



ANABRANCH
BURONGA
COOMEALLA
CURLWAA
DARETON
ELLERSLIE
GOL GOL
MONAK
POMONA
POONCARIE
RUFUS RIVER
TRENTHAM CLIFFS
WENTWORTH

Delivery Program

2022-2026

Our Objectives



Wentworth Shire is a vibrant, growing and thriving region

ECONOMIC



Wentworth Shire is a great place to live

SOCIAL



Wentworth Shire is a community that works to enhance and protect its physical and natural environment

ENVIRONMENTAL



Wentworth Shire is supported by strong and ethical civil leadership with all activities conducted in an open, transparent and inclusive manner

CIVIC LEADERSHIP



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Our Values

HONESTY & INTEGRITY

ACCOUNTABILITY &
TRANSPARENCY

RESPECT

QUALITY & COMMITMENT

Acknowledgement of Country

We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Darling Street, Wentworth.

This document was compiled by Wentworth Shire Council.
Copies of this program can be viewed online at wentworth.nsw.gov.au

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Mayor's foreword

The Delivery Program and Operational Plan outline our vision and priorities for the future, aligned with the four strategies identified in the Community Strategic Plan (CSP). This document demonstrates Council's responsibility towards achieving the community's vision by assigning principal objectives and actions to each CSP strategy.

The Program enables the community to see how Council spends its funds and the services and activities they can expect in the coming years. It provides a clear framework for Council's performance, ensuring openness and accountability. Council focuses on what matters most – our community, striving to deliver essential services such as water, waste collection, parks, roads, footpaths, and drainage efficiently.

Wentworth Shire Council is experiencing rapid growth, and it is our responsibility to ensure the necessary services and infrastructure are available and continue to evolve. During this version of the Delivery Program and Operational Plan, Council plans to undertake projects such as the Buronga Landfill Expansion, Arumpo Road Upgrade, Fibre Optic Symphonic Orchestra, road upgrades, and water, sewerage, and stormwater upgrades. Many of these projects will involve partnerships with the Federal and State governments, local businesses, and our community.

This is the final Delivery Program and Operational Plan for this term of Council, following the local government elections in December 2021. We are in a strong financial position to deliver the outlined actions and meet our ongoing commitment to the community. This document, a product of teamwork by Councillors, staff, and community input, is vital for keeping the community informed of Council's direction.

Throughout the Delivery Program, Council will continue to report and update the community on the progress of these objectives and actions through quarterly progress reports and the annual report. The Delivery Program is a living document, designed to be responsive and provide a guide to the overarching program of work undertaken by Council.



Daniel Linklater

Daniel Linklater

Mayor

Wentworth Shire Council

Wentworth at a glance



8.04% of our population identify as Aboriginal or Torres Strait Islander (State average is 3.44%)

Proclaimed a Shire on 23 January
1879

Area (sq. km)
26,256



7,487
Estimated Residential Population (2021)

Largest industry of Employment is Agriculture, Forestry & Fishing with **23.5%** of the population



27.9%
Mining is the largest industry sector with (\$363,285,000) gross revenue



3 Libraries

1 Hospital

8 Schools

1 TAFE Campus

2 Aerodromes

29.51% of homes are owned outright



45.48%

Working age Residents (30-64 yrs old) : **2,860**
(state average is 45.46%) : Employed Residents

4.5% Unemployment Rate (2022)

Year 12 education as the highest form of education

Wentworth Shire residents
28.7%

vs.

Other areas of NSW
52.13%

\$75,544
per capita Gross Regional Product



The Median Wage for Households:
Wentworth
\$1,066/wk



State (excl. Greater Sydney)
\$1,434/wk



Greater Sydney
\$2,077/wk

The individual median wage is **\$716** per week with **28.1%** of people earning over **\$1,500** per week.

