

Delivery Program 2026-2030

Wentworth SHIRE COUNCIL

INTERPRETER SERVICES



MAHALAGA | FILIPINO

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IMPORTANT | FRANÇAIS

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ΣΗΜΑΝΤΙΚΟ | ΕΛΛΗΝΙΚΟ

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重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电0350275027联系 议会,或前往下列议会办公室。

ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ ਜੇਕਰ ਤਹਾਨੰ ਇਸ ਦਸਤਾਵੇਜ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵੀਆਖੀਆ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੁਚੀਬੱਧ ਕਸਿੇ ਕਾੳਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

สำคัญ|แบบไทย

หากคุณต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

C*

ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

QUAN TRONG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Midway Community Centre 3 Midway Drive, Buronga NSW 2739



Wentworth Visitor Centre (Main Administration Office) 61 Darling Street, Wentworth NSW 2648



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.

Our Objectives



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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Young children overlooking the Darling River from the Wentworth Visitor Centre library space.

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

Wentworth Shire is evolving, and Council is committed to ensuring the region grows in a way that benefits the entire community. The 2026–2030 Delivery Program and Operational Plan set out the priorities, projects, and services that will guide Council's work over the coming years. This is the first Delivery Program for this term of Council, following the local government elections in September 2024, marking a fresh opportunity to build on past achievements and drive new initiatives.

This document is more than a plan—it is a commitment to action. It provides a clear direction for Council's work, ensuring that resources are allocated effectively to deliver essential services and key infrastructure projects. Council remains focused on maintaining and improving roads, footpaths, parks, and drainage while also strengthening waste management and water security to meet the needs of a growing population.

Wentworth Shire is experiencing significant growth, and with that comes the responsibility to provide infrastructure and services that enhance both liveability and sustainability. Over the next four years, major projects such as the Buronga Landfill Expansion and Fibre Optic Symphonic Orchestra will take shape. These, along with water, sewerage, and stormwater system upgrades, reflect Council's proactive approach to ensuring the Shire is well-equipped for the future.

Strong partnerships are essential to achieving these goals. Council will continue to work closely with Federal and State governments, local businesses, and the wider community to secure funding and deliver meaningful outcomes. By fostering these relationships, we can ensure Wentworth Shire continues to thrive while preserving the character and natural beauty that make it unique.

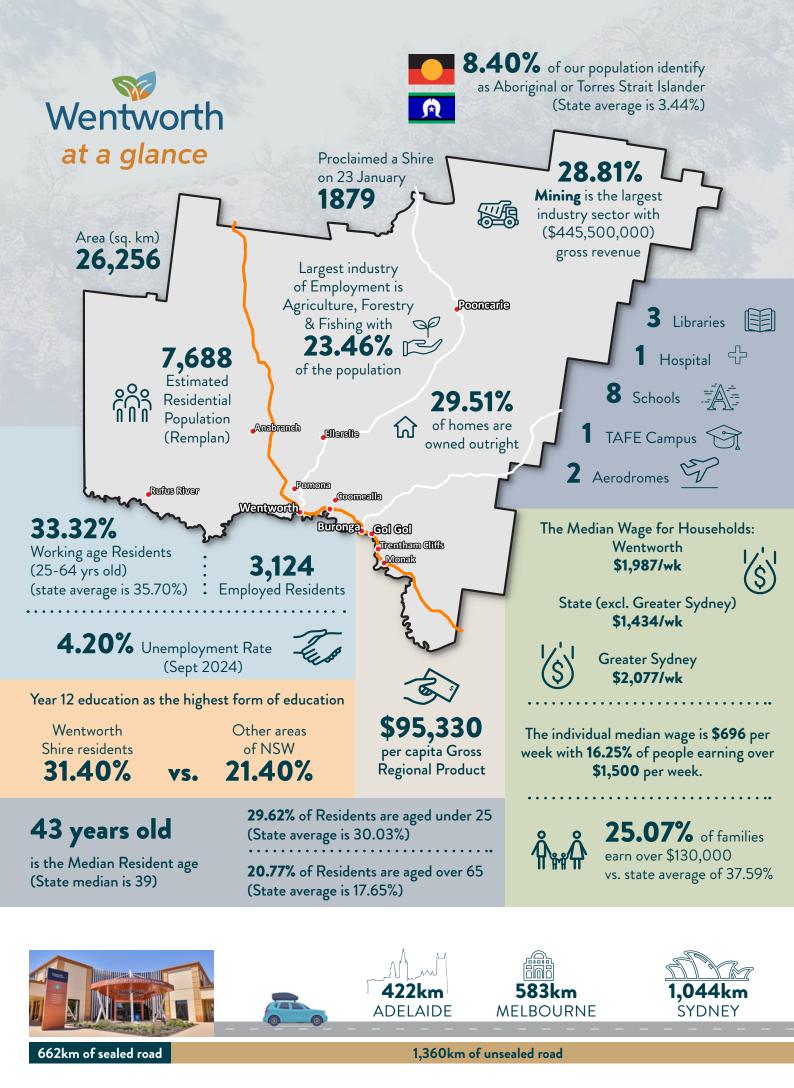
Council is guided by a commitment to Honesty & Integrity, Accountability & Transparency, Respect, and Quality & Commitment in everything it does. These values are the foundation of decision-making and service delivery, ensuring that the community can have confidence in Council's leadership and actions. By upholding these principles, Council remains focused on delivering high-quality outcomes that meet the expectations of residents and stakeholders alike.

