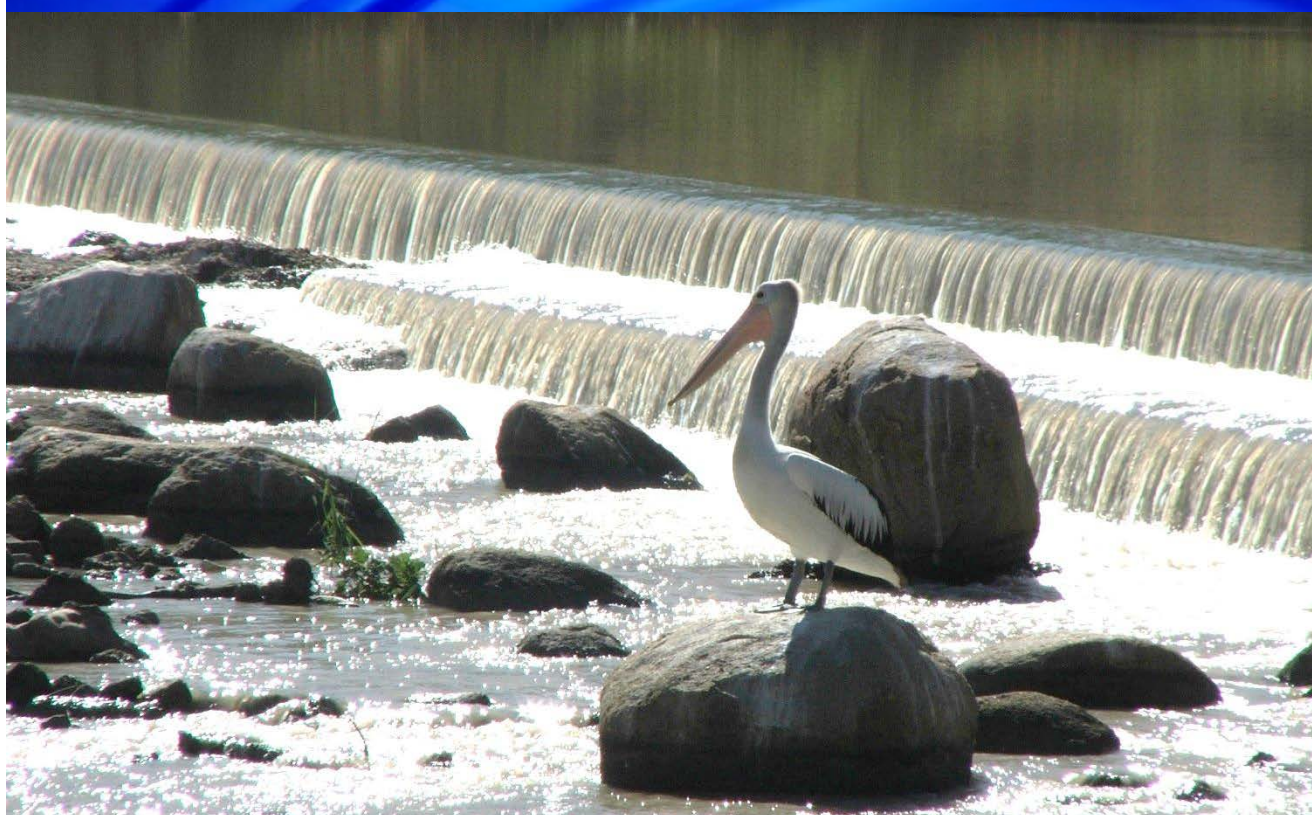


DELIVERY PROGRAM 2017/18 - 2020/21



Adopted: - Res No:

BREWARRINA SHIRE COUNCIL



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PART 1 - INTRODUCTION

MAYOR & GENERAL MANAGER'S MESSAGE

Welcome to Brewarrina Shire Council's Four Year Delivery Program 2017/18 - 2020/21. This plan has been developed under the Integrated Planning and Reporting Framework for NSW Local Government. A prime element of the plans is the establishment of actions and activities to be undertaken to achieve the outcomes determined in Brewarrina Shire's Community Strategic Plan - 'Brewarrina Shire 2026'.

