



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 9 September 2026

Date: Wednesday, 9 September 2026

Time: 9.00am

**Location: Shire Chamber
Coonamble**

The Mayor and Councillors are bound by the Oath/ Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Coonamble Shire and to faithfully and impartially carry out the functions, powers, authorities, and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement. It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

**Daniel Keady
Mayor**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Wednesday, 9 September 2026 at 9.00am.

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1 OPENING MEETING

- The meeting is being livestreamed and/or recorded for on-demand viewing via Council's website and a person's image and/or voice may be broadcast;
- Attendance at the meeting is to be taken as consent by a person to their image and /or voice being webcast (time will be allowed by the Chairperson for people to leave the meeting before it starts);
- All speakers should refrain from making any defamatory comments or releasing any personal information about another individual without their consent;
- Council accepts no liability for any damage that may result from defamatory comments made by persons attending the meetings – all liability will rest with the individual who made the comments;
- The recording will be available on Council's website for a minimum of 12 months and retained as a Council record;
- Individuals acting in a disorderly manner can be asked by the Chairperson to leave the meeting under the Council's Code of Meeting Practice;
- The meeting must not be recorded by others without the prior written consent of the Council in accordance with the Council's Code of Meeting Practice.

2 ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of this land on which we meet today, the Wailwan people and the Gamilaroi people and recognise their continuing connection to land, water and culture. We pay our respects to Elders past, present and emerging.

3 COMMUNITY CONSULTATION

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 12 August 2026 be confirmed as a correct record of the proceedings of the meeting.

COONAMBLE

SHIRE COUNCIL

MINUTES

**Ordinary Council Meeting
Wednesday, 12 August 2026**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE QUMABONE MEMORIAL HALL, QUAMBONE
ON WEDNESDAY, 12 AUGUST 2026 AT 9.30AM**

PRESENT: Mayor Daniel Keady, Deputy Mayor Steven Butler, Cr Karen Churchill, Cr Adam Cohen, Cr Paul Fisher, Cr Margaret Garnsey, Cr Phillipa Goldsmith, Cr Ahmad Karanouh, Cr Paul Wheelhouse

IN ATTENDANCE: Greg Hill (General Manager), Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure), Tony Payne (Director Sustainable Communities & Planning), Jenni Maundrell (Executive Manager Corporate Governance), Rebecca Payne (Executive Assistant)

1 OPENING MEETING

The Mayor opened the meeting at 9:34am, advising the attendees of the following:

- The meeting is being livestreamed and/or recorded for on-demand viewing via Council's website and a person's image and/or voice may be broadcast;
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2 ACKNOWLEDGEMENT OF COUNTRY

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3 COMMUNITY CONSULTATION

Nil

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

5 CONFIRMATION OF MINUTES

RESOLUTION 2026/147

Moved: Cr Paul Fisher

Seconded: Cr Margaret Garnsey

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 8 July 2026 be confirmed as a correct record of the proceedings of the meeting.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

6 DISCLOSURES OF CONFLICTS OF INTEREST

Cr Adam Cohen declared a Pecuniary Interest declaration with:

Item 12.2 - Tooraweenah Road Upgrade - Monthly Status Update report as he has a cleaning contract. He indicated he will stay in the room for the discussion and for voting on the item.

Cr Phillipa Goldsmith declared a Less than Significant Pecuniary Interest declaration with:

Item 14.4 – Draft Business and Marketing Plan for the Artesian Bathing Experience as she is the director of the Board of Destination Network Country and Outback, an organisation referred by the report. She indicated she will stay in the room for the discussion and for voting on the item.

7 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

7.1 NOTICE OF MOTION - CR KAREN CHURCHILL-STREET AND PUBLIC LIGHTING

RESOLUTION 2026/148

Moved: Cr Karen Churchill

Seconded: Cr Paul Wheelhouse

That Council request the General Manager to:

- 1. Request Essential Energy to provide GIS data identifying the location of all streetlights within the Coonamble Shire, including pole identification numbers, light type and illumination levels (lux), for integration into**

Council's GIS mapping system.

2. Undertake a community survey inviting residents to identify locations where street, pathway and public space lighting is considered inadequate. The information collected be cross-referenced with Essential Energy's GIS data to identify lighting coverage and potential gaps.
3. Undertake a night-time inspection of identified locations, using the GIS mapping and community feedback to assess lighting performance and prioritise areas requiring improvement.
4. Where deficiencies relate to road corridor lighting managed by Essential Energy, request Essential Energy to progressively install additional streetlights, with an initial target of up to ten (10) new lights per year, subject to funding and approval.
5. Where deficiencies relate to Council-owned footpaths, parks and public open spaces, investigate and pursue grant funding opportunities to progressively upgrade public lighting infrastructure.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

7.2 NOTICE OF MOTION -CR MARGARET GARNSEY-REALLOCATION OF CAPITAL WORKS BUDGET TO QUAMBONE SWIMMING POOL

RESOLUTION 2026/149

Moved: Cr Margaret Garnsey

Seconded: Cr Paul Fisher

That Council

1. Request the General Manager to provide a report to Council as soon as practicable addressing:
 - a. The condition of the Quambone Swimming Pool amenities building and its suitability for the proposed upgrade.
 - b. The estimated cost of the proposed works and whether they can be completed within the available budget of \$26,959. If the full scope cannot be delivered within this allocation, the report is to identify the priority works that can be completed.
 - c. Whether the works can commence following the conclusion of the 2026/27 swimming season and be completed by 30 June 2027.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

7.3 NOTICE OF MOTION - CR PAUL WHEELHOUSE - CAPITAL UPGRADES IN 2025/2026 AND 2026/2027 FINANCIAL YEARS

RECOMMENDATION

That Council

1. Allocate the \$790,000 provided under the 2026/27 “Sealed Road Extension Program” to extend the existing bitumen seal on the Gulargambone–Quambone Road by approximately two kilometres, subject to final design and costing.
2. Request the General Manager, or his delegate, to prepare concept designs and cost estimates for the bitumen sealing of Dubbo Lane and McCullough Street, Coonamble, for Council’s consideration as part of the 2027/28 budget process.

Notice of Motion was withdrawn at the request of Cr Paul Wheelhouse.

8 MAYORAL MINUTE

MAYORAL MINUTE

RESOLUTION 2026/150

Moved: Mayor Daniel Keady

Seconded: Cr Paul Fisher

That the Mayoral Minute for August 2026 be noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

9 FINANCE

9.1 CORPORATE SERVICES - MONTHLY FINANCIAL REPORT

RESOLUTION 2026/151

Moved: Cr Ahmad Karanouh

Seconded: Cr Paul Wheelhouse

1. That Council receive and note the Corporate Services Monthly Financial report.
2. The investments from 1 July 2026 to 31 July 2026 and that these

investments comply with section 625 (2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

9.2 SALE OF LAND UNPAID RATES

RESOLUTION 2026/152

Moved: Cr Paul Fisher

Seconded: Cr Karen Churchill

Receive and note the report.

1. That Council note the report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10 GOVERNANCE AND GENERAL MANAGER

10.1 CORRESPONDENCE

RESOLUTION 2026/153

Moved: Cr Margaret Garnsey

Seconded: Cr Paul Wheelhouse

That the Correspondence Report for March 2026 be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.2 COUNCIL RESOLUTIONS/ACTIONS UPDATE

RESOLUTION 2026/154

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Steven Butler

That Council receive and note the Council Resolutions report and status.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Ahmad Karanouh and Paul Wheelhouse

Against: Crs Margaret Garnsey and Phillipa Goldsmith

CARRIED 7/2

10.3 GOVERNANCE AND PEOPLE MONTHLY REPORT

RESOLUTION 2026/155

Moved: Cr Karen Churchill

Seconded: Cr Paul Wheelhouse

That Council receive and note the Governance and People monthly report for August 2026.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.4 MONTHLY RECORDS SYSTEM ACTIVITY REPORT

RESOLUTION 2026/156

Moved: Cr Adam Cohen

Seconded: Cr Paul Wheelhouse

That Council receive and note the Monthly Records System Activity Report for the July 2026 reporting period.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.5 DRAFT LONG-TERM FINANCIAL PLAN

RESOLUTION 2026/157

Moved: Cr Paul Wheelhouse

Seconded: Cr Phillipa Goldsmith

Receive and note the report.

1. That Council receive and note the contents of the draft Long-Term

Financial Plan.

2. That the draft Long-Term Financial Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days.
3. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Long-Term Financial Plan.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.6 DELEGATIONS OF AUTHORITY TO THE GENERAL MANAGER**RESOLUTION 2026/158**

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

That:

1. Council notes the contents of the report on Delegations of Authority to the General Manager.
2. The Delegations of Authority to the General Manager be provided to Greg Hill effective from 12 August 2026 to 1 December 2030 unless revoked or amended.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse

Against: Cr Phillipa Goldsmith

CARRIED 8/1

10.7 2026 LGNSW ANNUAL CONFERENCE**RESOLUTION 2026/159**

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Steven Butler

That Council:

1. Endorse the attendance of the Mayor, Deputy Mayor and General Manager at the 2026 Local Government NSW Annual Conference to be held in Wollongong from 22 to 24 November 2026.
2. Authorise the General Manager to arrange early bird registration for endorsed delegates prior to 30 September 2026, where practicable.
3. Authorise the General Manager to approve the attendance of additional councillors wishing to attend the Conference, subject to budget

availability and in accordance with Council's *Councillors' Expenses and Facilities Policy*.

4. Invite councillors to submit any proposed motions for the 2026 LGNSW Annual Conference to the General Manager by 2 September 2026.

5. Note that costs associated with attendance, including registration, travel, accommodation and associated expenses, will be met from the adopted councillor expenses budget.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

The Council Meeting paused recess at 10:25 am.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.8 COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - PROJECT UPDATE

RESOLUTION 2026/160

Moved: Cr Paul Fisher

Seconded: Cr Paul Wheelhouse

Receive and note the Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) - Project Update report.

1. That Council note the progress of the Coonamble Artesian Bore Baths project, including completion of Crown Land acquisition and construction of bore.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.9 MORRIS PIPER SERVICE PROPOSAL

RESOLUTION 2026/161

Moved: Cr Margaret Garnsey

Seconded: Cr Adam Cohen

Receive and note the report.

1. That Receive and note the report.
2. Accept the Morris Piper service proposal for a seven-day monthly retainer for a period of 12 months, commencing from the date of engagement, at a total cost of \$117,600 excluding GST.
3. Authorise the General Manager to finalise and execute the service agreement and associated documentation.
4. Note that the engagement will provide grant writing, funding strategy, contract management, reporting, acquittal and project delivery support across Council's priority projects.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse

Against: Cr Phillipa Goldsmith

CARRIED 8/1

11 PLANNING AND SUSTAINABILITY

At 11:29 am, Cr Adam Cohen left the meeting.

11.1 WASTE RECYCLING EMPLOYMENT INITIATIVES REPORT

RESOLUTION 2026/162

Moved: Cr Margaret Garnsey

Seconded: Cr Karen Churchill

That Council receive and note the Waste, Recycling and Employment Initiatives report for July 2026.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

11.2 PLANNING AND COMPLIANCE DEPARTMENT UPDATE

RESOLUTION 2026/163

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Steven Butler

That the Planning and Compliance Department report for July 2026 be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul

Wheelhouse
Against: Nil
Absent: Cr Adam Cohen

CARRIED 8/0

11.3 DA015/2026 - BATTERY ENERGY STORAGE SYSTEM (BESS)

RESOLUTION 2026/164

Moved: Cr Paul Fisher
 Seconded: Cr Paul Wheelhouse

That Council receive and note the report for DA015/2026 - Battery Energy Storage System (BESS).

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

11.4 COMMUNITY DEVELOPMENT

RESOLUTION 2026/165

Moved: Cr Margaret Garnsey
 Seconded: Cr Karen Churchill

1. That Council receive and note the Community Development report for July 2026.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

11.5 ECONOMIC DEVELOPMENT & GROWTH

RESOLUTION 2026/166

Moved: Deputy Mayor Steven Butler
 Seconded: Cr Margaret Garnsey

Receive and note the report.

1. That the Economic Development and Growth report for July 2027 be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

At 11:55 am, Deputy Mayor Steven Butler left the meeting.

At 11:57 am, Deputy Mayor Steven Butler returned to the meeting.

11.6 SUPPLEMENTARY BUSINESS - YOUTH TRANSITION ACCOMMODATION - MANAGEMENT OPTIONS**RESOLUTION 2026/167**

Moved: Cr Karen Churchill

Seconded: Cr Margaret Garnsey

That Council accepts the following item, 11.6 - Youth Transition Accommodation - Management Options, as Supplementary Business.

RESOLUTION 2026/168

Moved: Cr Karen Churchill

Seconded: Cr Margaret Garnsey

That Council authorise the General Manager to select a lessee and/or Community Housing Provider and negotiate arrangements to manage the three council-owned Youth Transition homes in Coonamble and Gulargambone.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

12 INFRASTRUCTURE**12.1 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS****RESOLUTION 2026/169**

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

Receive and note the Infrastructure Services - Works in Progress report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

12.2 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE**RESOLUTION 2026/170**

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Steven Butler

Receive and note the Tooraweenah Road Upgrade Monthly Status report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Cr Paul Fisher

Absent: Cr Adam Cohen

CARRIED 7/1

13 COMMITTEE REPORTS

Nil

14 CONFIDENTIAL MATTERS**RESOLUTION 2026/171**

Moved: Cr Margaret Garnsey

Seconded: Cr Ahmad Karanouh

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

14.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 8 July 2026**14.2 Professional Indemnity Claim determination - 2018 CBD Fire**

This matter is considered to be confidential under Section 10A(2) - a and g of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors) and advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

14.3 Regional Procurement - Tenders for Supply and Delivery of Goods and

Services.

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

14.4 TENDER T102627OROC PROVISION OF PLANT AND EQUIPMENT HIRE

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

14.5 FOR INFORMATION (CONFIDENTIAL) - Draft Business & Marketing Plan For Artesian Bathing Experience

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 8/0

14.1 CLOSED (PUBLIC EXCLUDED) COUNCIL MEETING OF THE COONAMBLE SHIRE COUNCIL - 8 JULY 2026**RESOLUTION 2026/172**

Moved: Cr Paul Fisher

Seconded: Cr Margaret Garnsey

That the minutes of the Closed (Public Excluded) Council Meeting of the Coonamble Shire Council held on Wednesday, 8 July 2026 be confirmed as a correct record of the proceedings of the meeting.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

14.2 PROFESSIONAL INDEMNITY CLAIM DETERMINATION - 2018 CBD FIRE**RESOLUTION 2026/173**

Moved: Cr Karen Churchill

Seconded: Cr Paul Fisher

That Council receive and note the Professional Indemnity Claim Determination – 2018 CBD Fire report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

14.3 REGIONAL PROCUREMENT - TENDERS FOR SUPPLY AND DELIVERY OF GOODS AND SERVICES.**RESOLUTION 2026/174**

Moved: Cr Ahmad Karanouh

Seconded: Cr Phillipa Goldsmith

That Council:

- 1. Receive and note the information in this report for the following tenders run by Regional Procurement on behalf of Council.**
 - (a) Tender – T012627OROC – Provision of Bitumen Spray Sealing Services.**
 - (b) Tender – T022627OROC – Supply and Delivery of Bulk Fuel and AdBlue.**
 - (c) Tender – T032627OROC – Supply and Delivery of Bulk Water Treatment Chemicals.**
- 2. Accepts all valid and conforming tender submissions, excluding any tenderer unable to fulfil the contract, and appoint the remaining tenderers as Panel Source Suppliers to Coonamble Shire Council for each of the above tender processes for a 36-month period, from 1 July 2026 to 30 June 2029;**
- 3. Allow provision for 2 x 12-month extensions, subject to satisfactory supplier performance, which may extend the contract period through to 30 June 2031.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0**14.4 TENDER T102627OROC PROVISION OF PLANT AND EQUIPMENT HIRE****RESOLUTION 2026/175**

Moved: Cr Paul Fisher

Seconded: Cr Ahmad Karanouh

Receive and note the report.

- 1. That Council accepts the following Tenderers as Panel Suppliers to Coonamble Shire Council under contract T102627OROC for the period from 1 July 2026 to 30 June 2028:**

- ☐ **Alchin Agriculture Pty Ltd**
- ☐ **A-Plant Equipment Pty Ltd**
- ☐ **Aqua-Assets Pty Limited**
- ☐ **Batterline Earthmoving Pty Ltd**
- ☐ **Bild Infrastructure Pty Ltd – subject to reaching a mutually agreeable contractual position**
- ☐ **Benscourt Ag & Contracting**
- ☐ **Brooks Hire Service Pty Ltd – subject to reaching a mutually agreeable contractual position**
- ☐ **Coates Hire Operations Pty Ltd**
- ☐ **Conplant Pty Ltd**
- ☐ **CW Turnbull Grader Hire**
- ☐ **RA & JM Ramien t/a Doncorp Pty Ltd**
- ☐ **Dubbo Equipment Hire Pty Ltd**
- ☐ **Fenworx Pty Ltd t/a Newpave Asphalt**
- ☐ **Garrett Operations Pty Ltd t/a Garrett Vac Services**
- ☐ **Horn Graders Pty Ltd**
- ☐ **Hunter's Agricultural Services Pty Ltd**
- ☐ **J.R & E.G Richards (NSW) Pty Ltd t/a JR Richards & Sons – subject to reaching a mutually agreeable contractual position**
- ☐ **Kennards Hire Pty Limited – subject to reaching a mutually agreeable contractual position**
- ☐ **MA Andrews and KL Lovett /a MA & KL Haulage**
- ☐ **Manuel Martinez**
- ☐ **Michael Hughes Transport**
- ☐ **Michell Machinery Hire Pty Ltd**
- ☐ **Newbold Bulk Haulage Pty Ltd**

- ☐ **Powervac Group Pty Ltd**
- ☐ **Road Care Australia Pty Ltd**
- ☐ **Robbo's Construction & Earthworks**
- ☐ **Rollers Australia Pty Ltd**
- ☐ **Smith Plant Hire (NSW) Pty Ltd**
- ☐ **Specialised Pavement Services Pty Ltd**
- ☐ **Stabilcorp Pty Ltd**
- ☐ **Stabilfix Pty Ltd**
- ☐ **Stabilised Pavements of Australia Pty Ltd**
- ☐ **Stripes Civil Pty Ltd**
- ☐ **The Mining Pty Ltd**
- ☐ **The Stabilising Pty Ltd**
- ☐ **Tutt Bryant Hire Pty Ltd – subject to reaching a mutually agreeable contractual position**
- ☐ **United Rentals Australia Pty Ltd**
- ☐ **Western Tree Management NSW Pty Ltd**

- 2. That provisions be allowed for 3 x 12-month contract extensions based on satisfactory supplier performance, which may take this contract through to 30 June 2031.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

14.5 SUPPLEMENTARY BUSINESS - FOR INFORMATION (CONFIDENTIAL) - DRAFT BUSINESS & MARKETING PLAN FOR ARTESIAN BATHING EXPERIENCE

RESOLUTION 2026/176

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

That Council accepts the following item, 14.5 - FOR INFORMATION (CONFIDENTIAL) - Draft Business & Marketing Plan For Artesian Bathing Experience, as Supplementary Business.

RESOLUTION 2026/177

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

1. **That Council receive and note the Draft Business Operational Plan and Marketing Strategy by Jenny Rand & Associates and the supporting document on Competitive Environment.**
2. **That Councillors review the documents and direct any questions regarding the Strategy to the Economic Development and Growth team prior to 20 September 2026.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

RESOLUTION 2026/178

Moved: Cr Ahmad Karanouh

Seconded: Cr Phillipa Goldsmith

That Council moves out of Closed Council into Open Council.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

Absent: Cr Adam Cohen

CARRIED 8/0

15 CONCLUSION OF THE MEETING

The Meeting closed at 12:38pm.

The minutes of this meeting were confirmed at the Council held on 9 September 2026.

.....
CHAIRPERSON

6 DISCLOSURES OF CONFLICTS OF INTEREST

CONFLICTS OF INTEREST

DECLARATION FORM (COUNCILLOR)

In accordance with Council's code of Conduct for Councillors (the Code)

1. DECLARANT DETAILS			
NAME			
2. DETAILS OF THE CONFLICT OF INTEREST			
NAME OF MEETING			
MEETING ITEM NO			
REPORT TITLE			
DATE OF MEETING			
TYPE OF CONFLICT OF INTEREST (Refer to Annexure 1)		☐ Pecuniary ☐ Significant Non-Pecuniary ☐ Less than Significant Non-Pecuniary	
DESCRIPTION OF CONFLICT OF INTEREST: Include name of person and/or organisation; the relationship to you; and the reason(s) why you consider that there is (or may be) a conflict of interest or perception of a conflict of interest.			
3. ACTION TO BE TAKEN TO MANAGE THE CONFLICT OF INTEREST			
☐ I intend to leave the meeting and take no part in any debate, discussion or decision on the item.			
☐ I intend to stay in the meeting to debate and vote on the matter.			
☐ Other: Provide details _____			
4. DECLARATION			
<i>I hereby declare that the above details are correct to the best of my knowledge and that I will take appropriate action as I have indicated above.</i>			
SIGNATURE		DATE	

NOTE: This is not a standing Conflict of Interest declaration.

A declaration form must be completed on every relevant occasion including, but not limited to, each Council meeting and/or Councillor workshop.

Incomplete or partially completed declaration forms will not be accepted.

