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## Section 3: Towards Fit for the Future

### 3.1 How will your council become/remain Fit for the Future?

*Outline your council's key strategies to improve performance against the benchmarks in the 2016-20 period, considering the six options available to Rural Councils and any additional options.*

#### Warren Shire Council Commentary – Option 1 Resource Sharing

Warren Shire Council has the town of Warren as its service centre and when looking at opportunities to resource share of either goods procurement or services provision, it is always acutely aware of the function local businesses play in the sustainability of Warren as a service centre.

Notwithstanding the above, in the attempt to maximise the benefit of scarce resources, keep abreast with the latest information and benefits from economies of scale Council continues to participate in a number of regional initiatives and groups. This participation has been successfully undertaken without impacting on Council's autonomy or local businesses viability.

This participation involves: -

Orana Regional Organisation of Councils	Procurement, lobbying, resource/knowledge sharing -	12 councils
Castlereagh Macquarie County Council	Noxious weed control	5 councils
North Western Library Co-operative	Library services	4 councils
Lower Macquarie Water Utilities Alliance	Water & Sewerage	12 councils
Water Quality and Salinity Alliance	Environment	16 councils
Roads Maintenance Council Contracts cluster	State Highway works	2 councils
Rural Fire Service Zoning	Rural Fire Protection	3 councils
NetWaste	Waste Management initiatives	26 councils
Local Government Procurement	Procurement	Statewide
Regional Procurement	Individual procurement contracts	11 councils
Outback Arts	Arts & Cultural	6 councils
Northwest Regional Food Surveillance group	Food inspections	12 councils
Warren Interagency	Service agencies	All agencies
Audit & Risk Management Committee	Internal auditing	6 councils
Local Government Rangers Association – Western Region	Animal control and regulatory services	26 councils
OROC – Finance Group	Local Government Finance	12 councils
OROC – Human Resource Learning and Development Group	Industrial Relations	12 councils
OROC – Economic Development Officer Group	Economic Development & Promotions	12 councils

As an active member of Orana Regional Organisation of Council (OROC) has further made opportunities available for Council and our region through consultation and liaison with other levels of Government. This involves:

- Central West Orana Regional Leadership Network (RLN).
- State and Federal Government Agency Regional Managers Group (working collaboratively with General Managers Advisory Committee and OROC Board members).
- Federal and State Government Ministers addressing OROC Board Meetings.
- Local Members attending and addressing OROC Board meetings.
- Murray Darling Basin Plan consultation.
- Water Sharing Plans consultation.
- Provision of submissions to Federal and State Government Inquiries, including participation at hearings.
- Support of submissions prepared for local and regional funding projects.
- RDA Orana attendance at OROC Board meetings.
- Local Government Planning Directors' Group.
- Local Land Services Board consultation.
- Emergency Services Management Committees.

Over time our membership of OROC has allowed us to be at the forefront of regional advocacy and has given us the capacity to work collaboratively to prepare and position ourselves to respond to the needs of our community and region effectively. These include areas such as:

- State and Federal Governments' Health Agenda Reform and equity of health and access to health services.
- Conduct of a Regional Health survey.
- Water reform, namely Murray Darling Basin Guide and Plan.
- Drought issues.
- Local Lands Services (previously Catchment Management Authority).

### **Examples of Joint Tendering and Procurement**

The collaborative approach is reflected in joint tendering processes and regional procurement resulting in cost savings being delivered to our community through areas such as:

- Bulk purchasing of various goods and services, such as emulsion, fuel, water meters, road signs. etc (11 contracts in total)
- A regional contract for contestable large site electricity purchase (greater than 100kW) – quantifiable 21% saving.
- Small site energy contracts – quantifiable 17% saving
- Street Lighting – cost neutral over next 3 years
- E21 electricity bill checking and usage monitoring as a region.
- Adoption of a regional Code of Conduct Panel.

## **Joint Projects/Actions**

Examples of joint collaborative projects include:

- Mine Safety Management Plans.
- Roads and Maritime Services prequalification.
- A regional health initiative – Sharing the Load to Shed the Load - a communication strategy addressing obesity in rural and regional areas.
- Natural Resource Management training and education program for council operational staff - Environment on the Agenda.

Professional Teams have been established to facilitate inter-council projects, knowledge sharing and mutually beneficial relationships between staff throughout the region, including:

- Human Resources Learning and Development Group.
- Economic Development Managers.
- Regional Procurement Team.
- Finance Professional Team.

