

Draft Operational Plan 2020/21 and Delivery Program 2020/21 - 2023/24

PART 1



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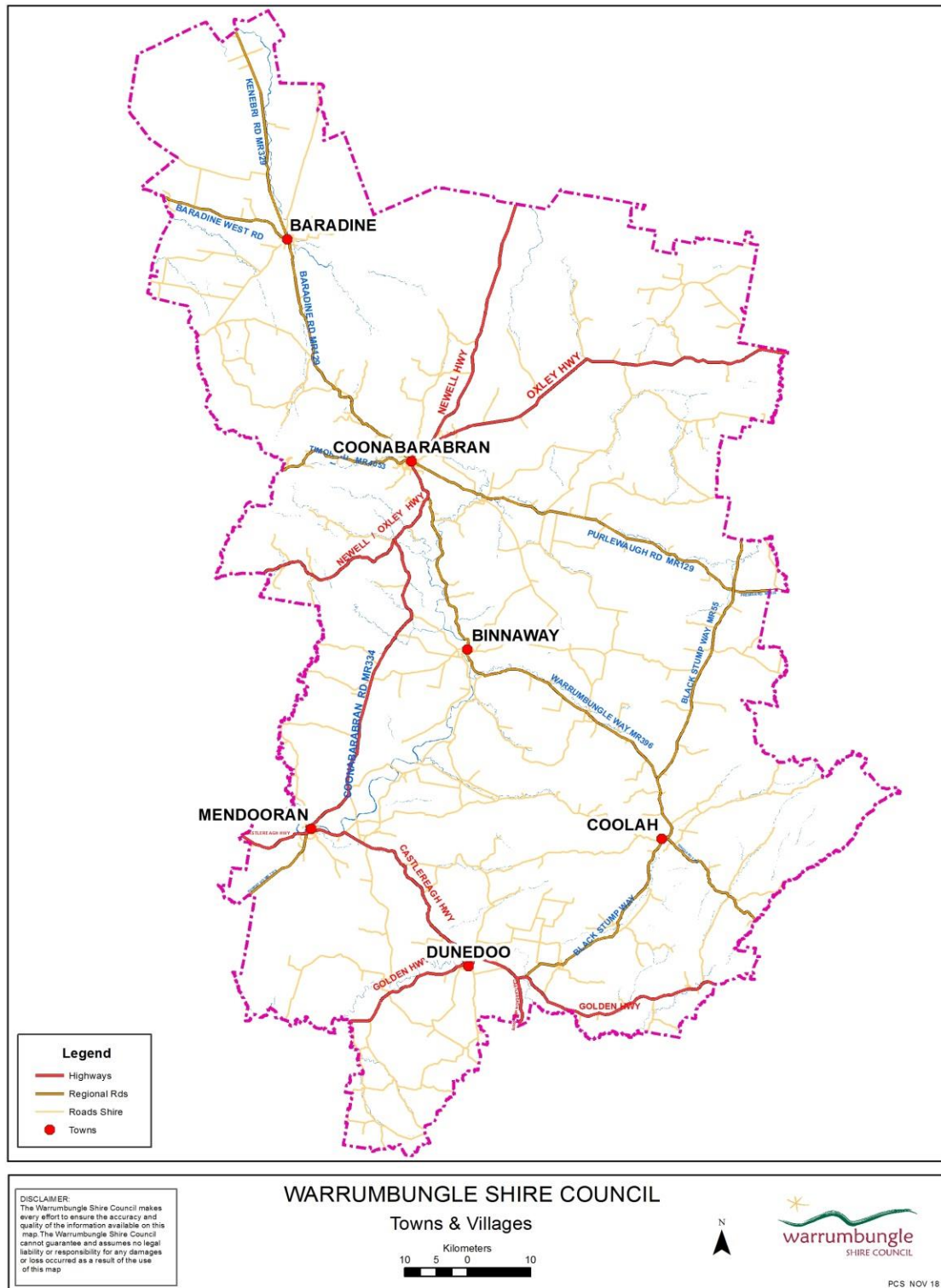
INTEGRATED PLANNING AND REPORTING FRAMEWORK

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This framework aims to facilitate a strong and sustainable local government system by ensuring all councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources. Warrumbungle Shire Council's IP&R is illustrated below.



OUR COMMUNITY

The Warrumbungle Shire local government area is positioned mid-way between Brisbane and Melbourne on the Newell Highway. Taking in the towns of Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran, our local government area is shown below.