This document represents Council's response to implementing the community's vision for the future, as outlined in the Community Strategic Plan 'Brewarrina Shire 2026'.

Council's Community Engagement Strategy was adopted by Council on the 28th of October 2016. Community consultation for the development of the Community Strategic Plan commenced in November 2016, with Council staff conducting six forums and consultation meetings across the Shire, with over 130 people attending.

These included:

- Council Staff
- Workshops with Managers
- Councillors
- Workshop with Councillors on 28 October 2016, and further workshops – during consultation, and to receive preliminary results and draft plan.
- Community (community groups, health, service groups, business)
- Focus group meeting (23/11/2016)
- Goodooga Community
- Focus group meeting (25/11/2016)
- Weilmoringle Community
- Focus group meeting (20/11/2016)
- Youth
- Focus group meeting (8/03/2017)
- Aboriginal Lands Council
- Focus group meeting (7/12/2016)

In addition, a survey was conducted via both hard copy and online means and regular information updates were provided via a variety of communication channels (e.g. local newspaper, Council website, Brewarrina Shire Council Facebook page.) Hard copy and on-line surveys were distributed and returned to Council between 24th February and 3rd March 2017. Council received 178 replies from a broad range of responders from a representative sample of the population.

In total approximately 13.5% of the Shire population responded to surveys or participated in focus group meetings.

The Community Strategic Plan -“Brewarrina Shire 2026” was adopted on 28th April 2017 and it is in the first year of a 10 year cycle. The existence of this Plan and the processes undertaken in its preparation should allow the community needs and expectations to be met in a planned, co-ordinated and cost effective manner.

The Community Strategic Plan and Councils Resourcing Plans are intended to be living documents that are subject to regular review by the community, Council and staff. As circumstances change, (i.e. finance, community needs and expectations, government policy etc.) then the document can be altered accordingly. This Plan is to be read in conjunction with the other Plans which form part of the Integrated Planning and Reporting Framework.

Phillip O'Connor
Mayor

Jeff Sowiak,
General Manager

INTEGRATED PLANNING & REPORTING FRAMEWORK

The NSW Division of Local Government has implemented an Integrated Planning and Reporting Framework with the objective of improving delivery of services to the community by councils. “The framework recognises that communities do not exist in isolation, but are part of a larger natural, social, economic and political environment that influences and shapes the future direction of their communities. The framework has been developed in conjunction with the NSW councils and other stakeholders.” The framework requires all NSW councils to integrate all of their plans together with the sole objective of delivering services for the community through streamlining Council operations and thus ensuring optimal use of resources.

Under the guidelines every Council is required to prepare the following documents:

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

The long term Community Strategic Plan represents the highest level document.

Supporting the Community Strategic Plan is the Delivery Program, a four year strategic document listing the actions Council plans to implement to achieve the community’s needs.

Council has developed an annual Operational Plan and annual Budget, highlighting what strategies and projects can be undertaken in the coming financial year.

The Resourcing Strategy, referred to in the diagram on the next page, consists of the Long Term Financial Plan, Asset Management Strategy and Workforce Plan. These documents support the Delivery Program and Operational Plan by addressing the financial, physical and human resources required.

Integrated Planning and Reporting Framework



HOW COUNCILWORKS

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 Thomas Stanton,
Deputy Mayor**



Cr Donna Jeffries



Cr William Loughnan



Cr David Wheatley



Cr Mark Brown



Cr Shane Chapman



Cr Angelo Pippas



Cr Vivian Slack-Smith

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 Councilmembers 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 Councils decisions and policies are implemented, and overseeing this process
- Appointing, directing and dismissing staff
- Implementing the council's equal employment opportunity management plan.

