

2018/19 OPERATIONAL PLAN



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BREWARRINA SHIRE COUNCIL



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Introduction

The Integrated Planning and Reporting framework introduces the Operational Plan 2018/19. This document is part of the following suite of documents and should not be read in isolation.

- Community Strategic Plan “Brewarrina Shire 2026”
- 4 year Delivery Program
- **Annual Operational Plan**
- Long Term Financial Plan
- Asset Management Strategy
- Workforce Plan

Integrated Planning and Reporting framework



The Operational Plan outlines the activities Council will undertake across the full range of Council’s operations for the 2018/19 financial year. These activities directly address the objectives and strategies outlined in Council’s Delivery Program of the community through the Community Strategic Plan.

The Operational Plan deals with the actions and tasks where Council has a role to play and identifies what we plan to do over the next year. The Plan also shows how we will measure progress and identifies the responsibility for completing the action.

The financial information outlines the Annual Estimates, Revenue Policy, Fees and Charges and other financial information. This financial information relates to both the Delivery Program and Operational Plan.

How Council works

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

The Council

The elected representatives (Councillors) comprise the governing body of the Council. The role of the governing body is to direct and control the affairs of the Council in accordance with the Local Government Act 1993. **The role of the Council is to provide the strategic management for the corporation.**

Council Functions

The council holds ordinary meetings on the fourth Friday of each month unless there is a change required. Such changes are advertised in the local newspaper, on Councils website and on radio. Meetings commence at 10.00 am and members of the public are welcome to attend these meetings.

Councillors

Brewarrina Shire Council consists of 9 Councillors elected by eligible residents and ratepayers within the community and hold office for four years, one of whom is elected every second year during September by the councillors to serve as Mayor for a 2 year term. The Councillors' role is to direct and control the council's affairs in line with the requirements of the Local Government Act.

Elected Members of Council 2016-2020



**Cr Phillip O'Connor
Mayor**



**Cr Mark Brown,
Deputy Mayor**



Cr Thomas Stanton



Cr William Loughnan



Cr David Wheatley



Cr Shane Chapman



Cr Angelo Pippos



Cr Vivian Slack-Smith



Cr Donna Jeffries

The Mayor

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

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

- To exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the council.
- To exercise such other functions of the Council as the council determines
- To preside at meetings of the council
- To carry out the civic and ceremonial functions of the mayoral office.

Apart from the Mayor's control over the running of council meetings, the Mayor has power to bring matters before the council meeting without notice in the form of a Mayoral Minute.

The Mayor is available for interviews at the Shire Chambers by appointment, which can be made by contacting the Executive Assistant.

The General Manager

The General Manager is responsible for:

- Efficient, effective operation of the council organisation and day-to-day management
- Ensuring council decisions and policies are implemented, and overseeing this process
- Appointing, directing and dismissing staff
- Implementing the council's equal employment opportunity management plan.

The General Manager is the only member of staff selected and appointed by Councillors. All other members of staff are appointed by the General Manager, although Councillors must be consulted in regard to the appointment and dismissal of senior officers. Councillors have no direct responsibility for the direction of staff or for the day-to-day administration of the council.