43 years old

is the Median Resident age (State median is 39)

28.54% of Residents are aged under 25 (State average is 30.05%)

20.42% of Residents are aged over 65 (State average is 17.59%)



29.99% of families earn over \$130,000 vs. state average of 43.86%

WORTH SEEING WORTH DOING!
WENTWORTH
and surrounds



422km
ADELAIDE

583km
MELBOURNE

1,044km
SYDNEY

599km of sealed road

1,429km of unsealed road

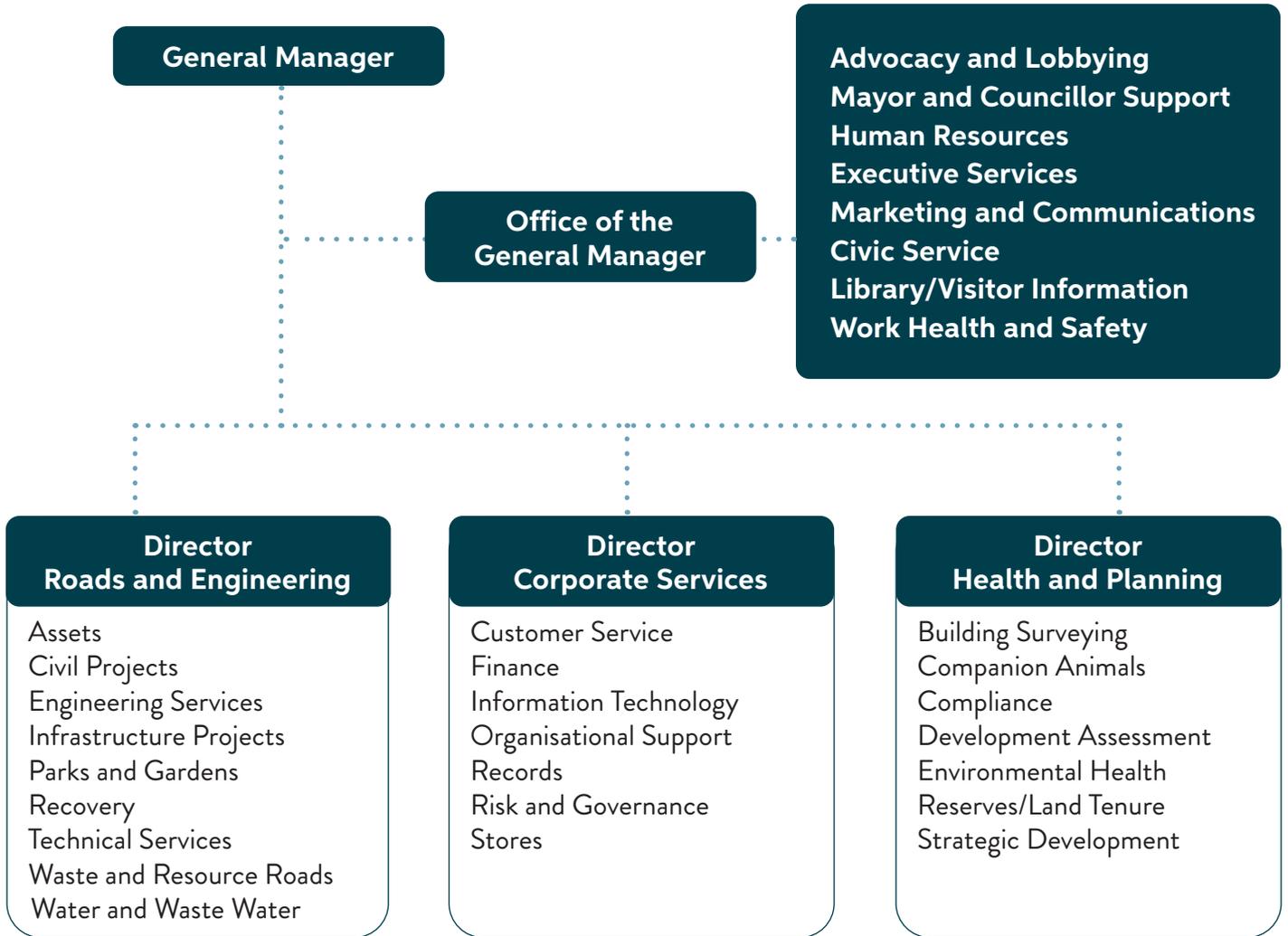
Based on data from the 2021 Census data. *Data collected from Remplan and ABS

Services

In order to deliver on its responsibilities in the Community Strategic Plan, the many separate activities that Council provides for residents, ratepayers, workers and visitors are broken into the following key services:



Organisation overview



Executive Team



Ken Ross | *General Manager*

With 36 years of experience in Management, Health and Planning and Building Surveying, Ken holds an Associated Diploma in Applied Science and a Diploma in Environmental Health and Building.

Ken commenced his journey with Council in November 2002 and was appointed the role of General Manager in May 2019.



Simon Rule | *Director Corporate Services*

With 25 years of experience in Senior Management roles in public operations, Simon holds a Bachelor Degree in Arts (Information Management) and Masters of Professional Accounting.