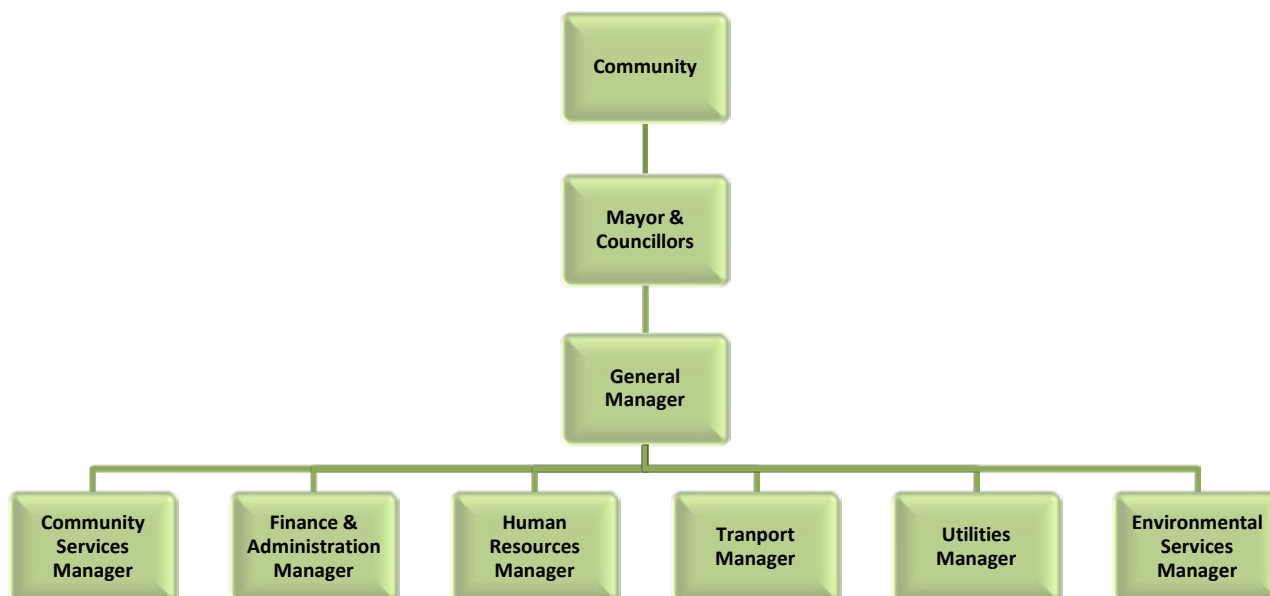
The General Manager is the only member of staff selected and appointed by Councillors. All other members of staff are appointed by the General Manager, although Councillors must be consulted in regard to the appointment and dismissal of senior officers. Councillors have no direct responsibility for the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

BREWARRINA SHIRE PROFILE

The Brewarrina Local Government area is facing considerable challenges in terms of delivering essential municipal services maintaining road network, dealing with waste and providing essential services such as water and sewerage to a population that is well dispersed and declining over time.

Even more so, the population mix is changing with a higher than State average of children and also baby boomers looking to retire away from the district. Council is therefore conscious of the need to attract working age people to the community, provide an attractive community for everyone to enjoy and facilitate growth for existing business and tourism employment opportunities. Within the limited funds available, these are some of the many priorities addressed in the Council's delivery plan.

The table below compares this census district aged population with the State Average and is based on the 2016 Census.

Brewarrina Shire	2016			
	Brewarrina LGA	%	New South Wales	%
Babies and pre-schoolers (0 to 4)	124	7.5%	465,135	6.2%
(5 to 9)	141	8.5%	478,184	6.4%
(10-19)	211	12.7%	891,434	11.9%
Tertiary education & independence (20 to 24)	123	7.4%	489,673	6.5%
Young workforce (25 to 34)	232	14.1%	1,067,521	14.2%
Parents and homebuilders (35 to 49)	294	17.8%	1,495,333	20.2%
Older workers & pre-retirees (50 to 59)	266	16%	955,272	12.8%
Empty nesters and retirees (60 to 69)	154	9 %	804,514	10.7%
Seniors (70 to 84)	90	5%	665,670	8.9%
Elderly aged (85 and over)	21	1.3%	167,506	2.2%
Total population	1,652	100%	7,480,242	100%



Brewarrina LGA Populations above State Average

PART 2 - DELIVERY PROGRAM AND ACTIONS

DELIVERY PROGRAM

Brewarrina Shire Council's Delivery Program sets out clear priorities, ongoing activities and specific actions that Council will undertake within its responsibilities and capacity towards achieving the communities' outcomes.