Council is also an active member of the Lower Macquarie Water Utilities Alliance and through working collaboratively with the Alliance has demonstrated both innovation and best practice principles and has:

- Achievement of 100% overall compliance with Best Practice requirements
- Review of water licences
- Telemetry System review
- Integrated Water Cycle Management Strategy
- Demand Management Plan for Warren Shire Council and a Regional Demand Management Plan
- Drought Management Plan for Warren Shire Council and a Regional Drought Management Plan.
- Drinking Water Quality Management Plan
- Storm Water Harvesting Strategy
- Collaborative completion of Annual Performance Reports

It should be noted that Council would continue these arrangements in the absence of “Fit for the Future”, as most of these initiatives were in place well before any Local Government Reform and has benefited Council greatly.

Council proposes to continue, enhance and extend regional collaborative and resource sharing arrangements.

	2010-2011	2011-2012	2013-2014		
	Warren Shire Council	Warren Shire Council	Warren Shire Council		TOTAL
Total Area	10,763 sq kms	10,763 sq kms	10,763 sq kms		
Population	2845 people	2845 people	2845 people		
Total income from continuing operations before capital amounts in \$. Total income from continuing operations less grants and contributions provided for capital purposes, less profit from disposal of assets, and less profit from interests in joint ventures & associates as shown in the income statement of council's financial statements.	\$12,191,000	\$14,219,000	\$10,937,000		
1. Contribution to NSW Fire Brigade	\$18,765	\$18,855	\$18,989		\$56,609
2. Contribution to NSW Rural Fire Service	\$52,750	\$67,244	\$82,856		\$202,850
2a. Contribution to NSW State Emergency Service	\$9,210	\$8,228	\$6,190		\$23,628
3. Pensioners rates rebates	\$23,039	\$22,949	\$52,038		\$98,026
4. Voluntary conservation agreements	-	n/a	n/a		\$0
5. Public library operations	\$103,482	\$115,622	\$127,128		\$346,232
6. Shortfall in cost recovery for on-site sewerage facilities.		u/e	u/e		\$0
7. Shortfall in cost recovery for administration of the Companion Animal Act (NSW) 1998.	\$45,625	\$58,010	\$63,287		\$166,922
8. Shortfall in cost recovery for administration of Contaminated Land Management Act (NSW) 1997.	-	n/a	n/a		\$0
9. Shortfall in cost recovery for functions under the Protection of the Environment Operations Act (NSW) 1997.	\$4,315	\$5,008	\$5,008		\$14,331
10. Shortfall in cost recovery for functions as control authority for noxious weed.	\$82,642	\$84,956	\$95,000		\$262,598
11. Functions under the Rural Fires Act (NSW) 1997.	\$30,292	\$27,813	\$12,155		\$70,260
12. Immigration services and citizenship ceremonies.	\$1,000	\$1,000	\$1,000		\$3,000
13. Shortfall in cost recovery for administering food safety regulation.	\$8,500	\$8,487	\$9,703		\$26,690
14. Provision of educational services.	-	n/a	n/a		\$0
15. Community safety.	-	u/e	u/e		\$0
16. Flood Mitigation program.	-	n/a	n/a		\$0
17. Transfer of responsibilities for roads under recent RTA road reclassification reviews.	-	n/a	n/a		\$0
18. Medical services.	-	\$15,000	\$68,386		\$83,386
19. Road safety.	-	u/e	u/e		\$0
20. Community and human services.	\$8,012	\$6,419	\$8,003		\$22,434
21. Waste levy.	-	n/a	n/a		\$0
22. Sewerage treatment system license fee.	\$2,675	\$2,750	\$2,825		\$8,250
23. Waste management site license fee.	-	n/a	n/a		\$0
24. Taking away of revenue from crown reserve land under council management.	-	n/a	n/a		\$0
25. Shortfall in cost recovery for processing of development applications.	\$45,906	\$59,482	\$62,767		\$168,155
Other					\$0
<b>Total net cost shifting in \$</b>	<b>\$436,213</b>	<b>\$501,823</b>	<b>\$615,335</b>		<b>\$1,553,371</b>
<b>General Rates Levied</b>	<b>\$ 3,879,606</b>	<b>\$ 3,993,553</b>	<b>\$ 4,289,662</b>		
<b>Cost shift as a % of General rates</b>	<b>11.2%</b>	<b>12.6%</b>	<b>14.3%</b>		