ANNEXURE 1

DEFINITIONS	
Conflict of Interest	Occurs where a Council Official's personal or private interests and relationships conflict, or could conflict with, the Council Official's ability to act impartially and in the best interest of Council.
Actual Conflict of Interest	Occurs where a Council Official's personal or private interests' conflict with their official duties.
Perceived Conflict of Interest	Occurs where a Council Official could be perceived by a third party to be acting in such a way that their official duties are influenced by their personal or private interests.
Potential Conflict of Interest	Occurs where a Council Official has personal or private interests that may later develop into a conflict of interest with their official duties.
Pecuniary Interest	An interest that an individual has based on a reasonable likelihood or expectation of significant financial gain or loss to themselves or to a related individual (eg spouse, direct family member, relatives or associated companies). <u>Required Action:</u> (clause 4.16 and 4.17 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.
Significant Non Pecuniary Interest	A non-pecuniary interest whereby an individual has a close relationship with an individual; a strong relationship with an organisation; a nonpecuniary financial interest or stands to gain or lose a personal benefit; is a board member and there is a conflict between Council and the organisation interests, constituting a conflict of duties. <u>Required Action:</u> (clause 5.10 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.
Less than Significant Non Pecuniary Interest	A private or personal interest that does not involve a financial gain or loss but may stem from family or personal interests and/or relationships. <u>Required Action:</u> (clause 5.11 of the Code): Make a declaration, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

7 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

7.1 NOTICE OF MOTION - CR PAUL WHEELHOUSE - CAPITAL UPGRADES IN 2025/2026 AND 2026/2027 FINANCIAL YEARS

Annexures: Nil

RECOMMENDATION

That Council

- 1. Allocate the \$790,000 provided under the 2026/27 “Sealed Road Extension Program” to gravel resurface the unsealed sections of the Gulargambone–Quambone Road, with priority given to the sections in the worst condition, subject to final assessment and costing.**
- 2. Request the General Manager, or his delegate, to prepare concept designs and cost estimates for the bitumen sealing of Dubbo Lane and McCullough Street, Coonamble, for Council’s consideration as part of the 2027/28 budget process.**

SUBJECT HEADING

Capital Road upgrades in 2025/26 and 2026/27 Financial Years.

BACKGROUND

Recent wet weather has significantly affected Council’s unsealed road network. In particular, concerns have been raised about the condition of the Gulargambone–Quambone Road, which has sustained considerable damage from traffic movements during wet conditions.

Council’s 2026/27 budget includes an allocation of \$790,000 for the “Sealed Road Extension Program”. It is understood that a specific road project has not yet been identified for this funding.

Within Coonamble, Council has also budgeted \$51,684 in the current financial year for road surface and drainage improvements to the unsealed sections of Quoomamoona Street and Railway Terrace. These works are proposed to be funded from the Urban Roads Resheet and Reseal Program, and the Kerb and Gutter Program.

ISSUES

The recent wet weather has highlighted deficiencies within Council’s rural and urban unsealed road networks and the need to prioritise gravel resurfacing where road conditions have deteriorated most significantly.

It is proposed that the \$790,000 allocated to the Sealed Road Extension Program in the 2026/27 budget be reallocated to gravel resurfacing the unsealed sections of the Gulargambone–Quambone Road. Works would be prioritised according to road condition, with the sections assessed as being in the worst condition treated first. The extent of work completed will depend on the condition assessment, gravel

availability, required pavement preparation, drainage needs and confirmed project costs.

It is also proposed that Dubbo Lane and McCullough Street, Coonamble, be considered for upgrading and bitumen sealing as part of the 2027/28 budget. Preliminary planning, concept designs and cost estimates should be completed during the current financial year to ensure Council has sufficient information when considering its draft 2027/28 budget in March 2027.

General Manager Comments:

At its Ordinary Meeting held on 15 May 2025, Council resolved as follows under Resolution 2025/131:

1. *That Council notes the information in the Investigation into the Utilisation of Loan Funding for the Purpose of Roads Network report.*
2. *That Council resolves to request the General Manager or his delegate, to develop a draft Sealing of Unsealed Roads Policy for Council's consideration and adoption.*
3. *That Council resolves to include a strategic objective of sealing unsealed roads within the Coonamble Shire local government area as part of its Transport Infrastructure asset management plans.*

A separate report is included in the business paper for this meeting seeking Council's endorsement to place the draft Transport Asset Management Plan on public exhibition.

Following the exhibition period and Council's consideration and adoption of the final Plan, a draft Sealing of Unsealed Roads Policy will be presented to Council. The policy will provide a transparent and strategic framework for assessing and prioritising future road-sealing projects across the Shire.

LEGAL/POLICY IMPLICATIONS

Any allocation or reallocation of budget funding must be formally approved by Council and reflected in Council's Operational Plan, Delivery Program and quarterly budget review process, where required.

FINANCIAL IMPLICATIONS

Council has allocated \$790,000 to the Sealed Road Extension Program in its 2026/27 budget. It is proposed that this funding be reallocated to gravel resurfacing the unsealed sections of the Gulargambone–Quambone Road, with priority given to the sections in the worst condition.

The actual length of road that can be gravel resurfaced will depend on the condition assessment, gravel availability, pavement preparation, drainage requirements, site conditions and final project costs.

Costs associated with preparing concept designs and estimates for Dubbo Lane and McCullough Street would need to be met from an existing operational or planning budget. Any construction funding would be subject to Council's consideration and adoption of the 2027/28 budget.

8 MAYORAL MINUTE

MAYORAL MINUTE

Author: Mayor
Authoriser: General Manager
Annexures: Nil

RECOMMENDATION

That the Mayoral Minute for September 2026 be noted.

COWCHILLAH

As you are now aware, our street festival has had an unexpected name change and will be now known as COWCHILLAH COONAMBLE.

The main street will come alive over the long weekend, Saturday 3rd October, with live music, street food, markets and licenced areas to enjoy the atmosphere.

Congratulations to our staff for flipping the script and creating a positive story for the event.

DINNER WITH THE PRIME MINISTER

On Thursday 27th August, the General manager and I attended a dinner with the Prime Minister, Mr Anthony Albanese, at Doltone house, with members of the Country Mayors association.

Following this, the country Mayors met at Parliament house on Friday 28th August, to hear from ministers about housing delivery and possible solutions.

MEETING WITH MINISTER MORIARTY

On 14th August the General manager and I met with Minister Tara Moriarty (Minister for Regional NSW, Agriculture and western NSW.)

We briefed the minister on the bore bath project and highlighted the need for an adequate and cost-effective water allocation. We also highlighted the need for more funding for feral pig control and more resources for the control of boxthorn and other invasive weeds.

COONAMBLE VS GULAR RUGBY GRAND FINAL

The Coonamble Rams tri tag rugby team travelled to Nyngan to play the Gulargambone Flamin Galah's in the Grand final of the Ahrens cup on 29th August. Congratulations to the Flamin Galahs on a well-deserved win 19-7.

9 FINANCE

9.1 CORPORATE SERVICES - MONTHLY FINANCIAL REPORT

Author: Director Corporate Services

Authoriser: General Manager

Annexures: 1. Imperium Report August [↓](#)

RECOMMENDATION

1. That Council receive and note the Corporate Services Monthly Financial report.
2. The investments from 1 August 2026 to 31 August 2026 and that these investments comply with section 625 (2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.

EXECUTIVE SUMMARY:

This report provides updated information from the operations of the Corporate Services Department for Council's information.

BACKGROUND:

The progress report focuses on the performance of Council's Investment portfolio and its efforts in the collection of outstanding rates and charges for the past month.

REPORT:

Cash and Investment Status

The attached Investment Report was calculated on 28 August 2026.

Cash And Investment Account Summary

Account	Interest Rate	Current Month Interest Received	YTD Interest Received	Prior Month Balance	Movement	Current Month Balance
Operating Account*	3.35%pa	\$ 2, 341.82	\$ 8, 469.77	\$ 916,675.50	\$25,513.53	\$942,189.03
Online Saving Account	4.25%pa	\$ 12,353.53	\$ 24,230.24	\$ 1,500,000.00	\$1,500,000.00	\$ 3,000,000.00
Term Deposits	5.00%pa (avg)	\$135,184.38	\$251,950.00	\$ 26,250,000.00	\$0.00	\$ 26,250,000.00
Total Interest Received 28 August 2026			\$276,180.24	Total Cash at Bank 28 August 2026		\$30,192,189.03

*Balances exclude overdraft facility

Compliance

Council continue to utilise the platform Imperium Markets, to assist in conducting, managing and reporting on council's investments. This provides an automated process of sourcing quotes and investing monies which is allowing Council to better address investment risks.

The attached Imperium Markets report demonstrates Council's compliance across Counterparty Compliance, Credit Quality Compliance and Maturity Compliance requirements. No breaches to compliance occurred during the period 1 August 2026-28 August 2026.

Interest Rate

The average interest rate on Council's investments is currently approximately 5.00%, which remains above the Benchmark cash rate of 4.35%. Investment markets have remained relatively stable during the month, with shorter term deposits continuing to offer competitive returns compared with longer term investments. Term deposit rates are generally ranging between 5.0% and 5.5% for terms between 6 and 24 months. Council has continued to seek appropriate investment opportunities while maintaining sufficient liquidity to meet operational requirements and ensuring compliance with its Investment Policy.

Financial Markets are increasingly expecting interest rates to remain steady before gradually declining over the medium term as inflation moderates. This means current investment rates may represent the peak of the cycle. (source: www.mozo.com.au)

Available Working Funds

	Actual YTD (000's)
Total cash, cash equivalent and investments as at 31 August 2026	30,594
Externally Restricted	
Unexpended Specific Purpose Grants / Loans	5,819
Water Supplies	3,996
Sewerage Services	5,255
Domestic Waste Management	431
Total Externally Restricted	15,501
Internal Restrictions	
Building and Premises	1,280
Community Development	141
Corporate	1,615
General	5,512
Housing & Community	100
Mines (Quarry)	1,232
Public	43
Recreation	161
Transport	3,521
Governance	785
Total Internally Restricted	14,390
Total Restricted	29,891
Unrestricted Cash	703
Government Receivables owing to Council	
Infrastructure Grants (Transport, Water Sewer)	925
Recreational & Culture Grants	146
Total	1,071

Restricted funds are monies set aside for specific future purposes, while unrestricted funds are available to meet Council's general operational needs. Where working funds fall into a negative position, as identified above, a transfer from internal reserves will be undertaken to support working funds.

It should be noted that the calculations above indicate that Council has an Unrestricted Cash balance of approximately \$703,000.

In addition, Council's own internally generated reserves have increased by approximately \$1.38 million compared to the previous month, reflecting an improvement in Council's overall financial position and strengthening its capacity to fund future capital commitments.

Cash Outflows

The below table shows the outflows for the month:

August Cash Outflows	
Materials, Contracts and Consumables	\$3,690,726.99
Wages	\$839,606.31
Total	\$4,530,333.30

Rates and Charges Collections – August 2026

The below table summarises the Rates and Charges levied and paid which provides a total amount which remains outstanding at the end of the reporting period. This is compared to the same period last year.

	31 August 2026	31 August 2025
Rates & charges levied and arrears for 2026/27	11,455,495.09	10,747,325.00
Less - Pension Concession	- 101,199.99	- 99,521.52
- Amounts collected as at 31 August 2026	-3,499,082.79	-2,898,512.49
Total Rates and Charges Outstanding	7,855,212.31	10,100,540.15

The amount levied for rates and charges for 2026 / 27 includes the current year's annual rates and charges and any interest added since the date the rates notices were issued. The amount received as of 31 August 2026 includes receipts for both arrears and the current year's amounts outstanding.

It should be noted that the rates and charges 2026 / 27 levied amount is reduced by the pensioner concession of \$101,199.99; reducing the amount of income derived from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$45,540.00

The rates and charges as of 31 August 2026 represent 68.57% of the total annual rates and charges levied and outstanding (compared with 93.98% on 31 August 2026).

Water Consumption Charges

	31 August 2026	31 August 2025
Water Consumption Charges and arrears for 2026/27	1,428,393.31	1,550,450.63
Less - Amounts collected as at 31 August 2026	- 714,420.87	- 556,654.34
Total Water Consumption Charges Outstanding	713,972.44	993,796.29

The water consumption charges as of 31 August 2026 represents 49.98% of the total water consumption charges outstanding (compared to 64.10% on 31 August 2025).

As discussed at prior Council meetings, a "How to Read your Water Notice" pamphlets were included with each account to assist customers in better understanding their water bill and the information contained on the notice.

Management acknowledges that the close timing of the fourth-quarter water notice and the 2026/27 Rates and Annual Charges Notice may create financial pressure for some ratepayers. Those experiencing financial difficulty are encouraged to contact Council to discuss available payment arrangements. Early communication often allows Council to work with customers to establish manageable payment arrangements and discuss available support options.

To assist the community, Council will also undertake a communications campaign to provide clear information regarding notice due dates, payment obligations, and available support options.

Debt Recovery

Council staff have continued to consult with Council's debt recovery agency with a view to continuing Council's process outlined within Council adopted Debt recovery

policy. A breakdown of the status of the open and closed cases was not available at the time of writing this report.

Procurement

Council is undertaking a review and update of its Contract Register to ensure compliance with Office of Local Government (OLG) requirements. Under these guidelines, Council is required to record details of contractors and subcontractors associated with each contract.

Accordingly, tenderers will be required to provide this information as part of the procurement process. Additional mandatory questions will be incorporated into tender documentation, and failure to provide the requested information may result in the submission not meeting the requirements of the initial evaluation stage.



Investment Report

01/08/2026 to 28/08/2026



Portfolio Valuation as at 28/08/2026

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	A-1+	TD	GENERAL	At Maturity	29/09/2025	31/08/2026	4.3000	1,500,000.00	1,500,000.00	59,021.92	4,947.95
Westpac	A-1+	TD	GENERAL	At Maturity	02/03/2026	02/09/2026	4.7200	1,000,000.00	1,000,000.00	23,276.71	3,620.82
NAB	A-1+	TD	GENERAL	At Maturity	28/05/2026	22/09/2026	5.0900	1,000,000.00	1,000,000.00	12,969.04	3,904.66
NAB	A-1+	TD	GENERAL	At Maturity	29/06/2026	06/10/2026	5.0900	1,000,000.00	1,000,000.00	8,506.58	3,904.66
NAB	A-1+	TD	GENERAL	At Maturity	23/06/2026	16/10/2026	5.0900	1,500,000.00	1,500,000.00	14,014.93	5,856.99
NAB	A-1+	TD	GENERAL	At Maturity	28/05/2026	21/10/2026	5.1600	1,000,000.00	1,000,000.00	13,147.40	3,958.36
Westpac	A-1+	TD	GENERAL	At Maturity	27/02/2026	27/10/2026	4.8100	2,000,000.00	2,000,000.00	48,231.78	7,379.73
Unity Bank	A-2	TD	GENERAL	At Maturity	18/11/2025	18/11/2026	4.1000	250,000.00	250,000.00	7,975.34	786.30
Westpac	A-1+	TD	GENERAL	At Maturity	20/11/2025	19/11/2026	4.3600	2,000,000.00	2,000,000.00	67,370.96	6,689.32
NAB	A-1+	TD	GENERAL	At Maturity	16/06/2026	23/11/2026	5.2500	2,000,000.00	2,000,000.00	21,287.67	8,054.79
NAB	A-1+	TD	GENERAL	At Maturity	07/08/2026	08/12/2026	5.1800	1,000,000.00	1,000,000.00	3,122.19	3,122.19
NAB	A-1+	TD	GENERAL	At Maturity	23/06/2026	16/12/2026	5.2400	2,500,000.00	2,500,000.00	24,046.58	10,049.32
NAB	A-1+	TD	GENERAL	At Maturity	31/07/2026	28/01/2027	5.2900	2,500,000.00	2,500,000.00	10,507.53	10,145.21
BOQ	A-2	TD	GENERAL	At Maturity	18/08/2026	11/02/2027	5.2900	2,000,000.00	2,000,000.00	3,188.49	3,188.49
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	24/06/2026	24/03/2027	5.2600	2,000,000.00	2,000,000.00	19,022.47	8,070.14
Regional Australia Bank	A-2	TD	GENERAL	At Maturity	06/08/2026	04/08/2027	5.3500	1,000,000.00	1,000,000.00	3,371.23	3,371.23
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	16/01/2025	17/01/2028	5.1600	1,000,000.00	1,000,000.00	6,220.27	3,958.36
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	06/08/2026	07/08/2029	5.3000	1,000,000.00	1,000,000.00	3,339.73	3,339.73



Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
TOTALS								26,250,000.00	26,250,000.00	348,620.82	94,348.22



Portfolio by Asset as at 28/08/2026

Asset Type: TD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	A-1+	TD	GENERAL	At Maturity	29/09/2025	31/08/2026	4.3000	1,500,000.00	1,500,000.00	59,021.92	4,947.95
Westpac	A-1+	TD	GENERAL	At Maturity	02/03/2026	02/09/2026	4.7200	1,000,000.00	1,000,000.00	23,276.71	3,620.82
NAB	A-1+	TD	GENERAL	At Maturity	28/05/2026	22/09/2026	5.0900	1,000,000.00	1,000,000.00	12,969.04	3,904.66
NAB	A-1+	TD	GENERAL	At Maturity	29/06/2026	06/10/2026	5.0900	1,000,000.00	1,000,000.00	8,506.58	3,904.66
NAB	A-1+	TD	GENERAL	At Maturity	23/06/2026	16/10/2026	5.0900	1,500,000.00	1,500,000.00	14,014.93	5,856.99
NAB	A-1+	TD	GENERAL	At Maturity	28/05/2026	21/10/2026	5.1600	1,000,000.00	1,000,000.00	13,147.40	3,958.36
Westpac	A-1+	TD	GENERAL	At Maturity	27/02/2026	27/10/2026	4.8100	2,000,000.00	2,000,000.00	48,231.78	7,379.73
Unity Bank	A-2	TD	GENERAL	At Maturity	18/11/2025	18/11/2026	4.1000	250,000.00	250,000.00	7,975.34	786.30
Westpac	A-1+	TD	GENERAL	At Maturity	20/11/2025	19/11/2026	4.3600	2,000,000.00	2,000,000.00	67,370.96	6,689.32
NAB	A-1+	TD	GENERAL	At Maturity	16/06/2026	23/11/2026	5.2500	2,000,000.00	2,000,000.00	21,287.67	8,054.79
NAB	A-1+	TD	GENERAL	At Maturity	07/08/2026	08/12/2026	5.1800	1,000,000.00	1,000,000.00	3,122.19	3,122.19
NAB	A-1+	TD	GENERAL	At Maturity	23/06/2026	16/12/2026	5.2400	2,500,000.00	2,500,000.00	24,046.58	10,049.32
NAB	A-1+	TD	GENERAL	At Maturity	31/07/2026	28/01/2027	5.2900	2,500,000.00	2,500,000.00	10,507.53	10,145.21
BOQ	A-2	TD	GENERAL	At Maturity	18/08/2026	11/02/2027	5.2900	2,000,000.00	2,000,000.00	3,188.49	3,188.49
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	24/06/2026	24/03/2027	5.2600	2,000,000.00	2,000,000.00	19,022.47	8,070.14
Regional Australia Bank	A-2	TD	GENERAL	At Maturity	06/08/2026	04/08/2027	5.3500	1,000,000.00	1,000,000.00	3,371.23	3,371.23
TD SUBTOTALS								24,250,000.00	24,250,000.00	339,060.82	87,050.14





Asset Type: FRTD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	16/01/2025	17/01/2028	5.1600	1,000,000.00	1,000,000.00	6,220.27	3,958.36
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	06/08/2026	07/08/2029	5.3000	1,000,000.00	1,000,000.00	3,339.73	3,339.73
FRTD SUBTOTALS								2,000,000.00	2,000,000.00	9,560.00	7,298.08



Portfolio by Asset Totals as at 28/08/2026

Type	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
TD	24,250,000.00	24,250,000.00	339,060.82	87,050.14
FRTD	2,000,000.00	2,000,000.00	9,560.00	7,298.08
TOTALS	26,250,000.00	26,250,000.00	348,620.82	94,348.22