At the heart of this Delivery Program is a commitment to openness and accountability. Council is in a strong financial position to implement these initiatives, and the community will be kept informed of progress through quarterly reports and the annual report. By maintaining transparency, we ensure that residents remain engaged and confident in the direction Council is taking.

This document is a living framework that will evolve to meet new opportunities and challenges. Council is proud to serve the Wentworth Shire community, and we look forward to working together to create a vibrant, sustainable, and connected future for all.



Daniel Linklater Mayor of Wentworth Shire Council



Details based on data from the 2021 Census, Remplan and ABS (February 2025).

EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our Organisational Structure is designed to deliver on the Communty's Strategic Objectives as outlined in the Community Strategic Plan 2026-2036.



REPORTING STRUCTURE

As at 01 May 2024





• Visitor Information Centre

Commenced journey with Council in November 2008.

SIMON RULE

DIRECTOR

Appointed to role in May 2014

CORPORATE SERVICES

CUSTOMER SERVICES

- Bendigo Bank Agency (Midway Service Centre)
- Bridge lift bookings
- Cemetery reservations & burials
- Customer enquiries
- Receipting (rates, water accounts, applications)
- Venue hire bookings

FINANCE & ACCOUNTING

- Accounts payable/receivable
- Accounting services
- Payroll
- Procurement
- Rates

ECONOMIC & COMMUNITY DEVELOPMENT

INFORMATION TECHNOLOG

- Business continuity
- Cyber security
- End-user support
- Geographic Information Systems (GIS)
- Hardware/software/ maintenance acquisition

RECORDS

Record management

RISK & GOVERNANCE

- Audit, Risk & Improvement Committee
- Corporate Compliance
- Corporate Strategic Planning
 & Reporting
- Internal Audit
- Risk management

STORES

Commenced journey with Council in October 2017.

GEORGE KENENDE

ACTING DIRECTOR

Appointed to role in January 2024

HEALTH & PLANNING

BUILDING SURVEYING/ ENVIRONMENTAL HEALTH

- Bonds and Permits
- Building Certification
- Food Safety annual inspections & temporary permits
- Public Health/Skin Penetration/ Cooling Towers/UPSS

COMPANION ANIMALS

- Barking Dogs
- Nuisance/Aggressive Dogs
- Rehoming
- Shelter Management

DEVELOPMENT ASSESSMENT

- Development Determinations
- Planning Portal management
 & assistance
- Pre-lodgement advice

COMPLIANCE/REGULATORY SERVICES/LOCAL LAWS

- Alcohol Free Zones
- Development compliance
- Education & enforcement
- Noise
- Pollution & contaminated land

RESERVES & LAND TENURE

- Acquisition of land
- Crown land manager
- Native Title

STRATEGIC DEVELOPMENT

- Heritage Protection & Advice
- Planning Proposals
 & LEP Amendments
- Strategic Planning Projects & Strategies

Commenced journey with Council in November 2016.

