



Walgett Shire Operational Plan

2025-2026

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Council's Values and Statements

Our shared vision

"A community that utilise the opportunities that arise from our environment to improve their quality of life whilst embracing its ethnic and social diversity, for the benefit of all".

Council's values

Our values are:

- Respect
- Integrity
- Ethical conduct
- Courage
- Honesty
- Accountability
- Responsibility

Our Strategic Directions

Vision

"Community working together to make people's lives better through leadership, service and project delivery."

Mission

"To lead with purpose and serve with excellence, delivering projects and services that uplift our communities through collaborative efforts"

Our strategic Direction

Theme 1: Our Society

Strategic Direction 1: A safe, connected, inclusive and accessible community.

Theme 2: Our Environment

Strategic Direction 2: A sustainable and resilient environment that supports healthy communities, the economy and future generations.

Theme 3: Our Economy

Strategic Direction 3: Well-planned and maintained infrastructure that connects communities and supports economic diversity and growth.

Theme 4: Our Leadership

Strategic Direction: An accountable and representative Council.

Theme 1: Our Society

Strategic Direction 1

A safe, connected, inclusive and accessible community.

Strategy	Action		Service Area	Source	25/26
Objective 1.1 Health & Well-being: Ensure community health, safety, and support services evolve to meet changing needs.					
1.1.1 Improve community safety through crime prevention and actions that reduce risk.	1.1.1.1	Community Safety - Crime Prevention and Community Safety Plan <ul style="list-style-type: none">Yr 1: DevelopYr1-4: Implement recommendations	Community Development	Crime Prevention and Community Safety Plan (2016-2020)	✓
	1.1.1.2	Community Safety - Crime Prevention Through Environmental Design Apply Crime Prevention Through Environmental Design (CPTED) principles to the design and maintenance of parks, open spaces and amenities to enhance public safety.	Urban Services		✓
1.1.2 Support local organisations in strengthening emergency services, expanding affordable housing, and creating inclusive programs that serve youth, people living with disabilities, older adults, and all members of the community.	1.1.2.1	Emergency Management - Emergency Service partnerships Actively partner with emergency service agencies to aid preparedness for emergencies.	Emergency Management		✓
	1.1.2.2	Emergency Management - Emergency Management Plan Review and update Emergency Management Plan annually.	Emergency Management	Emergency Management plan (2023)	✓
	1.1.2.3	Emergency Management - Local Emergency Management Committee Facilitate and support the Local Emergency Management Committee (LEMC).			✓
	1.1.2.4	Inclusion - Disability Inclusion Action Plan <ul style="list-style-type: none">Yr 1: DevelopYr1-4: Implement recommendations	Community Development	Walgett Shire Disability Inclusion Action Plan (2017-2021)	✓
Objective 1.2 Social Connectivity & Inclusion: Provide facilities and services that enhance accessibility, social interaction, and diversity.					
1.2.1	1.2.1.1	Pedestrian Strategy - Pedestrian Access and Mobility Plan	Roads Infrastructure		✓

Strategy	Action	Service Area	Source	25/26
Maintain accessible and well-kept recreational spaces.		Develop a Pedestrian Access and Mobility Plan (PAMP) for Walgett Shire. <ul style="list-style-type: none"> Yr 1: Develop Yr1-4: Implement recommendations 		
	1.2.1.3	Tree Management - Strategy Develop a Tree Management Strategy for the Shire.	Urban Services	✓
	1.2.1.4	Urban Spaces - Monuments Maintain a Monument Register and implement a maintenance schedule.	Urban Services	✓
	1.2.1.5	Urban Spaces - Open Space Maintenance Maintain the Shire's Open Space areas. <ul style="list-style-type: none"> Review bi-annually all maintenance and inspections schedules for efficient use of resources. Exterior grounds maintenance is completed in a timely manner and complies with design requirements. 	Urban Services	✓
	1.2.1.6	Urban Spaces - Parks Maintenance Maintain the Shire's Parks. <ul style="list-style-type: none"> Review bi-annually all maintenance and inspections schedules for efficient use of resources. Exterior grounds maintenance is completed in a timely manner and complies with design requirements. 	Urban Services	✓
	1.2.1.7	Urban Spaces - Streetscapes Maintenance Maintain street furniture, pavements, and lighting associated with streetscapes <ul style="list-style-type: none"> Review bi-annually all maintenance and inspections schedules for efficient use of resources. Exterior grounds maintenance is completed in a timely manner and complies with design requirements. 	Urban Services	✓
1.2.2 Engage with and celebrate the local Indigenous community.	1.2.2.1	Indigenous Community - Engagement <ul style="list-style-type: none"> Actively engage with the Gamilaroi and Yuwaalaraay people to review Reconciliation Action Plan (RAP). Update and deliver Reconciliation Action Plan (RAP) <ul style="list-style-type: none"> Yr 1: Update RAP Yr 1-4: Deliver RAP 	Communications, Engagement and Customer Services	Innovate Reconciliation Action Plan Dec 202 – Jan 2025. Currently on website ✓

Strategy	Action		Service Area	Source	25/26
	1.2.2.3	Heritage - Advisory services Seek funding for services of a Heritage Advisor to support the delivery of historical studies and cataloguing.	Heritage Services		✓
	1.2.2.4	Heritage - Preservation Seek funding for the preservation of culturally significant sites.	Heritage Services		✓
1.2.3 Encourage community engagement through events and initiatives.	1.2.3.1	Community Engagement - Council support Facilitate annual community assistance grants and funding.	Communications, Engagement and Customer Services	Dick Colless Scholarships - Walgett Shire Council	✓
	1.2.3.2	Community Events - Australia Day Event (Civic functions) Organise and run Australia Day Event. Coordinated with Community Development.	Community Development		✓
	1.2.3.3	Community Events - Australia Day Organise and run Australia Day Event Coordinated with Civic duties	Communications, Engagement and Customer Services		✓
	1.2.3.4	Community Events - International Day of People with a Disability Organise and run International Day of People with a Disability.	Community Development		✓
	1.2.3.5	Community Events - International Women’s Day Organise and run International Women’s Day Event.	Community Development		✓
	1.2.3.6	Community Events - Seniors Week Organise and run the Seniors Week activities.	Community Development		✓
	1.2.3.7	Community Events - Youth Week Organise and run Youth Week activities.	Community Development		✓
	1.2.3.8	Community Events - Reconciliation Week and NAIDOC Week Organise Reconciliation Week and NAIDOC Week in partnership with local Indigenous Community stakeholders.	Community Development		✓
	1.2.3.9	Community Events - Dick Colless Scholarship Organise the Dick Colless Scholarship.	Community Development		✓
	1.2.3.10	Community Events - Jimmy Little Art/Cultural Scholarship Organise the Jimmy Little Art/Cultural Scholarship.	Community Development		✓