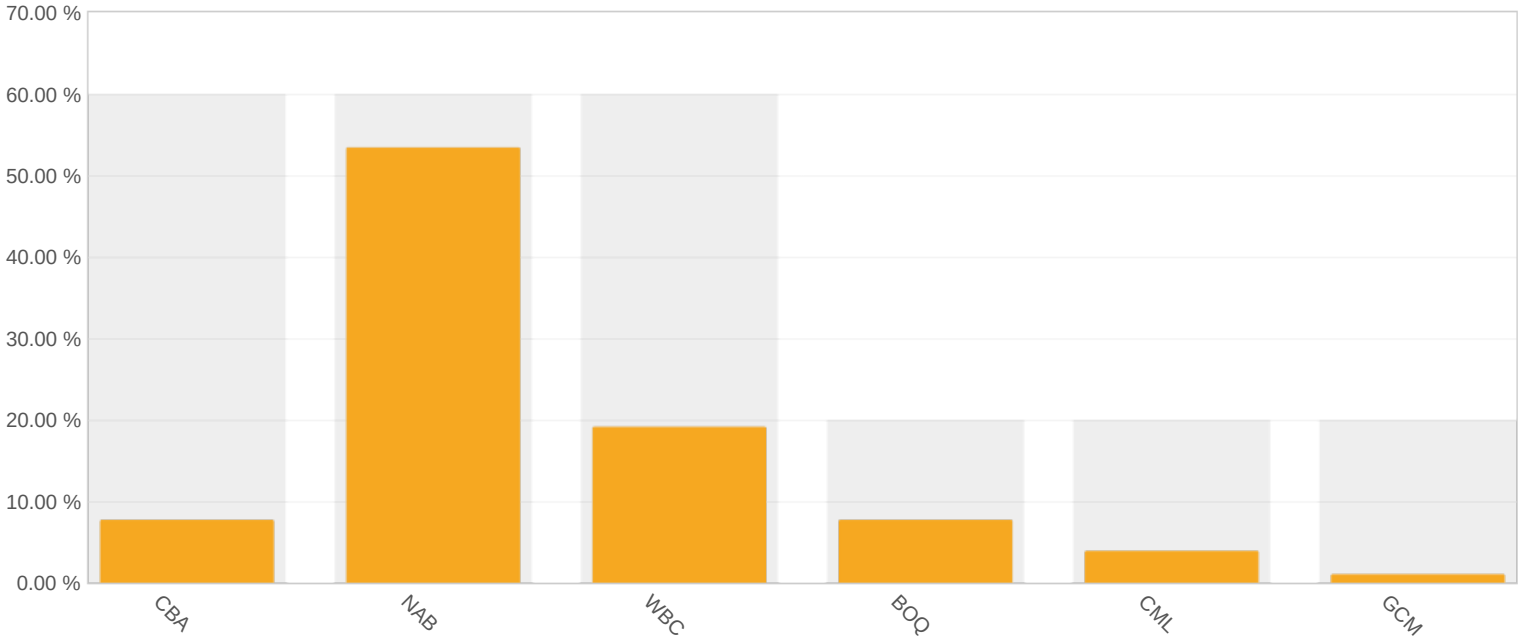
Counterparty Compliance as at 28/08/2026

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	Commonwealth Bank	Short	A-1+	2,000,000.00	7.62	60.00	-	13,750,000.00
✓	NAB	Short	A-1+	14,000,000.00	53.33	60.00	-	1,750,000.00
✓	Westpac	Short	A-1+	5,000,000.00	19.05	60.00	-	10,750,000.00
✓	BOQ	Short	A-2	2,000,000.00	7.62	20.00	-	3,250,000.00
✓	Regional Aust Bank	Short	A-2	1,000,000.00	3.81	20.00	-	4,250,000.00
✓	G&C Mutual Bank	Short	A-2	250,000.00	0.95	20.00	-	5,000,000.00
TOTALS				24,250,000.00	92.38			



Counterparty Compliance - Short Term Investments



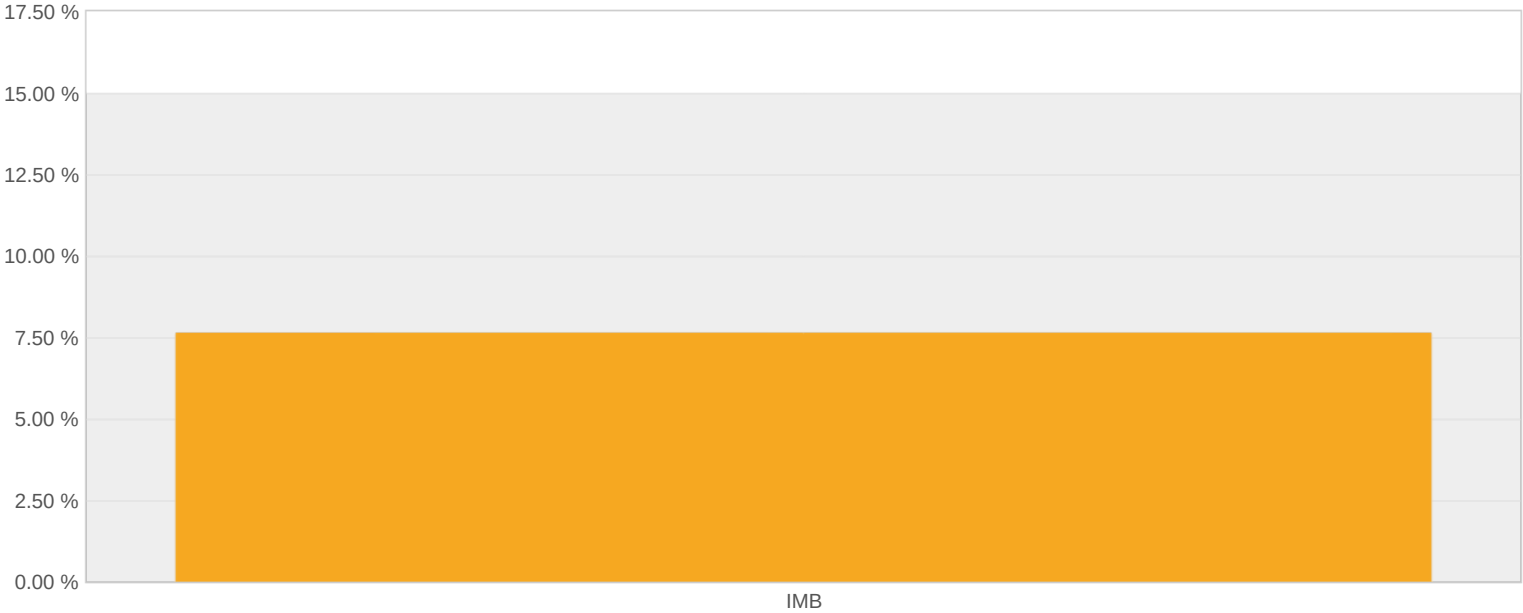


Long Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	IMB Bank	Long	BBB+	2,000,000.00	7.62	15.00	-	1,937,500.00
TOTALS				2,000,000.00	7.62			



Counterparty Compliance - Long Term Investments



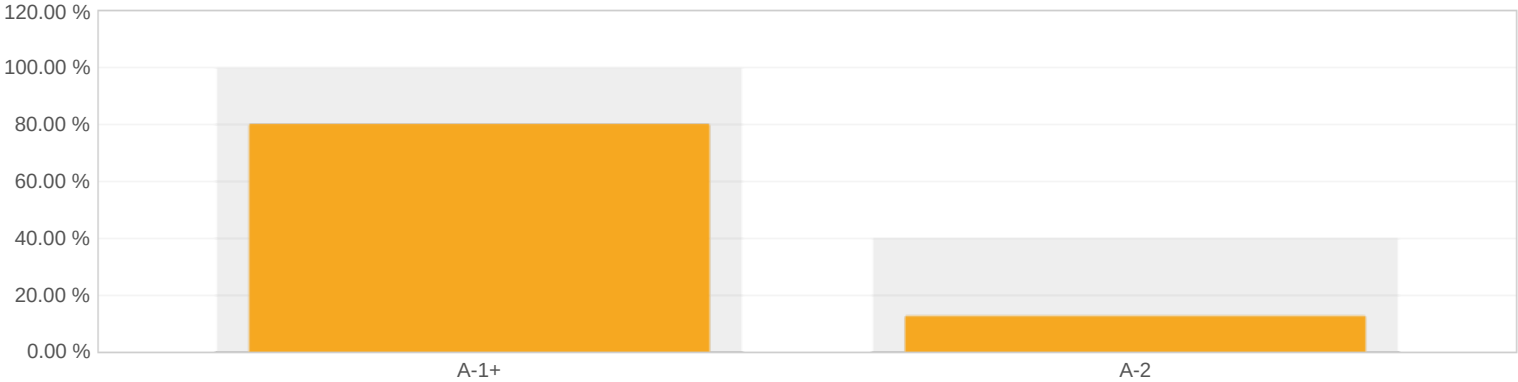


Credit Quality Compliance as at 28/08/2026

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	A-1+	21,000,000.00	80.00	100.00	5,250,000.00
✓	A-2	3,250,000.00	12.38	40.00	7,250,000.00
TOTALS		24,250,000.00	92.38		

Credit Quality Compliance - Short Term Investments

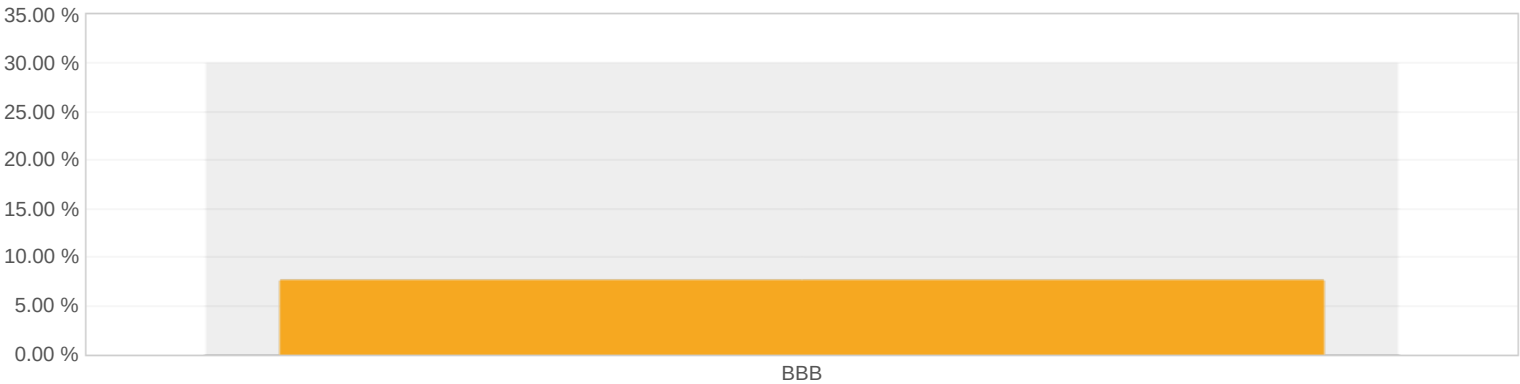




Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	BBB	2,000,000.00	7.62	30.00	5,875,000.00
TOTALS		2,000,000.00	7.62		

Credit Quality Compliance - Long Term Investments

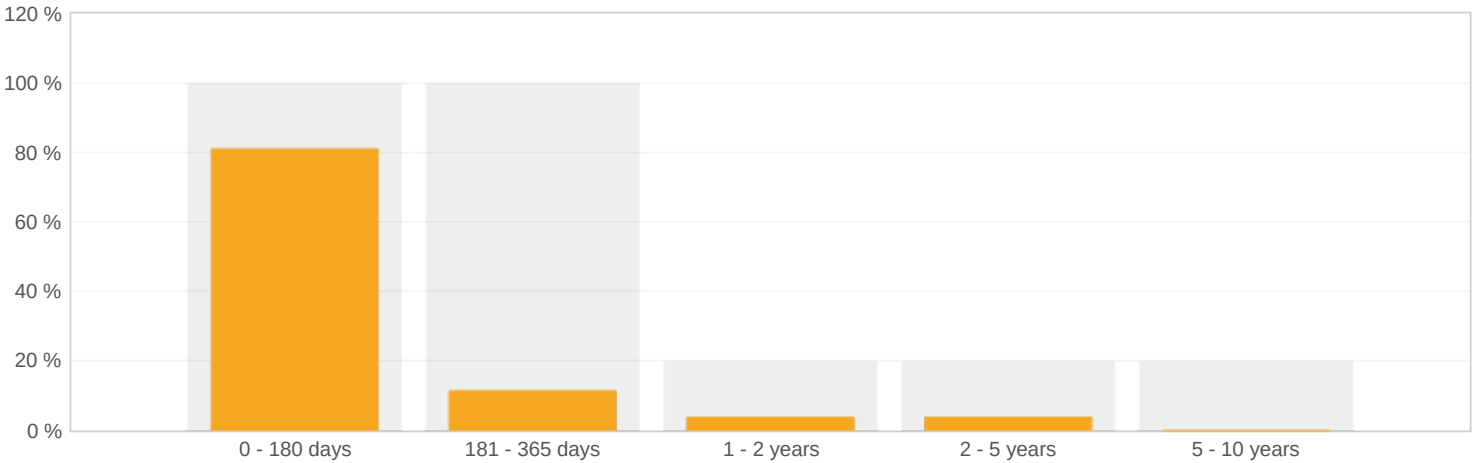




Maturity Compliance as at 28/08/2026

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 180 days	21,250,000.00	80.95	0.00	100.00	5,000,000.00
✓	181 - 365 days	3,000,000.00	11.43	0.00	100.00	23,250,000.00
✓	1 - 2 years	1,000,000.00	3.81	0.00	20.00	4,250,000.00
✓	2 - 5 years	1,000,000.00	3.81	0.00	20.00	4,250,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	5,250,000.00
TOTALS		26,250,000.00	100.00			

Maturity Compliance





Interest Received in Period

From: 01/08/2026 To: 28/08/2026

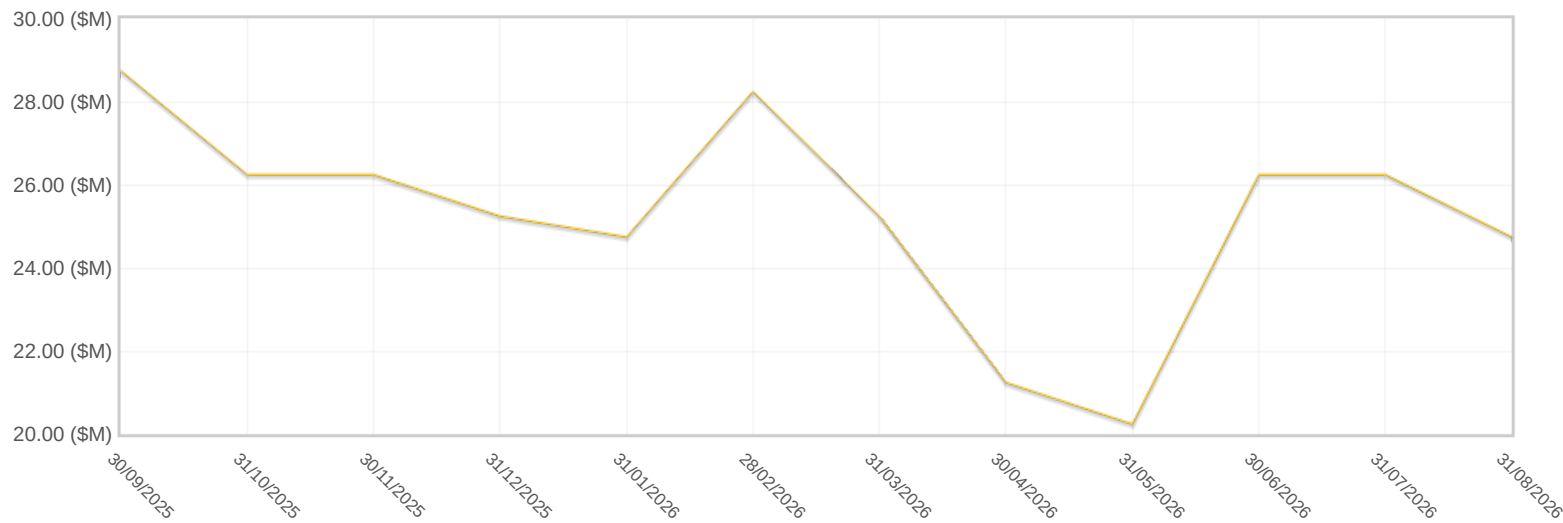
Periodic Interest

Issuer	Rating	Type	Allocation	Frequency	Value (\$)	Purchase Date	Maturity Date	Coupon Date	Type	Rate (%)	Received (\$)
Regional Australia Bank	A-2	TD	GENERAL	At Maturity	1,000,000.00	06/08/2025	06/08/2026	06/08/2026	Maturity	4.1500	41,500.00
IMB Bank	A-2	FRTD	GENERAL	Quarterly	1,000,000.00	06/08/2024	06/08/2026	06/08/2026	Maturity	4.9900	12,577.53
NAB	A-1+	TD	GENERAL	At Maturity	1,000,000.00	07/10/2025	07/08/2026	07/08/2026	Maturity	4.2500	35,397.26
BOQ	A-2	TD	GENERAL	At Maturity	2,000,000.00	27/02/2026	18/08/2026	18/08/2026	Maturity	4.8500	45,709.59
TOTALS					5,000,000.00						135,184.38



Historical Portfolio Balances as at 28/08/2026

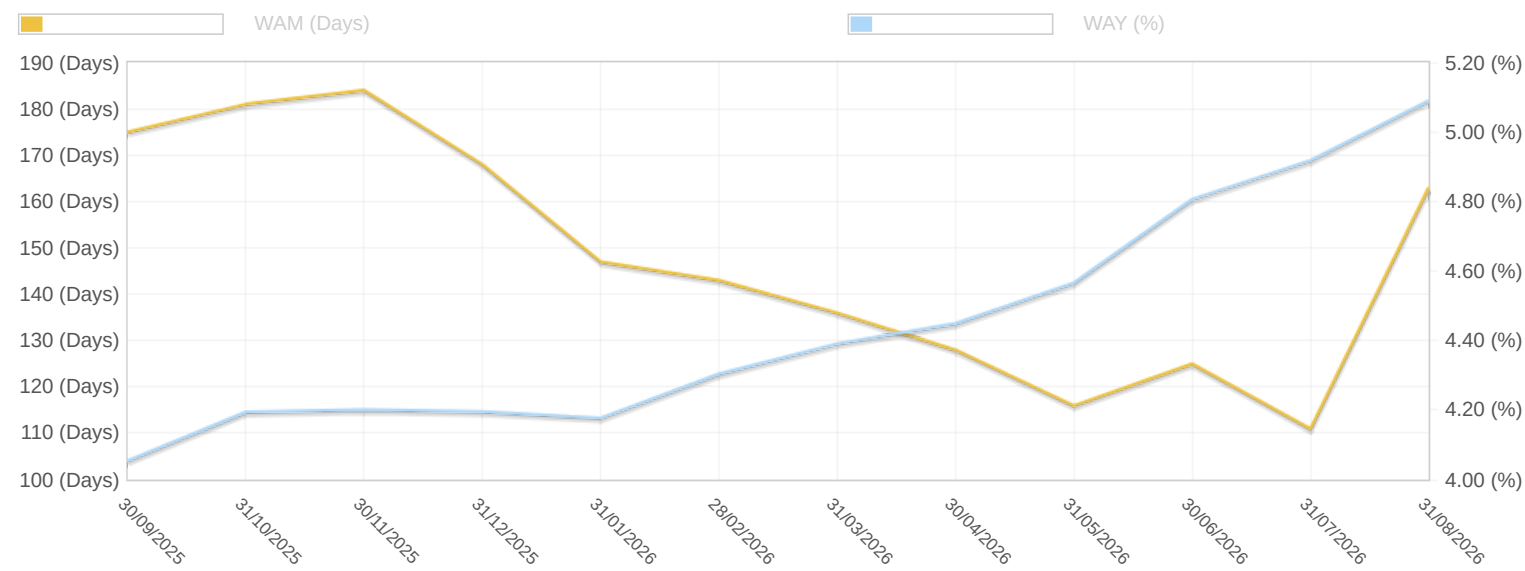
30/09/2025	31/10/2025	30/11/2025	31/12/2025	31/01/2026	28/02/2026	31/03/2026	30/04/2026	31/05/2026	30/06/2026	31/07/2026	31/08/2026
28.75	26.25	26.25	25.25	24.75	28.25	25.25	21.25	20.25	26.25	26.25	24.75





Historical Ratios as at 28/08/2026

	30/09/2025	31/10/2025	30/11/2025	31/12/2025	31/01/2026	28/02/2026	31/03/2026	30/04/2026	31/05/2026	30/06/2026	31/07/2026	31/08/2026
WAM (Days)	175	181	184	168	147	143	136	128	116	125	111	163
WAY (%)	4.0550	4.1950	4.2017	4.1954	4.1776	4.3044	4.3913	4.4494	4.5664	4.8063	4.9183	5.0899





DISCLAIMER

Accuracy & Reliability of Information

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“Accrued Interest” is the the accrued amount calculated since either from the purchase date or the last payment date. The quoted figure is not the accrued interest for the financial year to date (FYTD).



9.2 FINANCIAL REPORTS FOR YEAR ENDED 30/06/2026

Author: Director Corporate Services
Manager Finance & Procurement

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

- 1. That Council receive and note the Financial Reports for Year Ended 30/06/2026 report.**
- 2. That the Mayor, a Councillor, the General Manager and Responsible Accounting Officer be authorised to sign the necessary Statement by Council on the Financial Reports for the year ended 30 June 2026.**
- 3. That Council's Financial Reports for the year ended 30 June 2026 be referred for audit.**

EXECUTIVE SUMMARY:

This report fulfils Council's statutory requirements for the preparation of the General Purpose Financial Statements and Special Purpose Financial Statements for the year ended 30 June 2025. These statements provide a summary of Council's financial performance and position for the reporting year.

Following Council's consideration of this report, the Financial Statements will be referred to Council's Auditor for audit. Before they can be submitted, the statements must be authorised by the Mayor, a Councillor, the General Manager and the Responsible Accounting Officer. Once the audit is completed, the audited Financial Statements and Auditor's Reports will be presented back to Council.

BACKGROUND

As per Section 416(1) of the *Local Government Act 1993* (as amended), a Council's Financial Statements for a year must be prepared and audited within four (4) months of the end of the reporting period concerned.

