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# Weddin Shire Council

## 2013-2017 Delivery Program

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*Cobb and Co Coach – Henry Lawson Festival  
courtesy DA Yates Photography and Design*

**Adopted: 21 June 2013**

**(Amended 18 June 2014)**

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## INTRODUCTION AND OVERVIEW

During 2009 the NSW Government enacted the Local Government Amendment (Planning and Reporting) Act which set out requirements referred to as the Integrated Planning and Reporting framework (IP&R). The IP&R framework is intended to ensure that the long term goals of the community are known and articulated and that the activities of Council link directly to them.

During 2011 Weddin Shire Council carried out an extensive community consultation process and from this in 2012 for the first time finalised a full suite of IP&R compliant planning documents. In short these comprised the:

- Weddin Shire Community Strategic Plan 2012-2023 (CSP), endorsed by Councillors on behalf of the community
- Weddin Shire Council 2012-2016 Delivery Program
- Supporting Resourcing Strategy encompassing a long term financial plan (10 years), Workforce Management plan (4 years) and Asset management strategy & plan (10 years)
- Weddin Shire Council 2012-2013 Operational Plan.

The overriding issue highlighted during the 2012-2023 CSP development process was declining population. The community indicated a desire to see the local population increase to at least 4,700 people (increase of about 1,000) by 2023. With this as a backdrop major new initiatives identified during the community consultation were prioritised into 3 separate categories by Weddin Shire Councillors at a workshop held 20 January 2012. These categories were 1. "Already occurring or desired within the next 4 years" 2. "Desirable within 10 years" and 3. "Unlikely within the next 10 years". All category 1 initiatives were incorporated into the 2012-2016 Delivery Program and 2012-2013 Operational Plan documents.

The September 2012 Council elections saw several changes: a reduction in Councillor numbers from 10 to 9, the elimination of the previous 5 electoral Wards, and 5 people elected to Council for the first time. The IP&R framework stipulates that IP&R documents be refined post Council elections. At a Councillors and Senior Management workshop held 31 January 2013 the major assumptions and goals of the Community Strategic Plan 2012-2023 were confirmed as still valid and a refined Community Strategic Plan 2013-2023 has been prepared. At that same workshop the major initiatives that were incorporated into the 2012-16 Delivery Program were reviewed in detail. These have subsequently been prioritised by Council. This 2013-2017 Delivery Program is a refinement of the 2012-2016 document, reflects the requested changes and also includes some measures and standards not included in the 2012-2016 document due to resource limitation at that time.

The supporting Resourcing Strategy that addresses Council's Asset Management, Long Term Financial Planning and Workforce Planning has been refined in conjunction with the Delivery Program and is also recommended reading for interested community members. These planning documents were placed on public exhibition on 22 May 2013 for adoption at Council's Ordinary Meeting on 21 June 2013.

In addition there is the Weddin Shire Council Operational Plan 2014-2015 which breaks the Delivery Program down into activities and tasks that are proposed to be carried out during the 2014-2015 financial year, together with a range of other critical components such as the financial plan / budget and schedule of fees, rates and charges.

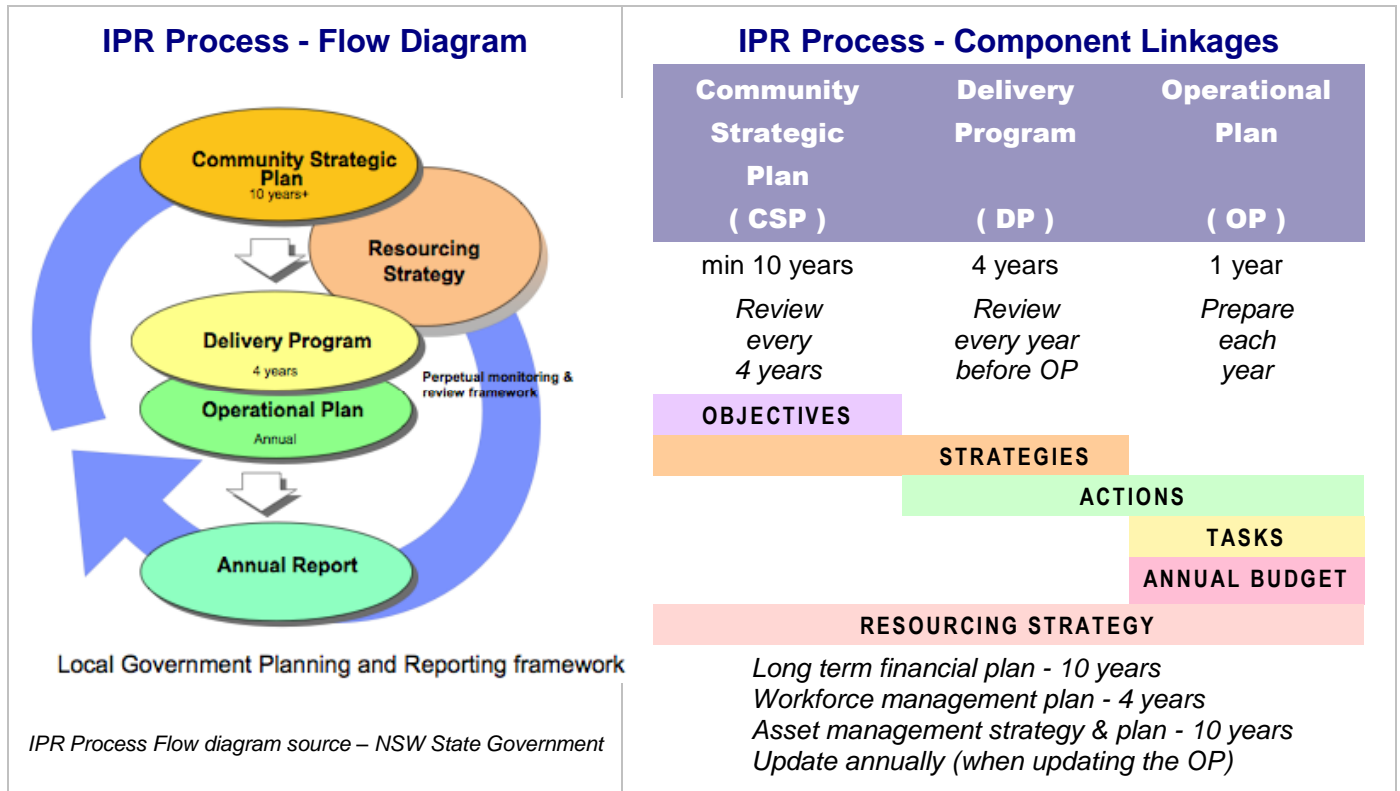
Mark Liebich  
Mayor

Glenn Carroll  
General Manager

# INTEGRATED PLANNING & REPORTING

Below is a summary of the Local Government Planning and Reporting framework which requires long term and supporting planning, introduced by the NSW Government in 2009.

## PLANNING & REPORTING REQUIREMENTS - SUMMARY



The accompanying 2 diagrams above outline the overall process flow and the linkages and overlaps between the various outputs. The underlying principles are that:

- The community is engaged and determines the long term vision and approach, with the main components being:
  1. Where are we now? 2. Where do we want to be? 3. How are we going to get there? 4. How will we know when we've arrived?
- The above is documented at the high level in a Community Strategic Plan; refined regularly
- After each Council election a 4 year Delivery Program of activities is derived from the above long term plan and is progressively implemented during the term of that Council
- Each year a 12 month Operational Plan is derived from the 4 year delivery program and implemented by Council
- Monitoring and reporting on progress of both the 4 year and 12 month plans is done at regular intervals.

## MEASURING & REPORTING

The following table outlines the measuring and reporting methods that Council will adopt across all the Integrated Planning documents:

Plan	What are we measuring?	What measures will be used?	When will results be reported to the community?
<b>Community Strategic Plan</b> 2013 – 2023	Progress towards the goals that focus on the key themes: <ul style="list-style-type: none"> <li>• Community</li> <li>• Environment</li> <li>• Economy</li> <li>• Civic Leadership</li> </ul>	Assessment criteria relevant for each key theme; a range of statistics, broad community surveys and consultation	Plan reviewed every 4 years  A report to be prepared at the end of each Council term
<b>Delivery Program</b> 2013 – 2017	Community satisfaction; is Council making a positive difference for the community through service delivery	Service measures; a range of statistics, service reports and targeted satisfaction survey	Program reviewed every year  A six monthly progress report tabled in Council
<b>Operational Plan</b> 2014 – 2015	Service delivery; is Council delivering the activities as planned and within financial budget	System of key performance indicators, link to staff performance system, are the annual activities on time, within budget and to quality standards required	Plan prepared each year  A quarterly financial progress report tabled in Council
<b>Supporting Documents</b>	<b>What are we measuring?</b>	<b>What measures will be used?</b>	<b>When will results be reported to the community?</b>
<b>Resourcing Strategy</b> 2013 - 2023	Overall performance and viability as an organisation: <ul style="list-style-type: none"> <li>• Long Term Financial Planning</li> <li>• Asset Management Planning</li> <li>• Workforce Planning</li> </ul>	Organisational sustainability measures with a focus on financial, asset and human resource measures	Resourcing Strategy updated annually  A progress report to be included in the Annual Report each year
<b>Other Documents</b>			<b>When will results be reported to the community?</b>
<b>Annual Report</b>			The Annual Report (plus audited financial report) is prepared at the end of the financial year



## DELIVERY PROGRAM REQUIREMENTS

The Delivery Program is the mechanism where those components of the **community's** strategic objectives and strategies that Council takes responsibility for, are translated into actions. Thus it covers the principal activities to be undertaken by Council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.