Strategy	Action	Service Area	Source	25/26
	1.2.3.11	Library Services - Funding Opportunities Seek funding opportunities for literacy amongst vulnerable cohorts.	Library Services	✓
	1.2.3.12	Library Services - Internal Review Conduct an internal review of Library Services. Consideration to include but not limited to: <ul style="list-style-type: none"> • support and enhance early literacy in our community • support for seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community • social engagement opportunities • expansion for exhibition spaces and artist programs • potential additional funding sources for innovative library programs • legal and legislative requirements • business needs • staff requirements • policies, procedures, delivery and associated documentation • training requirements • physical resources, infrastructure and IT requirements 	Library Services	✓
	1.2.3.13	Library Services - Management Plan Develop a Management Plan for Library Services.	Library Services	✓
	1.2.3.14	Library Services - Big Sky Partnership Maintain partnership with Big Sky Libraries program to enable circulation of library resources.	Library Services	✓
	1.2.3.15	Library Services - Deliver Services Implement library programs to support and enhance: <ul style="list-style-type: none"> • early literacy in our community. • seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community • facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders • improve cooperation between the Shire's Libraries and local schools • develop library programs for the community 	Library Services	✓

Strategy	Action	Service Area	Source	25/26
	1.2.3.16	Library Services - Dolly Parton's Imagination Library Maintain participation in Dolly Parton's Imagination Library to enable the support of early literacy for 0-5yrs in the Shire.	Library Services	✓
	1.2.3.17	Library Services - Mobile Library Services Investigate grant opportunities to provide library outreach services to villages and towns throughout the Walgett Shire.	Library Services	
Objective 1.3 Skills & Opportunities: Support skill development, retention, and economic growth in Walgett Shire.				
1.3.1 Support and engage youth through programs and encourage youth to stay in the community.	1.3.1.1	Youth - Employment skills advocacy (youth focus) - Advocate and promote low cost and local Registered Training Organisations (RTO) and courses which focus on youth skills development. - Support local community groups and businesses to obtain grants for youth skills development.	Community Development	✓
	1.3.1.2	Youth - Youth Council Establish and operate a Walgett Shire Youth Council in collaboration with the Shires Schools.	Community Development	✓
	1.3.1.3	Business Development - Employment skills advocacy Lobby for increased access to skills training within Walgett Shire.	Community Development	
Objective 1.4 Lifestyle & Engagement: Enhance our cultural and recreational diversity through actively consulting and including the community.				
	1.4.1.2	Local Business - Community and Business Groups - Develop and maintain local business database. - Attend business groups meetings. - Communicate regularly with place-based business groups.	Economic Development	✓
	1.4.1.3	Corporate Reporting - Council projects and initiatives Produce relevant engagement materials on major Council projects and initiatives in a timely manner.	Communications, Engagement and Customer Services	✓
1.4.2 Provide responsive customer service to meet community expectations.	1.4.2.1	Customer Service - Internal Review Complete an internal review of service. Consideration to include but not limited to: <ul style="list-style-type: none"> • legal and legislative requirements • customer requirements • business needs • staff requirements 	Communications, Engagement and Customer Services	✓

Strategy	Action	Service Area	Source	25/26
		<ul style="list-style-type: none"> • policies, procedures, delivery and associated documentation • training requirements • physical resources, infrastructure and IT requirements • include review community response process for issues regarding roads and associated infrastructure. 		
	1.4.2.2	Customer Service - Analysis <ul style="list-style-type: none"> • Analyse call data to identify themes and develop responses to improve responses for the community. • Integrate dashboard reporting into the Customer Service team to assist with monitoring workload and trends in an efficient manner. • Investigate promoting Customer Service improvements through external communication channels, so that the community is kept informed and can see improvements being made. • Review CRM and update to meet Council's customer service performance targets. 	Communications, Engagement and Customer Services	✓
1.4.3 Advocate for diverse and sustainable housing options to meet community need.	1.4.3.1	Statutory Planning - Strategy Maintain watching brief on developed land supplies across the shire.	Statutory Planning	✓
	1.4.3.2	Affordable Housing - Abandoned and Vacant Housing Facilitate the compilation of data for abandoned and vacant housing. Update annually. Identify and advocate with government to develop options (grant dependent).	Regulatory Compliance	✓

Theme 2: Our Environment

Strategic Direction 2

A sustainable and resilient environment that supports healthy communities, the economy and future generations

Strategy	Action		Service Area	Source	25/26
Objective 2.1 Environmental Protection & Sustainability: Protect the environment through sustainable planning, resource conservation and waste management.					
2.1.1 Implement robust compliance processes.	2.1.1.1	Compliance - Events Document and deliver all compliance requirement (e.g. food vendors) for events held in the Shire (e.g. Walgett Show) to minimise risks to the community.	Regulatory Compliance		✓
	2.1.1.2	Compliance - Solid Waste Monitoring Actively respond to complaints and issues identified to ensure appropriate outcomes for illegal development, dumping and other activities such as abandoned vehicles, noise pollution and odour.	Solid Waste Services		✓
	2.1.1.3	Statutory Planning - Regulatory authority engagement Create list of regulatory authorities and request annually to Councillors and/or relevant staff.	Statutory Planning		✓
	2.1.2.2	Solid Waste - Waste Management Strategy Deliver Waste Management Strategy. <ul style="list-style-type: none">Yr 1: Review, update (develop) and adopt an updated Waste Management Strategy for the Shire.Yr 1-4: Deliver	Solid Waste Services	Walgett Shire Council Waste Strategy (2018)	✓
	2.1.2.3	Solid Waste - Delivery Manage Council's Waste facilities and collection.	Solid Waste Services		✓
	2.1.2.4	Solid Waste - Education Deliver Waste Education program. <ul style="list-style-type: none">Y2 Develop programYr 3-4 Deliver programYr 4 Evaluate program	Solid Waste Services		