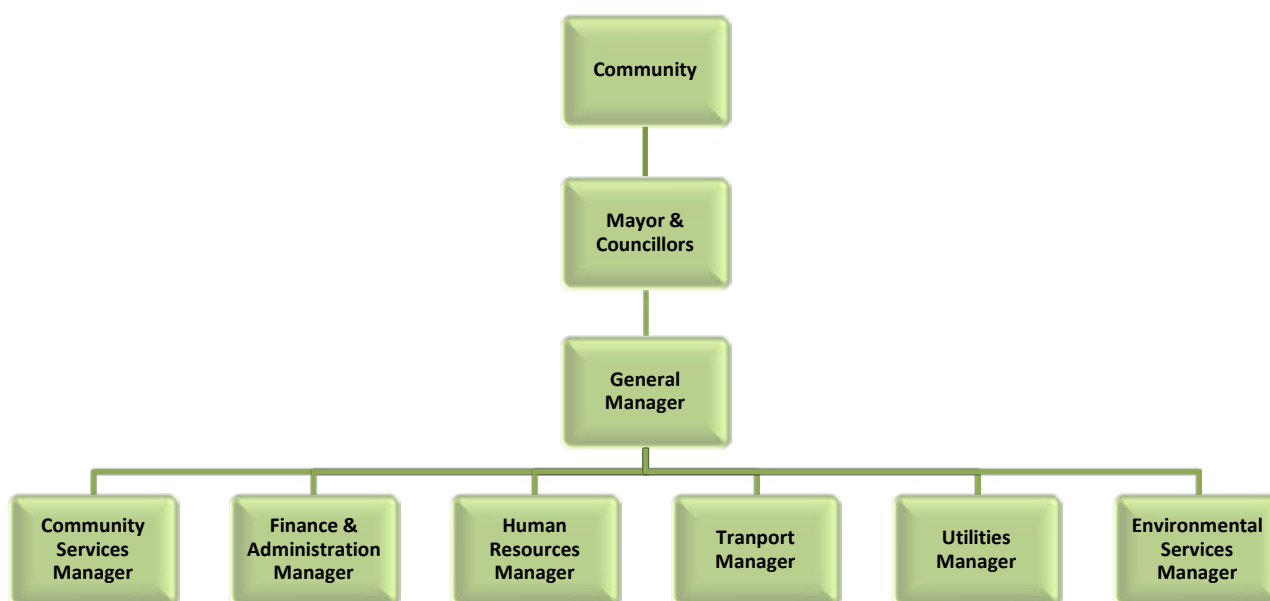
As the most senior employee appointed by the council, the General Manager has the following additional responsibilities:

- Acting as the link between councillors and staff

- Reporting to council
- Overseeing financial management of the council
- Consulting the council on the appointment of senior staff
- Managing the activities of council employees
- Communicating and promoting council's policies to the community
- Exercising other functions as delegated by the council

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

Organisational Structure



Brewarrina Shire 2026

Brewarrina Shire Council's Vision

"Advancing Councils sustainability, to be a leader in our community"

Brewarrina Shire Council's Mission

"Lead our community, through proactive Councillor Representation, responsible asset management, fair resource allocation and provision of efficient and effective service delivery by our staff."

Brewarrina Shire Council's Values

- The way Council makes decisions, takes action and conducts business is defined by the following values.
- Honesty and integrity
- Meeting community expectations with resource constraints
- Open and transparent decision making
- Equity and fair dealings
- Mutual respect and reliance
- Accountability for our actions

Council will apply these values to achieve the following;

- Provide a safe and attractive working and living environment that will attract skilled people and help boost the population
- Ensure quality and well-maintained infrastructure
- A community that encourages vitality and leadership
- Provide quality and cost-effective services
- Partners with the community in decision-making
- Inclusive and encourages the development of young people

Operational Plan Legislative Requirements and Compliance

Operational Plan	Identify projects, programs or activities that Council will undertake within the financial year towards addressing actions in the Delivery Program	The actions in this document include actions planned for the 2018/19 financial year
	Allocate responsibilities for each project, program or activity and measures to determine effectiveness	The actions in this document include responsibilities and measurements
	Include the Statement of Revenue Policy	The actions in this document include responsibilities and measurements
	Include provisions relating to the content of Council's annual statement of Revenue Policy: <ul style="list-style-type: none"> • Estimated income and expenditure • Ordinary rates and special rates • Proposed fees and charges • Council's proposed pricing methodology • Proposed borrowings 	The actions in this document include responsibilities and measurements

Operational Plan Actions

The Operational Plan Actions are addressed under the following categories:

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

Each of these categories outlines a summary of the community views as outlined in the Community Strategic Plan "Brewarrina Shire 2022".