### Summary

- ❖ Council prepares the delivery program based on the strategic plan objectives, with assistance from the General Manager and staff
- ❖ the General Manager allocates responsibilities for actions in the delivery program
- ❖ this is the point where **Council takes ownership** of the strategic plan objectives that are within its area of responsibility
- ❖ the program is a **statement of commitment** to the community from each newly elected council
- ❖ is a **fixed-term four (4) year** program to align with council's electoral cycle (each new council is responsible for preparing a new program, in response to the strategic plan) commencing on 1 July following each ordinary election
- ❖ the program is the **single point of reference** for all principal activities undertaken by Council to implement the strategies in the strategic plan (within resources available under the resourcing strategy)
- ❖ all plans, projects, activities and funding allocations must be directly linked to this program; the program must address the full range of Council operations
- ❖ Council is held accountable to prepare and adopt the program within its' term, by 30 June in the year following local ordinary election; the outgoing council will report to the community on what it has achieved
- ❖ replaces the previous Management Plan that was a minimum three year rolling plan

### Other Issues

- ❖ there must be a clear link between the Community Strategic Plan (CSP), the Delivery Program (DP) and Operational Plan (OP), strategies identified in the strategic plan are carried through to the program and expanded into actions and then provided in more detail in the Operational Plan
- ❖ the DP should list all the strategies in the CSP, but focus specifically on the Council's role (example, there will be some strategies where Council will only play the role of advocate, this role should be acknowledged in DP - there will be some strategies which cannot be completed within Council's term of office, these should also be acknowledged in DP)
- ❖ there may be some instances where Council identifies existing activities or directions that do not appear to align with the CSP objectives and strategies - it may be appropriate to undertake a review of these activities to decide whether they should be discontinued or revised.

### Linking Strategic Objectives and Operational Matters

- ❖ there are some activities that Council undertakes that may not, at first, appear to have a strategic focus – activities such as cemetery management, food health inspections and footpath repairs. However, these activities are an important means of achieving a community's strategic objectives and they should be included in the appropriate place in the DP (and ultimately, the OP)

### Linking with the Resourcing Strategy

- ❖ the DP must inform and be informed by, the Resourcing Strategy
- ❖ financial estimates of income and expenditure for the four year period must be included in the DP, in line with its activities

**Allocating Responsibilities**

- ❖ the DP must allocate responsibilities for each action or set of actions

**Determining Assessment Methods**

- ❖ the DP must include a method of assessment to determine the effectiveness of each activity in support of achieving objectives

**Community Comment**

- ❖ Council must consider the priorities and expected levels of service expressed by the community during the engagement process for the CSP when preparing its DP
- ❖ the draft Delivery Program must be exhibited for public comment for a minimum of 28 days and public submissions considered before the final program is adopted

**Monitoring Progress**

- ❖ the General Manager must ensure that progress reports are provided to Council, with respect to the principal activities detailed in the DP, at least every 6 months

**Reviewing the Delivery Program**

- ❖ Council must review the DP each year, before preparing the OP
- ❖ Council may choose to roll the DP forward beyond its elected term to enable effective forward planning, provided it is consistent with the CSP and Resourcing Strategy. Where Council does this, it is still required to report on the implementation of the initial DP - the new council is also still required to prepare a new DP for its electoral term
- ❖ where an amendment to the DP is proposed, it must be included in a Council business paper which outlines the reasons for amendment and be tabled and resolved to be noted at that meeting and considered by Council at its next meeting
- ❖ where significant amendments are proposed, the DP must be re-exhibited for public comment

**REVIEW**

- ❖ the plan is to be reviewed every year, before preparing the operational plan.

**IMPLEMENTATION**

- ❖ Council has an active role in preparing and adopting the DP on behalf of the local government area of Weddin Shire

## CORPORATE STATEMENTS

### OVERARCHING OBJECTIVE

From the community consultation and as outlined in the Community Strategic Plan 2013-2023 the overarching community objective is:

To grow our total resident population to in excess of 4,700 people by 2023

Councillors reconfirmed quantification of the overarching objective at the workshop held 31 January 2013. WSC is not accountable for directly achieving this objective but will work closely with the community and partners with this in mind.

### OUR COMMUNITY VISION

In 2023 Weddin Shire will be:

A progressive rural locality with a vibrant and welcoming community, rich in both heritage and the natural environment, with a diverse and resilient economy that supports local employment and business.

### OUR COMMUNITY VALUES

The following values, determined from community input and Weddin Shire Councillors' review, will guide our future choices and how we work together...

<b>W</b>	Welcoming, friendly, caring and supportive community
<b>E</b>	Equality of our people, willing to participate and work together
<b>D</b>	Deep respect for our heritage and environment
<b>D</b>	Devoted help at hand in times of need
<b>I</b>	Inclusive decision making and engagement
<b>N</b>	New ideas, freedom of choice, and diversity

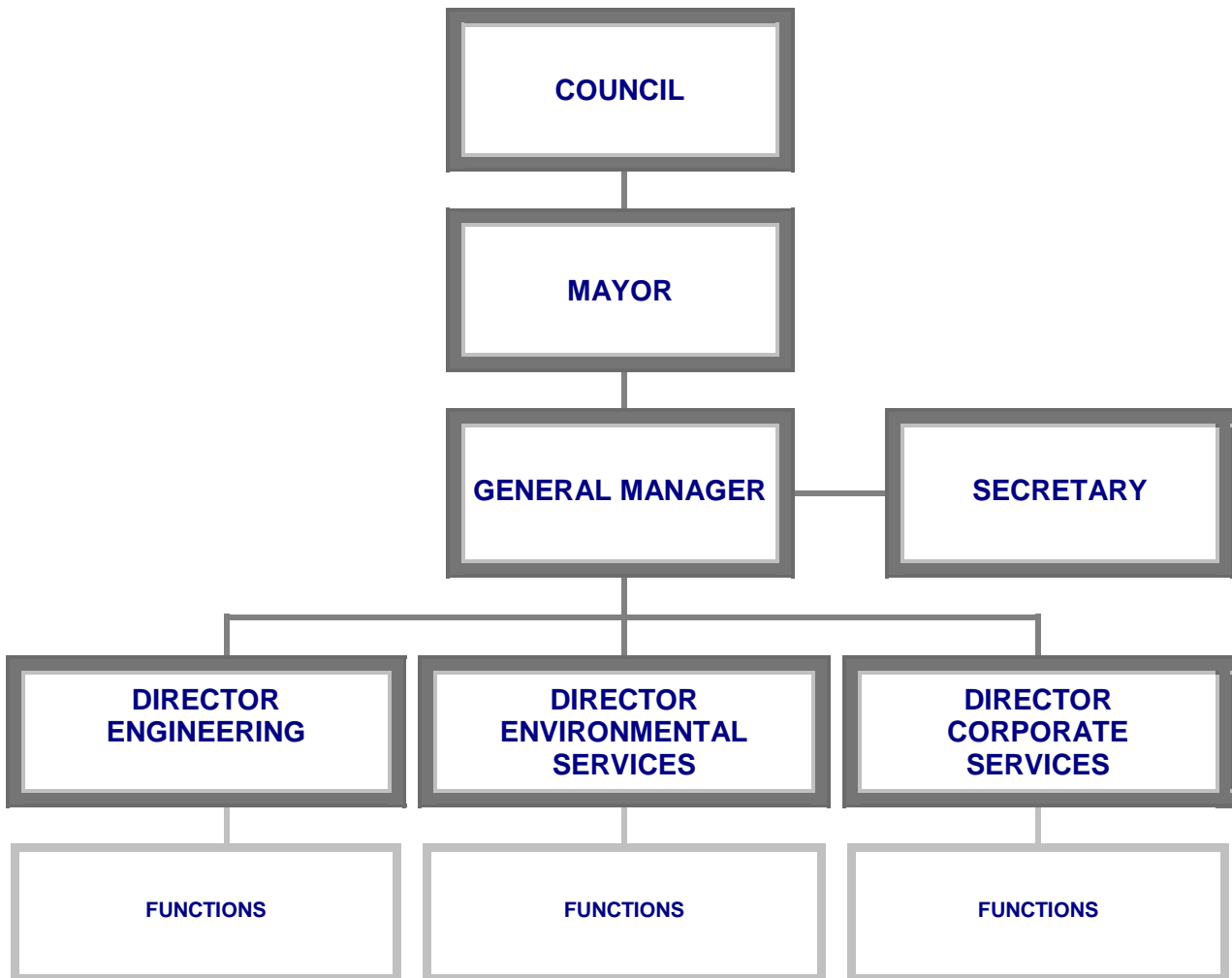
### STRATEGIC OBJECTIVES

The strategic objectives from the Weddin Shire Community Strategic Plan 2012-2023 are below and cover four key themes - Economic, Social, Environmental and Civic Leadership.