Strategy	Action	Service Area	Source	25/26
	2.1.2.5	Stormwater - Gross Pollutant Traps Seek funding for installation of gross pollutant traps on storm water discharge to Collarenebri Barwon River. Ensure installation complies with the following Stormwater regulations: 1. Protection of the Environment Operations Act 1997 2. Rivers and Foreshore Improvements Act 1948 3. Fisheries Management Act 1994 4. Sydney Water Act 1994 – N0.88 NSW Legislation.	Roads Infrastructure	✓
	2.1.2.6	Capital Works - Small Landfills Equipment	Solid Waste Services	✓
2.1.3 Control the impact of weeds, pests, and domestic animals on the environment.	2.1.3.1	Weed management - Noxious weed management Work with Castlereagh Macquarie County Council for actions related to noxious weed management.	Urban Services	✓
	2.1.3.2	Capital Works - Walgett Animal Pound Design and construction of new animal pound facility.	Regulatory Compliance	✓
Objective 2.2 Infrastructure & Transport: Maintain a well-supported road network, ensure reliable water supply systems and maintain and improve built assets.				
2.2.1 Implement robust asset management and renewal programs.	2.2.1.01	Business development - Murray Darling Basin Authority involvement Participate in MDBA consultation processes to ensure existing irrigation industry is not detrimentally impacted.	Economic Development	✓
	2.2.1.02	Cemetery Services - Service delivery Manage and operate Council's Cemetery Services in an environmental and sustainable way.	Cemeteries	✓
	2.2.1.03	Fleet and Plant - Replacements and acquisitions plan Produce a Fleet Replacements and Acquisitions plan annually with includes but is not limited to: <ul style="list-style-type: none"> Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council. Assess damage or condition of fleet and schedule for repairs Review all fleet and plant regularly and update fleet register 	Fleet and Plant Management	✓

Strategy	Action	Service Area	Source	25/26
	2.2.1.05 Roads - Regional Roads - Flood Damage Deliver flood damage repair works.	Roads Infrastructure		✓
	2.2.1.06 Roads - Regional Roads Maintain the Shire's regional roads.	Roads Infrastructure		✓
	2.2.1.07 Roads - Rural Local Roads Maintain the Shire's rural local roads.	Roads Infrastructure		✓
	2.2.1.08 Roads - Urban Local Roads Maintain the Shire's urban local roads.	Roads Infrastructure		✓
	2.2.1.09 Roads - Footpath Maintenance	Roads Infrastructure		✓
	2.2.1.10 Roads - Parking Area Maintenance	Roads Infrastructure		✓
	2.2.1.11 Roads - Line Marking Program Undertake annual line marking program in accordance with Council's Road Asset Management Plan.	Roads Infrastructure		✓
	2.2.1.13 Sewer - Walgett discharge plant	Roads Infrastructure		✓
	2.2.1.14 Sewer - Walgett Sewer Plant Investigate and identify works required.	Sewer Services		✓
	2.2.1.15 Sewer - Service Delivery Deliver a sewer network in accordance with as required by legislation and statutory EPA licence requirements across the Shire. 1. Environmental Protection Agency (including but not, limited to, the following documents) <ul style="list-style-type: none"> Protection of the Environment Operations Act 1997 Protection of the Environment Operations (General) Regulation 2022 2. NSW Environmental Protection Agency (EPA) Licence, EPA Licence number L13056 3. Effluent quality and sludge management regulations <ul style="list-style-type: none"> Water Quality Australia - National Water Quality Management Strategy Water Quality Australia - Sewerage system guidelines 	Sewer Services		✓

Strategy	Action	Service Area	Source	25/26
		<ul style="list-style-type: none"> Australian Guidelines for Sewerage Systems Effluent Management - Paper 11 Guidelines for Sewerage Systems Biosolids Management 		
	2.2.1.16	Sewer - Maintenance Shire wide sewer mains 'replace or reline' program. To be done in conjunction with the Western Council Water Alliance (WCWA).	Sewer Services	✓
	2.2.1.17	Sewer - Pumping stations - repair and maintenance Carry out Shire wide sewer pumping stations repairs and maintenance.	Sewer Services	✓
	2.2.1.18	Sewer - Sewer mains - Repairs Carry out Shire wide sewer mains repairs.	Sewer Services	✓
	2.2.1.23	Sewer - Shire Wide Sewer Capital Program	Sewer Services	✓
	2.2.1.24	Sewer - Treatment works - repairs and maintenance Carry out Shire wide sewer treatment works repairs and maintenance.	Sewer Services	✓
	2.2.1.25	Water - Integrated Water Cycle Management (IWCM) Framework Develop and implement IWCM Framework - best practice approach to water management that coordinates management of water, land, infrastructure and related resources - in accordance with NSW government requirements,	Water Services	https://water.dpie.nsw.gov.au/our-work/plans-and-strategies/integrated-water-cycle-management
	2.2.1.26	Water - Service delivery Deliver water supply in accordance with regulatory requirements. <ul style="list-style-type: none"> Water Management Act 2000 No 92 Australian Drinking Water Guidelines (ADWG) Public Health Act 2010 Public Health Regulation 2022 National Water Quality Management Strategy (EPA) NSW Water Act 2000 & 2014 	Water Services	✓