The statutory process that must be followed is that:

1. A statement as required under section 413(2) (c) must be made by resolution and signed by the Mayor, one (1) Councillor, the General Manager, and the Responsible Accounting Officer.
2. The Financial Statements must then be referred to the Council's Auditor and once audited the statements must be included in Council's Annual Report.
3. Copies of the Audited Financial Statements must then be lodged with the Office of Local Government by 31 October.
4. As soon as practicable after Council receives a copy of the Auditor's report, the Statements must be placed on public exhibition and notice given of a

meeting at which Council proposes to present its Audited Financial Statements, together with the Auditors Report.

REPORT:

The preparation of the financial statements has been affected by several factors, including periods of staff unavailability, delays in receiving the finalised desktop review of Council's asset classes, and the processing of accounts payable invoices following their late receipt.

For Council's information the completion of the desktop asset review is necessary to ensure Council's assets are recorded at their current fair value and accurately reflected in the financial statements.

As a result, staff are continuing to finalise the Financial Statements and make the necessary arrangements for Council's external end-of-year audit. A copy of the draft Financial Statements will be tabled at the meeting for Council's information. Council's external auditors are scheduled to be on site during the week commencing 22 September 2025 to undertake the annual audit of the Financial Statements.

At the time of writing this report, the date of the Council Internal Audit Committee meeting at which the draft financial statements will be tabled for review is yet to be confirmed.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	N/A
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

The costs associated with the preparation and external audit of Council's Annual Finance Statements are included in Council's Operational Budget. A total of \$85,000 has been allocated for this purpose in the 2025/26 financial year.

Policy / Legal and Statutory Implications:

In accordance with Section 413 of the *Local Government Act 1993*, Council must "refer to audit" the Financial Statements for the financial year ending 30 June 2026.

Risk Management – Business Risk/Work Health and Safety / Public:

This report and the referral of the Financial Statements to audit minimises the risk of non-compliance with the *Local Government Act 1993*.

Options:

Move the recommendation as tabled at the beginning of this report.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

9.3 END OF FINANCIAL YEAR 2025/26 BUDGET CARRY FORWARDS, REVOTES AND ALLOCATIONS

Author: Director Corporate Services

Manager Finance & Procurement

Authoriser: General Manager

Annexures: 1. 2025-2026 Budget Carry Forward & Revotes [↓](#)

RECOMMENDATION

That Council:

- 1. Receive and note the End of Financial Year 2025/26 Budget carry forwards, Revotes and Allocations report.**
- 2. Approve the revote of budget allocations outlined in this report and transfer the unexpended funds of \$9,774,672 from the 2025/26 financial year to the corresponding project budgets in the 2026/27 financial year.**
- 3. Note the classification and position of Council's Internal Reserves as at 30 June 2026.**

EXECUTIVE SUMMARY:

This report seeks Council approval to carry forward and revote funding for projects that were not completed by 30 June 2026.

In previous years, these adjustments were generally considered as part of Council's June Quarterly Budget Review. However, to align with the Office of Local Government guidance, a June 2026 Quarterly Budget Review will not be tabled to Council. As a result, a separate Council resolution is required to transfer unspent project budgets into the 2026/27 financial year.

The proposed revotes do not involve any new funding or increase Council's overall budget. They simply transfer previously approved funds from 2025/26 to 2026/27 enabling approved projects to be completed.

Approval of the recommendation will ensure funding remains available for these projects and that Council's budget accurately reflects the timing of the expenditure.

BACKGROUND

At the end of each financial year, Council reviews its project budgets to determine whether any unspent funds should be carried forward to the next financial year. This process ensures funding remains available for projects that are not yet complete and supports transparent and responsible budget management.

Most projects included in Council's 2025/26 Capital Works Program and Operational Plan have been completed or have substantially progressed. However, several projects have been delayed and remain incomplete as at 30 June 2026.

The carry forwards proposed in this report will transfer the unspent budget allocations for these projects into the 2026/27 financial year. This will allow the projects to be completed without the need for additional funding and ensure Council's budget continues to reflect the intended delivery of approved works and services.

REPORT:

During 2025/26, Council continued to operate in a challenging environment, including limited staff and contractor availability, competing operational priorities and rising costs. These factors contributed to delays in the commencement or completion of several projects.

In addition, some projects required additional time for planning, design, and project development due to their complexity. The timing of these activities, together with procurement processes and resource availability, has delayed the delivery of these projects until the 2026/27 financial year.

Accordingly, the budget revotes and grant-funded budget adjustments presented in this report are required to ensure funding remains available for the delivery of Council's approved projects, programs, and commitments in the 2026/27 financial year.

For Council's information, the two accounting terms and their definitions used to move the funding are;

- **Carry Forward:** Applies to a project that has commenced and is still underway at the end of the financial year. The budget remains available for the project to continue.
- **Revote:** Applies to a project where Council approval is required to transfer the unspent budget allocation into the new financial year so the project can proceed or be completed.

A table of the project carry forwards, revotes and their funding sources (external grant, internal reserve, revenue, and other) is attached as an annexure to this report.

For projects that were funded from revenue in the 2025/26 financial year, a transfer to reserve has been included. This means the funding source for these projects in 2026/27 will be a transfer from Council's Internal Reserves for the same amount.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive
Governance	Positive

Financial Resource Implications:

The proposed budget carry forwards and revotes do not require any additional funding from Council. They transfer existing budget allocations from 2025/26 to 2026/27 to ensure funding remains available for approved projects and activities.

Council should note that these carry forwards and revotes will increase the level of expenditure and the volume of works to be delivered during 2026/27. While the projects are funded by existing reserves, grants and other approved funding sources, any additional operating expenditure may impact on the Council's budgeted operating result for the year.

Policy / Legal and Statutory Implications:

This report and its recommendations supports Council's compliance with Clause 211 of the *NSW Local Government (General) Regulation 2021* by providing formal approval of budget revotes and carry forwards.

Risk Management – Business Risk/Work Health and Safety / Public:

This report and the recommended budget adjustments support sound financial governance by ensuring funding remains available for approved projects.

Council should note that the proposed carry forwards and revotes will increase the volume of works to be delivered in 2026/27, which may place additional pressure on available resources. Any resulting operational risks will need to be monitored and managed throughout the year

Options:

Council has two option that it may wish to consider, these are;

- Option 1: As per the report recommendation.
- Option 2: Council review the project listed for revoting and approve an amended budget allocation.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

Operational Carry forward	Amount	2025-2026 Funding Source		
		Revenue	Grants	Reserves
Water Supply Operations				
Safe and Secure Grant Program - Coonamble	79,661	25,810	53,851	-
Economic Affairs				
CBD Incentive - 2025-26 grant awardees	5,000	5,000	-	-
OPERATIONAL CARRY FORWARD TOTAL	84,661	30,810	53,851	-

Capital Revotes	Amount	2025-2026 Funding Source		
		Revenue	Grants	Reserves
Administration and Governance				
Depot Capital Renewal - Upgrades	321,550	321,550	-	-
Environment				
Coonamble Levee Upgrades - Stage 4 & Stage 5	762,746	47,681	715,065	-
Recreation & Culture				
Coonamble CBD - Garden Beds Renewal	85,000	85,000	-	-
Local Special Projects Grant Library	73,069	-	73,069	-
Transport & Communications				
Pilliga Road Floodways - Local Govt Recovery Grant	888,437	-	888,437	-
Roads to Recovery Program	683,754	-	683,754	-
Coonamble Aerodrome - Capital Upgrades	117,300	117,300	-	-
Economic Affairs				
SCCF Grant Funded - Regional Arts Trail	57,620	-	57,620	-
CAPITAL REVOTES TOTAL	2,989,476	571,531	2,417,945	

Capital Carry Forward	Amount	2025-2026 Funding Source			
		Revenue	Grants	Reserves	
Administration and Governance					
Administration Building Capital Renewal	92,685	92,685	-	-	
Depot Capital Renewal - Upgrades	193,907	193,907	-	-	
Housing & Community Services					
Residential Development - Yarran St Survey costs	11,018	11,018	-	-	
Environment					
Coonamble Waste Depot - Concrete Slab	110,655	110,655	-	-	
Coonamble Waste Depot - New Waste Cell	14,850	14,850	-	-	
Water Supply Operations					
Coonamble Water - Dosing Renewal Reservoir 4	37,143	-	-	37,143	
Coonamble Water - Renew Bore No 5	722,854	-	-	722,854	
Sewer Service operations					
Coonamble Sewer - Yarran St Pump Station	15,017	-	-	15,017	
Transport & Communications					
Tooraweenah Road - Extension of sealed length	4,907,336	-	4,907,336	-	
Sr6 Bramble Road Guard Rail	52,001	52,001	-	-	
Pilliga Road Floodways - Local Govt Recovery Grant	426,207	-	426,207	-	
Plant and Equipment Replacement Program	18,858	-	-	18,858	
Economic Affairs					
SCCF Grant Funded - Regional Arts Trail	70,937	-	70,937	-	
Coonamble Commons- Renew Water line	27,067	-	-	27,067	
CAPITAL CARRY FORWARD TOTAL	6,700,535	475,116	5,404,480	820,939	

Coonamble Shire Internal Reserves Summary as at 30 June 2026

Row Labels	Sum of Opening	Sum of Transfer	Sum of Transfer	Sum of
Building and Premises	510,218	900,442	12,074	1,398,586
Community	182,674		41,866	140,808
Corporate	1,690,215		74,968	1,615,247
General	1,523,031	5,637,147	1,523,031	5,637,147
Housing	100,255			100,255
Mines	1,563,399	169,000	500,000	1,232,399
Public	43,124			43,124
Recreation	75,674	85,000		160,674
Transport	3,213,162	1,799,122	1,741,022	3,271,262
Governance	275,000	510,000		785,000
Grand Total	\$ 9,176,752	\$ 9,100,711	\$ 3,892,961	\$ 14,384,502

9.4 DRAFT ASSET MANAGEMENT PLAN - BUILDINGS AND STRUCTURES**Author:** Manager Assets**Authoriser:** Director Corporate Services**Annexures:** 1. Draft Buildings and Structures Asset Management Plan [↓](#)**RECOMMENDATION**

- 1. Receive and note the Draft Asset Management Plan – Buildings and Structures report.**
- 2. That Council receive and note the contents of the draft Buildings and Structures Asset Management Plan**
- 3. That the draft Buildings and Structures Asset Management Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days**
- 4. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Buildings and Structures Asset Management Plan**

EXECUTIVE SUMMARY:

This report presents Council with the Draft Buildings and Structures (BaS) Asset Management Plan (AMP) to be considered and placed on public exhibition.

BACKGROUND

Under the NSW *Local Government Act 1993* and Integrated Planning and Reporting (IPR) Framework, Councils must prepare and maintain Asset Management Plans (AMPs) for infrastructure classes they own and manage. Currently, staff are preparing four such AMPs. This includes the Draft BaS AMP (Annexure 1), presented in this report for Councils consideration to be placed on public exhibition. The process of preparing the AMPs represents a significant step forward in maturity for Council's asset planning capabilities. It also reflects Council's commitment to the ongoing improvement in the way it approaches asset management holistically.

REPORT:

The Draft BaS AMP covers the infrastructural Classes; Buildings and Structures, along with associated captured assets. The BaS AMP provides an overview of the current state of the Buildings and Structures classes, using the following structure of:

1. Executive Summary
2. Introduction - provides the background and purpose of the plan, the asset management plan structure, and a summary of the state of the Buildings and Structures classes

3. Strategic Alignment – provides an overview of how the asset management plan fits into Council's other strategic documents as part of its Integrated Planning and Reporting framework
4. Levels of Service (LoS) – provides an overview of current LoS for both classes
5. Future Demand – provides an overview of the driving influences that may impact future demands of the BaS infrastructure
6. Life Cycle Management Plan – provides an overview of the health of the assets within both classes
7. Risk Management Plan – highlights the risks of failing BaS infrastructure, and points out the assets that are most critical
8. Financial Summary – provides financial statements, projections, and a funding strategy for the classes
9. Improvement Plan and Monitoring – highlights areas of improvement to the asset management process overall that are recommended

Appendix A – Useful Lives of Assets

The structure and content of the BaS AMP aligns with the requirements outlined in the Integrated Planning and Reporting Guidelines. It is recognised that each AMP developed by Council is to be annually reviewed and updated, with improvements made between each iteration. Every four years, a full thorough review and updated plan is to be provided to Council for public exhibition and adoption.

Buildings and Structures assets provide the community with; amenities, venue and sporting buildings such as; halls, club houses and pavilions, and other facilities including libraries and waste depots, throughout the Local Government Area (LGA). This BaS AMP is designed to convey to the reader how to ensure that the organisation can sustainably deliver building and structure services for the community in accordance with the Community Strategic Plan (2025-2035). This is achieved through the management of the infrastructural assets' lifecycles; Acquisition, Maintenance, Operation, Renewal/Upgrade/Replacement, and Disposal. Furthermore, each cycle of developing AMPs often involves the identification of improvements that can be applied to the asset management process.

The primary improvements during the development of this BaS AMP from the previous, was a greater focus on splitting the other structure assets into those associated with building and structure infrastructure, and those which are associated with open spaces. Through regular inter-departmental discussions, other structure assets that were more closely associated with open spaces for example play equipment located in parks, and irrigation associated with sports fields and were removed from the buildings and structures asset class and moved to the open space's asset class. As such, those assets moved to the open space's asset class have been reported within the Open Spaces Asset Management Plan.

The BaS AMP highlights key financial information associated with the continued provision of building and structure services for the community. This information is provided within the following tables and charts.

BaS Asset 2025 Valuation Summary				
Asset Class	Total Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Building Infrastructure	\$36,321,195	\$22,372,765	\$13,948,430	\$611,873
Structural Infrastructure	\$14,684,566	\$9,249,886	\$5,434,680	\$210,327
Total	\$51,005,760	\$31,622,651	\$19,383,109	\$822,201

Table 1 BaS Summarised 2025 Valuation

Asset Class	Renewal Forecast		10 yr Budget	
	5 Yr CapEX Program	10 Yr CapEX Program	Capital Budget	Operational Expenditures
Building and Structure Infrastructure	\$8,105,506	\$11,568,148	\$14,395,000	\$2,774,473
Total	\$8,105,506	\$11,568,148	\$14,395,000	\$2,774,473

Table 2 BaS Renewal Forecast and Expenditure – Summary

Building Type	Quantity	Class	Replacement Cost	Fair Value	Accumulative Depreciation	Annual Depreciation
Administration Building	7	Building	\$8,823,409	\$4,378,729	\$4,444,680	\$199,360
Amenities	36	Building	\$6,587,325	\$4,324,840	\$2,262,485	\$78,728
Changerooms	2	Building	\$55,299	\$50,681	\$4,618	\$599
Church	1	Building	\$1,380,363	\$752,062	\$628,301	\$16,253
Civic Centres/City Halls	2	Building	\$204,180	\$102,492	\$101,689	\$1,855
Clubhouses	5	Building	\$5,721,527	\$3,172,153	\$2,549,374	\$124,410
Clubs/Community Centres	3	Building	\$2,413,183	\$1,381,043	\$1,032,139	\$39,994
Demountables	18	Building	\$1,059,671	\$443,927	\$615,744	\$17,465
Emergency Services	10	Building	\$2,147,250	\$1,731,655	\$415,595	\$32,018
Industrial Building	5	Building	\$3,782,645	\$3,472,361	\$310,284	\$44,745
Kiosk	4	Building	\$1,034,329	\$649,769	\$384,560	\$11,416

Library	2	Building	\$792,631	\$484,553	\$308,078	\$9,576
Sheds	48	Building	\$770,054	\$459,906	\$310,148	\$8,320
Staff Housing	10	Building	\$1,391,135	\$841,970	\$549,164	\$25,475
Town/Community Hall	4	Building	\$158,195	\$126,625	\$31,570	\$1,659
Bus Shelters	1	Structure	\$277,348	\$71,457	\$205,891	\$3,047
Grandstands	3	Structure	\$9,664,267	\$6,091,941	\$3,572,325	\$117,721
Picnic Shelter/Rotunda	4	Structure	\$2,402,811	\$2,396,422	\$6,390	\$55,832
Shade Sail/Shade Cloth	3	Structure	\$2,340,139	\$690,066	\$1,650,073	\$33,727

Table 3 BaS Summarised Portfolio

Overall BaS Asset Health by Asset Groups



Figure 1 Condition of BaS Assets by Asset Group

To summarise from the above tables, figures, and key points from the BaS AMP;

- Overall the Building and Structure assets are considered to be ranging between good to poor condition according to valuation data. However, a regular inspection program of these assets will provide a better picture of physical condition of these assets
- Improved data and condition asset capture across all asset classes will be focussed upon to improve the overall accuracy of information available to make better stronger decisions when budgeting and planning renewals

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

Whilst there are no direct implications of adopting the draft BaS AMP, it will be used to inform future budgeting across Council's BaS asset management functions in our future Long Term Financial Plan (LTFP), including our adopted works program and maintenance budgets. The BaS AMP will underpin and guide our financial planning and decision making. The AMP in its current form documents our current situation and allows for future decision makings associated with the BaS assets. These decisions will be incorporated into future iterations, as well as changes in our asset datasets, registers, valuations, community desires and then used to guide decision making.

Policy / Legal and Statutory Implications:

The BaS AMP which makes up a collection of AMPs, is a legislative requirement of the Integrated Planning and Reporting (IP&R) framework within the *Local Government Act 1993*. Adoption of the BaS AMP will ensure compliance with the IP&R guidelines and handbook. This will also form an essential part of our requirements as identified in our Asset Management (AM) Policy and proposed AM framework.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no direct risks associated with adopting the BaS AMP. Risk Management is a chapter within the BaS AMP and will be used to inform and guide changes to our Risk Management practices for our BaS assets in alignment with our Risk

Management Framework. The BaS AMP assists with our Risk Management by improving the visibility of physical and financial risks associated with our BaS assets under Councils responsibility. It guides future decision making with regards to acceptable risk and highlights deficiencies and limitations of our asset management practices.

Options:

Council has the following options available for consideration:

1. Council could adopt the recommendation as proposed in this report
2. Council could seek additional information on the draft AMPs prior to placing on exhibition, noting this would delay the required minimum 28-day public exhibition period and potentially impact the ability to adopt the final plans during the October 2026 Ordinary Council Meeting.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes

**BUILDING AND OTHER STRUCTURES
ASSET MANAGEMENT PLAN
COONAMBLE SHIRE COUNCIL**



August 2026



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1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

The purpose of this Buildings and Other Structures Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's building and structural assets.

This Plan outlines how Council will manage, maintain, and renew its diverse portfolio of facilities, including community buildings, recreational facilities, cultural venues, and operational structures to ensure they remain safe, functional, accessible, and fit for purpose.

It establishes a framework for delivering reliable and cost-effective building services, optimising whole-of-life asset performance, managing risks, and ensuring that investment decisions are aligned with Council's Community Strategic Plan, Delivery Program, Operational Plan, and Long-Term Financial Plan (LTFP).

By adopting a structured and evidence-based approach to asset planning, maintenance, and renewal, this AMP supports informed decision-making and helps ensure that Council's buildings and other structures continue to meet current and future community needs in a financially responsible and sustainable manner.

1.2 Asset Description

Coonamble Shire Council owns and manages a diverse portfolio of Buildings and Other Structures that provide essential community, recreational, cultural, and operational services across the Shire. These assets include public facilities such as libraries, halls, swimming pools, museums, showgrounds, depots, and other supporting infrastructure that enable the delivery of Council services and community activities.

According to the 2025 building and structures valuation data, the total replacement value of these assets is estimated at \$51.01 million, with a fair value of approximately \$31.62 million and accumulated depreciation of \$19.38 million. The portfolio represents a wide range of asset components, including sub-structures, walls, roofing, mechanical and electrical systems, fit-outs, and specialist assets such as pools and saleyards.

The condition and performance of these assets vary based on age, usage, and maintenance history. The total annual depreciation is estimated at \$0.82 million, indicating the ongoing investment required to maintain these assets to a serviceable standard. Continued monitoring, condition assessment, and renewal planning are essential to ensure that Council's building and structural assets remain safe, functional, and aligned with community expectations into the future.

1.3 Levels of Service

Coonamble Shire Council manages a broad portfolio of buildings and other structures that provide vital community, recreational, cultural, and operational services across the Shire. Establishing Levels of Service (LoS) within this Asset Management Plan ensures that the management of these assets is consistent, transparent, and aligned with community expectations, regulatory obligations, and financial capacity.

The LoS framework defines both Customer and Technical levels of service.

- **Customer Levels of Service** focus on the community's experience of Council's buildings — including accessibility, safety, cleanliness, availability, and presentation.

- **Technical Levels of Service** address asset performance, condition, maintenance, compliance, and renewal planning to ensure assets remain safe, functional, and financially sustainable.

These performance standards need to be validated and verified by community feedback, legislative and compliance requirements, and Council's long-term financial planning. Together, they provide a balanced approach to managing building assets that support safety, accessibility, functionality, and value for money.

By clearly defining and measuring service outcomes, Council can better prioritise maintenance, renewal, and capital investment decisions to ensure that buildings and other structures continue to meet current and future community needs while maintaining an appropriate balance between cost, risk, and service performance.

1.4 Future Demand

Future demand for buildings and other structures in Coonamble Shire is influenced by a range of demographic, social, environmental, and operational factors. While the Shire is not expected to experience a significant increase in population, ageing demographic profile, community expectations for accessible, safe, and modern facilities continue to rise.

Key challenges include addressing ageing infrastructure, meeting accessibility and inclusion standards, and improving the sustainability and resilience of Council's building portfolio in response to climate change.