Responsible Officer/Department

- GM** - General Manager
- CSM** - Community Services Manager
- FAM** - Finance & Administration Manager
- HRM** - Human Resources Manager
- TM** - Transport Manager
- UM** - Utilities Manager
- ESM** - Environmental Services Manager

1. Social

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.1.1	Local access to essential services and less out-reach services, particularly for essential services.	Lobby Government for provision of essential services to be provided locally.	GM	NSW & Commonwealth Government Services provided locally.	Identify any changes to services and lobby for improvement. Submissions completed and meetings with State and Federal members
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection. Involvement of CWP's and Land Councils in Council decision making	GM / CSM Mayor / GM	Number of activities, events held and people participating. Involvement in Council Committees and activities.	Regular communication and publication of events "What's on". Monitor and report on events in local paper. Regular communications
1.1.3	Provide leadership and co-ordination of the Brewarrina Shire Interagency group	Provide Chair & Secretariat Provision of information on grants etc. and assistance in assessing grants to community groups	GM / CSM CSM	Involvement in meetings actions reported and acted upon Circulation of information assistance with applications	Business papers prepared for meetings every 2 months Information circulated as received
1.1.4	Ensure a high standard of education for Shire residents	Work with organisations to increase the quality and diversity of educational opportunities available	GM/Dept Education	Support for education opportunities available	Submissions and representations undertaken.

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		<p>locally. Maintain pre-school and child care services</p> <p>Regular meetings with educational providers: - - Schools - TAFE</p>	<p>CSM</p> <p>GM/CSM</p>	<p>Numbers of Children attending Child care. Centre passes annual accreditation.</p> <p>Involvement in meetings actions reported and acted upon</p>	<p>Ongoing budget services provided and supported by Council.</p> <p>Invite to address Council once per year</p>
1.1.5	Retain and develop housing for skilled people	<p>Ensure adequate supply of housing options and residential land available</p> <p>Maintain Council housing stock</p>	<p>ESM</p> <p>HRM/FAM</p>	<p>Review residential land options & demand</p> <p>Develop and implement asset management plan for housing.</p> <p>Plans for future staffing needs.</p>	<p>Ensure adequate residential land available for community</p> <p>Budget approved and contractors engaged to upgrade and improve housing stock. Council budget approval.</p>

Objective 1.1: Improve social well-being to offer a competitive lifestyle and attract and retain working families

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.1.6	Co-ordinate and support community groups to promote events and activities within the local community such as: Australia Day	Assess requests for support for community events Co-ordinate Australia Day Support community events through administration and secretarial support	Council / GM CSM CSM	Donation/support provided with Council approval Community feedback Number of successful community events & Participation.	Support for Community events. Successful Aust Day Event held. Promotion sponsorship and support provided to community events.
1.1.7	Promote the development of Goodooga	Progress development of fuel station / store Develop MOU with Goodooga CWP Develop strategies, estimate costs and lobby for funding	GM GM GM	Store reopened. Negotiate working relationship through MOU Success of lobbying & Grant Submissions.	Lobby & Submissions to support proposal. Develop MOU Project and Grant Submissions made.

Objective 1.2: Support young people and encourage their development					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.2.1	Provide leadership and coordination of the Brewarrina Youth Centre to coordinate actions to assist all youth	EIPP program	CSM	Number/success of projects undertaken	Administer programmes
		Community Builder program	CSM	Number/success of projects undertaken	Engage staff and monitor progress.
1.2.2	Development of Council traineeship programs to retain youth and provide with new skills	Review Council trainee places in organisation including Indigenous traineeships	HRM	Number of trainees	Identify Opportunities and funding available. Employment of Trainees.
			HRM	Success of program	
1.3.1	Provide appropriate levels of health care and aged care within the Shire	Lobby State Government to provide continued services	GM	Services provision	Continue Monitoring
		Liaise with Brewarrina MPHS and Brewarrina AHS	GM / Mayor	Promote, facilitate & lobby for services	Maintain and support medical services. Support rural doctor placement.
1.3.2	Advocate for Dentist and Doctors available in Brewarrina to meet community's needs	Liaise with Health and Dental Providers servicing the Brewarrina Community	GM	Number of doctors and allied health using facilities provided by Council.	Maintain facilities and support service.