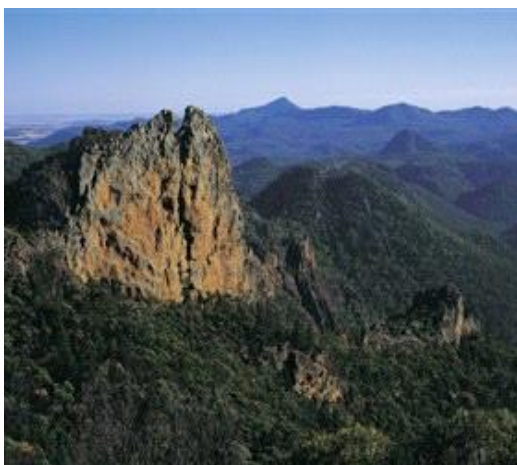
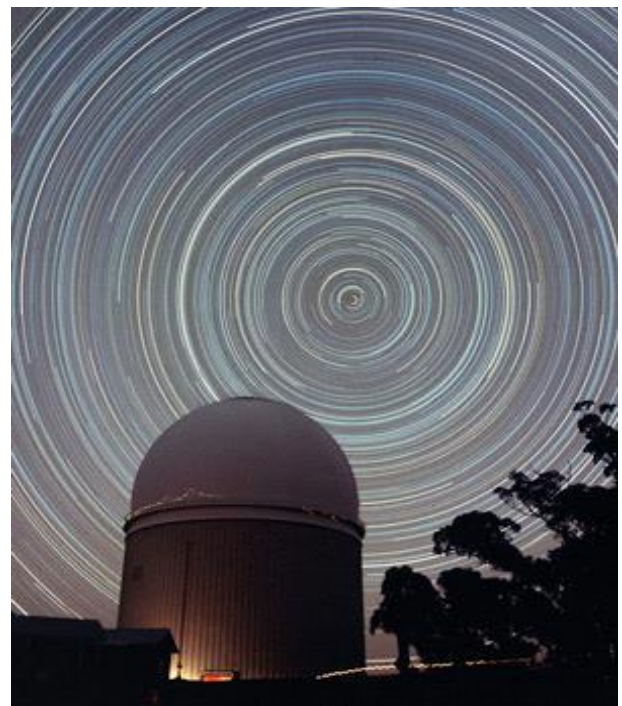
A PROFILE OF WARRUMBUNGLE SHIRE

Population:	9,384 (2016 Census)
Area:	12,380 square kilometres
Towns:	Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran
Villages:	Bugaldie, Kenebri, Merrygoen, Neilrex, Leadville, Cobbora, Uarbry, Ulamambri
State Seat:	Barwon
Federal Seat:	Parkes

The Warrumbungle Shire is strategically positioned on the Newell Highway mid-way between Brisbane and Melbourne. A number of highways and main roads traverse the shire providing links with surrounding regional centres.

The landscape ranges from extensive plains to undulating hills, from the high basaltic plateau of the Coolah Tops in the east to the rugged mountainous peaks of extinct volcanoes in the Warrumbungle National Park, west of Coonabarabran.

The geography, flora and fauna of the Shire is where east meets west. The mountainous terrain of the Great Divide and Coolah Tops National Park gives way to rolling hills then the inland plains. The flora and fauna of the wide open plains mix with coastal animal and vegetation progressively across the Shire. A striking example of this is on the eastern boundary of the shire we have the large grey kangaroo and on the western boundary of the shire the large red kangaroo.



The shire is also a meeting place for the nations of our traditional owners and custodians of the land. The northern part of the shire is home to the Gamilaraay people while the southern part of the shire is home to the Wiradjuri people. Also the nations of the Weilwan and Kawambarai (Werriri) come into the Shire on the western border. Their history, traditions and culture are being recognised as an important part of the Shire's history.

The stunning night skies, formed by a combination of low pollution, very low humidity and limited cloud cover have drawn astronomers and researchers to

Coonabarabran in their search for what lies beyond the confines of the visual night sky.

Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia".

The towns and villages of the shire comprise Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran; all provide wonderful opportunities to experience real country Australian lifestyles. Each of the communities has their own special claim to fame. Bush Poetry Festivals, rivalry over ownership of the name The Black Stump, a Steamrail Village, The Oldest town on the Castlereagh, The Gateway to the mighty Pilliga or the Astronomy Capital of Australia – each of our villages reflects the personalities of its residents and their lifestyles.

