well as this Delivery (2 year) Program and Operational (annual) Plan.

The impact of ongoing flood restoration works, has impacted Council's ability to have scheduled works completed by then end of 2023. In 2023/2024 Council will focus on completing outstanding projects as a priority, where possible.

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 (CSP), which reflects the community's needs and aspirations. The CSP allows 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; a Community Strategic Plan, a Delivery Program and an Operational Plan (see diagram below).

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 normally aligned to the Council four (4) year term of office, however because of the postponed 2020 general election the Delivery Program is three (3) years 2022/23 to 2021/25. A public consultation process was undertaken following the 2021 Council election to review the CSP. The revised CSP informs the development of a new three (3) year Delivery Program. It details the direction Council will undertake over a three (3) year period towards achieving the objectives and strategies across the five (5) themes 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 two (2) year period and the Operational Plan 2023/2024
- 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.

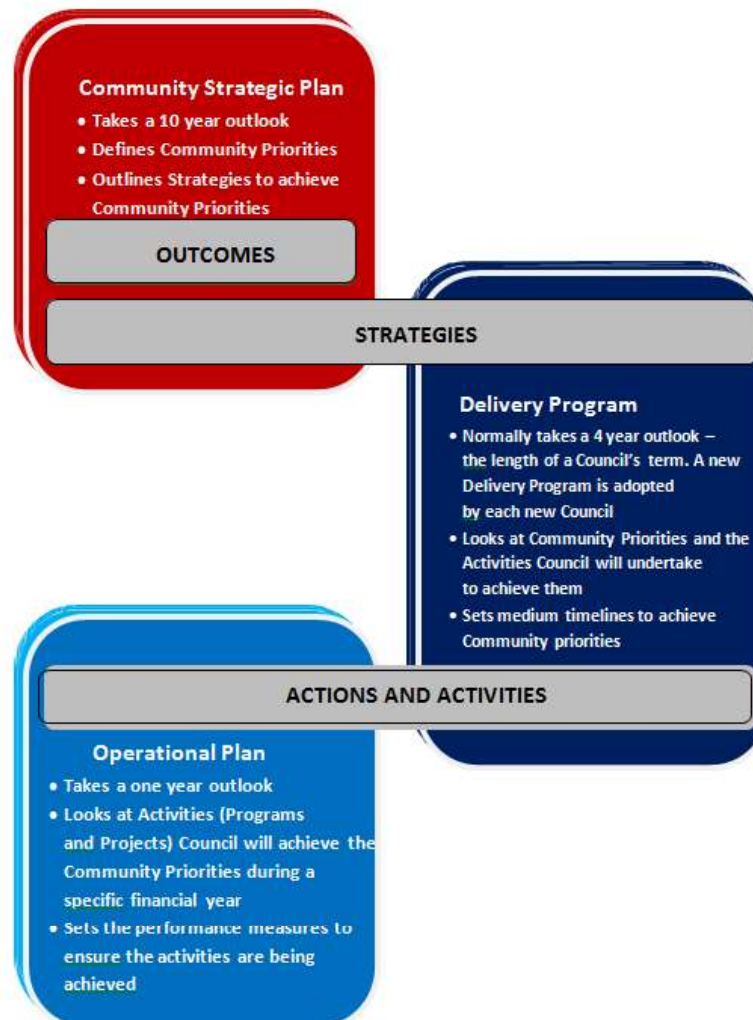
Council reviews its Delivery Program each year when preparing the annual Operational Plan. Progress reports are provided to Council, with respect to activities detailed in the Delivery Program, at six (6) monthly intervals.

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. That the people of Walgett Shire 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 2016 was 6,107 people, and face 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 and 2016 census results.

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.

Other issues facing the community are increasing unemployment, shortage of affordable housing, reduced health services and increasing poor mental health and wellbeing outcomes.

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 complex 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 (2016 census data) has continued to identify the Walgett Shire as a 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 continue to 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 an 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, 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 Women's Association Branches, 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 Council, 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 Sheepyard. Each community has its own special identity and individual challenges and aspirations.

Population Changes (ABS - Place of Usual Residence)

1996	2001	2006	2011	2016
8,144	7,536	6,944	6,454	6,107
	-7.75 decrease	-7.9% decrease	-7.1% decrease	-5.37% decrease

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 to the community 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 2024, 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.*

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 has an excellent track record for successful grant applications in 2019 and 2020 for the reconstruction and sealing of the Come By Chance Road (Fixing Country Roads and HSVP), Burranbaa Road and Lorne Roads reconstruction and sealing (Fixing Local Roads in 2021).