The Delivery Program sets out the principal activities Council will undertake across the full range of Council's operations. These activities directly address the goals and strategies outlined in the Community Strategic Plan 'Brewarrina Shire 2026'. The activities are those that Council have the responsibility and capacity to implement through links to Council's Resourcing Strategy.

The Delivery Program will run for four (4) years covering a full Council term.

Delivery Program Legislative Requirements and Compliance

Legislative Requirements	Compliance
Directly address the objectives and strategies of the Community Strategic Plan (CSP) and identify principal activities that Council will undertake in response to the objectives and strategies.	The Actions set out in this document outline the relationship between the CSP and the Delivery Program activities.
Inform, and be informed by, the Resourcing Strategy	Part 1 outlines the relationship between the Delivery Program, Operational Plan and the Resourcing Strategy.
Address the full range of Council operations	Part 2 outlines Council's responsibilities across the organisation and Part 2 outlines actions.
Allocate high level responsibilities for each action or set of actions.	The Actions in Part 2 include the Council Departments responsible for proposed actions.
Identify suitable measures to determine the effectiveness of the projects, programs and activities undertaken.	The Actions in Part 2 include program level measurements.
Include 4 year financial estimates	Financial Information contains four year estimates
Must consider priorities and levels of service expressed by the community during Community Strategic Plan consultation	Part 1 (community consultation) outlines the connection between CSP consultation and the Delivery Program.
Placed on public exhibition for a minimum of 28 days and submissions considered before the final program is adopted	The Plan will be available for public comment for the required period.

DELIVERY PROGRAM ACTIONS

Community consultation identified key challenges affecting Brewarrina Shire.

- The hollowing out of the population – trend toward increases in older, less skilled, more welfare dependent population. Need to boost the population (and skill levels) by attracting and retaining working families and employed young adults
- Need to attract new industry and enterprises to boost employment.
- Provision of community services and facilities, such as health services and law enforcement, to service existing residents and attract new residents.
- Infrastructure and services across the Shire need to be of an adequate standard to support local business and the community – e.g. local and rural roads, water supply, waste management and drainage.
- Need to support the youth of the community and encourage their development, education and ensure there are adequate facilities and services to meet their needs.

Brewarrina Shire Councillors at a workshop on the 28th October 2016 set out the following as desired outcomes they would like for the Brewarrina Shire during their terms of Council. Some of the outcomes described below are the responsibility of Council, however Council can support actions that are responsibility of others i.e State and Federal Governments.

Councillors identified the following for their community;

CAPITAL PROJECTS

- Proclaimed place for people effected by drugs and alcohol
- Additional Aged Care units
- Healing Centre for Youth
- Shop and Service station for Goodooga
- Footbridge over the Fishtraps
- Sealing of the Goodooga Road
- Access to the Narran Lake Reserve for the public
- Increased water infrastructure to ensure water reliability to the communities of the Brewarrina Shire

COMMUNITY IDEALS

- Community working as one to achieve goals
- Create and promote the positives in the community
- Community to have ownership and be leaders in governance

EDUCATION

- Children to attend school and value education
- Council to offer traineeships / education opportunities to youth

CULTURE AND HERITAGE

- “ONE” Community – Aboriginal Heritage and European Heritage – both are important and should be respected
- Tourism Opportunities with river

THE ENVIRONMENT

- Healthy River is important to all
- Water Equity – everyone has the right to access water

ROADS

- Brewarrina to Hebel to be sealed
- Many existing dirt roads in the Shire to be reformed
- Streets and footpaths to meet community expectations
- Birrie Bridge at Goodooga – replacement
- Additional work on Narran Lake Road with opal dirt

RECREATION

- Waterwise bowling green
- Improved Facilities at Geoff New Oval – toilets, dressing room, canteen facilities
- 4 Mile Camping Reserve and parks along river to look appealing to encourage visitors to stay
- Brewarrina Swimming Pool – improved amenities

EMPLOYMENT

- Needs to be accountability of State and Australian Government dollars spent in Brewarrina v's employment outcomes
- No jobs for people to aspire to – need some type of industry so there is a viable employment outcome

These issues will be 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 2026”. These views have led to the development of objectives for each category.