The shire was traditionally built on agricultural pursuits with the early establishment of wool growing and beef cattle production followed by cereal cropping, prime lamb production and today a burgeoning vine growing and horticultural industry.

The communities enjoy the services of quality schools and health services. The shire boasts a broad range of cultural, sporting and recreational activities.

Retailing in each centre provides services to those communities and the provincial centres of Tamworth and Dubbo, located within 2 hours of the centre of the Shire complements local level services.



COMMUNITY SNAPSHOT



9,348

TOTAL POPULATION

Baradine 593
Binnaway 425
Coolah 798
Coonabarabran 2,537
Dunedoo 1,215
Mendooran 302

0.43% pa

AVERAGE
POPULATION DECLINE

917

ABORIGINAL AND TORRES STRAIT
ISLANDER POPULATION

49

MEDIAN AGE
Median age NSW 38
Median age Australia 37



55.7%

EMPLOYED FULL TIME

30.6%

EMPLOYED PART TIME

7.9%

UNEMPLOYMENT RATE
Average unemployment NSW 6.3%
Average unemployment Australia 6.9%



\$479

MEDIAN WEEKLY INCOME
Average weekly income NSW \$664
Average weekly income Australia \$662

6,600

RATED PROPERTIES
2,627 designated farmland or rural

Top industries for employment are Agriculture, Government Administration, Health Care, and Education and Training

Population, employment and income data sourced from 2016 Census data.

WARRUMBUNGLA SHIRE COUNCIL VISION, MISSION AND VALUES

Vision

Excellence in Local Government

Mission

Council will provide

- Quality, cost effective services that will enhance our community's lifestyle, environment, opportunity and prosperity;
- Infrastructure and services which meet the social and economic needs and aspirations of the community now and in the future;
- Effective leadership and good governance, by encouraging teamwork, through a dedicated responsible well trained workforce.

Values

✓ Honesty

Frank and open discussion, taking responsibility for our actions

✓ Integrity

Behaving in accordance with our values

✓ Fairness

Consideration of the facts and a commitment to two way communication

✓ Compassion

Working for the benefit and care of our community and the natural environment

✓ Respect

To ourselves, colleagues, the organisation and the community listening actively and responding truthfully

✓ Transparency

Open and honest interactions with each other and our community

✓ Passion

Achievement of activities with energy, enthusiasm and pride

✓ Trust

Striving to be dependable, reliable and delivering outcomes in a spirit of goodwill

✓ Opportunity

To be an enviable workplace creating pathways for staff development

GUIDING PRINCIPLES

Council is guided by section 8 of the *Local Government Act 1993* (NSW), which contains a set of principles to provide guidance to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

Local Government Act 1993, section 8A 'Guiding principles for councils':

- (1) Exercise of functions generally. The following general principles apply to the exercise of functions by councils:
 - (i) Councils should provide strong and effective representation, leadership, planning and decision-making.
 - (ii) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
 - (iii) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
 - (iv) Councils should apply the integrated planning and reporting framework in carrying out functions so as to achieve desired outcomes and continuous improvements.
 - (v) Councils should work cooperatively with other councils and the State government to achieve desired outcomes for the local community.
 - (vi) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
 - (vii) Councils should work with others to secure appropriate services for local community needs.
 - (viii) Councils should act fairly, ethically and without bias in the interests of the local community.
 - (ix) Councils should be responsible employers and provide a consultative and supporting working environment for staff.

- (2) Decision-making. The following principles apply to decision-making by councils (subject to any other applicable law):
 - (a) Councils should recognise diverse local community needs and interests.
 - (b) Councils should consider social justice principles.
 - (c) Councils should consider the long term and cumulative effects of actions on future generations.
 - (d) Councils should consider the principles of ecologically sustainable development.
 - (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

- (3) Community participation. Councils should actively engage with their local communities through the use of the integrated planning and reporting framework and other measures.

COMMUNITY STRATEGIC PLAN

PRIORITIES

The Warrumbungle Shire Community Strategic Plan 2017-2032 (the Plan) was developed following community engagement. The Plan's vision describes the importance of our sense of community spirit, our children and our homes. The community's plan for the future will support the growth, resilience and health of our people, our neighbourhoods, the environment and local economy.