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.4.1	Provide animal control services to meet the demands of the community	Undertake obligations under the Companion Animals Act	ESM	Regular reporting to Division of Local Government	All reports undertaken by due date
		Maintain regular ranger patrolling	ESM	Number of complaints and animals impounded. Success of animal rehousing program.	Complaints register monitored Continue annual program
1.4.2	More visible police presence	Regular meetings with local Police	Councillors / GM	Involvement in meetings actions reported and acted upon	Meet with Inspector Darling River Local Area Command 4 times a year Councillors and GM to attend all meetings. Invite relevant community members.
1.4.3	Provide adequate protection from fires, other natural disasters and other risks to public health and safety	To provide an adequate Local Emergency Operations Centre with all the necessary administrative, management and technical support	GM / RCS / SES	EOC operational when required	Regular inspections of EOC
		Review/update of Brewarrina DISPLAN	GM	DISPLAN update sign off	Provide administrative, management and technical staff

Objective 1.4: A safe and clean community					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		Co-ordinate LEMC meetings	GM / Mayor	Involvement in meetings actions reported and acted upon	Minimum 3 per year
		Make available council resources for emergencies	ALL	Provision of resources	Make available Council resources
1.4.4	Help ensure safe and sustainable development	Review LEP	ESM	Update LEP	Monitor land use practices.
		Monitor development	ESM	Ensure Develop in line with legislation/sustainable	5 year review of LEP
1.4.5	Maintain high standards of street cleanliness, vacant block management	Monitor daily and weekly schedules to ensure coverage and quality of service provided.	UM	Community feedback	Adjust cleaning regime when required
		Maintain existing street cleaning regime	UM	Cleanliness & tidiness of streets	CBD twice weekly, HP spray clean monthly. Street sweeper 4 times annually,
		Regular inspection of vacant blocks	ESM	Identify and follow up clearing of untidy lots	Undertake inspections and issue notices to landholders.
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	UM	Inspect footpaths minimum yearly	Patching of streets three times per year, reseals as per plan.
		Regular patching and reseal of streets	TM	Effectiveness of programs	

2. Economic

Significant economic challenges and issues that have influenced the composition of the community's Economic strategies include:

- The need to connect our communities by bitumen roads to encourage economic growth and development in all industries.
- Investigation of and encouragement of other potentially viable industries such as tourism and an abattoir.
- Decline in population and corresponding reduction in the amount of skilled labour and businesses in the Shire – need to boost population levels and employment opportunities.

Objective 2.1: Strengthening agriculture and existing local industries and exploring other options					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
2.1.1	Elevate the need for bitumen access from Brewarrina / Goodooga / Hebel	Lobby government for funding for project	GM	Funding success and implementation of program	Grant submissions, lobbying and works undertaken.
2.1.2	Assist and encourage the development of new business	Development Information Package for business Liaise with existing business	CSM GM / CSM	Access to information / programs for business Review Economic and Tourism Strategy	Regular communication with businesses, Government agencies and identify opportunities.
2.1.3	Actively promote and encourage industry development	Report on opportunities and options	GM	Attraction of new business and encourage development	Regular communication with businesses, Government agencies and identify new opportunities.