Strategy	Action	Service Area	Source	25/26
	2.2.1.27 Water - Compliance monitoring Conduct compliance monitoring on environmental and water extraction as per Water Licence instructions.	Water Services		✓
	2.2.1.28 Water - Base line data <ul style="list-style-type: none"> Establish base line data for a 12-month period (FY 2025/26). Review usage against FY 2025/26 base line data and recommend changes from NSW Water. 	Water Services		✓
	2.2.1.29 Water - Water quality <ul style="list-style-type: none"> Carry out program to analyse the water quality in the main waterbodies of the Shire. Maintain a database of water quality results from public water supply bores and identify trends (report trends quarterly as a minimum). Develop watering quality monitoring program that demonstrates trends for all periodic water sampling locations. 	Water Services		✓
	2.2.1.30 Water - Firefighting infrastructure maintenance Conduct Shire wide – hydrant maintenance as per Firefighting Infrastructure Maintenance Plan. <ul style="list-style-type: none"> Prepare Firefighting Infrastructure Maintenance Plan. Comply with Australia Standard: AS 1851-2012 (150kpa @ 10l/second). 	Water Services		✓
	2.2.1.31 Water - Metering Provide accurate bulk metering and customer metering to minimise water loss.	Water Services		✓
	2.2.1.32 Water - Regional leakage reduction program Support development of and implementation of the Regional Leakage Reduction Program - Local Water Utility Program, in conjunction with Western Council's Water Alliance.	Water Services		✓
	2.2.1.33 Water - Water mains project Collarenebri replacement of membranes	Water Services		✓
	2.2.1.34 Water - Water mains project Collarenebri water system assets	Water Services		✓

Strategy	Action	Service Area	Source	25/26
	2.2.1.35 Water - Water mains project Villages water system assets	Water Services		✓
	2.2.1.36 Capital Works - Administration Building – Walgett	Property Services		✓
	2.2.1.37 Capital Works - Administration Building - Walgett	Property Services		✓
	2.2.1.38 Capital Works - Colless Street Upgrade (800m) (grant funding dependent)	Roads Infrastructure		✓
	2.2.1.39 Capital Works - Come by Chance Road: 24km Epping to Piliga (grant funding dependent)	Roads Infrastructure		✓
	2.2.1.40 Capital Works - Drainage - Converting open drainage upgrade	Roads Infrastructure		✓
	2.2.1.41 Capital Works - Drainage coverage near Lightning Ridge Highschool Williams Street and Kaolin Street: Identify and rectify solutions (as needed).	Roads Infrastructure		✓
	2.2.1.42 Capital Works - Come by Change village road connection All weather access (700m connection to current project works) (grant funding dependent).	Roads Infrastructure		✓
	2.2.1.43 Capital Works - Footpath - Lightning Ridge Onyx St	Roads Infrastructure		✓
	2.2.1.44 Capital Works - Footpath - Lightning Ridge Pandora Street	Roads Infrastructure		✓
	2.2.1.45 Capital Works - Lightning Ridge Opal Street Lighting Investigate lighting to support evening use (grant funding dependent).	Urban Services		✓
	2.2.1.46 Capital Works - Merrywinebone Rd Floodway Upgrade	Roads Infrastructure		✓
	2.2.1.47 Capital Works - Opal Street Footpath - Lightning Ridge	Roads Infrastructure		✓
	2.2.1.48 Capital Works - Walgett Pool (part 1 of 2 entries) Redevelopment works: scope, design and implementation (grant funding dependent)	Aquatic Facilities		✓
	2.2.1.49 Capital Works - Walgett Pool (part 2 of 2 entries) Redevelopment works: scope, design and implementation (grant funding dependent)	Aquatic Facilities		✓
	2.2.1.50 Capital Works - Woodlands Road Upgrade (2.1km Gravel)	Roads Infrastructure		✓

Strategy	Action	Service Area	Source	25/26
	2.2.1.51 Capital Works - Carinda Cemetery Road upgrade (2km) (grant funding dependent)	Roads Infrastructure		✓
	2.2.1.52 Capital Works - Shermans Way Upgrade (1km)	Roads Infrastructure		✓
	2.2.1.74 Capital Works - RR7716 Come by Chance Rd Upgrade 52 km	Roads Infrastructure		✓
	2.2.1.75 Project - Cemetery toilets - Lightning Ridge and Collarenebri Investigate installing toilets at or near Lightning Ridge and Collarenebri Cemeteries. (grant funding dependent).	Property Services		✓
	2.2.1.76 Capital Works - Walgett Levy Bank Recreational Use Develop recreational use of the Walgett levy bank (eg. walking/running track) (grant funding dependent)	Urban Services		✓
	2.2.1.77 Capital Works – Tracks in use Maintain tracks in use where they are integral to supporting tourism.			✓
	2.2.1.78 Project - Come By Chance Cemetery Road all weather access (grant funding dependent) Investigation and possible solutions (grant funding dependent)	Roads Infrastructure		✓
	2.2.1.79 Project - Lightening Ridge to Collarenebri Road improvement Options assessment for improved road access (council resolution currently presented) (grant funding dependent)	Roads Infrastructure		✓
	2.2.1.80 Project - Lightning Ridge Park: Opal Street Skate Park Investigate scope, design and funding for new skate park ((grant funding dependent)	Urban Services		✓
	2.2.1.81 Project - Mobile grandstands and portable toilets for public event Investigate and propose solutions. (grant funding dependent)	Property Services		✓
	2.2.1.82 Project - Street Banners and associated structures - Lightening Ridge. Investigate use of Essential Energy infrastructure (and NSW Transport due to Hwy).	Property Services		✓
	2.2.1.83 Project - Street Banners and associated structures - Walgett Investigate use of Essential Energy infrastructure (and NSW Transport due to Hwy). (grant funding dependent)	Property Services		✓