- 1 Strong, diverse and resilient local economy**
- 2 Healthy, safe, and educated community**
- 3 Democratic and engaged community**
- 4 Culturally rich, vibrant and inclusive community**
- 5 Cared for natural, agricultural and built environments**
- 6 Well maintained and improving Shire assets and services**



# ORGANISATIONAL STRUCTURE



adopted 10 May 2013

## ROLES & RESPONSIBILITIES

### COUNCILLORS / COUNCIL

The role of Council and the Councillors generally is:

- Direction, policy and priority setting
- Oversight of Council activities, but not involvement in day to day operational activities

Our current Councillors are:

Cr Mark Liebich, Mayor

Cr John Niven, Deputy Mayor

Cr Paul Best

Cr Carly Brown

Cr Alan Griffiths

Cr Graeme Halls

Cr Nevin Hughes

Cr Geoff McClelland

Cr Jan Parlett

### SENIOR MANAGEMENT TEAM

The positions of each of the WSC senior management roles are below followed by the name of the present incumbent:

- General Manager – Glenn Carroll
- Director Engineering – Bill Twohill
- Director Environmental Services – Brendan Hayes
- Director Corporate Services – Lachlan Gibson

### FUNCTIONS WITHIN WEDDIN SHIRE COUNCIL

Set out below are the three departmental sections with details of the functions undertaken by Weddin Council. Occupational health and safety and risk management responsibilities overarch all departments of Council.

ENGINEERING	ENVIRONMENTAL SERVICES	CORPORATE SERVICES
Asset Management	Administer LEP	Asset Management
Cemetery Management	Asset Management	Computer Resources
Depot & Stores	Caravan Park	Corporate Planning
Drains and Dams	Catchments Management	Debt Management
Emergency Management	Development Control	Economic Development
Fire Control	Dog & Stock Control	Financial Management
Litter & Street Cleanup	Food Inspections	Funds Investment
Natural Disasters	Health and Building	Information Services
Noxious Weeds Control	Heritage Matters	Information Technology
Parks & Reserves	Natural Resource Management	Insurances
Public Conveniences	On-site sewer schemes	Internal Auditing
Roads and Bridges	Pollution Monitoring	Library Services
Sewers	Public & Council Buildings	Property Leases
Street Trees	Sewerage Treatment Works	Public Officer
Vehicles & Plant	Statutory Town Planning	Rates and Payroll
Waste Collection	Swimming Pools	Records Management
	Vegetation Management	Statutory Reporting
	Waste Management, Tips	Tourism / Promotions

## PARTNERS & STAKEHOLDERS

### Partners / Stakeholder – Government & agencies

- Australian Government Department of Infrastructure and Transport (DoT)
- Transport for NSW, NSW Government (TfNSW)
- NSW Department of Primary Industries (DPI)
- NSW Department of Infrastructure & Industry
- Department of Planning and Infrastructure, NSW Government (DoP)
- National Parks and Wildlife Service (NPWS)
- NSW Department of Heritage and Environment (DHE)
- Central West Division of General Practice (DGP)
- Rural Fire Service NSW (RFS)
- State Emergency Service NSW (SES)
- Fire and Rescue NSW (F & R NSW)
- NSW Health (NSWH)
- NSW Department of Local Government (DLG)
- Local Government and Shires Association of NSW (LGSA)
- Local Land Services (LLS)
- Environment Protection Authority, NSW Government (EPA)
- NSW Public Works (PWD)
- NSW Valuer General (VG)
- Institute of Public Works Engineering Australia (IPWEA)
- Commonwealth Grants Commission (Grants Comm.)
- NSW Public Works (PWD)
- NSW Roads and Maritime Services (RMS)
- Central NSW Region of Councils (CENTROC)
- NSW Department of Heritage
- NSW Department of Lands
- NSW Land & Property Management
- NSW Transport (rail)
- Other Councils
- Regional Development Australia
- Western Local Health Network
- Tourism NSW

### Partner / Stakeholder - local

- Local Progress Societies
- Weddin community

## DELIVERY PROGRAM STRUCTURE

The Delivery Program 2013-2017 has been structured in line with the Strategic Objectives and Strategies contained in the CSP and set out in the 'Corporate Statements' section of this document (above).

Each of the strategies is included in separate tables in the next 6 sections of the document. The headings in each of the tables are explained below:

### Strategic Objective:

- High level community goal taken directly from the CSP
- Appears in full across the top of the relevant table

### Numbering System

The numbering used throughout the Delivery Program is 'cascading' allowing ready identification and association with:

- Strategic Objectives from the first digit (1 through 6)
- Strategy from the second set of digits
- Action from the third set of digits

### Strategy:

- Lower 'level' statement supporting the Strategic Objective/s
- Show how the objective/s will actually be achieved and on which key areas we need to focus
- In more detail than in the CSP as they have responsibilities added
- Some of the strategies have been refined slightly from what is contained in the CSP so that they more accurately describe what it is that WSC is responsible for progressing

### Council Role:

- The role Weddin Shire Council has in progressing or contributing to delivery of the strategy. For the sake of simplicity, the following four different council roles have been defined:

<i>Role</i>	<i>Description</i>
<b>Advocate</b>	<ul style="list-style-type: none"> <li>• Act or intercede on behalf of the community</li> </ul>
<b>Facilitator</b>	<ul style="list-style-type: none"> <li>• Act as a neutral party to assist groups and organisations to work more effectively to accomplish the group's work</li> </ul>
<b>Provider</b>	<ul style="list-style-type: none"> <li>• Provider of a service</li> </ul>
<b>Regulator</b>	<ul style="list-style-type: none"> <li>• Act to ensure that regulations are complied with</li> </ul>

### Director Responsible

The Weddin Shire Council department director responsible for carrying out the 'Council Role' for that particular strategy. For the sake of simplicity just the name of the key word from the name of the department is included:

- Engineering = Engineering
- Environment = Environmental Services
- Corporate = Corporate Services
- General Manager = General Manager

## Primary Strategic Theme

An icon / symbol showing which of the 4 the main (quadruple-bottom line) themes the strategy supports. The table below shows each icon together with the associated theme name.



**Economic**



**Environment**



**Social**



**Civic Leadership**

### Action:

- The principal activities to be undertaken by the Weddin Shire Council to implement the strategies established by the CSP
- Within the resources available under the resourcing strategy

### (Big Ideas) Priority # (number)

A large number of 'Big Ideas' were put forward by the community during the extensive consultation process in the lead-up to drafting the full suite of Integrated Planning and Reporting Process documents. At the Councillors and Senior Managers workshop held at the Grenfell Community Hub on 31<sup>st</sup> January 2013 all of these were reviewed for the purpose of identifying those which are to be included and advanced in the 2013-2017 Delivery Program and downstream Operational Plans. From this process a total of 21 initiatives were selected. At the Council meeting held 21<sup>st</sup> February 2013 the 21 actions were prioritised. All 21 are included in this Delivery Program under the appropriate strategies together with the associated priority number in bold type.

To assist readers of this Delivery Program get a full picture of the prioritised actions all are listed below together with both the associated priority number and action number.

<b>Priority</b>	<b>Action #</b>	<b>Action / Description</b>
1	2.1.1	Establish a Medical / Wellness Centre
2	1.2.1	Create a Visitor Information Centre that would meet minimum tourist information centre requirements (including staffing), train volunteers, improved information maps, signage and web presence
3	6.1.1	Upgrade and maintain on an equitable basis public facilities in Grenfell and the villages – Grenfell Swimming Pool, public parks and spaces, public dams, picnic spots, footpaths, street lighting
4	1.3.1	Grenfell Main Street upgrade including heritage and streetscape
5	2.4.1	Support additional aged care facilities and services
6	1.2.4	Encourage improved accommodation
7	1.2.2	Leverage historical sites: <ul style="list-style-type: none"> <li>• heritage buildings in Grenfell &amp; villages</li> <li>• historical sites in the Shire – O'Briens Hill, landra, old woolsheds and sawmills</li> <li>• better tap excellent historical records and local knowledge</li> <li>• access to indigenous sites</li> </ul>
8	1.2.5	Maintain and support existing events and develop Shire-wide program

Priority	Action #	Action / Description
9	1.4.2	Promote and attract businesses not dependent on agriculture eg: on-line, speciality retailers, industry
10	1.5.1	Promote availability of industrial land and incentives offered by Council and refine incentives to target favoured industry operators
11	1.1.1	Progressive upgrade of roads <b>to B</b> Double + HML standards, etc
12	1.3.3	Assist village progress associations with village improvements
13	6.2.1	Upgrade and maintain drainage in Grenfell and villages
14	1.4.3	Facilitate grants to assist local business development
15	1.6.1	Partner with neighbouring Shires & NPWS to leverage our local natural landscape and tourism attractions (existing and potential) by arranging (initially) day trips / tours /walking trails. Eg. Weddin Mountains NP, State Forests and potential attractions on private land
16	2.2.1	Support our local TAFE in developing and delivering health industry vocation courses
17	1.3.2	Support TAFE in offering additional vocation based courses
18	5.3.2	Encourage local businesses to adopt “best practice” environmental operations
19	1.2.3	Develop / <b>encourage</b> agri-tourism – tours and farmstays
20	1.4.1	Complete and implement findings from rural land use strategy
21	5.3.1	Partner with Local Land Services to encourage sustainability and environment projects – e.g. vegetation corridors / habitat connectivity, wetlands at sewerage treatment works, landscape drainage

### Who Responsible:

- Abbreviated title of the officer within Council who is primarily responsible for owning and progressing the Action
- The following table explains the meaning of the abbreviations that have been used in the various tables in the following section of the DP.