Objective 2.2: Enhance the experience of visitors to Brewarrina Shire

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
2.2.1	Implementation of Streetscape Masterplan and Town Improvement Committee activities – upgrade streetscape including landscaping, gardens and street furniture, empty shop fronts displays.	Finalisation of Streetscape Masterplan Program/costing of works for Streetscape Masterplan Implementation of Streetscape works	GM / CSM ESM ESM	Improve appearance of main street amenities. Modification of Streetscape plan to achievable goals. Works undertaken	Seek funding opportunities. Identify & Implement works approved by Council. Funding and plans undertaken.
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism Development of Tourism Strategy Promotion of Brewarrina Shire Review/introduction of signage	CSM CSM CSM CSM	Involvement in meetings actions reported and acted upon Adoption of Strategy Participation in advertising campaigns Upgrade/new information signage	Council Involvement in Regional Tourism promotions. Tourism Strategy Reviewed Advertising undertaken. Erection of new information signage
2.2.3	Increase visitation and turnover for Visitor Information Centre	Develop options and strategy VIC open 7 days/week during peak periods	GM / CSM CSM	Visitor Numbers Centre opening and cost benefit	Collate visitor numbers and report Operate Centre 7 days / week during peak periods
2.2.4	Take a lead role in developing Brewarrina Fish Traps	Pursue funding opportunities	GM / CSM	Successful grant submissions	Source and submit grant applications and if successful implement
2.2.5	Promote co-operation	Promote co-operation and	GM / CSM	Report on ways to improve	Establish a working

	and development of Brewarrina Museum and VIC	development of Brewarrina Museum and VIC		/ promote co-operation	group to promote working relationships and establish and MOU
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3. Infrastructure

Significant challenges and issues that have influenced the composition of the community's Infrastructure strategies include:

- Need for good transport networks including Shire roads – the maintenance of this important asset is a key challenge.
- The need for the introduction of long-term planning into asset management procedures to ensure that future needs can be planned for and current infrastructure is supported.

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
3.1.1	Ensure local roads and bridges are maintained/constructed to acceptable community standards in a cost effective, efficient and safe manner	Undertake road standard audits to ensure compliance with standards	TM	Compliance with standards	Review Agreement annually
		Ensure maintenance is programmed as a preventative measure as far as practicable	TM	Quality/Quantity of work	Undertake regular inspections
		Continued maintenance management system	TM	Review Works programs	Monitor works
		Roads Inspection Procedures manual in place	TM	Inspection schedules	Develop Yearly Works Schedule and Condition Assessments

Objective 3.1: Good quality transport infrastructure					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		Gravel and improve Weilmoringle to Cunnamulla Road	GM / TM	Program works as funds allow and report on completed works	Regular Inspections
		Bitumen Brewarrina to Hebel Road	GM / TM	Program works as funds allow and report on completed works	Implement program as funds allow
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	TM	Review Works Programs	Regular Staff meetings
		Roads Inspection Procedures manual	TM	Inspection schedules	Regular inspections
		Ensure RMCC requirements are met	TM	RMCC qualified	RMCC requirements met
3.1.3	Maintain and enhance the local aerodrome and promote its use	To maintain aerodrome infrastructure to existing standard and monitor and review operational plans and emergency procedures	UM	Audit for compliance with standards and licence conditions	Regular inspections in line with requirements
3.1.4	Develop Asset Management Plans for Transport and Plant	Review and maintain asset management plans for transport and plant	TM	Ensure legislative compliance and review annually	Review annually

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
3.2.1	Maintain parks, gardens and reserves in a safe and attractive condition	Maintain and monitor a planned system of Parks and Gardens and Reserves maintenance.	UM	Monitor community feedback	Continually review and monitor maintenance program
		Review Asset Management Plans of all parks, gardens and reserves	UM	Ensure legislative compliance and review annually	Review Annually
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	UM	Report to Council	Report to Council annually
		Review rolling works and upgrade program	UM	Review Asset Management Plan	Adopt plan of works
3.2.3	Provide a high quality library service that meets the needs of the community	Review all library services and customer needs	CSM	Analyse user numbers	Report quarterly to Council
		Continued membership of Big Sky Libraries	CSM	Participation	Active participation
		Investigate the option to relocate library to VIC to extend service availability	CSM	Report and action outcome	Implement program as resources allow
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complexes)	Review/monitor maintenance regimes	UM	Report to Council/ Community Feedback	Report to Council monthly