Strategy	Action	Service Area	Source	25/26
	2.2.1.84	Project - Walgett PCYC - kerb and gutters Investigation and possible solutions for improved pedestrian safety.	Roads Infrastructure	✓
	2.2.1.85	Project - Road linkages Identify road linkages for all weather access across the Shire. (grant funding dependent)	Roads Infrastructure	✓
2.2.2 Promote sustainable water use, including sewer, groundwater management, and supply upgrades.	2.2.2.1	Sewer - Agency engagement Actively engage with Dept of Climate Change, Energy, the Environment and Water 'Local Water Utility Funding Review' process Source: Review of funding models for local water utilities (July 2024)	Sewer Services	✓
	2.2.2.3	Water – monitoring <ul style="list-style-type: none"> Determine approach to providing community access to ground water assessment and monitoring results to improve community confidence. Develop a data base for extraction rates and water quality. Implement electronic recording of daily monitoring and recording of extraction rates and water quality so that trends can be analysed. 	Water Services	✓
	2.2.2.4	Water - Water Sharing Plan Review NSW Water Regulator Water Sharing Plan against current shire water usage. Source: NSW Water Regulator - Water Sharing Plan	Water Services	✓
	2.2.2.5	Water - Re-commission Fluoride plant. Carry out required works (grant dependent). Work with NSW Health to implement. <ul style="list-style-type: none"> Yr 1: Design, scope and source funding. Yr 2-3: Complete replacement works. 	Water Services	✓
Objective 2.3 Heritage & Open Spaces: Preserve Aboriginal heritage, natural spaces, and historical sites for future generations.				
2.3.1 Protect and manage natural resources, open spaces, and agricultural sustainability.	2.3.1.01	Animal Management - Community education Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community (grant dependent).	Regulatory Compliance	✓

Strategy	Action	Service Area	Source	25/26
	2.3.1.02 Animal Management - Animal registration Support and deliver microchipping, desexing and responsible companion animal program campaigns.	Regulatory Compliance		✓
	2.3.1.03 Environmental principles - Education Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	Statutory Planning		✓
	2.3.1.04 Environmental principles - Ecologically sustainable development Regionally and state significant developments are assessed and reviewed against the principles of ecologically sustainable development and the precautionary principle.	Statutory Planning		✓
	2.3.1.05 Property - Plan of Management Schedule <ul style="list-style-type: none"> Yr 1: Review existing and create a prioritised list for development or updating in accordance with the Local Government Act (1993) requirements. Yr 1-4: Implement 'Plan of Management Schedule' 	Property Services		✓
	2.3.1.06 Statutory Planning - LEP 2016. <ul style="list-style-type: none"> Yr 1: Scope extent of review Yr 2: Undertake comprehensive review and implement changes as required. 	Statutory Planning	Walgett Local Environmental plan (LEP) 2016	✓
	2.3.1.07 Statutory - Far West Regional Plan 2041 document review <ul style="list-style-type: none"> Yr 1: Undertake comprehensive review Yr 1-2: Implement changes as required. 	Statutory Planning		✓
	2.3.1.09 Statutory Planning - Stakeholder engagement Demonstrate engagement with key community stakeholders during the planning process.	Statutory Planning		✓
	2.3.1.10 Quarry Services - Service delivery Deliver Quarry Services as required and to meet community need.	Roads Infrastructure		✓
	2.2.3.11 Quarry Services - Internal Review Complete an internal review of service. <ul style="list-style-type: none"> Yr 1: Internal Review and action plan approval. 	Roads Infrastructure		✓

Strategy	Action	Service Area	Source	25/26
	<ul style="list-style-type: none"> Yr 1-4: Implement agreed actions <p>Review regulation and resources including but not limited to the following:</p> <ul style="list-style-type: none"> Small mines and quarries NSW Resources Information for new quarry operators NSW Resource Regulator Health and safety at quarries (Nov 2018) Quarry manager exemption (tier-3 quarries), NSW Resources Regulator publication <p>Consideration to include but not limited to:</p> <ul style="list-style-type: none"> legal and legislative requirements business needs staff requirements policies, procedures, delivery and associated documentation training requirements physical resources, infrastructure and IT requirements 			
	2.3.1.12	Capital Works - Burren Junction Oval - Watering & Lighting (grant funding dependent)	Urban Services	✓
	2.3.1.13	Capital Works - Collarenebri Bore Baths	Urban Services	✓
	2.3.1.14	Capital Works - Collarenebri Primitive Camping Grounds (grant funding dependent)	Urban Services	✓

Theme 3: Our Economy

Strategic Direction 3

Well-planned and maintained infrastructure that connects communities and supports economic diversity and growth.

Strategy	Action	Service Area	Source	25/26
Objective 3.1 Housing & Infrastructure: Advocate for diverse housing options and ensure infrastructure meets community needs.				
3.1.1 Implement effective and financially sustainable expansion and renewal of council assets and infrastructure.	3.1.1.1	Affordable housing - Kookaburra Court Investigate future use options for Kookaburra Court facility	Economic Development	✓
	3.1.1.3	Capital Works - Walgett Workshop and Store redevelopment: - Yr 1 scope and design - Yr 2-3 fund and construct	Property Services	✓
3.1.2 Maintain airport services to keep regional connections.	3.1.2.1	Aerodrome - Service Delivery Aerodromes are maintained to required CASA (Civil Aviation Safety Authority) or Crown Lands standards for purposes.	Aerodrome Services	✓
	3.1.2.2	Aerodromes - Maintenance (all sites) Ground maintenance complies with CASA (Civil Aviation Safety Authority) regulations	Aerodrome Services	✓
	3.1.2.3	Aerodromes - Runway pavements maintenance (all sites) Runway pavements are maintained to required CASA (Civil Aviation Safety Authority) regulations for each type: <ul style="list-style-type: none"> Sealed: Walgett, Lightning Ridge, Collarenebri Unsealed: Walgett, Lightning Ridge, Carinda, Burren Junction 	Aerodrome Services	✓
Objective 3.2 Economic Growth & Employment: Support industry innovation and value-adding to drive job creation.				
3.2.1 Monitor industry trends to identify new opportunities.	3.2.1.1	Affordable Housing - Housing Strategy <ul style="list-style-type: none"> Yr 1: Develop Housing Strategy for Walgett Shire. Yr 2-4: Implement 	Economic Development	✓
	3.2.1.2	Affordable Housing - Local Environment Plan (LEP) and zoning review Facilitate master planning LEP and zoning review	Statutory Planning	✓