GEOFF GUNN

DIRECTOR

Appointed to role in August 2019

ROADS & ENGINEERING

ENGINEERING TEAM

- Assets
- Engineering services
- Infrastructure
- Technical Services
- Water & Waste Water

WORKS TEAM

- Aerodrome operations
- Building maintenance
- Civil Works
- Fleet/Workshop
- Landfill/Waste
- Operations
- Parks & Gardens
- Roads

Executive Team



Ken Ross | General Manager

With 37 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 26 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 8 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 32 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 Peter Crisp Deputy Mayor



Cr Jon Armstrong Councillor



Cr Tim Elstone Councillor



Cr Greg Evans Councillor



Cr Susan Nichols Councillor



Cr Jo Rodda Councillor



Implementation

of council's

decisions

Cr Jody Starick Councillor





Reporting to council on activities and outcomes

Providing policy framework
Setting strategy
Monitoring performance
Allocating resources

Council's Governing Body - Elected councillors

General Manager - Council Staff

- Implementing strategy & policy
- Ensuring compliance
- Advising council on strategies

Council's Administrative Body

Services

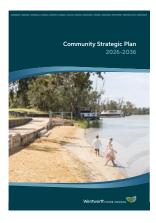
In order to deliver on its responsibilities in the Community Strategic Plan, the many separate activities that Council provides for residents, ratepayers, workers and visitors are broken into the following key services:





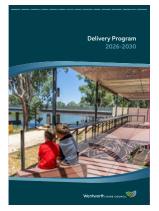
Our planning and reporting framework

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

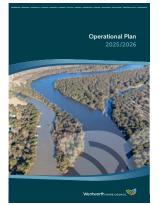
The Community Strategic Plan outlines the community's objectives for the next 10+ years and the strategies to achieve them. It sits at the top of Council's planning hierarchy, guiding all other Council strategies and plans.



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 2026-2030.

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

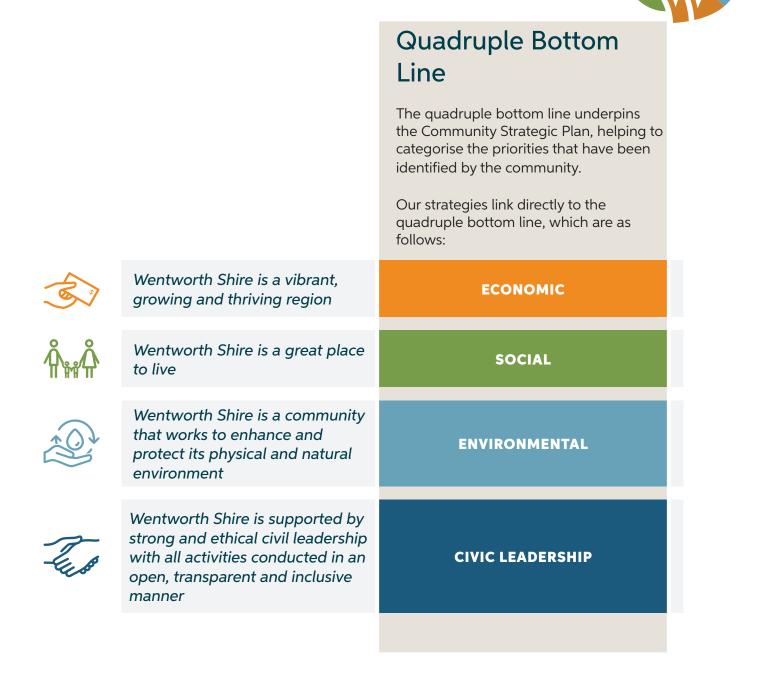
The Operational Plan details the actions Council will take each financial year to achieve the Delivery Program and Community Strategic Plan commitments. It also specifies the annual budget and responsible service areas. Council tracks and reports progress every three months through the Quarterly Operational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

Achieving the vision for 2036

The consultation and engagement activities undertaken to inform the Wentworth Shire: Our Future in Focus - Community Strategic Plan 2026-2036 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.