Position Responsible	Legend code
General Manager	<b>GM</b>
Director Corporate Services	<b>DCS</b>
Director Engineering	<b>DE</b>
Director Environmental Services	<b>DES</b>
All The Above	<b>ALL</b>
Economic Development Officer	<b>EDO</b>
Tourism Promotion Officer	<b>TPO</b>



## Resourcing Options:

- Proposed source of funding for the activity
- The following table contains each of the terms used in the various tables under this heading together with explanations.

Description	Term used
General revenue from Council operations; and includes the full range of rates, fees and charges	<b>Revenue</b>
Grants received primarily from State and Federal departments	<b>Grants</b>
Loan funds sourced from a lending institution such as bank	<b>Loans</b>

- Implementation of activities requiring grants or loan funds will be heavily dependent on such funding being approved and made available to Council

## Impacts / Partners:

- Parties who either:
  - Take a lead role of progressing the activity
  - Are the primary beneficiaries of the activity, or
  - Partner with Council in supporting and delivering the activity
- Where abbreviations have been used a corresponding legend has been included at the bottom of the appropriate stable giving the full name of the party involved.

## Assessment / Target / Timing:

- How achievement of the activity will be assessed.
- Timing of implementation and or achievement of the activity. NB: Many of the activities are already underway as part of normal business-as-usual Council operations. Thus the descriptor shows as 'ongoing'. With some of the major new projects it is not yet clear when implementation will commence and no definite time frame has been suggested.

It needs to be borne in mind that the CSP contains high level measures against each of the Strategic Objectives. These will be tracked and reported at various intervals.

## Service Standards


It is acknowledged that service standards for various Council delivered services is a requirement of the Integrated Planning and Reporting process. Only those that have been developed to this point have been included in the DP.

The strategies and actions set out on the following pages depict the priorities for the next 4 years.



## SO # 1 ■ STRONG, DIVERSE AND RESILIENT LOCAL ECONOMY

The strategies and actions to achieve this strategic objective are below:

Strong, Diverse and Resilient Local Economy					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>1.1 Maintain a strong and progressive agricultural sector</b>	<b>Advocate</b>	<b>Corporate</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
1.1.1. Progressive upgrade of roads to B Double + HML standards, etc. <b>Priority #: 11</b>	DE	Grants	Grants Commission DoT	2013/17	
1.1.2 Promote rail freight where feasible	DE	Revenue	TfNSW	2014/15	
1.1.3 Lobby for Exceptional Circumstances assistance when required	GM	Revenue	DPI	As required	

Legend:

DoT – Australian Government Department of Infrastructure and Transport


TfNSW – Transport for NSW, NSW Government

DPI – NSW Department of Primary Industries

NB: Noxious plants control is listed under action 5.1.2



### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.2 Maximise the Weddin Shire's tourism potential</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.2.1 Create a Visitor Information Centre that would meet minimum tourist information centre requirements (including staffing), train volunteers, improved information maps, signage and web presence <b>Priority #: 2</b>	DCS (TPO)	Revenue	Tourism operators	2017
1.2.2 Leverage historical sites: <ul style="list-style-type: none"> <li>heritage buildings in Grenfell &amp; villages</li> <li>historical sites in the Shire – O'Briens Hill, landra, old woolsheds and sawmills</li> <li>better tap excellent historical records and local knowledge</li> <li>access to indigenous sites</li> </ul> <b>Priority #: 7</b>	DCS DES	Grants & revenue	Property owners	2013/17
1.2.3 Develop / encourage agri-tourism – tours and farmstays <b>Priority #: 19</b>	DCS (TPO)	Grants & revenue	Property owners	2013/17
1.2.4 Encourage improved accommodation <b>Priority #: 6</b>	DCS, DES	Revenue	Accomm. Providers	2013/17
1.2.5 Maintain and support existing events and develop Shire-wide program <b>Priority #: 8</b>	DCS, DES	Grants & revenue	Tourism NSW	2013/17
1.2.6 To provide well maintained and efficiently managed facilities to cater for the requirements of visitors to the area	DE DES	Revenue	-	2013/17
1.2.7 To actively promote Grenfell and the surrounding area as an attractive and interesting location for tourism, business and industry	DCS (TPO)	Revenue	Media	2013/17



### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.3 Provide infrastructure and services to support business activity</b>	<b>Provider</b>	<b>Engineering</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.3.1 Grenfell Main Street upgrade including heritage and streetscape <b>Priority #: 4</b>	DE	Grants, revenue and loan funds	Heritage Advisor, Landscaper	2016/17
1.3.2 Support TAFE in offering additional vocation based courses <b>Priority #: 17</b>	DCS	Revenue	TAFE	2013/17
1.3.3 Assist village progress associations with village improvements <b>Priority #: 12</b>	DE DCS	Revenue	Village progress associations	2013/17

### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.4 Support existing businesses and encourage new industries to increase job opportunities</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.4.1 Complete and implement findings from rural land use strategy <b>Priority #: 20</b>	DES	Grants & revenue	DoP	2014/15
1.4.2 Promote and attract businesses not dependent on agriculture eg: on-line, speciality retailers, industry <b>Priority #: 9</b>	DCS (EDO)	Revenue	Businesses	2013/17
1.4.3 Facilitate grants to assist local business development <b>Priority #: 14</b>	DCS (EDO)	Revenue	Businesses	2013/17
1.4.4 Maximise utilisation of Main Street premises in Grenfell	DCS (EDO)	Revenue	Businesses	2013/17
1.4.5 Provide a specific area for industrial development	GM	Revenue	Businesses	2013/17

legend:

DoP – Department of Planning and Infrastructure, NSW Government



Strong, Diverse and Resilient Local Economy				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.5 Promote the availability of land zoned for development and vacant premises</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.5.1 Promote availability of industrial land and incentives offered by Council and refine incentives to target favoured industry operators <b>Priority #: 10</b>	DCS (EDO)	Revenue	Businesses	2013/17

Strong, Diverse and Resilient Local Economy				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.6 Foster partnerships to advance economic activity</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.6.1 Partner with neighbouring Shires & NPWS to leverage our local natural landscape and tourism attractions (existing and potential) by arranging (initially) day trips / tours /walking trails. Eg. Weddin Mountains NP, State Forests and potential attractions on private land <b>Priority #: 15</b>	DCS (EDO)	Revenue	NPWS Councils NSW Forests	2013/17
1.6.2 Partner with NSW Government business support departments to encourage local businesses to expand & increase employment	DCS (EDO)	Revenue	NSW Trade & Investment	2013/17
1.6.3 Co-operate and liaise with local Progress Societies in expanding economic base in the villages	DCS (EDO)	Revenue		2013/17

Legend:

NPWS – National Parks and Wildlife Service



### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.7 Support expanded aged care facilities &amp; services</b>	<b>Advocate</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.7.1 Improve facilities for housing the aged	DCS (EDO)	Revenue	SCWC	2013/17
1.7.2 Provide services for the aged e.g. taxi	DCS	Revenue	Taxi operator	2013/17

legend:

SCWC – Senior Citizens Welfare Committee

### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.8 Support responsible mining</b>	<b>Regulator</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.8.1 Provide inception and pre-DA meetings to prospective applicants	DES	Revenue	Mining companies	2013/17

### Strong, Diverse and Resilient Local Economy

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>1.9 Encourage renewable energy development</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
1.9.1 Actively consider adoption of renewable energy technology	DES	Revenue	DHE	2013/17
1.9.2 Encourage development and property owners to adopt sustainable technology	DES	Revenue		2013/17

legend:

DHE – NSW Department of Heritage and Environment





## SO # 2 ■ HEALTHY, SAFE, AND EDUCATED COMMUNITY

The strategies and actions to achieve this strategic objective are below:


Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.1 Encourage the provision of quality medical facilities</b>	<b>Advocate</b>	<b>General Manager</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.1.1 Establish a Medical / Wellness Centre <b>Priority #: 1</b>	DES GM	Grant	Western NSW Local Health	2013/15
2.1.2 Facilitate dental services to residents	GM	Revenue		2014/15
2.1.3 Facilitate medical services to residents	GM	Revenue	DGP	2013/17

legend:

DGP – Central West Division of General Practice


Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.2 Promote and develop health education and encourage people to take personal responsibility for their health</b>	<b>Advocate</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.2.1 Support our local TAFE in developing and delivering health industry vocation courses <b>Priority #: 16</b>	DES	Revenue	Western NSW Local Health	2013/17



Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.3 Support community transport</b>	<b>Advocate</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.3.1 Publicise and assist in the local provision of community transport	DCS	Revenue	HACC	2013/17

legend:

HACC – Home and Community Care


Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.4 Support provision of adequate aged care service</b>	<b>Advocate</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.4.1 Support additional aged care facilities and services <b>Priority #: 5</b>	DCS	Revenue	Western NSW Local Health SCWC	2013/17

legend:

SCWC – Senior Citizens Welfare Committee



### Healthy, Safe, and Educated Community

Strategy	Council role	Director responsible	Primary Strategic theme		
<b>2.5 Maximise public health and safety</b>	<b>Advocate Facilitator Provider Regulator</b>	<b>Environment</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
2.5.1 Collaborate with the Rural Fire Service	DE	Grants & revenue	RFS	2013/17	
2.5.2 Suppress any nuisance within the community caused by noisy or straying animals	DES	Revenue	-	2013/17	
2.5.3 Support local emergency units	DE	Revenue	SES NSW F&R	2013/17	
2.5.4 Control and eliminate public health nuisances	DES	Revenue	NSWH	2013/17	
2.5.5 Ensure all places of residential and public accommodation and food premises are properly equipped and maintained	DES	Revenue	NSWH	2013/17	
2.5.6 Promote home swimming pool safety	DES	Revenue	DLG RLSSA	2013/17	
2.5.7 Provide clean and well maintained public conveniences	DE	Revenue	-	2013/17	
2.5.8 Provide and maintain a safe and effective street lighting network to cater for the current and future development of Grenfell and the Villages	DE	Revenue	Essential Energy	2013/17	

legend:

RFS – Rural Fire Service NSW

SES – State Emergency Service NSW

F & R NSW – Fire and Rescue NSW

NSWH – NSW Health

DLG – NWS Department of Local Government

RLSSA – Royal Life Saving Society of Australia




Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.6 Support our local education institutions</b>	<b>Facilitator</b>	<b>All</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.6.1 Encourage education achievement	DCS	Revenue	Schools and TAFE	2013/17
2.6.2 Assist with vocational training e.g. work experience, traineeships	All	Revenue	Schools & TAFE	2013/17

Healthy, Safe, and Educated Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>2.7 Provide lifelong learning opportunities</b>	<b>Provider</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
2.7.1 Provide a library service facility which largely satisfies the needs of the Community	DCS	Grant and revenue	State Library	2013/17
2.7.2 Provide high standard of IT facilities via the internet centre	DCS	Revenue	-	2013/17



## SO # 3. ■ DEMOCRATIC AND ENGAGED COMMUNITY


The strategies and actions to achieve this strategic objective are below:


Democratic and Engaged Community					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>3.1 Develop leadership skills in the community</b>	<b>Provider</b>	<b>Corporate</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
3.1.1 Arrange meeting training for community organisations	DCS	Revenue	LGSA	2013/17	
3.1.2 Consider establishment of a Youth Council	DCS	Revenue	THLHS	2015/16	

Legend:


LGSA – Local Government and Shires Association of NSW


THLHS – The Henry Lawson High School


Democratic and Engaged Community					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>3.2 Fully implement the integrated planning and reporting process</b>	<b>Provider</b>	<b>ALL</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
3.2.1 Provide and maintain effective administrative support	DCS	Grants & revenue	-	2013/17	
3.2.2 Co-ordinate strategic/long term planning	GM	Grants & revenue	-	2013/17	
3.2.3 Provide sound financial planning and reporting	DCS	Grants & revenue	-	2013/17	

Democratic and Engaged Community					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>3.3 Support village progress organisation activities</b>	<b>Facilitator</b>	<b>ALL</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
3.3.1 Liaise with and support of organisations	ALL	Revenue	Progress organisations	2013/17	



Democratic and Engaged Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>3.4 Harness and leverage existing leadership network across the Shire</b>	<b>Facilitator</b>	<b>ALL</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
3.4.1 Engage and consult with community organisations	ALL	Revenue	Community organisations	2013/17

Democratic and Engaged Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>3.5 Ensure all major groups in the community have the opportunity to contribute to major decisions</b>	<b>Provider</b>	<b>ALL</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
3.5.1 Engage and consult with community groups	ALL	Revenue	Community groups	2013/17

Democratic and Engaged Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>3.6 Educate the community on the role of Councillors and the Council, and how best to raise issues and concerns</b>	<b>Provider</b>	<b>GM</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
3.6.1 Provide regular publicity in Council Newsletter	GM	Revenue	Media	2013/17







Democratic and Engaged Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>3.7 Leverage internet and social media to engage community in local leadership and communication</b>	<b>Provider</b>	<b>GM</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
3.7.1 Distribute information and engage community via Council website and Grenfell Tourism Facebook page.	DCS	Revenue	Media	2013/17




## SO # 4. ■ CULTURALLY RICH, VIBRANT & INCLUSIVE COMMUNITY

The strategies and actions to achieve this strategic objective are below:


Culturally Rich, Vibrant and Inclusive Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.1 Maintain and develop sporting facilities and events</b>	<b>Provider</b>	<b>Engineering &amp; Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.1.1 Ensure that the Council swimming pools are managed and maintained in a manner which enables and encourages frequent use	DES	Revenue	Swimming clubs	2013/17
4.1.2 Manage and maintain Parks, Reserves and Sporting facilities in a safe and attractive condition which encourages frequent use by residents and visitors	DE	Revenue	Sports clubs	2013/17

Culturally Rich, Vibrant and Inclusive Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.2 Maintain and develop recreational facilities and events</b>	<b>Provider</b>	<b>Engineering &amp; Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.2.1 Provide opportunities and improve facilities for local youths	DE DES	Revenue & grants	Dept. Sport & Rec.	2013/17
4.2.2 Develop Bogolong Dam for public use	DE	Revenue	Local organisations	2013/16


Culturally Rich, Vibrant and Inclusive Community				
Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.3 Maintain and develop cultural and arts facilities and events</b>	<b>Provider</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.3.1 Support major arts and tourism events: Henry Lawson Festival of Arts, GoldFest	DCS TPO	Revenue	Arts Out West Tourism NSW	2013/17
4.3.2 Provide for and support local cultural organisations	DCS	Revenue	Local organisations	2013/17




### Culturally Rich, Vibrant and Inclusive Community

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.4 Develop a strategy for attracting people from diverse cultures</b>	<b>Provider</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.4.1 Arrange introductory meetings	DCS	Revenue	-	2013/17

### Culturally Rich, Vibrant and Inclusive Community

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.5 Encourage sense of community and connectiveness</b>	<b>Facilitator</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.5.1 Encourage involvement in Council & community activities	DCS	Revenue	Community groups	2013/17


### Culturally Rich, Vibrant and Inclusive Community

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>4.6 Implement a social activities planning program</b>	<b>Provider</b>	<b>Corporate</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
4.6.1 Develop and maintain activities & facilities to support target & disadvantaged demographic groups throughout the Shire	DCS	Grants and revenue	Premier's Dept	2013/17



## SO # 5. ■ CARED FOR NATURAL, AGRICULTURAL & BUILT ENVIRONMENTS

The strategies and actions to achieve this strategic objective are below:

Cared for Natural, Agricultural and Built Environments					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>5.1 Implement environmental regulations and control in Council's sphere of operations</b>	<b>Regulator</b>	<b>Environment</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
5.1.1 Town Planning - to plan and regulate the orderly arrangement and use of land	DES	Revenue	DoP	2013/17	
5.1.2 Ensure the control of noxious plants on both public and private land	DE	Grants & revenue	DPI	2013/17	
5.1.3 Ensure compliance with environmental regulations	DES	Revenue	DoP	2013/17	
5.1.4 Prepare appropriate State of Environment Report	DES	Revenue	Consultant	2013/17	
5.1.5 Implement sustainability actions as identified in the RESAP	DES	Revenue	LCMA NetWaste	2013/17	
5.1.6 Identify and minimise sources of pollution in order to preserve and improve the natural environment	DES	Revenue	EPA	2013/17	
5.1.7 Make adequate provision for urban stormwater	DE	Revenue	-	2013/17	
5.1.8 Implement IWCM Strategic Study outcomes	DE	Revenue & possibly grants	Office of Water	2015/16	
5.1.9 Manage the Sewerage Scheme	DES, DE	Revenue	PWD	2013/17	
5.1.10 Ensure all building work meets relevant codes and standards with regard to aesthetics and the areas heritage	DES	Revenue	-	2013/17	

legend:

DoP – Department of Planning and Infrastructure, NSW Government

DPI - NSW Department of Primary Industries


LCMA – Lachlan Catchment Management Authority

EPA – Environment Protection Authority, NSW Government


PWD – NSW Public Works



## Cared for Natural, Agricultural and Built Environments

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>5.2 Encourage waste reduction and recycling</b>	<b>Provider</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.2.1 Continue and review recyclables collection for Grenfell	DES	Revenue	NetWaste	2013/17
5.2.2 Investigate regular service for all villages	DES	Revenue	NetWaste	2014/15


## Cared for Natural, Agricultural and Built Environments

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>5.3 Raise awareness of sustainable practices in the community</b>	<b>Provider</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.3.1 Partner with Local Land Services to encourage sustainability and environment projects – e.g. vegetation corridors / habitat connectivity, wetlands at sewerage treatment works, landscape drainage <b>Priority #: 20</b>	DES	Grants	LCMA	2013/17
5.3.2 Encourage local businesses to adopt “best practice” environmental operations <b>Priority #: 18</b>	DES	Revenue	NetWaste	2013/17

legend:

LCMA – Lachlan Catchment Management Authority

## Cared for Natural, Agricultural and Built Environments

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>5.4 Improve the environmental outcomes of Council operations</b>	<b>Provider</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.4.1 Collect and dispose of domestic, commercial and industrial waste to landfill	DES	Revenue	EPA NetWaste	2013/17
5.4.2 Provide ecologically sustainable landfills with minimal adverse environmental impacts	DES	Revenue	EPA NetWaste	2013/17
5.4.3 Carry out a programme of street tree planting and maintenance in order to preserve and enhance the natural environment	DE	Revenue	-	2013/17


legend:

EPA – Environment Protection Authority, NSW Government

Weddin Shire Council 2013-2017 Delivery Program



### Cared for Natural, Agricultural and Built Environments


Strategy	Council role	Director responsible	Primary Strategic theme	
<b>5.5 Inform local agricultural industry about adopting sustainable and environmentally friendly farming practices in the context of climate change</b>	<b>Facilitator</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.5.1 Support and promote local and regional sustainability forums, public developments	DES	Revenue	LLS DPI	2013/17

Legend:

DPI - NSW Department of Primary Industries

LCMA – Lachlan Catchment Management Authority

### Cared for Natural, Agricultural and Built Environments

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>5.6 Preserve the heritage of built areas</b>	<b>Facilitator Provider</b>	<b>Environment</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.6.1 Implement heritage planning controls	DES	Revenue	DoP	2013/17
5.6.2 Provide free heritage service	DES	Grants & revenue	Heritage Office	2013/17
5.6.3 Provide grants for preservation work	DES	Grants & revenue	Heritage Office	2013/17
5.6.4 Promote heritage features of Main Street	DES	Revenue	-	2014/15


Legend:

DoP – Department of Planning and Infrastructure, NSW Government





Cared for Natural, Agricultural and Built Environments

Strategy		Council role	Director responsible	Primary Strategic theme	
<b>5.7</b>	<b>Enhance broader landscape connectivity for native fauna</b>	<b>Facilitator</b>	<b>Environment</b>		
Actions		Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
5.7.1	Support road corridor projects	DES	Grants	LLS	2013/17
5.7.2	Support 'tree days'	DES	Grants	Landcare	2013/17


legend:

LLS – Local Land Services



## SO # 6. ■ WELL MAINTAINED & IMPROVING SHIRE ASSETS AND SERVICES

The strategies and actions to achieve this strategic objective are below:

Well Maintained and Improving Shire Assets and Services					
Strategy	Council role	Director responsible	Primary Strategic theme		
<b>6.1 Ensure Council operations meet reasonable community expectations</b>	<b>Provider</b>	<b>All</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
6.1.1 Upgrade and maintain on an equitable basis public facilities in Grenfell and the villages – public parks and spaces, public dams, picnic spots, footpaths, street lighting <b>Priority #: 3</b>	DE	Revenue	-	2013/17	
6.1.2 Sewerage Scheme - to meet or exceed minimum levels of service	DES	Revenue	PWD	2013/17	
6.1.3 Manage an efficient rates system based on an up-to-date property information base	DCS	Revenue	VG	2013/17	
6.1.4 Maximise untied income from government and investment sources	DCS	Grants & revenue	Govt. Depts Banks	2013/17	


legend:

PWD – NSW Public Works

VG – NSW Valuer General



### Well Maintained and Improving Shire Assets and Services

Strategy	Council role	Director responsible	Primary Strategic theme		
<b>6.2 Maintain and improve Council's transport infrastructure (roads, bridges, footpaths)</b>	<b>Provider</b>	<b>Engineering</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
6.2.1 Upgrade and maintain drainage in Grenfell and villages <b>Priority #: 13</b>	DE	Revenue	-	2013/16	
6.2.2 Provide a management planning system to determine standards and priorities for a safe and effective road network	DE	Grants & revenue	IPWEA DLG	2014/15	
6.2.3 Maintain and improve Town/Village streets in accordance with Council priorities	DE	Revenue	-	2013/17	
6.2.4 Maintain and improve roads in accordance with Council priorities	DE	Grants & revenue	RMS Grants Comm.	2013/17	
6.2.5 Provide and maintain a network of safe and effective bridges, culverts and causeways in accordance with Council adopted standards	DE	Revenue & contributions	RMS Grants Comm.	2013/17	
6.2.6 Provide and maintain a network of safe and effective footpaths in accordance with Council adopted standards	DE	Grants and revenue	-	2013/17	

Legend:

IPWEA - Institute of Public Works Engineering Australia


DLG – NWS Department of Local Government

Grants Comm. – Commonwealth Grants Commission

PWD – NSW Public Works

RMS – NSW Roads and Maritime Services

### Well Maintained and Improving Shire Assets and Services

Strategy	Council role	Director responsible	Primary Strategic theme		
<b>6.3 Maintain structural assets</b>	<b>Provider</b>	<b>Engineering Environment</b>			
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing	
6.3.1 Manage and maintain all structural assets (e.g. depot, administration building, hub, sewerage treatment works, waste facilities)	DE DES	Revenue	-	2013/17	
6.3.2 Manage all cemeteries within the Council area	DE	Revenue	Funeral Directors	2013/17	



**Well Maintained and Improving Shire Assets and Services**

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>6.4 Position the WSC as an 'employer of choice'</b>	<b>Provider</b>	<b>All</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
6.4.1 Develop a highly motivated and skilled workforce capable of delivering quality service to all residents	All	Revenue	Unions	2013/17
6.4.2 Provide and maintain Council staff housing	DES	Revenue	-	2013/17
6.4.3 Attain a high level of workplace health and safety	DE DES	Revenue	Training Providers	2013/17

**Well Maintained and Improving Shire Assets and Services**

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>6.5 Provide a modern plant fleet</b>	<b>Provider</b>	<b>Engineering</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
6.5.1 Provide and maintain an efficient and modern public works plant and vehicle fleet	DE	Revenue		2013/17

**Well Maintained and Improving Shire Assets and Services**


Strategy	Council role	Director responsible	Primary Strategic theme	
<b>6.6 Manage classified roads on behalf of Roads and Maritime Services</b>	<b>Provider</b>	<b>Engineering</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
6.6.1 Maintain and upgrade the classified road network in association with Roads and Maritime Services	DE	Grants	RMS	2013/17

legend:

RMS – NSW Roads and Maritime Services




### Well Maintained and Improving Shire Assets and Services

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>6.7 Participate in, and support, DESTINATION 2036 initiative as member council of the Central West region</b>	<b>Provider</b>	<b>ALL</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
6.7.1 Monitor and participate in CENTROC activities	All	Revenue	CENTROC	2013/17

legend:

CENTROC – Central NSW Region of Councils

### Well Maintained and Improving Shire Assets and Services

Strategy	Council role	Director responsible	Primary Strategic theme	
<b>6.8 General liaison and partnership with NSW State and Federal government departments</b>	<b>Provider</b>	<b>ALL</b>		
Actions	Who responsible	Resourcing options	Impacts / Partners	Assessment / Target / Timing
6.8.1 Liaise with State and Federal government departments, partner where appropriate	All	Revenue	State & Federal Govt Depts	2013/17

## FINANCIAL STATEMENTS 2013/2017

The integrated planning and reporting process requires integration between the financial planning process and the asset management planning process. This ensures that the Asset Management Plans are realistic, achievable and implementable.