Objective 3.2: Good quality community infrastructure and facilities					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
3.2.5	Maintain and service the villages of Goodooga, Angledool, Weilmoringle and Gongolgon	Regular inspection of villages	UM	Work schedule	Inspections undertaken twice per year
		Annual meetings	UM	Community feedback	Annual meetings not required
3.2.6	Construction of Heavy Vehicle Inspection Station and upgrade existing Council Works Depot	Investigation and Construction	TM	Not achievable Construction & fit out	Construct Shelter for Heavy Plant and Equipment. Upgrades to Depot
3.2.7	Upgrade and refurbishment of Brewarrina Shire Council Chambers to comply with legislation	Development of concept	GM / HRM	Concept adopted	Implement program as resources allow
		Quantity surveyed and Construction Certificate approved	GM / HRM	Project approved	
		Call tenders / construction	GM / HRM	Tenders accepted	
3.2.8	Develop Asset Management Plans for buildings and community facilities	Review and maintain asset management plans for buildings and community facilities	HRM	Ensure legislative compliance and review annually	

4. Environmental

Significant challenges and issues that have influenced the composition of the community's Environmental strategies include:

- The potential impacts of climate change and water policy.
- Management of waste in the Shire with no recycling program currently in place.
- Need for ongoing management of water supply, drainage and sewerage in Brewarrina, Goodooga and Angledool.

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.1	Monitor Brewarrina Shire Council LEP	Utilise Sub Regional Land Use Strategy in reviewing LEP Document problem issue arising from implementation of LEP.	ESM ESM	LEP 2018 review Number of reforms to LEP	5 year review Monitor LEP operation
4.1.2	Maintain high levels of maintenance and services in the area of public Cemeteries	Ensure grave preparation meets the requirements of the community at all times. Ensure cemetery is maintained to acceptable standards	UM UM	Number of complaints Community feedback	Complaints register monitored. Inspect Cemetery weekly Weekly maintenance at Cemetery
4.1.3	Management of noxious plants	Execution and compliance with NSW Department of Primary Industries	ESM	Report to Council	Report to Council quarterly
4.1.4	Maintain involvement and support of Western Local	Partnerships for projects with other organisations	GM	Attendance at meetings	Regular attendance at meetings

Objective 4.1: Management of the local environment					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
	Land Services		GM	Number of projects Council involved in	Involvement when project are applicable to Brewarrina LGA

Objective 4.2: Resource use, waste disposal and management					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction. Investigate all avenues for recommencement of kerbside recycling	UM	Adopted Waste Depot plans across Shire Reduce rate of landfill Re-introduction of recycling	Develop and progress plan for the future of Brewarrina, Goodooga and Angledool Waste Depots including green waste management Investigate options Investigate options
4.2.2	Ensure the efficient and cost effective operation of Council's road making materials (e.g.Narran Lake Road - mining dirt)	To regularly monitor the safety and operations of gravel pits and gravel sources under Council's control to review and act	TM	Compliance with all safety, mining and environmental standards	Minimum operations at Mt Foster Quarry All gravel pits inspected prior and after usage

Objective 4.2: Resource use, waste disposal and management					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		under the safety and environment standards			