Each objective has set strategies and a “Council Delivery Program Action” has been put in place outlining what Council aims to do, who is responsible, the measure of success against the actions and timeframe.

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

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

- Lack of employment opportunities, decline in quality of essential services/infrastructure such as health, education and housing. These factors mean that it is difficult to attract and retain working families and employed young adults.
- Decline in population levels and the relative ageing of the community, involving increases in older community members and the exit of school-aged and post-secondary youth.
- Challenge of maintaining essential local services and ensuring these services continue to be provided locally rather than as out-reach services.
- Responsibility of parents and carers to take responsibility for youth in their care.

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	Services provided locally	X	X	X	X
1.1.2	Maintain high levels of community cohesion and community spirit	Support activities that increase community participation and connection.	GM / CSM	Number of activities	X	X	X	X
		Involvement of CWP's and Land Councils in Council decision making	Mayor / GM	Meetings attended	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
1.1.3	Provide leadership and co-ordination of the Brewarrina Shire Interagency group	Provide Chair & Secretariat	CSM	Involvement in meetings actions reported and acted upon	X	X	X	X
		Provision of information on grants etc. and assistance in assessing grants to community groups	CSM	Circulation of information assistance with applications	X	X	X	X
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 locally.	GM / Dept Education	Submissions and representations undertaken.	X	X	X	X
		Maintain child care services	CSM	Percentage of students of school age enrolled at local schools and TAFE	X	X	X	X
		Regular meetings with educational providers: - - Schools - TAFE	GM/CSM	Involvement in meetings actions reported and acted upon				
1.1.5	Retain and develop housing for skilled people	Ensure adequate supply of housing options and residential land available	ESM	Review residential land options & demand	X	X	X	X
		Maintain Council housing stock	HRM	Develop housing upgrade plan		X		

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

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	Council/ GM	Donation/support provided with Council approval	X	X	X	X
		Co-ordinate Australia Day	CSM	Community feedback.	X	X	X	X
		Support community events through administration and secretarial support	CSM	Number of successful community events	X	X	X	X
1.1.7	Promote the development of Goodooga	Progress development of fuel station / store	GM	Develop strategy for Council adoption	X	X	X	X
		Develop MOU with Goodooga CWP	GM	Develop MOU	X	X	X	X
		Develop strategies, estimate costs and lobby for funding	GM	Success of lobbying	X	X	X	X

Objective 1.2: Support young people and encourage their development								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	X	X	X	X
		Community Builder program	CSM	Number/success of projects undertaken	X	X	X	X
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	X			
			HRM	Success of program	X	X	X	X
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	X	X	X	X
		Liaise with Brewarrina MPHS and Brewarrina AHS	GM / Mayor	Involvement in meetings actions reported and acted upon	X	X	X	X
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 facility	X	X		

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	X	X	X	X
		Maintain regular ranger patrolling	ESM	Number of complaints and animals impounded	X	X	X	X
1.4.2	More visible police presence	Regular meetings with local Police	Councillors / GM	Involvement in meetings actions reported and acted upon	X	X	X	X
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 / RFS / SES	EOC operational when required	X	X	X	X
		Review/update of Brewarrina DISPLAN	GM	DISPLAN update sign off	X			X
		Co-ordinate LEMC meetings	GM	Involvement in meetings actions reported and acted upon	X	X	X	X
		Make available Council resources for emergencies	ALL	Provision of resources	X	X	X	X
1.4.4	Help ensure safe and sustainable development	Review LEP	ESM	Update LEP	X			
		Monitor development						