To manage these pressures, Council will adopt a proactive and adaptive approach to planning, focusing on:

- Designing multi-purpose, inclusive, and energy-efficient facilities,
- Implementing structured renewal and maintenance programs based on asset condition and lifecycle data; and,
- Engaging regularly with the community to ensure evolving needs and expectations are understood and addressed.

These strategies will help ensure that Council's buildings and structures remain fit for purpose, financially sustainable, and resilient to changing community and environmental conditions into the future.

1.5 Life Cycle Management

Coonamble Shire Council manages its buildings and other structures through all stages of the asset lifecycle: planning, acquisition, operation, maintenance, renewal, and disposal to ensure that community facilities remain safe, functional, and fit for purpose. These assets include libraries, halls, swimming pools, museums, showgrounds, depots, and other essential buildings that support the delivery of community, recreational, and operational services.

Currently, maintenance is largely reactive and there are no structured inspection schemes in place. There is a recognition that there is a need to develop inspection programs, condition assessments, and asset data accuracy to support evidence-based decision-making. Renewal priorities are currently informed by 2025 valuation data and existing condition profiles, though further validation through structured field assessments will improve confidence in renewal timing and investment needs.

Future improvement initiatives will focus on developing planned maintenance and inspection programs, implementing a comprehensive asset data and condition management framework, and integrating

renewal modelling to optimise funding allocation and asset performance.

Capital investment for buildings and other structures is primarily directed toward the renewal of ageing infrastructure, targeted upgrades to improve safety, accessibility, and functionality, and select new projects that support community growth, service expansion, and compliance with legislative standards. These actions will help ensure that Council's building assets continue to provide safe, reliable, and sustainable community services across the Shire.

1.6 Risk Management

Coonamble Shire Council recognises that effective risk management is essential to ensure the ongoing safety, functionality, and compliance of its buildings and structures. Although a corporate risk register is not yet established, this Asset Management Plan identifies the key risks affecting building assets and outlines practical mitigation strategies.

The main risks relate to structural integrity, statutory compliance, financial sustainability, and public safety. Council currently manages these through inspections (though not developed as a regular schedule), maintenance activities, and capital works programs. Over time, a formal Asset Risk Register will be developed to strengthen governance and link risk information directly with asset planning and renewal prioritisation.

Council will continue to improve its risk management capability by formalising risk assessment processes, linking risk data to the Asset Register, and ensuring ongoing compliance with AS/NZS ISO 31000:2018. This proactive approach will safeguard the community, protect Council's asset investment, and support long-term service sustainability.

1.7 Financial Summary

The financial summary shown below indicates that while Council has established a solid investment base for the renewal and upgrade of key building assets over the first four years, current allocations fall below the identified long-term renewal demand. This highlights a renewal funding gap that may increase over time if asset condition and service levels are not actively managed.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$4,307,096					\$4,307,097
2026/27	\$1,453,067	\$350,000	\$5,262,642	\$256,685	\$5,869,327	\$7,322,394
2027/28	\$1,556,739	\$300,000	\$4,942,600	\$262,510	\$5,505,110	\$7,061,849
2028/29	\$2,756,139	\$300,000	\$772,300	\$268,670	\$1,340,970	\$4,097,109
2029/30	\$1,224,437	\$1,445,000	\$972,800	\$275,400	\$2,693,200	\$3,917,637
2030/31	\$1,115,124	\$2,000,000	\$1,751,646	\$278,154	\$4,029,800.20	\$5,144,924.20
2031/32	\$1,705,920	\$2,000,000	\$134,442	\$280,936	\$2,415,377.54	\$4,121,297.54
2032/33	\$427,383	\$2,000,000	\$198,757	\$283,745	\$2,482,501.90	\$2,909,884.90
2033/34	\$860,124	\$2,000,000	\$54,782	\$286,582	\$2,341,364.34	\$3,201,488.34
2034/35	\$197,028	\$2,000,000	\$405,807	\$289,448	\$2,695,255.17	\$2,892,283.17
2035/36	\$272,187	\$2,000,000	\$98,591	\$292,343	\$2,390,933.65	\$2,663,120.65
Total	\$15,875,244	\$14,395,000	\$14,594,367	\$2,774,473	\$31,763,840	\$47,639,085

To address this, Council's funding strategy combines internal revenue sources with external grant opportunities and partnership funding to deliver building renewal, upgrade, and new development projects. While grants such as the Stronger Country Communities Fund (SCCF), Local Roads and Community Infrastructure (LRCI) Program, and other targeted funding streams have been instrumental in delivering key facility improvements, reliance on short-term and competitive funding programs presents challenges for long-term planning and financial stability.

Ongoing maintenance and renewal funding will therefore be critical to sustaining building performance, ensuring compliance with safety, accessibility, and regulatory standards, and minimising the long-term costs associated with deferred renewal.

To improve future financial sustainability, Council should develop a comprehensive 10-year Long-Term Financial Plan (LTFP) that aligns funding allocations with asset renewal priorities, lifecycle forecasts, and service level objectives. This will provide a clear, evidence-based framework for balancing renewal investment, operational requirements, and strategic growth across the Buildings and Other Structures portfolio.

1.8 Improvement Plan

Coonamble Shire Council has identified a comprehensive series of improvement actions aimed at strengthening the management, performance, and sustainability of its Buildings and Other Structures asset portfolio. The improvement program focuses on developing a structured and proactive approach to building management, ensuring that assets remain safe, functional, and aligned with community expectations and statutory requirements.

Key priorities include updating existing management frameworks, such as the Building Maintenance Management Plan (2017–2028) and Showground Management Plan (2018–2019), to reflect current operational, compliance, and service delivery needs. A major focus is the development of formal Customer and Technical Levels of Service, structured inspection and maintenance programs, and a comprehensive condition assessment framework supported by accurate asset data and consistent reporting systems.

The Plan also emphasises the importance of integrating inspection outcomes, risk management, and financial planning through the establishment of a centralised asset data management system and a formal Asset Risk Register. This approach will enable evidence-based decision-making, improve funding prioritisation, and support long-term sustainability.

Financially, the improvement actions highlight the need to develop a 10-year Long-Term Financial Plan (LTFP) that aligns renewal, maintenance, and capital funding with lifecycle forecasts and strategic asset priorities. Establishing dedicated operational and renewal budgets for key facilities will further strengthen Council's capacity to deliver consistent levels of service.

Finally, the establishment of an Asset Management Steering Committee (AMSC) will provide governance oversight, ensuring accountability, continuous improvement, and alignment of asset management practices with Council's strategic and financial objectives.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

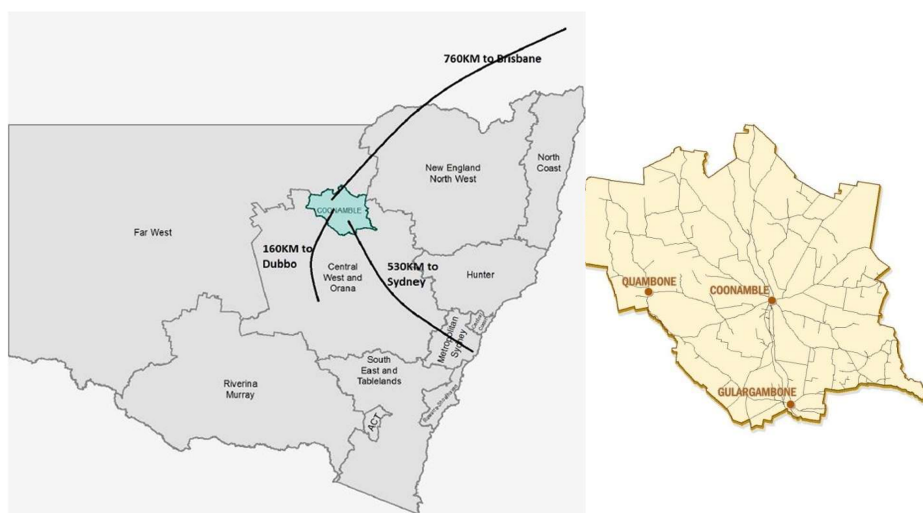


Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service centre for surrounding rural communities.

Coonamble Shire Council is responsible for managing a diverse portfolio of buildings and other structures, including community centres, public halls, libraries, sports pavilions, amenities blocks, depots, shade structures, and other built facilities. These assets are essential to delivering community services, supporting recreation, cultural activities, and social engagement, while also contributing to the Shire's identity, functionality, and economic vitality.

This Asset Management Plan outlines the strategies and practices Council will adopt to ensure buildings and other structures are planned, operated, maintained, and renewed in a sustainable and cost-effective manner. It is aligned with community needs and the strategic priorities set out in the Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's Building and Other Structures assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that Building and Other Structures infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of Building and Other Structures assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing Building and Other Structures infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Building and Other Structures Assets

The table below provides a summary of Council’s building and other structures assets based on the 2025 valuation data.

Asset Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sub-Structure	Concrete	141	#	\$5,316,819	\$1,296,930	\$4,019,889	\$38,728
Sub-Structure	Concrete/timber	6	#	\$47,182	\$14,286	\$32,895	\$427
Sub-Structure	Earth	4	#	\$50,736	\$6,093	\$44,643	\$361
Sub-Structure	Light Structure	1	#	\$9,676	\$138	\$9,538	\$138
Sub-Structure	Timber	11	#	\$884,060	\$501,901	\$382,159	\$8,761
Structure	Brick	21	#	\$3,144,581	\$1,024,134	\$2,120,447	\$29,949
Structure	Conc Block	16	#	\$1,177,855	\$456,694	\$721,161	\$10,677
Structure	Concrete	3	#	\$684,216	\$72,905	\$611,311	\$5,428
Structure	Fibre Cement	1	#	\$95,931	\$70,115	\$25,815	\$892
Structure	Metal Cladding	99	#	\$7,113,237	\$2,868,730	\$4,244,508	\$81,056
Structure	Posts Only	12	#	\$308,952	\$143,538	\$165,413	\$5,539
Structure	Timber	13	#	\$810,344	\$439,513	\$370,831	\$9,420
Floor Coverings	Carpet	24	#	\$790,080	\$398,022	\$392,058	\$40,823
Floor Coverings	Ceramic Tiles	18	#	\$265,218	\$102,210	\$163,008	\$9,251
Floor Coverings	Epoxy Coated	2	#	\$35,290	\$8,279	\$27,011	\$2,747
Floor Coverings	Floating Timber	1	#	\$1,831	\$73	\$1,757	\$73
Floor Coverings	Polished	4	#	\$275,036	\$170,107	\$104,929	\$10,424
Floor Coverings	Vinyl	27	#	\$239,580	\$142,856	\$96,724	\$13,623
Fit Out	Asbestos	2	#	\$493,992	\$310,607	\$183,385	\$12,952
Fit Out	Fibre Cement	6	#	\$173,971	\$113,956	\$60,015	\$3,536
Fit Out	Plaster Board/Gyproc	32	#	\$3,039,583	\$992,124	\$2,047,459	\$56,802
Fit Out	Timber Panels/Hardboard	21	#	\$584,346	\$264,403	\$319,943	\$10,384
Fit Out	Timber VJs	1	#	\$47,943	\$25,685	\$22,258	\$641
Roof	Concrete - Suspended	2	#	\$116,210	\$969	\$115,241	\$852
Roof	Metal Decking	162	#	\$10,381,997	\$4,212,622	\$6,169,375	\$129,325
Roof	Shade cloth	3	#	\$224,223	\$196,167	\$28,056	\$2,567
Service- Mechanical	Air Con (Ducted)	4	#	\$879,258	\$383,843	\$495,415	\$18,795
Service- Mechanical	Air Con (Split)	36	#	\$2,058,668	\$964,500	\$1,094,168	\$130,140
Service- Mechanical	Air Con (Wall)	5	#	\$91,149	\$74,958	\$16,190	\$6,877
Service- Mechanical	Ventilation	1	#	\$1,833	\$1,063	\$770	\$73
Service - Fire	Incorporated Fire Services	8	#	\$165,426	\$77,350	\$88,076	\$6,488
Service - Fire	Non-Incorporated Fire Service	36	#	\$487,460	\$282,598	\$204,862	\$33,295
Service - Elect	Electrical	138	#	\$4,429,585	\$1,519,537	\$2,910,048	\$53,235
Service - Hydr	Hydraulic System	115	#	\$6,339,108	\$2,133,348	\$4,205,759	\$71,946
Service - Hydr	Hydraulic System - Light Structures	1	#	\$2,469	\$1,584	\$885	\$51
Service - Security	Security	23	#	\$237,917	\$111,269	\$126,648	\$15,925
Saleyards	Catwalk	1	#	\$28,760	\$11,190	\$17,571	\$439
Saleyards	Standard	1	#	\$27,789	\$6,469	\$21,320	\$456
25 Metre Swimming Pool	Standard	3	#	\$2,383,559	\$992,169	\$1,391,390	\$31,829
50 Metre Swimming Pool	Standard	1	#	\$3,636,965	\$1,899,919	\$1,737,046	\$49,811
Freeform Swimming Pool	Standard	1	#	\$567,367	\$142,850	\$424,517	\$9,529
Slides and Toys	Standard	3	#	\$408,148	\$79,732	\$328,416	\$13,902
Wading / Domestic Pool	Standard	3	#	\$114,093	\$40,514	\$73,579	\$2,234
				\$58,172,441	\$22,555,952	\$35,616,489	\$930,401

Table 1 – Summary of Buildings and Other Structures Assets

2.5 Building Hierarchy and Condition Standards

Coonamble Shire Council applies a Building Hierarchy framework to classify its building assets according to their function, service importance, and operational requirements. This hierarchy assists in setting appropriate maintenance standards, allocating resources efficiently, and ensuring that buildings are managed in line with their strategic value and community use.

Each building category is assigned a rating (S1–S7) that reflects its level of service, public visibility, and functional priority. Corresponding condition standards define the minimum acceptable physical and aesthetic state required to support safe, reliable, and cost-effective service delivery.

The table below summarises Council's building hierarchy and the associated condition standards that guide maintenance and renewal priorities across the building portfolio.

Rating	Building Category	Condition Standard
S7	Business operations requiring high public presentation (e.g. Council Admin Building)	Asset to be in good condition operationally and aesthetically.
S6	Business operations requiring acceptable public presentation (e.g. Pools)	Asset to be in good condition operationally and aesthetically acceptable.
S5	Residential dwellings	Asset to be in good condition operationally and aesthetically acceptable.
S4	Functionally focussed asset at utility level (e.g. Depot).	Asset to be in reasonable condition, fully meeting operational requirements.
S3	Public Buildings used on occasions (e.g. Halls, pavilions)	Condition needs to meet minimum operational and aesthetically requirements.
S2	Buildings dormant pending utilisation	Condition needs to meet minimum requirements only.
S1	Buildings dormant pending disposal, demolition, etc.	Condition can be allowed to deteriorate and marginally maintained to meet minimum statutory requirements only.

Table 2 – Building Hierarchy

2.6 Summary of Buildings and Structures

Building Type	Quantity	Class
Administration Building	7	Building
Amenities	36	Building
Changerooms	2	Building
Church	1	Building
Civic Centres/City Halls	2	Building
Clubhouses	5	Building

Clubs/Community Centres	3	Building
Demountables	18	Building
Emergency Services	10	Building
Industrial Building	5	Building
Kiosk	4	Building
Library	2	Building
Sheds	48	Building
Staff Housing	10	Building
Town/Community Hall	4	Building
Bus Shelters	1	Structure
Grandstands	3	Structure
Picnic Shelter/Rotunda	4	Structure
Shade Sail/Shade Cloth	3	Structure

Table 3 Summary of Buildings and Structures

3. Strategic Alignment

3.1 Community Strategic Plan



The Coonamble Shire **Community Strategic Plan (CSP) 2025–2035** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic,

environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's **Integrated Planning and Reporting (IP&R) Framework**, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Plan
 - Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including Building and Other Structures, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

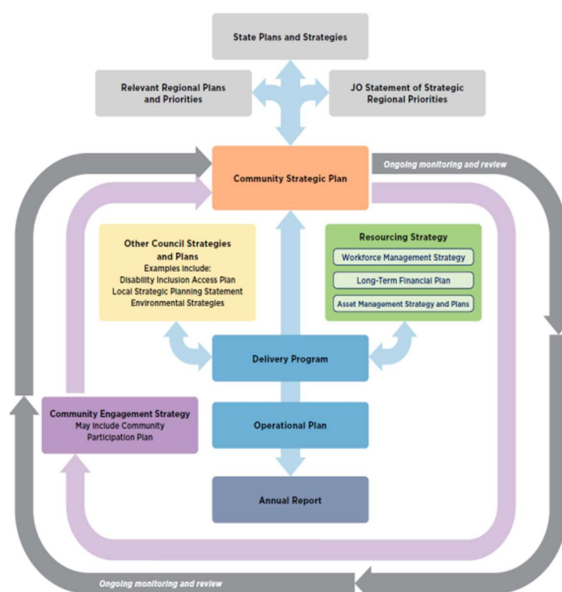


Figure 2 – Integrated Planning and Reporting Framework – NSW

3.2 Strategic Goals and Objectives - CSP

The Building and Other Structures Asset Management Plan supports the Community Strategic Plan (CSP) by ensuring that Council's building assets are safe, accessible, fit for purpose, and maintained to meet community expectations. These assets provide essential spaces for recreation, sport, cultural activities, community services, and social interaction, while contributing to the Shire's identity, economic vitality, and environmental sustainability.

By aligning with the CSP, this AMP guides the prioritisation of investment, effective risk management, and compliance with service standards and legislative requirements. It reinforces Council's commitment to delivering facilities that support community health and wellbeing, foster social connection, and enhance the Shire's liveability and visual amenity.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program translates the long-term vision of the Community Strategic Plan (CSP) into a four-year action plan that directs Council's operations. It defines the specific projects, programs, and service commitments to be delivered within available resources.

For Building and Other Structures, the Delivery Program supports the objectives of this Asset Management Plan by ensuring that maintenance, renewal, and upgrade works are strategically prioritised, adequately funded, and aligned with community needs. It also ensures compliance with legislative requirements and the application of sound asset lifecycle management practices.

The Delivery Program establishes clear performance measures and timelines, enabling Council to monitor, report, and evaluate progress towards achieving agreed service outcomes for its building and other structure assets.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the Delivery Program and advance the broader objectives of the Community Strategic Plan (CSP). The Building and Other Structures Asset Management Plan both informs, and is informed by, the Operational Plan to ensure the effective identification and delivery of priority actions for the management, renewal, and improvement of Council’s building and other structure assets.

Key initiatives in the Operational Plan address legislative compliance, consistent service delivery, asset renewal, and environmental sustainability. These actions support the provision of safe, functional, and well-presented facilities, while enabling long-term planning, targeted capital investment, and the promotion of community health, wellbeing, and liveability.

**Improvement Opportunity**

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Building and Other Structures services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of Building and Other Structures assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role
C1: Caring for Community								
Goal 3	We are a safe, secure and supportive community	C1.3	3) Help build and maintain safe, supportive homes and spaces.	Sustain/increase community perception on disaster preparedness.	Ensure we contribute to and plan for disaster preparedness, response and resilience.	Implement Flood Risk Management Plan (2021)’s recommendation and actions	Number of recommendations and actions completed.	Partner
					Enhance safer regulatory and compliance strategies and operations	Work with agencies for disaster preparation and facility development.		Service provider
						Review regulatory and compliance strategies and operations	Compliance with industry best practice standards	Advocate
								Facilitator
A2: Our utilities								
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.3	17) Ensure that Building and Other Structures is sufficient to protect infrastructure and health.	Community satisfaction levels in Building and Other Structures Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Building and Other Structures Strategic Planning	Complete 30-year Total AMP and LTFP for Coonamble LGA Building and Other Structures.	Coonamble Building and Other Structures 30-year Total AMP and LTFP completed.	Service provider Advocate
A3: Our assets								
Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Successfully represent the interests of our community with regards to rail freight.	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community	Number of responses.	Service provider Advocate Facilitator
						Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA)	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.	
					Ensure priority measures implemented from the PAMP	Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program.	Inspection program implemented and monitored.	
OC1: Sustainable Care for Our Country and Community								
Goal 12	We show informed, fair and inclusive care for our country and community.	OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	Planning instruments and planning controls are up to date.		Complete Stage 5 of the Coonamble Flood Levee	Completion of Stage 5	Service provider
				Community satisfaction with land use planning framework,		Draft Development Control Plans to include flood planning area development controls.	DCP adopted by Council	Advocator

				and in balance between competing land use interests.		Implement Council's Floodplain Risk Management Study.	Number of recommendations and actions completed	Facilitator
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community Community satisfaction with communication	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator
					Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 4 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Building and Other Structures Services

3.6 Building Maintenance Management Plan 2017–2028

This ten-year plan provides guidance on the maintenance and renewal of Council's building infrastructure, covering over 50 major community facilities including offices, halls, pavilions, and amenities. At the time of planning, the total replacement value of these assets exceeded \$28.7 million (General Fund), with an annual maintenance budget of approximately \$385,715 (plus a \$60,000 allowance for major repairs).

The document highlighted deferred maintenance issues, signaling a growing need for increased investment to address deteriorating facilities and maintain service standards.



Improvement Opportunity

Review and update the Building Maintenance Management Plan 2017–2028 to reflect current operational, regulatory, and asset management requirements.