The Plan identifies seven key areas of interest to the community's needs and aspirations:

1 Natural Environment We value our pristine, healthy, natural environment with clean water resources and diverse flora and fauna. We enjoy the close proximity to National Parks and large areas of forest and bushland. We love that we are surrounded by wide open spaces and spectacular mountain landscapes. We enjoy the peace and quiet, our temperate climate with four distinct seasons, the fresh, unpolluted air and clear night skies.

Goal: the good health of our natural environment and biodiversity is preserved and enhanced.

2 Local Economy Our solid local tourism industry is based on local attractions including three National Parks, Siding Spring Observatory and a range of tailored facilities and amenities. The contribution of our diverse agricultural industry is highly valued, made possible by good climate and rainfall, productive soils, clean water supplies and ready access to markets.

We benefit from good transport links within the Shire and to external markets and customers and from an abundance of natural resources which provide our Shire with opportunities for local economic growth. We have diverse local employment and business opportunities and we have access to a wide range of trades, services and businesses that are locally owned and operated, providing personalised customer service.

Goal: our economy is strong and sustainable, providing our communities with localised employment opportunities and ease of access to markets, goods and services.

3 Community and Culture Our communities are strong, resilient and inclusive and provide support and assistance to those in need. Local volunteers contribute greatly to our community wellbeing and we enjoy the freedoms that are afforded through our safe, friendly and caring community. Our Shire is a great place to raise a family and we value the contributions and participation of our younger people who are provided opportunities to support their development. Relationships between our indigenous and non-indigenous communities are harmonious and respectful and our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

Goal: the communities of our Shire are safe, harmonious and supportive and are bound by vibrant social and cultural interaction and a strong local identity.

4 Rural and Urban Development Our Shire is centrally located in NSW, within close proximity to regional centres and cities and we offer a range of affordable housing options. We enjoy a relaxed pace of life with low traffic volumes, no overcrowding and our urban

centres are enhanced by the surrounding rural landscape and atmosphere. Our local history and heritage is visible in our towns and villages which are clean, tidy and well-presented.

Goal: our Shire is characterised by its peaceful rural landscape, its thriving towns and villages and diverse agricultural activities.

5 Recreation and Open Space People within the Shire have opportunities to participate in a diverse range of locally based sports catering for people of all ages, activity levels and interests. Our rural setting provides children with opportunities to play in and explore their natural environment and our communities have easy access to a wide range of active and passive recreational pursuits through close proximity to National Parks and other open spaces. Organised sporting and recreational activities within the Shire are coordinated by an array of active clubs and volunteer organisations and Council provides communities across the Shire with well-maintained sporting facilities, parks and gardens.

Goal: the communities of our Shire have abundant opportunities to participate in sporting and recreational interests of their choice.

6 Public Infrastructure and Services We have a range of essential local services and facilities supporting the health, medical and aged care needs of our communities and we benefit from the local presence of State and Federal agencies and non-government organisations that provide a range of essential services. Local children and young people benefit from provision of high quality educational services and facilities. We have an array of public infrastructure, such as parks, libraries, community halls, swimming pools, sporting facilities and tourism amenities that are important for the prosperity and well-being of our communities.

Our towns benefit from the secure supply of potable water and our villages and rural areas have access to water from rainfall, rivers and artesian systems. Our Shire accommodates major road transport links that are of national importance for the movement of people and freight and Council maintains three aerodromes and an extensive network of roads and bridges that provide connections within the Shire and to other regional centres. We are also supported by volunteer emergency services that are critical in providing immediate accident and disaster response.

Goal: our communities are provided with safe, functional, and well-maintained infrastructure and a comprehensive range of services.