Simon commenced his journey with Council in November 2008 and was appointed the role of Director Finance and Policy in May 2014.



George Kenende | *Acting Director Health and Planning*

With 7 years of experience in Planning and Environment, George holds a Bachelor of Science (Ecology and Conservation Biology) and Masters of Urban and Environmental Planning.

George commenced his journey with Council in October 2017 and was appointed in the role of Acting Director of Health and Planning in January 2024.



Geoff Gunn | *Director Roads and Engineering*

With 31 years experience in Engineering and Management of municipal operation areas, Geoff holds a Bachelor Degree in Civil Engineering.

Geoff commenced his journey with Council in November 2016 and was appointed in the role of Director Roads and Engineering in August 2019.

Councillors

Wentworth Shire is represented by nine Councillors who are elected every four years.

The Councillors elect the Mayor every two years.

As the community's representative the role of a Councillor is to:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning & Reporting Framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body;
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor



Cr Daniel Linklater
Mayor



Cr Susan Nichols
Deputy Mayor



Cr Brian Beaumont
Councillor



Cr Steve Cooper
Councillor



Cr Peter Crisp
Councillor



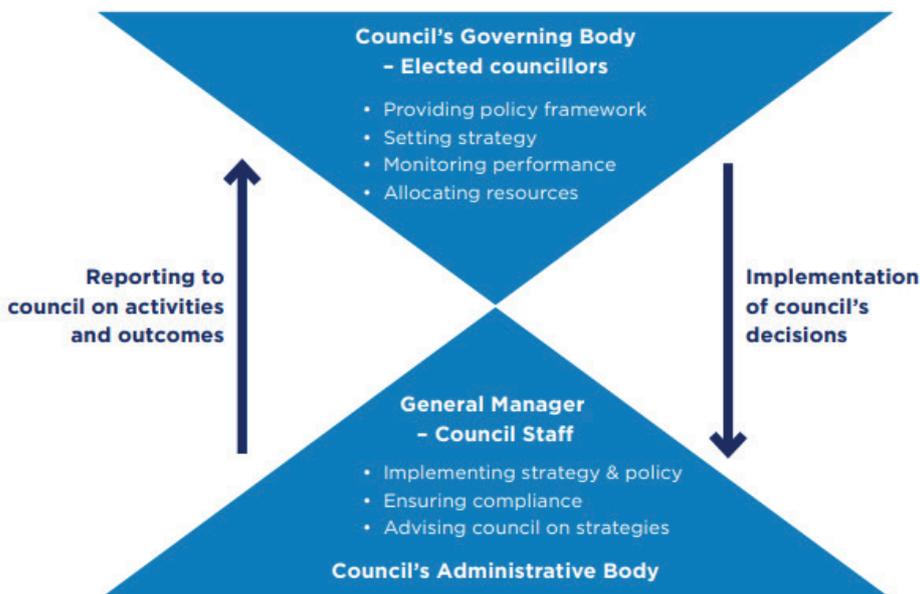
Cr Jane MacAllister
Councillor



Cr Tim Elstone
Councillor

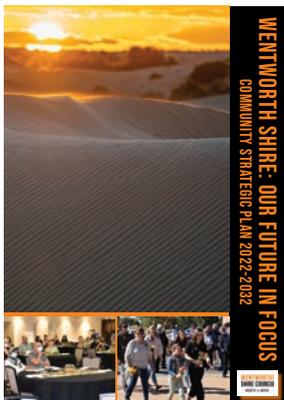


Cr Jo Rodda
Councillor



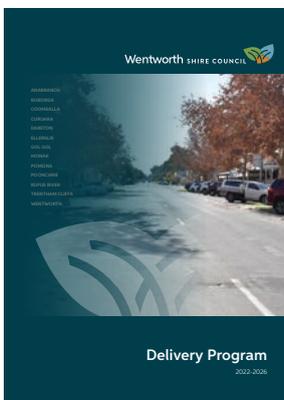
Our planning and reporting framework

Council's Delivery Program and Operational Plan are key components of our Integrated Planning and Reporting framework. The framework helps Council discuss funding priorities and service levels with our community, including how these shape our local identity and how we can work together to create a more sustainable future. Under NSW Government legislation, Council must prepare a number of plans detailing how they intend to deliver works and services in the short and long future. These plans are based on the community's priorities, identified in the Community Strategic Plan, and present a balanced approach to planning that considers how our resources can be used to deliver community outcomes.