A 10 year Long Term Financial Plan has been developed as part of the Resourcing Strategy. The income and expenditure statement for the period 2013/2017 is shown below:-

### Income and Expenditure Statement 2013/2017

	Projected 2013/14	Projected 2014/15	Projected 2015/16	Projected 2016/17
	\$'000	\$'000	\$'000	\$'000
<b>Income from continuing operations</b>				
<b>Income</b>				
Rates and Annual Charges	2477	2797	2881	2967
User Charges and Fees	3471	1487	1532	1578
Interest and Investment Revenue	342	260	268	276
Other Revenues	964	109	112	116
Grants and Contributions - Operating	3845	3439	3542	3648
Grants and Contributions - Capital	847	6155	6345	6535
Net gain from the disposal of assets	0	5	5	5
Special Rate Variation	0	0	0	0
<b>Total income from continuing operations</b>	<b>11946</b>	<b>14251</b>	<b>14685</b>	<b>15125</b>
<b>Expenses</b>				
Employee costs	3820	3785	3899	4016
Materials & Contracts	3451	2969	3058	3150
Depreciation	3618	3596	3650	3705
Other Expenses	250	854	880	906
Interest expense	0	0	0	0
Net Loss from Disposal of Assets	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>11139</b>	<b>11204</b>	<b>11486</b>	<b>11831</b>
<b>Operating result from continuing operations</b>	<b>807</b>	<b>3048</b>	<b>3199</b>	<b>3294</b>
	0	0	0	0
<b>Net operating result for the year</b>	<b>807</b>	<b>3048</b>	<b>3199</b>	<b>3294</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>-40</b>	<b>-3112</b>	<b>-3151</b>	<b>-3246</b>

## ROAD PROGRAMMES 2013/2017

### Schedule A - RMS State and National Highway Works Program

#### 2014/2015:

Routine Maintenance Services – Mandatory and Supplementary	\$350,000
Provision Services Work Orders (Reseals and Heavy Patching)	<u>\$500,000</u>
	<b><u>\$850,000</u></b>

Additional services such as extra resealing, rehabilitation and extra heavy patching have not been included in these figures as they are not known at this stage.

As the need arises, Council actively submits Works Proposal to the RMS for specific works and carries out the work under RMS Work Orders, which further boosts the income (and expenditure) from the RMS.



### Schedule B - Regional Roads Block Grant Program

<b>Proposals and Locations</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>
a) Maintenance	\$370,000	\$380,000	\$400,000	\$400,000
b) MR239 - Young Road Between Tyagong Hall Road and Martins Lane – reconstruct road to remove dip. Subject to ownership being finalized.	\$100,000	\$100,000	\$10,000 (Reseal)	Completed
c) MR 237 Reseals			\$76,000	\$100,000
d) MR398 Bimbi Road extend culverts and widen pavement as part of repair program. (including reseals)	Completed			
e) MR237 rehabilitation and widen 2 km and reseals	\$150,000	\$150,000	\$150,000	\$150,000
f) MR 398 Reseals	\$50,000	\$45,000	\$50,000	\$50,000
g) MR236 Rehabilitation/Reseals	\$58,000		\$50,000	\$50,000
h) MR239 Rehabilitation/Reseals		\$70,000	\$32,000	\$41,000
<b>Total</b>	<b>\$728,000</b>	<b>\$745,000</b>	<b>\$768,000</b>	<b>\$791,000</b>

## Schedule C - Rural Local Roads (FAG) Program

Proposals & Location	Estimate	2013/14	2014/15	2015/16	2016/17
1) General Maintenance		Nil	Nil	Nil	Nil
2) Edge patching & routine patching.		Nil	Nil	Nil	Nil
3) Reseals		\$170,000	\$200,000	\$210,000	\$230,000
4) Old Young Rd - widen shoulders and reseal 6.5 km	\$75,000/km	Completed			
5) New Forbes Rd – widen and strengthen pavement	\$45,000/km				\$106,000
6) Bewleys Rd - widen strengthen and reseal 12.5 km (1)	\$35,000/km				
7) Back Piney Range Rd - widen, shoulders & reseal 13.5 km	\$65,000/km				
8) Nowlans Road - form gravel and seal - from Gannons to caves turnoff 4 km	\$100,000/km	Completed			
9) Ballendene Rd - widen, shoulders and reseal 7 km (2)	\$75,000/km	\$82,000	\$88,000	\$130,000	\$130,000
10) Martins Ln – widen, shoulders & reseal)	\$70,000/km	Completed			
11) Lynchs Road	\$60,000/km				
12) Tyagong Hall Road - widen, shoulders and reseal 5 km	\$60,000/km				
13) Pinnacle Rd from MR No 236 widen, shoulders and reseal	\$75,000/km	\$120,000	\$130,000	\$200,000	Completed
14) Gravel resheeting on shire needs basis.		\$110,000	\$130,000	\$140,000	\$160,000
15) Driftway Road	\$100,000/km	\$100,000	\$100,000	\$123,000	
16) Quandialla Drainage					
17) Grenfell Streets construction		\$70,000	\$75,000	\$75,000	\$80,000
18) Grenfell kerb and gutter*		\$25,000	\$30,000	\$35,000	\$40,000
19) Grenfell Streets – footpaving*		\$20,000	\$15,000	\$15,000	\$20,000
20) Village Streets - reconstruction		\$5,000	\$10,000	\$10,000	\$10,000
21) Warraderry Street – drainage	\$100,000				
22) Weddin/Camp/Church Street - replace footpath		\$150,000	\$107,000		
23) Edward Square kerb and gutter					
24) Clayneys Road raise causeway					
25) Adelargo Road raise causeway					\$200,000
26) Bimbi – Caragabal Road					
<b>Sub Total</b>		\$852,000	\$885,000	\$938,000	\$976,000
<b>Overheads</b>	<b>8.5%</b>	\$72,000	\$76,000	\$80,000	\$83,000
<b>Totals</b>		\$924,000	\$961,000	\$1,018,000	\$1,059,000

## Schedule D – Plant Replacement Program

Plant #	Item Details	Rego No.	Date Purchased	User/Purpose	2013/2014 \$	2014/2015 \$	2015/2016 \$	2016/2017 \$
1083	Station Wagon-Ford Falcon	TC 025	20/11/06	TAXI from 22/5/07				
1098	Sedan – Toyota Aurion	BC 77 AA	10/08/09	Spare from 2/5/11		8,000	9,000	9,000
1099	Wagon-Toyota Kluger 4x2 KXR	BF 18 AL	28/05/10	(Mayor)		8,000	9,000	9,000
1100	Sedan-Toyota Aurion	BG 22 BL	24/08/10	Nirupan	18,000	8,000	9,000	9,000
1101	Sedan-Toyota Aurion	BG 06 BK	13/07/10	G Carroll (DCS)	18,000	8,000	9,000	9,000
1102	Sedan-Toyota Aurion	BG 20 BL	26/08/10	T Lobb (GM)	18,000	8,000	9,000	9,000
1104	Sedan-Toyota Aurion	BG 21 BL	24/08/10	N Perera (Contracts E)	18,000	8,000	9,000	9,000
1105	Wagon-Nissan X-trail	BT 07 9H	05/01/11	Adrian Milne (AsstEng)	18,000	8,000	9,000	9,000
1106	Wagon-Nissan X-trail	BW 07 3J	09/06/11	(DES)	18,000	8,000	9,000	9,000
1107	Sedan-Toyota Aurion	BK 53 RA	02/05/11	J Montgomery (O'seer)	18,000	8,000	9,000	9,000
1108	Sedan-Toyota Aurion	BN 33 KL	02/02/12	W Twohill (DE)	18,000	8,000	9,000	9,000
<b>2000 UTILITIES</b>								
2056	Utility-ToyotaHilux Tray Top	YEG 515	12/09/02	S Wood				
2070	Utility-ToyotaHilux Workmate Tipper	AH 06 JN	04/01/06	Works/Traffic	18,000		10,000	10,000
2072	Utility-ToyotaHilux WorkmateTrayTop	AH 26 VM	22/12/05	M Horne (storeman)	18,000		10,000	10,000
2073	Utility-ToyotaHilux ExtraCab TrayTop	AH 25 VM	22/12/05	Various	18,000		10,000	10,000
2074	Utility-ToyotaHilux DualCab TrayTop	AI 25 FZ	11/01/06	Various	18,000		10,000	10,000
2075	Utility-Toyota Hilux ExtraCab Tray Top	AM 42 HK	22/11/06	Animal Control			10,000	10,000
2077	Utility Toyota Hilux Workmate Extra Cab	AZ 83 VQ	09/04/09	L Howell		9,000		
2078	Utility – Toyota Hilux Workmate Dual Cab	AZ 86 VQ	17/04/09	K Abbott			10,000	10,000
2079	Utility – Toyota Hilux Workmate Dual Cab	AZ 82 VQ	07/04/09	N Hockings		9,000	10,000	10,000
2080	Utility – Toyota Hilux Workmate Dual C/Tip	BA 81 ZR	27/04/09	Garbage, Sanitation				10,000
2081	Utility – Toyota Hilux Workmate Dual Cab	BA 82 ZR	28/04/09	Traffic Control		9,000	10,000	10,000
2082	Utility – Nissan Patrol Cab Chassis	BN 02 KO	14/02/12	K Frost (NOW)				
2083	Utility – Nissan Patrol Tray Top	BM 80 WU	01/02/12	S Browne (Workshop)				
<b>3000 TRUCKS</b>								
3229	Truck-Daihatsu 2t Tipper	WDM 576	26/08/99	Town Tipper				
3244	Truck-Toyota Dyna 1.4t Tipper	VXR 428	12/07/99	L Howell				
3245	Truck-Toyota Dyna 1.4t Tipper	VXR 427	12/07/99					
3249	Truck-Toyota Dyna 2t Tipper	WRY 568	29/08/00	Parks & Gardens				
3826	Truck-Garbage Compactor (OLD)	UOU 665	05/08/88	Standby for PI 3948			100,000	
3933	Low Loader-Rocklea	B 81462	15/02/79	(with P3924)				
3949	Fire Engine- Dennis							
3950	Truck-Iveco 11.5t Tipper	ZBU 128	30/12/03	B Lennane	56,000			
3951	Truck-Iveco 11.5t Tipper	ZBU 406	21/01/04	D Troy	(264,000)			
3952	Prime Mover – Kenworth T401	AD 73 AL	10/05/06	Heavy Plant Transport				
3953	Truck – Garbage Collection	YPI 776	03/04/07	A Hewen		100,000		
3954	Trailer (semi) – bogie tipper	U97 174	21/10/10	Garbage Tip				
3955	Truck-Isuzu FRR 500 Long	BL 37 ST	28/09/11	L Fisher				
<b>4000 PLANT</b>								
4039	Crane-Bedford	Deregistered	13/12/79	Crane (yellow)				
4047	Grader-Allis Chalmers DD	AWX 953	21/01/70	(orange)				
4052	Grader-Caterpillar 12G	UDQ 896	22/03/96	K Abbott				
4053	Grader-Caterpillar 12H	QZY 120	02/07/97	Various				
4058	Tractor-Massey Ferguson	ELH 826	21/04/67	(Proline)				70,000
4067	Toyota Forklift	UCA 215	03/11/95	Workshop/Depot			50,000	
4069	Tractor-Ford 3000	UJL 710	01/08/96	Caragabal – A Riding				
4070	Roller-Cat 613/Grid	QFZ 655	08/01/94	N Hockings				
4071	Roller-Case W.152	UCA 214	21/04/94	small roller (orange)				60,000
4073	Roller-Pacific Vib.Smooth V12D	s/n 568	30/08/77	drawn roller				
4076	Roller-Coates "Crushpactor '72	Top pit	25/11/80	drawn roller				
4082	Case-Vibromax S/P Smooth	RVH 118	31/07/91	Various operators		200,000		
4083	Dynapac S/P Padfoot	TRJ 163	29/05/95	Various operators				
4094	Backhoe/loader- Case 580 SLE	XFR 665	02/04/01					120,000
4095	Tractor-John Deere 601098A	20655C	31/05/02					
4096	Multi-tyred Roller- Multipac VP2400	XZJ 136	28/05/02					
4097	Toro Groundsmaster 228D mower,outfront	YVT 154	12/09/03	Parks & Gardens				
4098	Patching machine- Isuzu	ZAV 542	22/12/03					
4099	Tip Compactor- Cat 518C		06/02/04					
4100	Roller, rubber-tyred- Bomag BW20	55114C	16/07/04	Various operators				
4101	Wheel Loader- Volvo L60E	AE 04 NK	20/05/05	S Hughes			180,000	