Strategy	Action	Service Area	Source	25/26
	3.2.1.4	Economy Development - Education Facilitate workshops for Small Business in Local Government Area.	Economic Development	✓
	3.2.1.7	Tourism - Tourism Destination Management Plan (TDMP) <ul style="list-style-type: none"> Yr 1: Develop a Walgett Shire Tourism Destination Management Plan (TDMP) Yr 1-4: Implement endorsed Tourism Destination Management Plan (TDMP) 	Visitor Economy	✓
3.2.2 Support and encourage businesses to expand or relocate to the area.	3.2.2.1	Local Procurement - Local business opportunities <ul style="list-style-type: none"> Promote local tender and procurement opportunities to local businesses Run training for local businesses on WSC procurement processes 	Economic Development	✓
Objective 3.3 Business & Tourism Development: Attract regional events and leverage local assets to boost tourism and business.				
3.3.1 Create welcoming town centres, streets, and public spaces.	3.3.1.1	Community Events - Consultation <ul style="list-style-type: none"> Support and encourage local communities to deliver events. Investigate funding for new community events. 	Community Development	✓
	3.3.1.2	Community Events - Grant writing skill workshops Facilitate and deliver grant writing skills with community groups.	Community Development	✓
3.3.2 Promote quality tourism experiences for visitors.	3.3.2.1	Tourism - Tourism based revenue opportunities Seek funding opportunities to develop tourism assets.	Visitor Economy	✓
	3.3.2.2	Capital Works - Walgett Bore Bath Reopening: Investigation and propose possible solutions	Aquatic Facilities	✓
3.3.3 Advocate for enhances transport links.	3.3.3.1	Aerodrome - Service advocacy Encourage community use of and support the retention of existing regular public transport (RPT) Walgett – regional and major city flight arrangements.	Economic Development	✓
	3.3.3.2	Capital Works - Burren Junction Airstrip improvements Investigate improving strip surface maintenance/improvements - sections at end and middle. (grant funding dependent)	Aerodrome Services	✓
	3.3.3.3	Capital Works - Lightning Ridge runway extension (grant funding dependent)	Aerodrome Services	

Strategy	Action		Service Area	Source	25/26
	3.3.3.4	Project - Lightning Ridge Airstrip improvements Investigate runway extension, improving strip surface and lighting for all weather use during emergency situations / special use for agricultural aircraft (grant funding dependent)	Aerodrome Services		✓

Theme 4: Our Civic Leadership

Strategic Direction 4

An accountable and representative Council.

Strategy	Action	Service Area	Source	25/26
Objective 4.1 Strong Governance & Community Engagement: Maintain transparent governance, clear communication, and community involvement in decision-making.				
4.1.1 Develop and maintain strong, transparent, and effective governance practices with clear communication.	4.1.1.01	ARIC - Internal audit plan Implement Council's strategic internal audit plan.	Governance and Risk	✓
	4.1.1.02	ARIC - Service Review Program Develop and implement a Service Review Program (Audit Risk and Improvement Committee - ARIC) in accordance with Office of Local Government requirements.	Governance and Risk	✓ https://www.olg.nsw.gov.au/wp-content/uploads/2023/12/Guidelines-for-Risk-Management-and-Internal-Audit-updated-November-2023.pdf
	4.1.1.03	ARIC - Audit Risk and Improvement Committee (ARIC) Annual Activity In accordance with the current Local Government Act), delivery the following: <ul style="list-style-type: none"> Hold at least 4 ARIC meetings per year 	Governance and Risk	✓ https://www.olg.nsw.gov.au/wp-content/uploads/2023/12/Guidelines-for-Risk-Management-and-Internal-Audit-updated-November-2023.pdf
	4.1.1.04	Asset Management - Asset Management Plans Commission new 4 year Asset Management Strategy and Management Plans (including maintenance and new works delivery schedules) to ensure current best practice management approach is applied and long-term sustainability of assets is planned for. <ul style="list-style-type: none"> Yr 1: Roads Yr 2: Water and Sewer Yr 3: Property and Plant Yr 4: Urban stormwater and infrastructure 	Asset Management	✓

Strategy	Action	Service Area	Source	25/26
	4.1.1.06 Councillor Education - Councillor professional development program. Develop and implement a Councillor professional development program.	Governance and Risk		✓
	4.1.1.07 Enterprise Risk - Business Continuity Develop a Business Continuity Plan.	Governance and Risk		✓
	4.1.1.08 Enterprise Risk - Risk management framework Develop and implement a Risk Management Framework suitable for Council's requirements.	Governance and Risk		✓
	4.1.1.09 Enterprise Risk - Risk register Develop a Risk Register encompassing risk from all Council services.	Governance and Risk		✓
	4.1.1.12 Finance - Budget preparation Prepare Council budgets annually	Finance and Business Improvement		✓
	4.1.1.13 Finance - Revenue collection <ul style="list-style-type: none"> Continually review current processes Implement recommendations 	Finance and Business Improvement		✓
	4.1.1.14 Governance - Delegation review Ensure that delegations for Council officers are reviewed and updated.	Governance and Risk		✓
	4.1.1.15 Governance - Public information requirements Ensure Council complies with public access to information requirements pursuant to the relevant legislation	Governance and Risk		✓
	4.1.1.18 Human Resources - Employment workshops Deliver local employment workshops on how to secure employment within Council	People and Culture		✓
	4.1.1.19 Human Resources - Staff compliance and awareness training Ensure delivery of compliance and awareness training to required staff.	People and Culture		✓
	4.1.1.20 Human Resources - Staff engagement survey Undertake Staff Engagement Survey	Office of the General Manager		✓
	4.1.1.21 Human Resources - Staff recognition Develop and implement an updated employee recognition program that recognises years of service and high achievement	People and Culture		✓

Strategy	Action	Service Area	Source	25/26
	4.1.1.22 Human Resources - Staff uniforms Design and introduce an indoor staff uniform unique to the Walgett Shire.	People and Culture		✓
	4.1.1.23 Human Resources - HR management Implement an integrated HR Core system.	People and Culture		✓
	4.1.1.24 Human Resources - Recruitment System Implement an integrated recruitment system	People and Culture		✓
	4.1.1.25 Human Resources - Recruitment and Retention Strategy Develop and implement a Recruitment and Retention Strategy, incorporating mature-aged workforce and diversity and inclusion priorities	People and Culture		✓
	4.1.1.31 IP&R - Long-Term Financial Plan Prepare Long-Term Financial Plan annually .	Finance and Business Improvement	Walgett Shire Council Long Term Financial Plan 23/24-33/34	✓
	4.1.1.34 Record management - Internal Review <ul style="list-style-type: none"> Yr 1: Internal Review and action plan approval. Yr 1-4: Implement agreed actions <p>Consideration to include but not limited to:</p> <ul style="list-style-type: none"> legal and legislative requirements business needs staff requirements policies, procedures, delivery and associated documentation training requirements physical resources, infrastructure and IT requirements 	Governance and Risk		✓
	4.1.1.35 Work, Health and Safety - Health and wellness day Conduct an annual Health and Wellness Day for all Council employees.	People and Culture		✓
	4.1.1.36 Work, Health and Safety - WHS audits Undertake at least 4 safety audits per quarter across Council's workplaces and worksites	People and Culture		✓