3.7 Disability Inclusion Action Plan 2017–2019

The Disability Inclusion Action Plan (DIAP) outlines Coonamble Shire Council's commitment to creating an inclusive, accessible, and equitable community. It identifies key priorities and actions to improve accessibility across Council-owned facilities, infrastructure, and services. The plan focuses on:

- **Accessible Infrastructure:** Ensuring Council buildings, amenities, and community facilities meet accessibility standards and enable safe, equitable use for all residents.
- **Inclusive Community Participation:** Supporting initiatives that promote participation in social, cultural, and recreational activities by people with disabilities.
- **Improved Service Delivery:** Embedding accessibility considerations into service planning, customer experience, and decision-making processes.
- **Strategic Alignment:** Integrating accessibility priorities into broader asset management and infrastructure planning to ensure Council assets are designed and maintained to meet diverse community needs.

3.8 Coonamble Shire Masterplan (2020)

Adopted in 2020, this Masterplan sets out a 20-year vision for the built environment across the Shire. It integrates infrastructure planning with tourism and branding initiatives, offering aspirational yet pragmatic guidance on key developments. Prioritised projects include upgrades to the Main Street, visitors' information centre, artesian baths, and streetscape enhancements. Projects were ranked using a transparent scoring system to ensure effective allocation of resources.

3.9 Coonamble Development Design Specifications (January 2022)

This document represents Council's customized version (Version 3.1) of the AUS-SPEC design and construction standards. It includes quality assurance provisions, geometric road design, pavement requirements, structural and bridge design, stormwater and subsurface drainage, erosion controls, cycleway and pathway criteria, as well as bushfire protection. It ensures that all new buildings and related structural works meet rigorous quality, safety, and sustainability benchmarks.

3.10 Coonamble Showground Management Plan

The Showground Management Plan 2018–2019 (Draft) provides the strategic framework for the ongoing management, development, and use of the Coonamble Showground. The Showground is a key open space facility within the Shire, serving as a multi-purpose venue that supports agricultural, recreational, cultural, and community events such as the Coonamble Show, Rodeo and Campdraft, Pony Club, and regional exhibitions. The plan outlines the historical significance of the site, its legislative and management context, and identifies current user groups, facilities, and maintenance responsibilities. It also establishes clear management objectives aimed at preserving the Showground's heritage, improving infrastructure, and ensuring that the site continues to provide safe, accessible, and sustainable community benefit.



Improvement Opportunity

Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground's ongoing management and development.

3.11 Legislative and Regulatory Framework

The management of Building and Other Structures assets within Coonamble Shire Council is governed by a robust framework of state and local legislation, regulations, and policy instruments. These define Council's responsibilities, establish service standards, and set compliance requirements to ensure the delivery of safe, accessible, and environmentally sustainable facilities.

This framework provides Council with the legal authority to manage its building portfolio, safeguards public health and safety, protects environmental values, and ensures alignment with broader land use and infrastructure planning objectives. It also supports cost recovery, transparent performance reporting, and continuous improvement in service delivery.

The key Acts, regulations, and guidelines relevant to the management of Coonamble Shire Council's Building and Other Structures assets are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Primary legislation outlining Council's powers, responsibilities, and obligations for managing public assets, including buildings and structures.	Provides authority for the planning, provision, maintenance, and disposal of community and operational buildings.
Environmental Planning and Assessment Act 1979 (NSW)	Establishes the framework for land use planning, development assessment, and building approvals.	Ensures that building works comply with planning controls, zoning, and environmental assessment requirements.
Crown Land Management Act 2016 (NSW)	Governs the management and use of Crown land, including buildings and structures located on Crown reserves.	Guides Council in the sustainable management of building assets situated on Crown land.
Heritage Act 1977 (NSW)	Provides for the conservation of heritage items and places of historical significance.	Ensures that heritage-listed buildings and structures are maintained and altered in accordance with statutory requirements.

Disability Discrimination Act 1992 (Cth) & Disability (Access to Premises – Buildings) Standards 2010	Federal legislation and standards ensuring equitable access to buildings for people with disabilities.	Requires Council buildings to meet accessibility standards in design, construction, and upgrades.
Work Health and Safety Act 2011 (NSW)	Establishes duties to ensure the health and safety of workers, contractors, and the public.	Applies to construction, maintenance, inspection, and operation of building and structural assets.
Protection of the Environment Operations Act 1997 (NSW)	Provides measures for environmental protection, including pollution control and waste management.	Requires building and facility operations to minimise environmental impacts and comply with environmental regulations.
Building Code of Australia (BCA) – National Construction Code	Sets minimum standards for the design, construction, and performance of buildings.	Ensures all new buildings, upgrades, and refurbishments meet national safety, health, amenity, and sustainability requirements.
Local Government (General) Regulation 2021	Supports the Local Government Act with detailed operational and administrative requirements.	Provides procedural guidance for managing building assets, including procurement and contracting.
Australian Standards (AS) relevant to Building Assets	Technical specifications and guidelines for building design, construction, and maintenance.	Ensures quality, safety, and compliance in building asset management.

Table 5 - Legislation – Building and Other Structures Services

3.12 Key External Stakeholders

The management of Building and Other Structures assets relies on the active support and collaboration of a broad range of external stakeholders. These groups provide regulatory oversight, funding, technical expertise, emergency response capability, and environmental protection. Council's facilities are safe, sustainable, and compliant with legislative and community expectations.

Residents and property owners are at the centre of this network as the primary users of these facilities. Their feedback, usage patterns, and reporting of hazards or maintenance issues directly inform service delivery, help identify emerging risks, and guide long-term planning.

Ongoing stakeholder engagement enables Council to align with government policy, secure funding, address environmental and cultural considerations, and deliver projects that reflect the needs and priorities of the Coonamble community.

Key external stakeholders include:

- **Residents and Property Owners** – Primary users of Council buildings and facilities; contribute through regular use, feedback, and reporting of hazards or maintenance needs.
- **NSW Department of Planning, Housing and Infrastructure** – Oversees policy, regulation, and funding programs relevant to public building assets (e.g. Public Spaces Legacy Program).
- **NSW Health** – Regulates public health standards for facilities such as public amenities, community centres, and sporting pavilions.
- **NSW Environment Protection Authority (EPA)** – Ensures compliance with environmental regulations, including waste management, land use impacts, and pollution prevention in and around facilities.

- **Bureau of Meteorology (BoM)** – Provides climate and weather data to inform building design, maintenance planning, and resilience measures against climate risks.
- **Essential Energy / Utility Providers** – Coordinate service corridor access and infrastructure works that may affect building sites and operations.
- **NSW Public Works Advisory** – Provides technical advice, design expertise, and delivery support for major building upgrades, renewals, and emergency works.
- **Office of Open Space and Parklands (within DPE)** – Leads state-wide planning and design initiatives for public spaces that integrate built structures.
- **Private Contractors and Consultants** – Deliver capital works, upgrades, specialist maintenance, and technical assessments.
- **State and Federal Funding Bodies** – Provide grants for infrastructure improvements and service enhancements.
- **Local Aboriginal Land Councils** – Offer cultural heritage input and consultation for projects affecting traditional lands or culturally significant sites.

4. LEVELS OF SERVICE

Coonamble Shire Council owns, operates, and maintains a diverse portfolio of buildings and other structures that support the delivery of essential community services. These include community halls, libraries, sporting facilities, childcare centres, administrative buildings, depots, and other operational assets. The community relies on these facilities to deliver programs and services that enhance social, cultural, recreational, and economic wellbeing.

The purpose of defining Levels of Service (LoS) within this Asset Management Plan is to establish clear, measurable performance standards for the management of Council's building assets. These levels of service are designed to balance community expectations, regulatory compliance, financial sustainability, and operational efficiency.

The levels of service have been informed by:

- Community feedback gathered through the Community Strategic Plan and engagement processes
- Legislative requirements including accessibility, safety, and compliance standards
- The need to maintain service reliability and equitable access to facilities across the Shire
- Council's long-term financial planning and resource capacity

This chapter presents two key categories of Levels of Service:

- **Customer Levels of Service** — focused on how the community experiences Council's buildings and facilities, measured through accessibility, safety, presentation, functionality, and overall satisfaction.
- **Technical Levels of Service** — focused on the internal performance, condition, maintenance, and lifecycle management of Council's buildings and other structures to ensure assets remain fit for purpose and financially sustainable over the long term.

Defining these levels of service ensures that asset planning, maintenance programs, renewal priorities, and funding decisions are aligned with both community needs and Council's strategic objectives. This structured approach provides a foundation for transparent decision-making and helps manage the balance between service quality, cost, and risk for current and future generations.

4.1 Customer Levels of Service

The following tables outline the **suggested** Customer Levels of Service for Building and Other Structures in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Indicator	Customer Expectation	Performance Measure	Target
Accessibility & Inclusion	Buildings, amenities, and community facilities are accessible to all, including people with disabilities	Percentage of priority facilities compliant with DDA & Coonamble's Disability Inclusion Action Plan	≥90% by 2030
Safety & Security	Buildings are safe for use by the community and meet all health and safety regulations	Number of safety incidents reported annually	0 safety incidents per year

Availability of Community Facilities	Community facilities (halls, sports pavilions, libraries, etc.) are open and available when required	Percentage of booking requests met	≥95% bookings successfully accommodated
Building Presentation & Aesthetics	Public-facing buildings (libraries, halls, amenities) are maintained to a clean and presentable standard	Annual community satisfaction survey score	≥80% satisfaction
Service Reliability	Key operational buildings (depots, pools, sporting amenities) remain functional and available	Unplanned closures per year	≤2 closures per asset annually

Table 6 – Suggested Customer Levels of Service - Building and Other Structures

4.2 Technical Levels of Service

The following tables outline the **suggested** Technical Levels of Building and Other Structures in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Indicator	Technical Requirement	Performance Measure	Target
Building Condition	Maintain all priority buildings (S7 & S6 rated assets) at an acceptable operational and aesthetic standard	Condition Index (1–5 scale)	≥4 (“Good”) for high-priority assets
Maintenance Delivery	Deliver planned maintenance programs to reduce backlog and minimise reactive repairs	% of planned vs. reactive maintenance	≥70% planned maintenance
Asset Utilisation	Maximise community usage of facilities while monitoring under-utilised assets	Annual utilisation rates per facility	Target ≥75% utilisation for community halls, sports facilities, and libraries
Compliance & Statutory Standards	Meet all relevant building codes, accessibility, safety, and environmental standards	% of facilities compliant	≥95% compliance
Lifecycle & Renewal Planning	Ensure renewal needs are forecasted and funded through the LTFP and AMP	Percentage of forecast renewal works funded and delivered	≥80% delivery of scheduled renewals

Table 7 – Suggested Technical Levels of Service – Building and Other Structures



Improvement Opportunity

Develop and adopt formal Customer and Technical Levels of Service for Building and Other Structures, integrated into asset management practices and subject to regular review.

4.3 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities, which are directly relevant to the management of Building and Other Structures.

4.4 Community Feedback

Community engagement provided valuable insights into the community's expectations for Council-owned buildings and other structures. Feedback highlighted the need for improved accessibility, better maintenance, enhanced safety, and more equitable investment across the Shire.

The following key themes and recommendations were identified:

- **Improved Accessibility** – Strong calls to enhance access for people with disabilities, older residents, and families by upgrading ramps, pathways, and signage in line with the **Disability Inclusion Action Plan**.
- **Planned Maintenance and Upgrades** – Concerns were raised about outdated facilities and inconsistent upkeep. The community recommended adopting a **proactive maintenance program** to ensure buildings remain safe, functional, and visually appealing.
- **Flexible and Multipurpose Spaces** – Residents requested more versatile facilities to cater for community events, recreational activities, and social gatherings, suggesting upgrades to existing structures to support diverse uses.
- **Safety and Security** – Feedback indicated issues such as insufficient lighting, poor after-hours security, and the need for more regular safety inspections. Suggested improvements include better lighting, CCTV installation, and structured safety audits.
- **Equity Across the Shire** – Rural communities expressed concern that facilities in smaller villages are receiving less investment than urban Coonamble. A **building utilisation review** was recommended to identify service gaps and ensure more balanced resource allocation.

4.5 Future Direction – Levels of Service

Coonamble Shire Council will focus on delivering building and facility services that are **accessible, safe, and fit for purpose**, while balancing community expectations with available resources.

Future levels of service will prioritise:

- Enhancing **accessibility** in line with the Disability Inclusion Action Plan to ensure equitable access to all Council-owned buildings.
- Implementing a **planned and proactive maintenance program** to improve the quality, functionality, and appearance of facilities while reducing reliance on reactive repairs.
- Upgrading selected facilities to provide **flexible, multipurpose spaces** that can accommodate community, cultural, and recreational needs.
- Strengthening **safety and security measures**, including improved lighting, surveillance where necessary, and regular building safety audits.
- Ensuring **equitable service provision** across the Shire by reviewing facility utilisation and prioritising investments where gaps are identified.

This approach aligns with Council's strategic objectives and responds directly to community priorities, ensuring that future service delivery meets both current and emerging needs.

**Improvement Opportunity**

- Develop and adopt a proactive level of service framework that enhances accessibility, safety, functionality, and equitable access to all Council-owned buildings.
- Implement a planned maintenance and inspection program to deliver flexible, fit-for-purpose facilities that meet current and emerging community needs.

5. FUTURE DEMAND

Future demand for buildings and other structures in Coonamble Shire is shaped by a combination of demographic, social, environmental, and infrastructure-related factors. As the community's population changes and expectations evolve, Council faces the challenge of balancing service delivery with financial sustainability. Population shifts, accessibility requirements, asset ageing, and the growing focus on climate resilience and sustainability will influence how facilities are planned, upgraded, and maintained into the future.

To respond effectively, Coonamble Shire Council will adopt proactive planning and asset management strategies aimed at improving service quality, ensuring equitable access, and extending the useful life of assets. The following table outlines the demand drivers, projections, and the demand management strategies for Building and Other Structures.

Demand Driver	Projections	Demand Management Strategy
Population Growth & Demographic Shifts	Expected gradual population decline with an ageing community profile in Coonamble Shire.	Prioritise multi-purpose and adaptable building designs to meet diverse and changing community needs.
Community Expectations for Service Quality	Rising expectations for accessible, safe, and modern facilities that support cultural, recreational, and social activities.	Regular engagement with the community to capture needs and integrate feedback into service planning and upgrades.
Accessibility & Inclusion Requirements	Increasing demand for inclusive facilities that comply with Disability Inclusion Action Plan and universal access principles.	Retrofit existing facilities and integrate accessibility standards into all new designs to improve equitable access.
Asset Age & Renewal Needs	Many facilities are ageing, with significant portions reaching or exceeding their useful life within the next 10–15 years.	Implement a structured asset renewal and maintenance program, guided by lifecycle costing and condition data.
Climate Change & Sustainability	Higher risk of extreme weather events and increased focus on energy efficiency, sustainability, and resilience.	Incorporate energy-efficient technologies, water-saving features, and climate-resilient designs into upgrades and new developments.

Table 8 – Demand Drivers, Projections, and Management Strategies – Building and Other Structures



Improvement Opportunity

Develop a long-term Buildings and Other Structures Strategy that proactively manages future demand by aligning asset planning, upgrades, and maintenance with population trends, accessibility needs, climate resilience, and evolving community expectations.

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 9 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its Building and Other Structures assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's building and other structures assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for Building and Other Structures assets. However, given that a number of these assets are sub-surface and/or sub-floor (for example building slabs and plumbing), inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.



Improvement Opportunity

Develop and implement a condition assessment program for Building and Other Structures assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for Building and Other Structures assets, as recorded in the June 2021 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the Building and Other Structures networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 10 –Condition Rating Scale - Building and Other Structures Assets

6.5 Condition - Building and Other Structures

Building sub-structures show a varied condition profile. Light structures are almost entirely in Very Good condition, while earth and timber sub-structures are mainly in Good to Fair. Concrete and mixed concrete/timber sub-structures show higher proportions in the Poor to Very Poor range, highlighting areas where renewal and strengthening will be required.

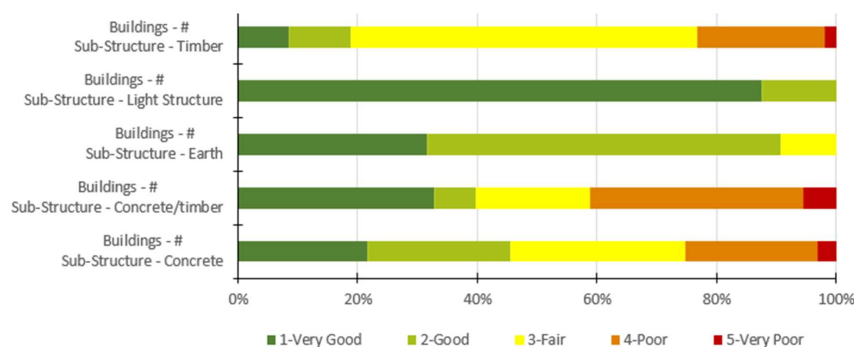


Figure 3 – Condition Profile: Sub Structures

Building structural elements show a wide variation in condition. Concrete structures are largely in *Very Good* condition, while brick, block, fibre cement, timber, and metal cladding structures display significant proportions in the *Fair to Poor* range, with some assets assessed as *Very Poor*. Post-only structures also show high deterioration levels. Overall, this highlights that while some structural types remain sound, a considerable portion of the building stock requires renewal or major maintenance.

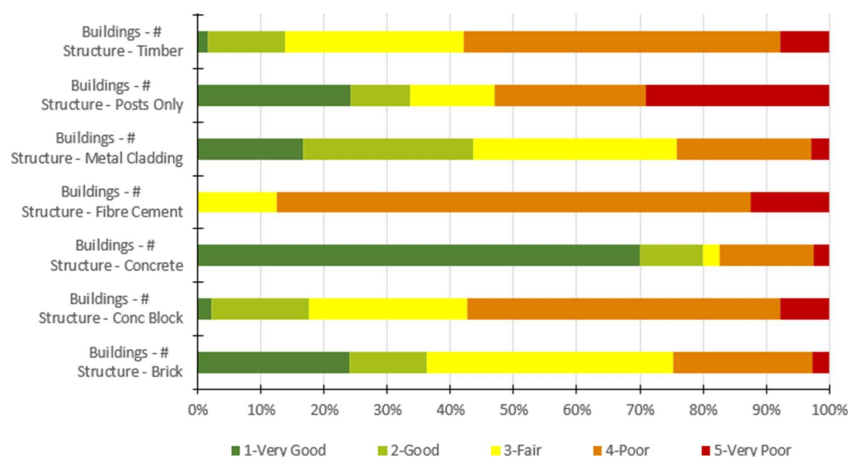


Figure 4 – Condition Profile: Structures

Floor coverings display a mixed condition profile. Floating timber and epoxy-coated finishes are predominantly in Very Good to Good condition, while vinyl, polished, carpet, and ceramic tile coverings show higher proportions in the Fair to Poor range, with some assets rated Very Poor. This highlights the need for targeted renewal programs, particularly for high-use areas with older or worn coverings.

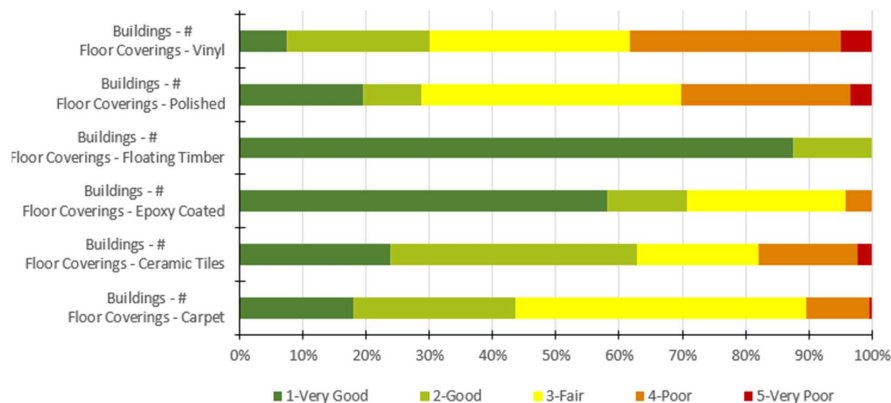


Figure 5 – Condition Profile – Floor Coverings

Fit-out elements show a wide variation in condition. Plasterboard/gyprock is predominantly in Very Good to Good condition, while timber panels and timber VJs are mostly in the Fair to Poor range. Fibre cement and asbestos fit-outs have the poorest profile, with large proportions rated Poor to Very Poor, highlighting significant renewal and risk management priorities in these materials.

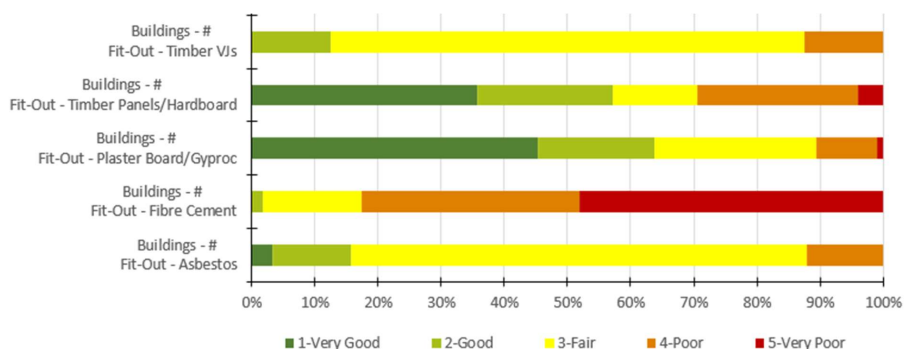


Figure 6 – Condition Profile: Building Fit Outs

Roofing assets vary in performance. Concrete suspended roofs are almost entirely in Very Good to Good condition, reflecting strong durability. Metal decking shows a broader spread, with many assets in the Fair to Poor range and some in Very Poor. Shade clothes present the weakest profile, with the majority rated Poor to Very Poor, highlighting significant renewal requirements.