Objective 1.4: A safe and clean community								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
			ESM	Ensure Develop in line with legislation/sustainable	X	X	X	X
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	X	X	X	X
		Maintain existing street cleaning regime	UM	Tidiness of streets	X	X	X	X
		Regular inspection of vacant blocks	ESM	Complaints of untidy lots	X	X	X	X
1.4.6	Maintain town streets and footpaths	Maintain regular footpath inspection	UM	Update of Footpath Defect Register	X	X	X	X
		Regular patching and reseal of streets	TM	Effectiveness of programs	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
2.1.1	Elevate the need for bitumen access from Brewarrina / Goodooga / Hebel	Lobby government for funding for project	GM / Mayor	Funding success and implementation of program	X	X	X	X
2.1.2	Assist and encourage the development of new business	Development Information Package for business	GM / CSM	Access to information / programs for business	X	X	X	X
		Liaise with existing business	GM / CSM	Review Economic and Tourism Strategy	X			
2.1.3	Actively promote and encourage industry development	Report on opportunities and options	GM	Attraction of new business and encourage development	X	X	X	X

Objective 2.2: Enhance the experience of visitors to Brewarrina Shire								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	UM	Adoption of Streetscape Masterplan	X			
		Program/costing of works for Streetscape Masterplan	UM	Adoption of Streetscape Masterplan	X	X		
		Implementation of Streetscape works	UM	Works undertaken	X	X	X	X
2.2.2	Development of a Tourism strategy – including marketing of the region	Membership of Inland NSW Tourism	CSM	Involvement in meetings actions reported and acted upon	X	X	X	X
		Development of Tourism Strategy	CSM	Adoption of Strategy	X	X		
		Promotion of Brewarrina Shire	CSM	Participation in advertising campaigns	X	X	X	X
		Review/introduction of signage	CSM	Upgrade/new information signage	X	X	X	X
2.2.3	Increase visitation and turnover for Visitor Information Centre	Develop options and strategy	GM / CSM	Visitor Numbers	X	X	X	X
		VIC open 7 days/week during peak periods	CSM	Centre opening and cost benefit	X	X	X	X
2.2.4	Take a lead role in developing Brewarrina Fish Traps	Pursue funding opportunities	GM / CSM	Successful grant submissions	X	X	X	X

2.2.5	Promote co-operation and development of Brewarrina Museum and VIC	Promote co-operation and development of Brewarrina Museum and VIC	GM / CSM	Report on ways to improve / promote co-operation	X	X	X	X
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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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	X	X	X	X
		Ensure maintenance is programmed as a preventative measure as far as practicable	TM	Quality/Quantity of work	X	X	X	X
		Continued maintenance management system	TM	Review Works programs	X	X	X	X
		Roads Inspection Procedures manual in place	TM	Inspection schedules	X	X	X	X
		Gravel and improve Weilmoringle to Cunnamulla Road	GM / TM	Program works as funds allow and report on completed works	X	X	X	X

Objective 3.1: Good quality transport infrastructure								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
		Bitumen Brewarrina to Hebel Road	GM / TM	Program works as funds allow and report on completed works	X	X	X	X
3.1.2	Ensure regional main roads and highways are maintained to acceptable community standards	Continued maintenance management system	TM	Review Works Programs	X	X	X	X
		Roads Inspection Procedures manual	TM	Inspection schedules	X	X	X	X
		Ensure RMCC requirements are met	TM	RMCC qualified	X	X	X	X
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	X	X	X	X
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	X	X	X	X

Objective 3.2: Good quality community infrastructure and facilities								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	X	X	X	X
		Review Asset Management Plans of all parks, gardens and reserves	UM	Ensure legislative compliance and review annually	X	X	X	X
3.2.2	Monitor pool management and implement maintenance and upgrades	To maintain effective pool operation and management	ESM	Report to Council	X	X	X	X
		Review rolling works and upgrade program	ESM	Review asset Management Plan	X			
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	X	X	X	X
		Continued membership of Big Sky Libraries	CSM	Participation	X	X	X	X
		Investigate the option to relocate library to VIC to extend service availability	CSM	Report and action outcome	X			
3.2.4	Maintain community facilities to an appropriate standard (e.g. Sporting Complexes)	Review/monitor maintenance regimes	UM	Report to Council/ Community Feedback	X	X	X	X