Objective 4.3: Management of water/wastewater					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.3.1	Manage environmentally responsible drainage works in accordance with Council program	Complete proposed works within each program year	UM	Design and construction on time and within budget	Works schedule monitored
4.3.2	Provide Brewarrina and villages of Goodooga, Angledool and Weilmoringle with an adequate and safe water supply that is appropriately priced for all consumers	Operation in line with Brewarrina Shire Council's Business Plan for Water Supply & Sewerage Services	UM	Ensure legislative compliance and review annually of asset management plan	Compliance with LMMWU benchmarks
		Compliance with best practice	UM	Testing sampling undertaken & Reported	100% compliance
		Continued active membership of Lower Macquarie Water Utilities alliance	UM	Involvement in meetings actions reported and acted upon	Actively involved in LMWUA Board and Technical Committee
4.3.3	Provide Brewarrina and village of Goodooga with an adequate and environmentally acceptable sewerage scheme that is appropriately priced for all consumers	Operation in line with Brewarrina Shire Council's Business Plan for Water Supply & Sewerage Services	UM	Adherence to Plan	Ongoing
		Compliance with best practice	UM	Annual report	100% compliance
		Continued active membership LMWUA	UM	Council involvement in LMWUA	

5. Governance

Significant challenges and issues that have influenced the composition of the community's Governance strategies include:

- The hollowing out of the population (trend toward increases in older, less skilled, more welfare dependent population) resulting in an increased burden on existing community leaders and stock of volunteers.
- Ensuring the Council continues to remain strong and financially sound and is pro-active in the promotion and improvement of the community through sound and responsible leadership working as partners with the community in decision-making.
- Long term governance and community leadership is vital for the future of Brewarrina Shire. Leadership skills need to be fostered to encourage the development of future community leaders and volunteers within the community.

Objective 5.1: A community that partners with Council in decision making					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	Strategy to be used when consultation with community required
5.1.2	A willingness for community leaders to engage with Council to achieve community goals	Co-ordinate communication with community stakeholders	GM	Number of meetings attended by Council at stakeholder / community meetings	In conjunction with Interagency

Our Community's 2026 Governance Strategies

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	Community feedback monitored
5.2.2	Timely and accurate reporting for efficient management and accountability	<p>Review Council Committees and Administrative support on an annual basis</p> <p>To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation</p> <p>To review business papers to improve information provided to elected members and the public</p> <p>To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates</p>	<p>GM</p> <p>ALL</p> <p>GM</p> <p>FAM</p>	<p>Report to Council</p> <p>Review annually</p> <p>Council determination</p> <p>Reporting on time to auditors, Ministers and the general public</p>	<p>Review Annually</p> <ul style="list-style-type: none"> • Website • E-mail system • Weekly column in paper • Rate notices <p>Review Annually.</p> <p>All statutory reporting undertaken by due dates</p>

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability	FAM	Council's financial reporting analysis	Regular reporting to Council
		Maintain and enhance Councils financial position	FAM	Degree of improvement in financial position (Note 13(a)ii), movement in cash (6a and reserves (note 6b and 6c) Clear audit reports	Statutory guidelines and reporting requirements met
		Develop and review Councils Long-term Financial Plan	FAM	Ensure legislative compliance and review annually	Statutory guidelines and reporting requirements met
		Review of all Council Policies	GM	Ensure legislative compliance and review annually	Statutory guidelines and reporting requirements met
5.2.3	Council to be an employer of choice under the NSW Local Government Award	Review staff training and development	ALL MANAGERS	Adoption of Training Plan for individuals following performance appraisals.	Regular reporting to Council
		To implement systems for performance management	ALL MANAGERS	Reviews undertaken	Develop standard performance appraisal

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
		and staff review			timeline
		Review of staff skills and classifications	HRM	Report on Classifications Review undertaken Implement changes	Report to Consultative Committee
		Review of organisational structure	GM	Report to Council on revised organisational structure and implement structure	Report to Council
5.2.4	Effective IT Systems	Implement IT upgrade to include finance management, records management and customer request systems	GM / FAM	Review and implement upgrade to include finance management, records management and customer request systems	Statutory guidelines and reporting requirements met
		Manage Council IT Assets	FAM	Review annually	Review annually