Community Strategic Plan

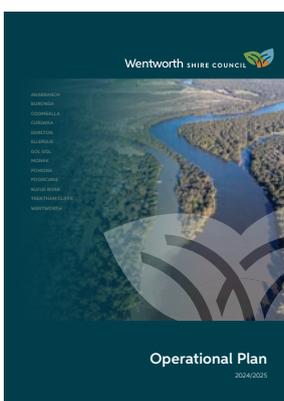
The Community Strategic Plan outlines the community's objectives for the next 10+ years and the strategies to achieve them. It sits at the top of Council's planning hierarchy, guiding all other Council strategies and plans.



Delivery Program

The Delivery Program translates the Community Strategic Plan's objectives into Council's area of responsibility, acting as a policy response to community aspirations. It is a fixed four-year plan aligning with Council's electoral cycle, with each newly elected Council preparing a new Delivery Program for their term. The current Delivery Program covers 2022-2026, with a review and extension to 2028 after the September 2024 election.

This Program is part of a larger corporate planning process. The Community Strategic Plan sets the community's future agenda, the Resourcing Strategy identifies necessary resources, and the Delivery Program and its sub-plan, the Operational Plan, detail Council's actions.



Operational Plan

The Operational Plan details the actions Council will take each financial year to achieve the Delivery Program and Community Strategic Plan commitments. It also specifies the annual budget and responsible service areas. Council tracks and reports progress every three months through the Quarterly Operational Plan Progress Report and annually through the Annual Report.

To effectively support the Community Strategic Plan, Council develops resourcing strategies to identify the money, assets, and personnel needed to fulfil the commitments of the Community Strategic Plan, Delivery Program, and Operational Plan.

Achieving the vision for 2032

The consultation and engagement activities undertaken to inform the Wentworth Shire: Our Future in Focus - Community Strategic Plan 2022-2032 resulted in the formation of the following concise and ambitious vision for the region:

Wentworth Shire will work together to create a thriving, attractive and welcoming community.

Community strategies



Quadruple Bottom Line

The quadruple bottom line underpins the Community Strategic Plan, helping to categorise the priorities that have been identified by the community.

Our strategies link directly to the quadruple bottom line, which are as follows:



Wentworth Shire is a vibrant, growing and thriving region

ECONOMIC



Wentworth Shire is a great place to live

SOCIAL



Wentworth Shire is a community that works to enhance and protect its physical and natural environment

ENVIRONMENTAL



Wentworth Shire is supported by strong and ethical civil leadership with all activities conducted in an open, transparent and inclusive manner

CIVIC LEADERSHIP

Council's guiding principles

The aim of the Integrated Planning and Reporting Framework is to improve the way the Council's planning meets community's needs.

The Framework recognises that most communities share similar aspirations; however, each Local Government Area has a uniqueness to their geographical location, demographics and culture.

The implementation of the framework is conducted differently by all councils across NSW.

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous.

The following general principles apply to the core functions of Council to:

- Provide strong effective representation, leadership, planning and decision-making;
- Carry out functions that provide the best possible value for residents and ratepayers;
- Plan strategically, using the Integrated Planning and Reporting (IP&R) Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- Apply the IP&R Framework in carrying out functions to achieve desired outcomes and continuous improvements;
- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community;
- Manage lands and other assets so that current and future local community needs can be met in an affordable way;
- Work with others to secure appropriate service for local community needs;
- Act fairly, ethically and without bias in the interest of the local community; and
- Be responsible employers and provide a consultative and supportive working environment for staff.

The following principles apply to decision-making. Council will:

- Recognise diverse local community needs and interests;
- Consider social justice principles;
- Consider the long-term and cumulative effects of actions on future generations;
- Consider the principles of ecologically sustainable development;
- Be transparent and accountable for decisions; and
- Promote community participation by actively engaging with the local community.

The following principles of sound financial management apply to Council:

- Spend in a responsible and sustainable manner, aligning general revenue and expenses.
- Invest in responsible and sustainable infrastructure for the benefit of the local community.
- Have effective financial and asset management, including sound policies and processes for the following:
 - Performance management and reporting;
 - Asset maintenance and enhancement;
 - Funding decisions; and
 - Risk management practices.
- Have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generation and that the current generation funds the cost of its services.

Council continuously advocates on behalf of our community and has on-going conversations with State and Federal Governments, as well as the private sector, to ensure we protect, enhance and improve:

- The services and facilities that our community require today and into the future;
- Our natural environment; and
- The promotion of business opportunities that can generate local jobs.