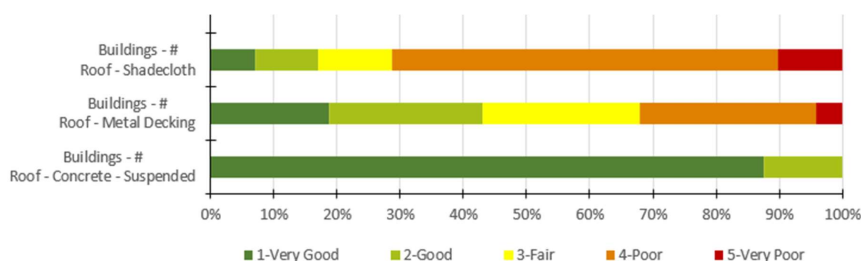


Figure 7 – Condition Profile: Roof

Mechanical services show mixed performance. Split and ducted air conditioning systems are mainly in Good to Fair condition, with some in Very Good. In contrast, wall-mounted units and ventilation systems display higher proportions in the Poor to Very Poor range, highlighting significant renewal and upgrade requirements to maintain service performance.

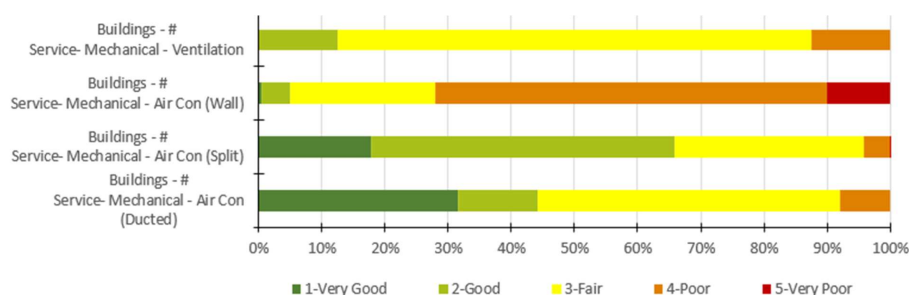


Figure 8 – Condition Profile: Mechanical Services

Fire services are generally in Good to Fair condition. Incorporated fire systems are stronger overall, with a high proportion in Very Good to Good. Non-incorporated systems show more assets in the Fair category, with a small share rated Poor, indicating some targeted renewal requirements.

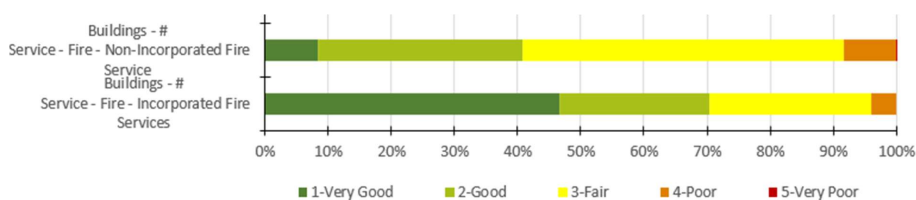


Figure 9 – Condition Profile: Fire Services

Electrical services are spread across all condition categories, with most assets in Good to Fair condition. A smaller proportion are in Very Good condition, while a noticeable share falls into the Poor and Very Poor categories, highlighting areas that will require renewal or upgrade to maintain safety and reliability.

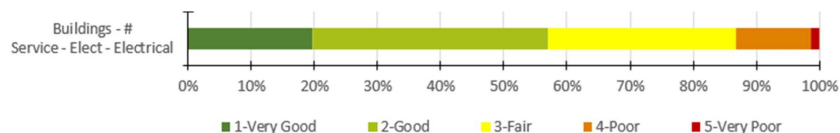


Figure 10 – Condition Profile: Electrical Services

Hydraulic services show mixed performance. Standard hydraulic systems are mostly in Good to Fair condition, with some assets in Very Good. Light structure systems, however, are heavily concentrated in the Fair to Poor range, with a small proportion rated Very Poor. This indicates emerging renewal priorities, particularly for ageing or less robust installations.

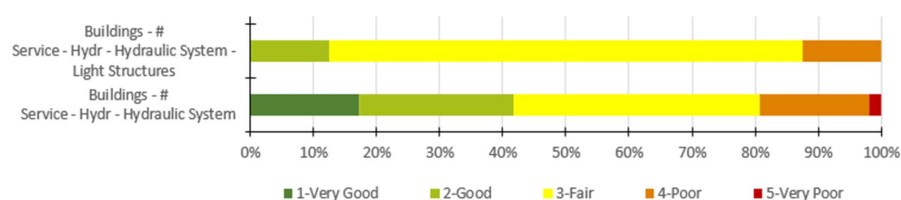


Figure 11 – Condition Profile: Hydraulic Services

Security systems are mostly in Good to Fair condition, supported by a notable proportion in Very Good. A smaller share has been rated as Poor, indicating some targeted renewal or upgrades will be required to maintain reliable performance and coverage.

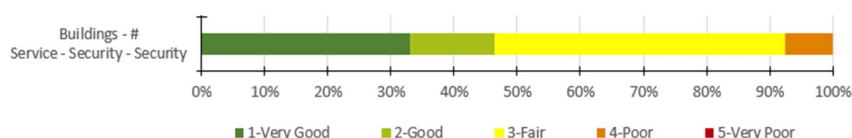


Figure 12 – Condition Profile: Security Services

Saleyard assets, including standard yards and catwalks, are largely in Good condition, with a smaller proportion in Very Good. A limited share has been assessed as Fair, and no assets fall into the Poor or Very Poor categories, indicating a generally sound and functional asset group with minimal immediate renewal needs.

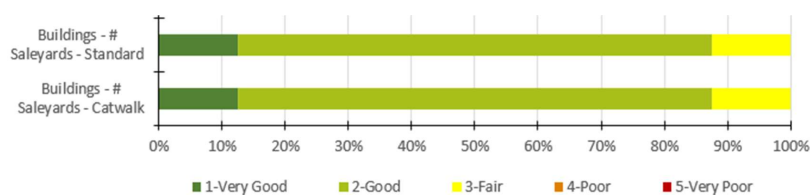


Figure 13 – Condition Profile: Saleyards

Smaller facilities such as wading pools, slides, toys, and freeform pools are mostly in Very Good to Good condition, reflecting strong performance. In contrast, larger swimming pools (25m and 50m) show significant deterioration, with a high proportion rated Fair to Poor and some in Very Poor condition. This highlights major renewal priorities for larger pool assets to ensure safety, compliance, and service continuity.

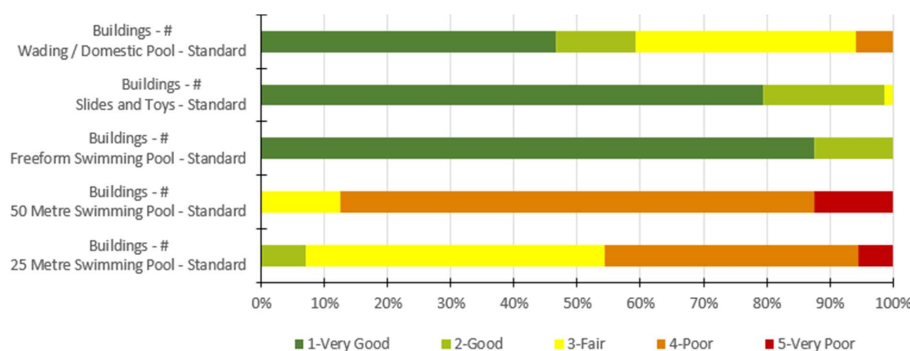


Figure 14 – Condition Profile: Pool Assets

6.6 Overall Buildings & Other Structures Condition Profile

The 2025 valuation data provide a high-level overview of the condition of Council's buildings and other structures. At a broad level, many asset components (such as light structures, plasterboard, concrete roofs, and smaller ancillary facilities) are in Good to Very Good condition. However, several elements display a significant spread into the Fair to Poor range, with some assets in Very Poor condition. These include structural elements (timber, brick, blockwork, and fibre cement), floor coverings (vinyl, carpet, ceramic tiles), fit-outs (fibre cement and asbestos), mechanical and electrical services, and large swimming pools. Such variation reflects the diverse age, material types, and levels of maintenance across the portfolio.

It is important to note that these profiles have been derived from valuation data, which provides only a desktop-level indication of asset condition. Valuation ratings do not capture localised deterioration, service performance issues, or risks such as compliance gaps. To develop a robust and prioritised renewal program, detailed building condition assessments are required. Field-based inspections will provide an accurate picture of building performance, support the identification of high-risk assets, and ensure that renewal and maintenance resources are allocated where they deliver the greatest value and risk reduction.



Improvement Opportunity

Implement a structured asset data collection and management program covering all Building and Other Structures. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Building and Other Structures Assets within Valuation Data

In the 2025 valuation, open space assets were grouped within the broader Buildings and Other Structures category. While this provides a consolidated picture of overall asset value, it limits the ability to distinguish the specific condition, performance, and renewal needs of open space and also building assets regardless of splitting the classes into two individual AMPs.

Separating building and open space assets in future valuations will be critical to improving the accuracy of asset reporting, supporting more targeted renewal planning, and ensuring resources are allocated appropriately. A distinct valuation of open space assets will provide greater transparency, align with best practice asset management, and strengthen long-term financial and service planning.

6.8 Operations and Maintenance Framework

Effective maintenance management is essential to ensure that Council's assets continue to operate safely, efficiently, and in line with community expectations. The maintenance framework defines the different types of maintenance activities undertaken throughout the asset lifecycle, distinguishing between planned and unplanned maintenance.

Planned maintenance includes statutory, preventative, and condition-based activities designed to maintain asset functionality, compliance, and performance, while minimising the risk of unexpected failures. Unplanned maintenance, on the other hand, involves reactive actions required to restore assets following unforeseen breakdowns, incidents, or external events such as storms or vandalism.

The following table outlines the key maintenance categories, sub-categories, and definitions adopted by Council, consistent with industry best practice and as referenced in the Draft Building Management Plan 2018/2019–2028/2029.

Category	Sub-Category	Definition
Planned Maintenance	Statutory Maintenance	Both preventative service maintenance and condition-based maintenance may contain elements of statutory maintenance which is defined as action performed to provide the minimum level of maintenance to meet legal and other mandatory requirements contained in Commonwealth and State Regulations, Australian Standards and Codes of Practice.
	Preventative Service Maintenance	The actions performed to prevent failure by providing systematic inspection and monitoring to detect and prevent incipient deterioration of failure and includes testing to confirm correct operation.
	Condition Based Maintenance	Corrective maintenance work performed, as a result of significant deterioration or failure, to restore an asset to its required condition standard. The work may be programmed as a result of Condition Assessment or as random additions to the program based on priority.
Unplanned Maintenance	Routine & Breakdown Maintenance	Unplanned and reactive maintenance actions performed to restore an asset to operational condition, as a result of an unforeseen failure.
	Incident Maintenance	Unplanned maintenance actions to restore an asset to an operational or safe condition as a result of property damage resulting from storms, fire, forced entry and vandal damage.

Table 11 – Building Maintenance Framework

Maintenance Plan

The Building Maintenance Plan 2018/2019 – 2028/2029 provides a structured framework for the effective management and preservation of Council's building assets, which include more than 50 facilities such as offices, community halls, residences, amenities, and sporting clubhouses, with an estimated replacement value of approximately \$28 million.

The plan highlights the current limitations in maintenance funding—approximately \$449,800 per annum—which primarily covers essential costs such as rates, insurance, and reactive maintenance, leaving limited capacity for proactive upkeep or major renewal works. As a result, several buildings have experienced deferred maintenance, creating a growing backlog and the need for increased investment to maintain functionality and compliance.

To address this, the plan introduces a Building Maintenance System that distinguishes between planned maintenance (including statutory, preventative, and condition-based activities) and unplanned maintenance (covering routine, breakdown, and incident responses). This system aims to promote proactive asset care, improve inspection practices, and enable evidence-based prioritisation of works.

The plan also establishes condition assessment categories, maintenance priorities, and building classifications based on function and required standards. These tools support Council in balancing operational needs, community expectations, and financial constraints while progressing towards a more sustainable, long-term approach to asset management.

Overall, the Building Maintenance Plan provides a foundation for improving the condition, safety, and performance of Council's building portfolio, supporting informed decision-making, and ensuring that assets continue to meet service delivery and compliance requirements well into the future.

Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant storm Building and Other Structures assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

Inspections

Coonamble Shire Council undertakes irregular inspections of its building and structure assets to ensure they remain safe, functional, and fit for purpose. Inspections form a critical component of the asset management process, supporting condition assessments, identifying maintenance priorities, and informing renewal planning. Regular inspection programs will be developed over the next 12 month period as part of Councils' Asset Management Improvement Strategy.

At present, building inspections are largely reactive, with limited structured programs in place. The Building Maintenance Plan 2018/2019–2028/2029 recognises the need for a comprehensive inspection regime and recommends the development of a long-term, risk-based inspection and maintenance framework. This framework will enable Council to systematically monitor asset condition, plan maintenance interventions, and ensure compliance with statutory requirements.

Future inspections will be structured under the following categories consistent with the Building Maintenance Plan:

- Statutory Maintenance: Activities required to meet legal and regulatory obligations, including those specified in Australian Standards, Building Codes, and safety regulations.
- Preventative Service Maintenance: Regular inspections and testing designed to detect and prevent early signs of deterioration, ensuring buildings continue to operate safely and efficiently.
- Condition-Based Maintenance: Inspections that assess the physical condition of assets to determine when corrective action or renewal is required, based on condition data or observed performance.
- Unplanned Maintenance (Reactive): Inspections and repairs arising from unforeseen failures, incidents, or damage events such as storms, fire, vandalism, or structural failure.

Inspection frequencies and standards will be aligned with each building's hierarchy rating (S1–S7) and functional role, ensuring that high-use, high-visibility buildings such as the Council Administration Building and community facilities receive more frequent and detailed inspections, while low-use or dormant assets are inspected less frequently.

To improve consistency and data quality, Council intends to:

- Develop and implement a formal building inspection schedule and associated maintenance program.
- Establish clear inspection procedures and training for staff and contractors.
- Introduce a centralised system to record, monitor, and analyse inspection data.
- Use condition data to prioritise renewal and maintenance funding through the Long-Term Financial Plan.

The implementation of this structured inspection program will ensure Council's buildings and structures are maintained in a safe, compliant, and cost-effective manner, while supporting informed decision-making and sustainable long-term asset management.

Improvement Opportunity



- Develop a structured building inspection and maintenance program covering all Council-owned buildings and structures, including defined inspection frequencies and methods based on building hierarchy, risk, and usage.
- Establish a centralised inspection data management system to record, track, and analyse building condition, compliance, and maintenance information, enabling evidence-based decision-making and renewal planning.
- Develop and implement formal inspection procedures and training for Council staff and contractors to ensure inspections are conducted consistently, accurately, and in line with statutory and safety standards.
- Integrate inspection outcomes into the Long-Term Financial Plan (LTFP) to ensure renewal and maintenance funding priorities are aligned with actual asset condition and performance trends.

10-Year Operational Expenditure (OPEX) Summary

The table below presents the forecast operational expenditure for Coonamble Shire Council's Buildings and Structures asset portfolio over the 10-year planning period. The data reflects projected annual costs associated with the operation, repair, and maintenance of key community facilities, including libraries, museums, public halls, and swimming pools.

Operational expenditure forecasts are currently available for the first four years (2025/26–2028/29), based on existing budgets and known maintenance requirements. The remaining six years of the planning horizon (red text), and future projections are estimates only and will need to be developed through Council's annual budget process and Long-Term Financial Plan (LTFP) and are therefore subject to change.

These figures primarily capture routine and reactive maintenance activities necessary to ensure the continued functionality, safety, and presentation of community buildings. As Council's asset management practices mature, future OPEX forecasts will be refined to include preventative maintenance programs, lifecycle-based costing, and improved data integration from inspection schedules and condition assessments.

Financial Year	Repairs & Maintenance - Libraries	Operations & Maintenance - Museum	Repairs & Maintenance - Public Halls	Repairs & Maintenance - Swimming Pools	Total
2025/26	\$16,800	\$16,530	\$17,500	\$205,855	\$256,685
2026/27	\$16,610	\$16,950	\$17,940	\$211,010	\$262,510
2027/28	\$16,610	\$17,380	\$18,390	\$216,290	\$268,670
2028/29	\$17,030	\$17,820	\$18,850	\$221,700	\$275,400
2029/30	\$17,200	\$17,998	\$19,039	\$223,917	\$278,154
2030/31	\$17,372	\$18,178	\$19,229	\$226,156	\$280,936
2031/32	\$17,546	\$18,360	\$19,421	\$228,418	\$283,745
2032/33	\$17,721	\$18,544	\$19,615	\$230,702	\$286,582
2033/34	\$17,899	\$18,729	\$19,812	\$233,009	\$289,448
2034/35	\$18,078	\$18,916	\$20,010	\$235,339	\$292,343
2035/36	\$18,258	\$19,105	\$20,210	\$237,692	\$295,266
Total	\$191,125	\$198,511	\$210,015	\$2,470,088	\$3,069,739

Table 12 – 10-Year Operational Budget - Buildings & Structures

Improvement Opportunity



- Develop a full 10-year operational expenditure forecast for all building and structure asset categories, extending beyond the current four-year budget horizon to align with Long-Term Financial Plan (LTFP) requirements.
- Establish dedicated operational budgets for all major building asset groups (e.g., libraries, halls, pools, and museums) to ensure ongoing maintenance funding supports asset functionality, safety, and presentation.
- Integrate preventative and planned maintenance programs into future OPEX forecasts to reduce reliance on reactive maintenance and improve long-term cost efficiency and asset performance.

6.9 Capital Works (Renewal, New, and Upgrade)

Capital works for buildings and structures include renewal, upgrade, and new (acquisition) projects. Each category plays an important role in ensuring that Council's building assets continue to provide safe, functional, and sustainable spaces for the community, staff, and service delivery.

Renewal

Renewal works involve major activities to restore, rehabilitate, or replace existing buildings and structures so they can continue to meet operational and community needs without significantly increasing capacity. These projects address asset deterioration, extend useful life, and maintain agreed service levels in a cost-effective manner.

Examples of renewal works include roof replacement, structural rehabilitation, refurbishment of building interiors, re-painting, or replacement of essential services such as electrical, plumbing, and HVAC systems.

Upgrade / Expansion

Upgrade or expansion works improve existing buildings beyond their original design capacity or functionality. These works are typically undertaken to enhance safety, accessibility, energy efficiency, or compliance with current building codes and community expectations.

Examples include accessibility upgrades, installation of energy-efficient lighting, expansion of community facilities, or improvements to meet Building Code of Australia (BCA) and Disability Discrimination Act (DDA) standards. While upgrades improve service outcomes and community satisfaction, they can also increase ongoing operational and maintenance costs.

New (Acquisition)

New buildings or structures are constructed or acquired to provide new or expanded services, accommodate population growth, or replace obsolete facilities that can no longer meet operational or community needs. These assets increase the overall size and complexity of the building portfolio, introducing additional lifecycle cost obligations for operation, maintenance, renewal, and disposal.

Renewal Strategy

Coonamble Shire Council plans and delivers renewal and replacement projects for its building and structure assets to maintain safety, functionality, and compliance with statutory and community expectations. The renewal strategy is guided by the following principles:

- **Planned and prioritised investment:** Renewal projects are planned and scheduled to achieve service objectives efficiently and cost-effectively.
- **Comprehensive project scoping:** Each project identifies:
 - The service deficiency, associated risks, and optimum timing for renewal.
 - Project objectives and the most suitable renewal or replacement solution.
 - A range of options and lifecycle cost assessments, evaluated against organisational criteria to determine the preferred solution.
- **Optimised renewal methods:** Where possible, cost-effective renewal techniques (such as targeted refurbishment) will be used to extend asset life and minimise expenditure.
- **Risk-based prioritisation:** A building risk register will be maintained to monitor Very High and High risks associated with safety, compliance, or service continuity.
- **Capability and workforce development:** Council will continue to build internal capability through

- training and contractor engagement to support building renewal and maintenance activities.
- **Asset criticality and hierarchy:** Renewal priorities will be guided by the Building hierarchy, which defines performance and condition standards for each building category.
- **Value for money:** Renewal decisions will aim to deliver the best value for resources, balancing cost, risk, and service outcomes.

As a general principle, the frequency and cost of maintenance and repairs inform the optimal timing for renewal investment. Each maintenance activity provides insight into asset deterioration, enabling prediction of the most cost-effective renewal time that minimises lifecycle costs while maintaining service performance.

Renewal Standards

All building renewal works are delivered in accordance with relevant Australian Standards, the Building Code of Australia (BCA), and Council's Building Maintenance Plan (2018–2029). These standards ensure that renewed assets meet safety, durability, and operational performance expectations.

Design and construction of renewal works are undertaken by suitably qualified and experienced practitioners, ensuring compliance with statutory requirements, building regulations, and occupational health and safety standards. Renewal works also consider environmental sustainability, energy efficiency, and accessibility improvements where practicable.

Renewal Modeling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain Coonamble Shire Council's building and structure assets at acceptable service levels over the next 10 years. The modelling is based on 2025 valuation data and the latest asset information, providing reliable insights into asset condition, replacement cost, and renewal demand.