Strategy	Action	Service Area	Source	25/26
	4.1.1.37	Work, Health and Safety - WHS committee Ensure Council's Work Health and Safety Committee is functioning in accordance with best practice.	People and Culture	✓
	4.1.1.38	Work, Health and Safety - Safety management system Develop and Implement a new Safety Management System incorporating a focus on health, safety, the environment and increased reporting	People and Culture	✓
	4.1.1.39	Work, Health and Safety - Safety recognition program Develop and implement a safety recognition program that recognises safety champions across the organisation	People and Culture	✓
4.1.2 Strengthen relationships with government agencies and involve the community in decision-making.	4.1.2.01	Communications - Community engagement activities Conduct at least 4 community engagement activities each year	Communications, Engagement and Customer Services	✓
	4.1.2.02	Communications - Community newsletter Publish a quarterly community newsletter	Communications, Engagement and Customer Services	✓
	4.1.2.03	Communications - Community satisfaction survey Conduct Annual Community Satisfaction Survey	Communications, Engagement and Customer Services	✓
	4.1.2.06	Roads - Government agencies engagement Regular meetings and engagement maintained with relevant government agencies on a regular and proactive basis.	Roads Infrastructure	✓
	4.1.2.07	Roads - Far West Strategic Regional Integrated Transport Plan (SRITPS) Engage with, support community consultation and implement the 'Far West Strategic Regional Integrated Transport Plan (SRITPS) (planned for release in 2026)	Roads Infrastructure	✓
Objective 4.2 Efficient & Sustainable Services: Continuously improve Council services, responsibly manage assets, and ensure fair distribution of resources.				
4.2.1 Regularly review and improve Council services for efficiency,	4.2.1.01	Aerodrome - Building maintenance Building maintenance is completed in a timely manner and complies with regulations CASA regulations (where relevant).	Property Services	✓

Strategy	Action	Service Area	Source	25/26
sustainability, and community needs.	4.2.1.02 Aerodrome - Internal Review Conduct an internal review of Aerodrome Services. Consideration to include but not limited to: <ul style="list-style-type: none"> • legal and legislative requirements • business needs • staff requirements • policies, procedures, delivery and associated documentation • training requirements • physical resources, infrastructure and IT requirements Sites include: <ul style="list-style-type: none"> • Walgett aerodrome • Lightning Ridge aerodrome • Collarenebri aerodrome • Carinda airstrip • Burren Junction airstrip 	Aerodrome Services		
	4.2.1.03 Aquatic - Internal Review Conduct an internal review of Aquatic Facilities. Consideration to include but not limited to: <ul style="list-style-type: none"> • legal and legislative requirements • business needs • staff requirements • policies, procedures, delivery and associated documentation • training requirements • physical resources, infrastructure and IT requirements 	Aquatic Facilities		✓
	4.2.1.04 Aquatic - Structural improvements <ul style="list-style-type: none"> • Yr 1: Investigate works required to be completed • Yr 2-4: Carry out works as required. 	Aquatic Facilities		✓
	4.2.1.05 Cemetery Services - Internal Review Conduct an internal review of Cemetery Services and prepare a report with recommended actions for ELT review.	Cemeteries		✓

Strategy	Action	Service Area	Source	25/26
	4.2.1.06	Communications - Corporate Branding Develop and implement corporate branding for all Council material	Communications, Engagement and Customer Services	✓
	4.2.1.07	Cultural Services - Internal Review Complete an internal review of Cultural Services. <ul style="list-style-type: none"> Yr 1: Internal Review and action plan approval. Yr 1-2: Implement agreed actions. Consideration to include but not limited to: <ul style="list-style-type: none"> legal and legislative requirements customer requirements business needs staff requirements policies, procedures, delivery and associated documentation training requirements physical resources, infrastructure and IT requirements 	Community Development	✓
	4.2.1.08	Engagement - Council website design Redesign Council's website to maximise community access to council information. <ul style="list-style-type: none"> update content to be included on website redesign website 	Communications, Engagement and Customer Services	✓
	4.2.1.09	Finance - Financial system utilisation Continually review the effectiveness and functionality of the corporate Financial System to identify opportunities for higher utilisation. Deliver training as required	Finance and Business Improvement	✓
	4.2.1.10	Governance - Procurement and contract management Document procurement and contract management process and train relevant staff to implement.	Governance and Risk	✓
	4.2.1.11	Grants - Staff training Provide annual training to Service Area Managers on how the grant funding process works and how they can support grant applications to increase the chance of success.	Grants and Business Development	✓

Strategy	Action	Service Area	Source	25/26
	4.2.1.12 Grants - Management Process Review grant management process to ensure grants are appropriately identified, applied for and managed.	Grants and Business Development		✓
	4.2.1.13 Human resources - Aboriginal leadership pathway Develop and implement an Aboriginal leadership pathway framework including mentoring, training, and progression planning	People and Culture		✓
	4.2.1.14 Human resources - Aboriginal organisation partnerships Develop and maintain partnerships with local Aboriginal organisations to support culturally safe workplaces and targeted employment programs.	People and Culture		✓
	4.2.1.15 Human resources - Aboriginal workforce participation Strategy Develop a formal Aboriginal Workforce Participation Strategy.	People and Culture		✓
	4.2.1.16 Human resources - Apprenticeships and traineeships Expand apprenticeships and traineeships by 30%	People and Culture		✓
	4.2.1.17 Human resources - Cultural awareness training Deliver cultural awareness training as part of leadership and team development programs annually.	People and Culture		✓
	4.2.1.18 Human resources - Culturally aware recruitment and onboarding resources Develop culturally aware recruitment and onboarding materials to support cultural and linguistic diversity and review annually.	People and Culture		✓
	4.2.1.19 Human resources - Destination for skilled migrants Promote Walgett Shire as a supportive destination for skilled migrants.	People and Culture		✓
	4.2.1.20 Human resources - Diversity and inclusion awareness training Delivery diversity and inclusion awareness and sensitivity training for leaders and teams annually.	People and Culture		✓
	4.2.1.21 Human resources - Employment support Encourage and support people with a disability to apply for roles.	People and Culture		✓
	4.2.1.22 Human resources - Recruitment partnerships Establish and maintain partnerships with regional and international placement agencies to fill hard-to-recruit roles.	People and Culture		✓