2022 - 2026 Delivery Program Objectives

- Promote the Shire as an ideal location for investment and the establishment of innovative, sustainable and diversified industries
- Encourage and support initiatives that improve local employment opportunities
- Ensure that community assets and public infrastructure are well maintained
- A well informed, supported and engaged community
- High quality connectivity across the region
- Ensure our planning decisions and controls enable the community to benefit from development
- Minimise the impact on the natural environment
- Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency
- A strong, responsible and representative government
- Provide strong leadership and work in partnership to strategically plan for the future
- To have a strong sense of place
- Infrastructure meets the needs of our growing Shire
- Encourage lifelong learning opportunities
- Work together to solve a range of social and health issues that impact community wellbeing and vulnerable people
- Consistently engage and consult the whole community to ensure feedback is captured and considered as part of decision-making and advocating processes
- Promote the Wentworth Region as a desirable visitor and tourism destination
- An effective and efficient organisation
- Use and manage our resources wisely
- Continue to create opportunities for inclusion where all people feel welcome and participate in community life
- To have a safe community

“The Delivery Program is a statement of Council’s commitment to the community and is the single point of reference for all principal activities undertaken by the elected council during its term of office”

The four-year Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created.

As part of the ongoing monitoring and review of the Delivery Program, Council considers key external issues and influences that may affect what is required to be delivered for the community over the next four years.

The issues and influences identified and any others that arise over the next four years will be required to be monitored and any impacts from there will be included in future Operational Plans.

This ensures Council's long-term planning is consistent with current and future needs of the community.

The Operational Plan 2024-2025 is the third year of the Delivery Program 2022-2026. It outlines the actions that will be undertaken for each objective and determines who has primary responsibility for each action.

Throughout the duration of our four-year Delivery Program, we will continue to report and update the community on the progress of these initiatives and more, through our quarterly progress reports and the annual report.

Our Capital Works investment will continue to be significant with more than \$39 million to be spent on building, renewing and maintaining our assets.

As an organisation we continue to be in a strong financial position to deliver the programs outlined in this plan and meet our ongoing commitment to our community.

Council continues to work hard to ensure that all of its services and infrastructure will contribute to achieving the aspirations and priorities of the

community and, in doing so, this will contribute to the health and wellbeing of our community.

We do this in collaboration with you and our major partners and stakeholders.

As well as Council's objectives and actions, this document contains a thorough breakdown of Council's operational and capital works budget, aligning to the Long-Term Financial Plan.

Sustainability and resilience are key themes underpinning Council's direction and have also been embedded in Council's planning and budgeting process.

This plan is another step towards a more effective, efficient and inclusive organisation that is committed to listening to key stakeholders, planning effectively and making the best decisions for the future of our Shire.

Community engagement is how we reach out and encourage our community to talk with us about the plans, projects and policies we develop on their behalf.

Community engagement helps us make decisions; it builds relationships and trust; builds a sense of belonging; and keeps the community informed.

The feedback we receive from the community is considered along with legislation, policies, technical assessments, financial, environmental and social impacts.

We are committed to providing opportunities for everyone in our community to help us make informed decisions.

We look forward to finding new ways to connect and work with you.

Council is mindful that the Community Strategic Plan is the community's document and not a Council document, with the Wentworth Shire community being the most important external stakeholder to be considered by Council in its planning for the future.

Three levels of government

Australia has three levels of government that work together to provide residents with the services that they need.

Each level of government is responsible for providing services and each level collect money through taxes, rates or charges to pay for those services.

Each level may be fully responsible for providing certain services, but often two or three levels of government share responsibility.

The three levels of government are demonstrated below.

<p style="text-align: center;">FEDERAL Has broad national powers.</p>	<ul style="list-style-type: none"> • Defence • Bankruptcy & Insolvency • Trade & Commerce • Census & Statistics • Postal & Telecommunication Services • Quarantine • Foreign Policy • Taxation • Copyright • Immigration
<p style="text-align: center;">STATE Has its own government and its own constitution, and has power to look after laws not covered by the federal government.</p>	<ul style="list-style-type: none"> • Education • Health • Transport (Railways, Registrations, Highways & Public Transport) • Emergency Services • Public Housing • Utilities • Mining & Agriculture • Consumer Affairs • Prisons • Forests • Maritime
<p style="text-align: center;">LOCAL Is responsible for providing services and infrastructure within its local area. Council responds to federal and state legislation and makes decisions based on identified community needs.</p>	<ul style="list-style-type: none"> • Regulatory Services • Urban & Regional Planning • Community Services & Facilities • Transport (Local & Regional Roads, Footpaths, Car Parking) • Recreation Facilities • Environment & Waste Management • Tourism (Promotion, Visitor Information Services) • Economic Development • Stormwater Drainage • Water & Waste Water