Plant #	Item Details	Rego No.	Date Purchased	User/Purpose	2013/2014 \$	2014/2015 \$	2015/2016 \$	2016/2017 \$
4102	Grader – Caterpillar 120M	AV 08 PY	04/06/08	K Abbott				
4103	Tractor – New Holland TD80D	80 47 OC	04/06/08					
4104	Bad Boy Mower – AOS 60” 35hp	92416C	07/08/09	Parks & Gardens				40,000
4105	Grader – Caterpillar 120M	BL 80 HR	26/07/11	N Hockings				
4106	Backhoe/Loader – Caterpillar 432E	BL 81 HR	26/07/11	P Taylor				
	2 new dog tipping trailers				(140,000)			
	Slide on Water Tank							
	Second Hand Street Sweeper							
	Minor Purchases				48,000			
					320,000	407,000	500,000	470,000

### Schedule E - Roads to Recovery Program

Proposals and Locations	2013/2014	2014/2015	2015/2016	2016/2017
Reseals	\$100,000	\$100,000	\$100,000	\$100,000
Old Young Rd widen shoulders & reseals	Completed			
Martins Ln widen shoulders & reseals	Completed			
Pinnacle Rd widen shoulders & reseals	\$350,876	\$200,000		
Driftway Rd widen shoulders & reseals		\$150,876	\$350,876	Completed
Keiths Lane				\$350,876
Deaths Lane				
<b>TOTAL</b>	<b>\$450,876</b>	<b>\$450,876</b>	<b>\$450,876</b>	<b>\$450,876</b>

## Schedule F - Shire Roads Gravel Resheeting Program (FAG Program)

### Proposed Road Resheeting Program for 2014/2015

#### Future Works 2014/2015

Adams Lane (South)	1.00 km
Arramagong Road	2.00 km
Adelargo Road	2.00 km
Bald Hills Road	1.00 km
Barkers Road	1.00 km
Berendebba Road	1.00 km
Greenethorpe-Wirega Road	1.00 km
Nowlans Road	1.00 km
Quondong Road	1.00 km
Stewarts Road	2.00 km
Wheatleys Road	1.00 km
Total	14.0km

14.0km@ 9,300/km = \$130,000

#### Future Works 2015/2016 onwards

Adelargo Road	9.9 km
Arramagong Road	7.4 km
Bald Hills Road	6.7 km
Barkers Road	4.5 km
Borehams Road	3.5 km
Boundary Road	1.9 km
Dodds Lane	2.3 km
Eves Lane	1.5 km
Goodes Lane	2.3 km
Greenethorpe-Wirega Road	7.6 km
Grimms Lane	2.8 km
Hancock-Flynn Road	2.8 km
Hunters Road	5.0 km
Kangaroooby Road	3.0 km
Major West Road	5.0 km
Nowlans Road	1.5 km
Quondong Road	2.6 km
Stewarts Road	4.9 km
Stock Route Road	3.5 km
Taylors Road	1.5 km
Trounsons Lane	1.9 km
Wards Road	1.0 km
Wheatleys Road	2.4 km

**Schedule G - Grenfell Streets and Footpaths****2014/2015**

Description of Works	Street	Kerb & Guttering	Footpath
Melyra Street south side between Tyagong Street and Brundah Street (107m kerb and gutter and 2m shoulder)	\$14,000	\$15,000	
South Street outside Sepot (90m kerb and gutter and 2m shoulder))	\$4,000	\$15,000	
Melyra Street east end past Rifle Range, 300 m	\$9,600		
Lane between North and Melyra Streets (East / Bogalong St ) 200 m x 4 m	\$9,600		
Lane between Rose and South Streets (Wood/West Streets) 120 m x 4 m	\$6,000		
Melyra Street northside from Warraderry Street to Sullivan street			\$37,500

**2015 Onwards**

Description of Works	Street	Kerb & Guttering	Footpath
Brundah Street east side from existing kerb and gutter to Grafton Street (27m and 2m shoulder)	\$3,000		\$34,100
North Street (south side) from East Street to Bogolong Street (98 metres kerb and gutter – 98m x 2m)	\$2,500	\$12,500	
North Street (south side) from lane behind Clarice Johnson carpark to Bogolong Street ( 58 metres kerb and gutter – 58m x 2m shoulder)	\$2,500	\$7,300	
North Street (South Side) between Dalton and Alexandra Streets (100m kerb and gutter 3m shoulder)	\$3,600	\$13,000	
Palmer Street (south side) from Gooloogong Road to Parkes Street (210 metres kerb and gutter 210m x 2m)	\$4,500	\$26,000	
Fitches Lane (west side) frontage to No. 52 Melyra Street and Melyra Street (north side) frontage to No. 52 Melyra Street	\$3,500	\$16,900	
Tyagong Street south of North Street to Emu Creek 7 m x 80 m	\$8,400		
Lane off Young Street northerly to Emu Creek (Tyagong/MR 398) 145 m x 4 m	\$7,000		
Lane off Young Street southerly to Grenfell (Tyagong/MR 398) 120 m x 4 m	\$5,800		
Rose Street (North side) between Wood and West Streets (110m Kerb and Gutter, 3m shoulder)	\$4,000	\$14,600	
Rose Street (South side) between Wood and West Streets (110m Kerb and Gutter, 3m shoulder)	\$4,000	\$14,600	
North Street (South Side) between Tyagong and Alexandra Streets (100m kerb and gutter 3m shoulder)	\$5,800	\$21,200	
Melyra Street south side between Tyagong Street and Brundah Street (107m Kerb and Gutter)		\$15,000	
Cross Street west side from Melyra Street to vehicular entrance to Bowling Club (1.2m wide footpath 190m)			\$28,500





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