Strategy	Action		Service Area	Source	25/26
	4.2.1.23	Human resources - Internal communication improvement Establish Internal Communication Improvement Project	People and Culture		✓
	4.2.1.36	Inclusion - Aged Care Advocacy Advocate for aged care and transitional living options. .	Community Development		✓
	4.2.1.37	Inclusion - Community organisation education Raise awareness for local sporting, recreation, and cultural programs with the aim of increasing inclusion and access across represented sporting codes and removing barriers for people living with a disability.	Community Development		✓
	4.2.1.39	IT - Internal service review Complete an internal review of IT Services. <ul style="list-style-type: none">Yr 1: Internal Review and action plan approval.Yr 1-4: Implement agreed actions. Consideration to include but not limited to: Specific needs: <ul style="list-style-type: none">continued use of managed service vs inhouse deliverymobility plan, allowing for greater flexibility in where and how IT can be accessed.a system to contact all staff simultaneously in case of an emergency General consideration to include but not limited to: <ul style="list-style-type: none">legal and legislative requirementscustomer requirementsbusiness needsstaff requirementspolicies, procedures, delivery and associated documentationtraining requirementsphysical resources, infrastructure and IT requirements	IT Transformation		✓
	4.2.1.40	IT - IT replacement (laptops and desktops) Upgrade or replace 1/3 of laptops and desktops	IT Transformation		✓
	4.2.1.41	IT - IT replacement (mobile phones and mobility devices) Upgrade or replace ¼ of mobile phones and mobility devices	IT Transformation		✓

Strategy	Action	Service Area	Source	25/26
	4.2.1.42 IT - IT replacement (monitors) Upgrade or replace 1/3 of monitors	IT Transformation		✓
	4.2.1.43 IT - IT replacement (network infrastructure) Upgrade or replace 1/3 of network infrastructure (such as servers, bridges, switches, etc)	IT Transformation		✓
	4.2.1.44 IT - AV technology Upgrade portable AV streaming infrastructure to improve quality and Council's to hold Council meetings in villages and towns.	IT Transformation		✓
	4.2.1.45 IT - Emergency contact Investigate and implement a system to contact all staff simultaneously in case of an emergency	IT Transformation		✓
	4.2.1.46 IT - Mobility plan Develop and implement a mobility plan, allowing for greater flexibility in where and how IT can be accessed.	IT Transformation		✓
	4.2.1.47 IT - Asset renewal program Develop an Information Services Asset Renewal Program	IT Transformation		✓
	4.2.1.49 Roads - Tender and contracting procedures Review current tender and contracting procedures for civil infrastructure projects and maintenance.	Roads Infrastructure		✓
	4.2.1.52 Sport and recreation - Complete an internal review of Sport and Recreation Services. Complete an internal review of Sports and Recreation Services. <ul style="list-style-type: none"> Yr 1: Internal Review and action plan approval. Yr 1-2: Implement agreed actions. Consideration to include but not limited to: <ul style="list-style-type: none"> legal and legislative requirements customer requirements business needs staff requirements policies, procedures, delivery and associated documentation training requirements 	Community Development		✓

Strategy	Action	Service Area	Source	25/26
		<ul style="list-style-type: none"> physical resources, infrastructure and IT requirements 		
	4.2.1.53	Tourism - Tourism Strategy Develop and implement tourism branding for all Council tourism material <ul style="list-style-type: none"> Market research Market opportunities Strategy Implementation Plan 	Visitor Economy	✓
	4.2.1.54	Urban Spaces - Parks and Open Space Strategy Prepare and implement Parks and Open Space Strategy	Urban Services	✓
	4.2.1.55	Work, Health and Safety - Post-employment screening Implement a system for post-employment screening for employees deemed medium to high risk.	People and Culture	✓
	4.2.1.56	Projects process - Project management processes. Develop and implement robust project management framework.	Asset Management	✓
4.2.2 Manage Council assets responsibly to ensure long-term sustainability and cost efficiency, demonstrating the fair distribution of funds.	4.2.2.01	4.2.2.01 Finance delivery - Statement of Revenue Policy Review and update Statement of Revenue Policy annually.	Finance and Business Improvement	Statement of Revenue Policy (2019/2020) ✓
	4.2.2.02	4.2.2.02 Governance - Communication Develop and implement a methodology that measures and reports to communities on equitable distribution of Council funding.	Communications, Engagement and Customer Services	✓
	4.2.2.03	4.2.2.03 IP&R Framework - Annual Operating Plan Prepare and present Annual Operating Plan to Council within legislative required timeframes	Communications, Engagement and Customer Services	✓
	4.2.2.04	4.2.2.04 IP&R Framework - Quarterly Reporting Present quarterly report to Council on operations plan action progress	Communications, Engagement and Customer Services	✓
	4.2.2.05	4.2.2.05 IP&R Framework - Corporate Planning and Reporting Implement an integrated IP&R reporting system.	Communications, Engagement and Customer Services	✓

Strategy	Action		Service Area	Source	25/26
	4.2.2.06	4.2.2.06 IP&R Framework - Key Performance measures (KPIs) Implement an integrated KPI system.	Communications, Engagement and Customer Services		✓
	4.2.2.09	4.2.2.09 Sewer - Linear water and sewer assets annual review Carry out an annual review of linear water and sewer assets. Update Asset Management Plan annual (as required) with annual review of linear water and Sewer assets results.	Sewer Services		✓