Delivery Program 2022-2026

Strategies



Strategy 1

Our Economy

Wentworth Shire is a vibrant, growing and thriving region



Community Outcome

We are a growing region with an expanding sense of opportunity, and we want to capitalise on those possibilities for the benefit of all.

Economic opportunities and partnerships facilitate growth of our local and regional economy, attracting investment to the region and fostering local business and employment.

You told us what you wanted



Major employment opportunities for businesses

Build other infrastructure and services to attract visitors to enhance the tourist experience

Make our riverfront a feature

Promote the natural attractions within the Shire

More riverfront attractions and improved wetlands and national parks

Completion of the Willow Bend Caravan Park as it's vital for tourism in the region



Bring tourist dollars to the town and the local community and business

Continuing to grow as it has over the last three years

Bigger and more developed with additional services

We need money spent here and not in Victoria

Larger population, more tourists

The vision must be for economic change to the community



Council Services that will contribute to this Strategy

- Urban & Regional Planning
- Tourism & Economic Development
- Community
- Civic Governance
- Corporate Services

Our Community

Wentworth Shire is a great place to live



Community Outcome

We are committed to strengthening our diverse population by creating new opportunities for connection, creativity and inclusion by encouraging initiatives that strengthen our collective sense of self.

Social connectedness is a very strong indicator of perceived quality of life and happiness in a community. Council hopes, through the Delivery Program, to contribute to community connectedness in the Shire.

This will be reflected in the pride that residents have in telling people where they live, their good relationships with their neighbours, their participation in community life, how safe they feel, how much they volunteer, and of their sense of history and identity.

You told us what you wanted



Better access to healthcare services and facilities

Another school in Buronga or Gol Gol to accommodate growth in the area

More aged care facilities to accommodate our aging population

Stronger police presence

An enhanced events calendar so residents have more to do



Childcare facilities for families

Better communication and engagement with the community

Continued improvement of the Shire's presentation

More public artwork that improves Wentworth's presentation



Council Services that will contribute to this Strategy

- Public Order
- Recreation
- Community
- Regulatory
- Corporate Services
- Civic Governance

Strategy 3

Our Environment

Wentworth Shire is a community that works to enhance and protect its physical and natural environment



Community Outcome

Creating liveable communities means striking a balance between activities that support infrastructure development and others that enhance our quality of life.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and to minimise human impact on the surrounding environment to ensure a sustainable and healthy community.

You told us what you wanted

“

Better planning for infrastructure to support growth

An environmentally sustainable Shire

Proper monitoring and management of projects to ensure timely progression and reporting

A better waste management system that incorporates recycling and green waste bins

”

“

More green spaces included in new developments

Better maintenance of Council assets and infrastructure

Stronger effort to protect our natural environment and waterways

Better water pressure and quality

”

Council Services that will contribute to this Strategy

- Water & Sewer
- Environment
- Public Order
- Urban & Regional Planning
- Transport
- Civic Governance
- Corporate Services
- Recreation
- Tourism/Economic Development

Our Leadership

Wentworth Shire is a community that works to enhance and protect its physical and natural environment



Community Outcome

We are a responsible Council, committed to building strong relationships.

We value transparent and meaningful communication and use community feedback to drive strategic decision-making.

In order to operate a large organisation with a diverse range of services, a large portfolio of assets and a multitude of statutory requirements, Council must have a robust and well-managed governance framework and administration functions.

Council is committed to creating a well-managed and operated organisation that is equipped with the resources required to deliver effective services.

You told us what you wanted

“

A council that's in tune with the needs of the community

Transparency, honesty, integrity in the Council and its staff

A council that looks after all its constituents in a similar manner

A more diverse council to reflect the current Shire demographics

Good decision-making by all who are in charge of our future

”

“

More community boards to support local businesses

Inform the community and get community input

Staff who are capable and passionate about the area

Proactive councillors, those who can make a vision reality, and be willing to influence change

Broader community consultation

”

Council Services that will contribute to this Strategy

- All Council Services



Wentworth Shire Council

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