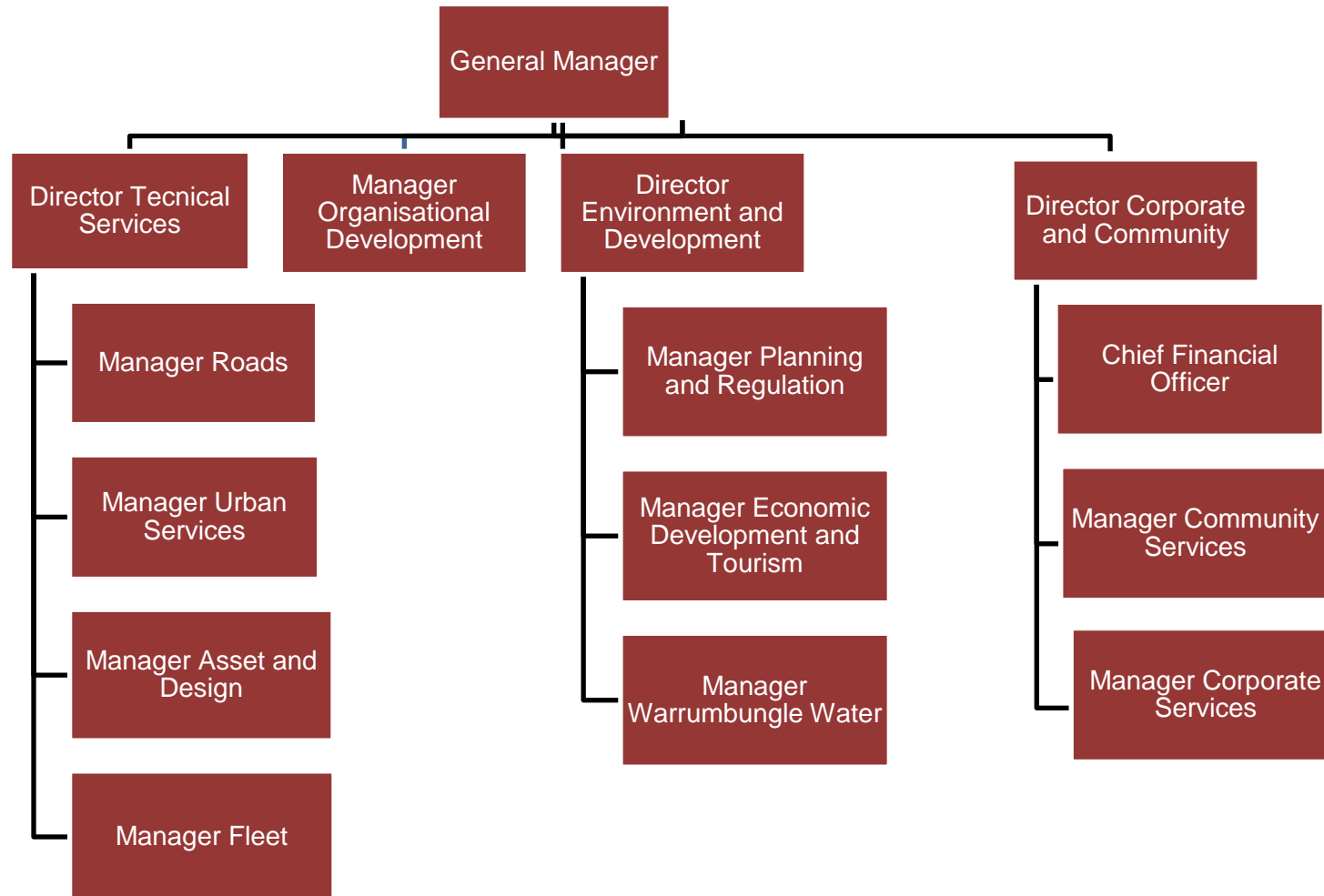
7 Local Governance and Finance Our councillors represent the communities of the Shire well and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases its activities and decision-making on principles of openness, transparency and accountability. Council maintains a visible presence across the Shire through decentralised offices, services and depot facilities.

Council is the major employer within the Shire, providing a wide range of local training and employment opportunities and Council's staff members are friendly and approachable and are an integral part of the communities of the Shire. Council is proactive in providing financial, staff and other resources to develop programs and services that support the well-being of its communities.

Goal: Warrumbungle Shire Council is recognised for its strong community leadership, sound financial and asset management, and ethical, accountable and responsive local government.

ORGANISATION

Warrumbungle Shire Council is managed by a General Manager with three Directorates. Council's organisation structure is shown below.



WHAT IS AN OPERATIONAL PLAN AND DELIVERY PROGRAM?

Two key documents in the IP&R Framework are the Operational Plan and Delivery Program. An explanation of what a Delivery Program and Operational Plan aim to achieve is provided below:

Delivery Program

The Delivery Program is the document where the community's strategic goals are systematically translated into actions. The Delivery Program details the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.



The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office and details all projects and deliverables to be achieved over the following four years (2020/21– 2023/24). The Delivery Program also provides detailed service levels that Council is to meet in this four year time frame.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan which details projects and deliverables to be undertaken in the following year to achieve the commitments made in the Delivery Program. The Operational Plan is in effect Council's budget for the following year 2020/21 and also includes Council's Statement of Fees and Charges for the 2020/21 financial year.