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



Economic Growth – supporting jobs and attracting business development. This has been given additional emphasis with the appointment of an Economic Development Officer from regional NSW and shared with Warren Shire Council for the next two (2) years.

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). Submissions made to NSW Government for additional funding for resealing and renewal of regional roads.

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
- Far North West Joint Organisation of Councils (Cobar and Bourke)
- Border Rivers Joint Organisation of Councils
- Mining and Energy related Councils
- Country Mayors Association of NSW
- Walgett Working Party
- Kamilaroi Highway Group
- Barwon darling Customer Advisory Group (water)
- Alliance of Western Councils
- Local Government NSW
- Western Division Group of Councils

- Big Sky Library Service
- Statecover Mutual Insurance Group
- 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	23/24	24/25
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	GM	✓	✓
1.1.2	Provide vibrant and welcoming town centres, streets and meeting places	Develop projects in conjunction with community organisations 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	23/24	24/25
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	✓	✓
1.2.7	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	23/24	24/25
1.3.1	Provide enhanced and innovative library services that encourage lifelong learning	Continue yearly membership of Outback Arts Support Arts Program Increase use of library as a community space	CSM	✓	✓
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 Apply for grants for cultural events	EDO	✓	✓
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 Undertake Aboriginal Projects Develop an ageing strategy	CSM	✓	✓
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 Advocate for the improvement of secondary school educational outcomes across the Shire	GM 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	23/24	24/25
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	23/24	24/25
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	23/24	24/25
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	✓	✓
2.3.2	Maintain, renew and replace Council bridges and culverts as required	Undertake maintenance grading program in line with service levels	DETS		
2.3.3	Ensure road network supporting assets are maintained (signs, posts, guardrails etc.)	Undertake annual inspections of all bridges and culverts and update the required maintenance and repair program	DETS	✓	✓
2.3.4	Maintain existing footpaths in Shire towns and villages	Renew and maintain Council's road network supporting assets in-line with the Asset Management Plan	DETS	✓	✓
2.3.5	Lobby the Government to provide needed funds to maintain regional networks	Undertake annual inspections of all footpath and update the required maintenance and repair program	DETS	✓	✓
		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	23/24	24/25
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 Inspect all kerb and gutter and undertake the required repair and replacement program Undertake the maintenance program for Council's parks and gardens team Partner with Brewarrina and Bourke to lobby the Government to subsidise airlines and the reintroduction of RPT services for Walgett and Bourke		DCS	✓	✓
2.4.2	Ensure adequate public car parking and kerb and gutter infrastructure is provided and maintained			DETS	✓	✓
2.4.3	Provide the infrastructure to embellish public spaces and recreation areas			DETS	✓	✓
2.4.4	Continue to lobby Government to provide incentives to appeal to airline companies to service the region			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	23/24	24/25
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	DCS	✓	✓
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 Participate in and make visible contributions to regional forums such as OROC and Western Division	EDO 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 Ensure annual pecuniary interest declarations are completed	GM GM	✓	✓
3.1.5	Councillors represent the interests of the whole of the Shire area	Ensure Councillors comply with the Code of Conduct Arrange seminars to ensure all Councillors appreciate their roles	GM GM	✓	✓

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	23/24	24/25
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	DCS DCS	✓	✓
3.2.2	Council's exposure to risk is minimized with WH & S compliance	Review, revise and maintain Council's Long Term Financial Plan Oversight financial decision making process Provide a safe workplace to all employees and community Hold WH & S meetings Conduct workplace safety training Develop a risk register and Risk Management Plan.	DCS GM GM and all employees GM & DETS HRM DCS	✓	✓

GOAL: Promote community involvement in Government decision making

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	23/24	24/25
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 Promote community involvement in any emerging Government Initiatives	GM GM 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	23/24	24/25
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 urban waste management system that meets the community needs and environmental standards

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	23/24	24/25
4.1.1	Develop and implement a Shire Wide Waste Management strategy that includes recycling services	Develop and implement the Waste Management Strategy	DES	✓	✓
4.1.2	Implement initiatives to reduce illegal dumping and provide community education to prevent litter	Effectively manage the domestic waste and landfill management contracts 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 DES DES	✓	✓

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	23/24	24/25
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	✓	✓
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	23/24	24/25
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	23/24	24/25
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	23/24	24/25
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	DCS		

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

CSP REF	STRATEGY	ACTION	RESPONSIBILITY	23/24	24/25
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	23/24	24/25
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	23/24	24/25
5.4.1	Provide a range of recreational and community facilities	Maintain and upgrade Council's community halls and reserves	DCS	✓	✓
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	✓	✓