Objective 3.2: Good quality community infrastructure and facilities								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
3.2.5	Maintain and service the villages of Goodooga, Angledool, Weilmoringle and Gongolgon	Regular inspection of villages	UM	Work schedule	X	X	X	X
		Annual meetings	UM	Community feedback	X	X	X	X
3.2.6	Investigate construction of Heavy Vehicle Inspection Station	Report findings	TM	Report to Council	X			
3.2.7	Upgrade existing Council Works Depot	Construction	TM	Construction fit out	X			
3.2.8	Upgrade and refurbishment of Brewarrina Shire Council Chambers	Development of concept	GM / HRM	Concept adopted	X			
		Maintenance Undertaken	GM / HRM	Project completed	X			
3.2.9	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	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
4.1.1	Monitor Brewarrina Shire Council LEP	Utilise Sub Regional Land Use Strategy in reviewing LEP	ESM	LEP 2018 review	X			
		Document problem issue arising from implementation of LEP.	ESM	Number of reforms to LEP	X	X	X	X
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.	UM	Number of complaints	X	X	X	X
		Ensure cemetery is maintained to acceptable standards	UM	Community feedback	X	X	X	X
4.1.3	Management of noxious plants	Execution and compliance with NSW Department of Primary Industries	ESM	Report to Council	X	X	X	X
4.1.4	Maintain involvement and support of Western Local Land Services	Partnerships for projects with other organisations	ESM	Attendance at meetings	X	X	X	X
			ESM	Number of projects Council involved in	X	X	X	X

Objective 4.2: Resource use, waste disposal and management								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
4.2.1	Reduce rate of landfill through waste management, minimisation and collection methods	Participate in regional initiatives relating to waste disposal and reduction.	UM	Adopted Waste Depot plans across Shire	X	X	X	X
		Investigate all avenues for recommencement of kerbside recycling		Reduce rate of landfill	X	X	X	X
				Re-introduction of recycling	X	X	X	X
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 under the safety and environment standards	TM	Compliance with all safety, mining and environmental standards	X	X	X	X

Objective 4.3: Management of water/wastewater								
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
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	X	X	X	X
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	X	X	X	X
		Compliance with best practice	UM	Testing sampling undertaken & Reported	X	X	X	X
		Continued active membership of Lower Macquarie Water Utilities alliance	UM	Involvement in meetings actions reported and acted upon	X	X	X	X
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	X	X	X	X
		Compliance with best practice	UM	Annual report	X	X	X	X
		Continued active membership LMWUA	UM	Council involvement in LMWUA	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
5.1.1	Implementation of Council's Community Engagement Strategy	Use of Engagement Strategy to consult with community	GM	Reference to Strategy	X	X	X	X
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	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
5.2.1	Quality customer service focus by Council staff	To promote quality customer services with all Council employees.	ALL	Customer satisfaction	X	X	X	X
5.2.2	Timely and accurate reporting for efficient management and accountability	Review Council Committees and Administrative support on an annual basis	GM	Report to Council	X	X	X	X
		To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation	ALL	Review annually	X	X	X	X
		To review business papers to improve information provided to elected members and the public	GM	Council determination	X	X	X	X
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates	FAM	Reporting on time to auditors, Ministers and the general public.	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
		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	X	X	X	X
		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	X	X	X	X
		Develop and review Councils Long-term Financial Plan	FAM	Ensure legislative compliance and review annually	X	X	X	X
		Review of all Council Policies	GM	Ensure legislative compliance and review annually	X	X	X	X
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.	X	X	X	X
		To implement systems for	ALL	Reviews undertaken	X	X	X	X

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	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
		performance management and staff review	MANAGERS					
		Review of staff skills and classifications	HRM	Report on Classifications Review undertaken Implement changes	X			
		Review of organisational structure	GM	Report to Council on revised organisational structure and implement structure	X			
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	X	X		
		Manage Council IT Assets	FAM	Review annually	X	X	X	X