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 decisionmaking. 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.



2026 - 2030 Delivery Program Objectives

| 1.1 | Create a supportive Environment for business to invest and grow |
|-----|--|
| 1.2 | Promote the Wentworth Region as a desirable visitor and tourism destination |
| 1.3 | High quality connectivity across the region |
| 2.1 | Continue to create opportunities for inclusion where all people feel welcome and participate in community life |
| 2.2 | The community has access to services and initiatives that contribute to well being across all stages of life. |
| 2.3 | To have a safe community |
| 2.4 | To have a strong sense of place |
| 3.1 | An urban environment that maintains and enhances our sense of identity and place. |
| 3.2 | Our public assets are well maintained and able to meet the growing population demands. |
| 3.3 | Minimise the impact on our natural environment. |
| 3.4 | Use and manage our resources wisely. |
| 3.5 | Infrastructure meets the needs of our growing Shire. |
| 4.1 | A well engaged and informed community. |
| 4.2 | We value our civic leadership whose stewardship and decision making benefits present and future generations. |
| 4.3 | Provide a governance framework that is transparent and builds trust in local leadership. |
| 4.4 | Manage public resources responsibly and efficiently for the benefit of the 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 2025-2026 is the first year of the Delivery Program 2026-2030. 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.

FEDERAL

Has broad national powers.

STATE

Has its own government and its own constitution, and has power to look after laws not covered by the federal government.

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.

- Defence
- Bankruptcy & Insolvency
- Trade & Commerce
- Census & Statistics
- Postal & Telecommunication Services
- Quarantine
- Foreign Policy
- Taxation
- Copyright
- Immigration
- Education
- Health
- Transport (Railways, Registrations,
- Highways & Public Transport)
- Emergency Services
- Public Housing
- Utilities
- Mining & Agriculture
- Consumer Affairs
- Prisons
- Forests
- Maritime
- 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 2026-2030 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.

Council Services that will contribute to this Strategy

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

Community



- Bigger and more developed with additional services.
- Major employment opportunities for businesses.
- Build other infrastructure and services to attract visitors to enhance the tourist experience.
- Larger population, more tourists.
- Continuing to grow the region
- We need money spent here and not in Victoria.

- Make our riverfront a feature.
- Support mining and renewable
- Promote the natural attractions within the Shire.
- Attracting young families to the area
- The vision must be for economic change to the community.
- Bring tourist dollars to the town and the local community and business.





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.

Council Services that will contribute to this Strategy

- Public Order
- Recreation
- Community

- Regulatory
- Corporate Services
- Civic Governance



- Animal control
- Better access to services and facilities.
- Stronger police presence.
- More facilities to accommodate our aging population.
- Childcare facilities for families.
- Another school in Buronga or Gol Gol to accommodate growth in the area.
- Access to housing
- Public signage
- Public amenity
- An enhanced events calendar so residents have more to do.
- Increased traffic and pedestrian safety

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.

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



- Better planning for infrastructure to support growth
- Better water pressure and quality
- An environmentally sustainable Shire
- More green spaces included in new developments
- A better waste management system that incorporates recycling and green waste bins
- Better maintenance of Council assets and infrastructure
- Stronger effort to protect our natural environment and waterways

Strategy 4 Our Leadership



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

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.

Council Services that will contribute to this Strategy

All Council Services



- A council that's in tune with the needs of the community
- Better communication and engagement with the community.
- A more diverse council to reflect the current Shire demographics
- Good decision-making by all who are in charge of our future
- Transparency, honesty, integrity in the Council and its staff
- Broader community consultation

- Proactive councillors, those who can make a vision reality, and be willing to influence change
- Inform the community and get community input
- A council that looks after all its constituents in a similar manner
- Advocate for the community
- Staff who are capable and passionate about the area

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