The model identifies when assets are likely to reach the end of their useful lives and estimates the renewal expenditure required to sustain service levels and prevent functional or safety failure. Renewal timing is determined by condition profiles, building hierarchy, and identified risk levels.

As condition assessment programs and data collection improve, the renewal forecasts will be refined to increase accuracy and optimise investment timing.

Key assumptions used in the modelling include:

- Renewal costs are based on the latest asset register and valuation data.
- Asset condition data and financial information are considered accurate for current planning purposes.
- Renewal intervention occurs before assets fall into "very poor" condition.
- Useful lives reflect Council's adopted standards for building and structure assets.
- Forecasts are presented in current dollar values (no escalation applied).
- No major increase in total building floor area is assumed during the 10-year period.
- Service levels are based on current performance and may be adjusted as community expectations or regulatory standards evolve.

10 Year Renewal Forecast – Building & Structures

The table below presents the forecast renewal expenditure for Coonamble Shire Council's Buildings and Structures asset portfolio over the next 10 years. The forecast identifies the anticipated investment required to maintain the functionality, safety, and service performance of Council's building assets, including community facilities, administrative buildings, saleyards, and swimming pools. This forecast is based on 2025 valuation data, incorporating current asset condition, useful life estimates, and replacement costs. It highlights both the existing renewal backlog (\$4.31 million) and the projected renewal demand of approximately \$15.88 million over the 10-year planning horizon.

The largest funding needs are associated with building structures, pools, roofs, and mechanical services, which collectively account for the majority of the forecast renewal expenditure. These assets are critical to maintaining safe and functional community infrastructure and ensuring compliance with statutory and operational requirements. This renewal forecast provides a key input to Council's Long-Term Financial Plan (LTFP) and supports the prioritisation of capital works programs. As asset condition data and maintenance practices continue to improve, renewal forecasts will be refined to optimise investment timing, extend asset life, and achieve best value for money.

Asset Type	Backlog	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Structure	\$1,100,729	\$24,563	\$163,106	\$498,214	\$174,999	\$93,557	\$156,315	\$27,242	\$530,978	\$24,014	\$49,112	\$2,842,829
Sub-Structure	\$365,376	\$0	\$78,300	\$37,000	\$93,612	\$0	\$11,110	\$0	\$69,700	\$22,766	\$0	\$677,863
Roof	\$912,506	\$0	\$97,409	\$59,000	\$136,523	\$0	\$28,653	\$0	\$115,600	\$19,920	\$27,655	\$1,397,266
Floor Coverings	\$61,668	\$0	\$11,750	\$7,000	\$0	\$68,750	\$0	\$0	\$0	\$0	\$175,995	\$325,163
Fit-Out	\$310,942	\$1,104,396	\$682,499	\$696,063	\$602,188	\$825,182	\$73,798	\$281,880	\$86,452	\$127,483	\$0	\$4,790,883
Service-Mechanical	\$20,295	\$38,706	\$54,896	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,833	\$121,730
Service-Fire	\$711	\$8,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,313
Service-Electrical	\$117,810	\$38,706	\$20,606	\$23,000	\$43,789	\$0	\$15,788	\$0	\$40,800	\$2,846	\$17,592	\$320,936
Service-Hydr	\$245,148	\$38,094	\$200,427	\$122,862	\$16,594	\$0	\$30,043	\$0	\$16,594	\$0	\$0	\$669,762
Service-Security	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000
Saleyards	\$1,171,911	\$100,000	\$197,747	\$1,245,000	\$156,732	\$127,635	\$1,390,213	\$118,261	\$0	\$0	\$0	\$4,507,499
Pools	\$0	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Planning	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Total	\$4,307,096	\$1,453,067	\$1,556,739	\$2,756,139	\$1,224,437	\$1,115,124	\$1,705,920	\$427,383	\$860,124	\$197,028	\$272,187	\$15,875,244

Table 13 – 10-Year Renewal Forecast - Buildings & Structures

Asset Acquisition (New) and Upgrade – Buildings & Structures

Coonamble Shire Council continues to invest in new and upgraded building and structure assets to ensure its facilities remain safe, functional, and capable of meeting the community's evolving needs. These investments support the delivery of essential services, enhance public amenity, and promote sustainable community development.

Asset acquisition (new works) typically occurs when new facilities are required to meet community demand, replace obsolete infrastructure, or support service growth. Examples include the construction of new community buildings, amenities blocks, recreational facilities, or extensions to existing structures to accommodate expanded service delivery.

Upgrade works are undertaken when existing assets no longer meet operational, safety, or compliance standards. These projects may include accessibility improvements to meet Disability Discrimination Act (DDA) requirements, installation of energy-efficient systems, structural strengthening, refurbishment of public buildings, or upgrades to essential services such as electrical, fire, or mechanical systems.

While Council's building portfolio is largely established, investment in new and upgraded assets remains essential to:

- Enhance building functionality, safety, and presentation.
- Address evolving community service and accessibility requirements.
- Comply with modern building codes, sustainability, and safety standards.
- Improve energy efficiency and reduce operating costs.
- Support the long-term sustainability and resilience of Council facilities.

These projects are identified through Council's capital works planning process, supported by condition data, service planning, and community feedback. Funding is prioritised through the Long-Term Financial Plan (LTFP) to ensure that renewal, upgrade, and new works are delivered sustainably and aligned with Council's strategic and operational objectives.

10 -Year Asset Renewal, New, and Upgrade Budget Summary

The table below outlines the forecast capital investment for Coonamble Shire Council’s Buildings and Structures assets over the 10-year planning horizon (2026/27–2035/36). It includes renewal, upgrade, and new works programs aimed at maintaining service delivery, improving asset performance, and meeting emerging community and operational needs.

The forecast identifies a total planned investment of approximately \$11.6 million, incorporating:

- Renewal works to maintain existing facilities in safe and functional condition, including operational buildings, public pools, saleyards, and residential premises.
- Upgrade projects to enhance asset functionality, safety, and compliance—such as depot improvements, aerodrome fencing upgrades, library improvements, and truck wash facilities.
- New works to expand Council’s asset base, including strategic developments such as the Artesian Bathing Experience, Coonamble Waste Depot Training Facility, and Yarran Street Residential Subdivision.

This program balances investment across essential community, recreational, and operational facilities, reflecting Council’s commitment to ensuring long-term sustainability and service reliability. Projects have been prioritised based on asset condition, community needs, compliance requirements, and available funding. Note that program and figures in red text will require external funding.

The 10-year capital works plan provides the foundation for integrating asset renewal and upgrade needs with Council’s Long-Term Financial Plan (LTFP), ensuring that capital expenditure is strategically aligned with available resources and community priorities. The items in this program are proposed and subject to available funding.

Type	Program	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Renewal	Coonamble Saleyards - Renewal of facilities	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
	Joint sealing - Coonamble Swimming Pool	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000	\$0	\$0	\$170,000
	Joint sealing - Gulargambone Swimming Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$27,242	\$0	\$0	\$0	\$27,242
	Joint sealing - Quambone Swimming Pool	\$0	\$0	\$0	\$0	\$27,242	\$0	\$0	\$0	\$0	\$0	\$27,242
	Museum - Project Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Painting of canteen building In and out - Coonamble Sportsground	\$0	\$0	\$0	\$0	\$0	\$67,950	\$0	\$0	\$0	\$0	\$67,950
	pipework leaks repairs - Gulargambone Swimming Pool	\$0	\$0	\$35,862	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,862
	pipework leaks repairs - Quambone Swimming Pool	\$0	\$12,890	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,890
	Public Pools - Capital Renewal / Upgrade Program	\$100,000	\$100,000	\$1,245,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,445,000
	Refurb old changerooms - Coonamble Sportsground	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,960	\$0	\$85,960
	Refurbish toilets - Quambone Sportsground	\$0	\$0	\$26,514	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,514
	Refurbishment of clubhouse - Tennis Courts - Coonamble	\$0	\$0	\$162,589	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$162,589
	Renew all underground pipework - Coonamble Swimming Pool	\$16,594	\$16,594	\$0	\$16,594	\$0	\$16,594	\$0	\$16,594	\$0	\$0	\$82,970
	Renew concrete concourse - Coonamble Swimming Pool	\$24,563	\$24,563	\$0	\$24,563	\$0	\$24,563	\$0	\$24,563	\$0	\$0	\$122,815
	Renew lane ropes - Coonamble Swimming Pool	\$0	\$0	\$12,631	\$0	\$0	\$0	\$0	\$0	\$12,631	\$0	\$25,262
	Renew lane ropes - Gulargambone Swimming Pool	\$0	\$0	\$12,583	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,583
	Renew pool covers - Coonamble Swimming Pool	\$0	\$0	\$0	\$0	\$38,450	\$0	\$0	\$0	\$0	\$0	\$38,450

	Renew pool covers - Gulargambone Swimming Pool	\$0	\$0	\$0	\$24,580	\$0	\$0	\$0	\$0	\$0	\$0	\$24,580
	Renovations / Repairs - Residential Premises	\$40,000	\$60,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000
	repainting - Coonamble Swimming Pool	\$0	\$0	\$101,000	\$0	\$0	\$0	\$0	\$101,000	\$0	\$0	\$202,000
	repainting - Gulargambone Swimming Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$89,650	\$0	\$0	\$89,650
	repainting - Quambone Swimming Pool	\$0	\$0	\$0	\$0	\$0	\$89,650	\$0	\$0	\$0	\$0	\$89,650
	Repairs and painting of floor - Coonamble Depot Workshop	\$0	\$0	\$0	\$0	\$68,750	\$0	\$0	\$0	\$0	\$0	\$68,750
	Sandblasting - Coonamble Swimming Pool	\$0	\$0	\$89,000	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0	\$178,000
	Specific Works - Operational Buildings	\$110,000	\$110,000	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000
	Stable renovations - Coonamble Showground	\$0	\$0	\$27,540	\$0	\$0	\$0	\$27,540	\$0	\$0	\$0	\$55,080
	Structure - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$49,112	\$49,112
	Sub-Structure - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Roof - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,655	\$27,655
	Floor Coverings - Other CAPEX Works	\$0	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$175,995	\$190,995
	Fit-Out - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Service-Mechanical - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,833	\$1,833
	Service-Fire - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Service-Electrical - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,592	\$17,592
	Service-Hydr - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Service-Security - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Saleyards - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Pools - Other CAPEX Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Storage internal sheds - Gulargambone Depot Workshop	\$26,854	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,854
New	Coonamble Waste Depot - Training Facility and Carpark	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
	Housing Development - Planning & Establishment Costs	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
	Residential Development Yarran St - Establish Subdivision	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
	New grandstands - Coonamble Showgrounds	\$0	\$37,865	\$0	\$0	\$27,865	\$0	\$0	\$27,865	\$0	\$0	\$93,595
	New Show Arena Office - Coonamble Showgrounds	\$0	\$26,478	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,478
	Toilet / Shower block - Primary Camp Grounds - Coonamble	\$0	\$86,620	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,620
	New Grandstands - Coonamble Sportsground	\$0	\$0	\$27,586	\$0	\$0	\$0	\$0	\$27,586	\$0	\$0	\$55,172
	New Grandstands - Coonamble Showgrounds	\$0	\$23,560	\$0	\$0	\$0	\$0	\$23,560	\$0	\$0	\$0	\$47,120
	Canteen/storage for netball - Smith Park Coonamble	\$0	\$0	\$0	\$0	\$0	\$116,950	\$0	\$0	\$0	\$0	\$116,950

	New toilet block - Smith Park Coonamble	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	New works shed - Coonamble Depot	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Undercover storage for plant - Coonamble Depot	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$56,914	\$0	\$116,914
	Female change facilities - Coonamble Depot	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Undercover storage for plant - Gulargambone Depot	\$0	\$0	\$0	\$59,781	\$0	\$0	\$0	\$0	\$0	\$0	\$59,781
	Office for ARO - Coonamble Aerodrome	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	New toilet block - Smith Park Coonamble	\$0	\$185,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$185,900
	Construct New Hangars for lease/Sale - Coonamble Aerodrome	\$0	\$0	\$0	\$340,000	\$0	\$0	\$0	\$340,000	\$0	\$0	\$680,000
Upgrades	Works Depot Improvements	\$301,100	\$380,000	\$235,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$916,900
	Library LSP Grant Funds - Upgrades	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
	Aerodrome - Fencing Upgrade (Exclusion fence)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Truck wash Upgrades	\$21,500	\$58,600	\$87,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$167,100
	Upgrade terminal - Coonamble Aerodrome	\$0	\$0	\$0	\$0	\$783,659	\$0	\$0	\$0	\$0	\$0	\$783,659
	Upgrade toilets - Coonamble Aerodrome	\$69,740	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,740
	Storage shed for plant - Coonamble Aerodrome	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
	Upgrade mealroom - Coonamble Depot	\$46,358	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46,358
	Upgrade toilets - Coonamble Depot	\$69,857	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$69,857
	Storage areas - Coonamble Depot	\$0	\$0	\$85,620	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,620
	Office upgrades - Coonamble Depot	\$0	\$0	\$0	\$0	\$0	\$0	\$57,986	\$0	\$0	\$0	\$57,986
	Upgrades to store area (New building) - Coonamble Depot	\$0	\$0	\$0	\$451,262	\$0	\$0	\$0	\$0	\$0	\$0	\$451,262
	Improve amenity of meeting room - Jane Cant Park	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
	Upgrade canteen - Coonamble Pool	\$0	\$54,890	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54,890
	Upgrade changerooms/toilets - Coonamble Pool	\$0	\$0	\$0	\$0	\$0	\$145,213	\$0	\$0	\$0	\$0	\$145,213
	Upgrade entrance - Coonamble Pool	\$0	\$53,780	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$53,780
	Upgrade upper level rooms - Coonamble Pool	\$0	\$0	\$0	\$0	\$127,635	\$0	\$0	\$0	\$0	\$0	\$127,635
	Upgrade filtration to 3 individual systems - Coonamble Pool	\$0	\$0	\$0	\$0	\$0	\$1,245,000	\$0	\$0	\$0	\$0	\$1,245,000
	Upgrade chemical dosing system - Coonamble Pool	\$0	\$0	\$0	\$31,331	\$0	\$0	\$0	\$0	\$0	\$0	\$31,331
	Upgrade toilets/showers - Coonamble Showground	\$41,523	\$0	\$0	\$0	\$41,523	\$0	\$0	\$0	\$41,524	\$0	\$124,570
	Upgrade sewer pump station - Coonamble Showground	\$0	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
	Replace toilet - Gulargambone Highway Park	\$127,582	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$127,582

	Replace toilet - Gulargambone Highway Park	\$0	\$0	\$0	\$135,925	\$0	\$0	\$0	\$0	\$0	\$0	\$135,925
	Upgrade chemical dosing system - Gulargambone Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$31,331	\$0	\$0	\$0	\$31,331
	Toilets/chanmgerooms upgrades - Gulargambone Sportsground	\$86,452	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,452
	New Changerooms/canteen - Gulargambone Sportsground	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,452	\$0	\$0	\$86,452
	replace toilets/changerooms - Quambone Pool	\$0	\$0	\$0	\$125,401	\$0	\$0	\$0	\$0	\$0	\$0	\$125,401
	Replace chemical shed - Quambone Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$86,930	\$0	\$0	\$0	\$86,930
	upgrade toilets and showers - Quambone Sportsground	\$0	\$0	\$0	\$0	\$0	\$0	\$196,354	\$0	\$0	\$0	\$196,354
	Total	\$1,432,123	\$1,556,740	\$2,783,725	\$1,224,437	\$1,115,124	\$1,705,920	\$450,943	\$887,710	\$197,029	\$272,187	\$11,625,938

Table 14 – 10-Year Renewal, New & Upgrade Budget - Buildings & Structures



Improvement Opportunity

Develop a complete 10-year capital works forecast for the Buildings & Structures asset portfolio, extending beyond the current four-year funding horizon.

6.10 Disposal Plan

Disposal refers to any activity associated with the decommissioning, demolition, removal, sale, relocation, or financial write-off of a building or structure that is no longer required, safe, or economically viable to maintain. Although the disposal of buildings and structures occurs less frequently than maintenance or renewal activities, it remains an essential part of the asset lifecycle. Strategic disposal ensures that Council's asset portfolio remains sustainable, cost-effective, and aligned with community service needs.

Long Asset Lives and Strategic Disposal

Most of Council's buildings and structures, including community facilities, operational buildings, recreational amenities, and heritage structures, have long service lives, often extending 40–80 years. As a result, disposal typically occurs under specific circumstances, including:

- When a building has reached the end of its useful life, and renewal or reconstruction is more cost-effective than ongoing maintenance.
- As part of capital renewal or upgrade programs, where obsolete or non-compliant structures are replaced or redeveloped.
- When a facility becomes surplus to requirements due to changes in service delivery, community demand, or operational priorities.
- When an asset no longer meets safety, accessibility, or environmental compliance standards and cannot be economically upgraded.
- When a building is damaged beyond repair following a natural disaster, fire, or other external event.

Prior to disposal, each asset is assessed through a structured process that considers condition, functionality, risk, heritage value, and whole-of-life cost implications. Any new capital project should also assess the future disposal requirements of the existing assets it replaces, including site rehabilitation, decommissioning costs, and financial write-off or reclassification within Council's asset register.

Council's approach to disposal is guided by the principles of sustainability, value for money, and compliance with environmental and regulatory standards. Strategic disposal decisions contribute to maintaining a fit-for-purpose asset portfolio and support long-term financial sustainability by focusing investment on assets that continue to deliver value to the community.

7. RISK MANAGEMENT PLAN

Risk management is an integral part of the asset management process and ensures that Coonamble Shire Council's buildings and structures remain safe, compliant, and fit for purpose. This section outlines the key risks associated with the management of Council's building and structural assets, identifies their causes, and defines mitigation strategies to reduce the likelihood or consequence of failure.

Although Council does not currently maintain a corporate risk register, risks relating to the building and structures portfolio are managed through irregular inspections (to be developed as a regular schedule), statutory compliance activities, and capital works planning. This Asset Management Plan provides the foundation for establishing a more structured and proactive approach to risk management in the future.

7.1 Risk Management Process

Council's risk management framework is aligned with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines. This framework provides a consistent and structured approach to managing risks across all of Council's operations, including the delivery of services and the management of infrastructure assets.

- The objective of Council's asset-related risk management processes is to:
- Identify and understand all significant operational and organisational risks
- Highlight the highest-priority risks requiring short- to medium-term attention
- Develop and implement appropriate strategies and treatments to mitigate these risks

Council applies this risk management process to assess risks associated with service delivery from its Building and Other Structures infrastructure. This includes identifying risks, assigning risk ratings, and developing treatment plans for risks deemed unacceptable.

Infrastructure or system risks assessed as Very High (requiring immediate corrective action) or High (requiring prioritised intervention) are considered critical and are summarised in the following sections.

7.2 Building and Other Structures Asset Risk

Risks have been identified based on a review of historical maintenance practices, statutory obligations, building condition data, and Council's operational context as described in the Building Maintenance Plan (2017–2028). These risks consider structural integrity, compliance, financial sustainability, service continuity, and community safety.

Risk ratings are indicative only and should be reviewed and validated as part of the development of Council's formal Asset Risk Register.

Risk Event	Cause	Risk Rating	Mitigation/Control Measures
Structural failure of aging buildings	Deferred maintenance, inadequate inspections, material degradation	High	Implement a condition inspection program; prioritise renewal of assets with poor structural integrity; maintain accurate asset condition records.
Non-compliance with statutory or safety requirements (e.g., fire safety, electrical, asbestos)	Lack of statutory maintenance schedules or outdated systems	High	Establish a formal statutory maintenance program; ensure annual safety audits and compliance inspections are undertaken; maintain documentation for regulatory compliance.
Deterioration of roofs, gutters, or external façades leading to water ingress	Limited preventative maintenance and aging materials	Medium	Implement preventative maintenance program; ensure regular roof and gutter cleaning; prioritise repairs from inspection results.
Failure of essential services (HVAC, electrical, plumbing)	Asset age, lack of preventative maintenance, or system overload	Medium	Schedule regular servicing; ensure testing and tagging compliance; replace systems approaching end-of-life based on condition and performance.
Inadequate accessibility for people with disabilities	Aging infrastructure and lack of Disability Inclusion planning	Medium	Incorporate accessibility improvements into renewal projects; review compliance with the <i>Disability Inclusion Action Plan 2017–2019</i> ; prioritise high-use public facilities for upgrades.
Building fire or emergency incidents	Faulty wiring, poor housekeeping, or absence of fire safety systems	High	Maintain fire protection systems (extinguishers, alarms, exits); conduct regular fire safety inspections and staff training; ensure compliance with Building Code of Australia (BCA).
Public injury due to unsafe facilities	Uneven surfaces, damaged handrails, poor lighting	Medium	Conduct regular safety inspections; prioritise repairs to high-risk public facilities; ensure signage and restricted access where hazards exist.
Financial unsustainability due to inadequate maintenance funding	Budget constraints, reactive maintenance culture	High	Develop long-term renewal forecasts; allocate dedicated maintenance and renewal funding; integrate with Long-Term Financial Plan (LTFP).
Heritage or community asset degradation	Lack of specialised conservation maintenance or documentation	Medium	Identify heritage assets; implement tailored maintenance plans; pursue external grant funding for heritage restoration.
Natural disaster damage (e.g., storms, flooding, fire)	Climate change, location vulnerability	High	Include building assets in Council's disaster resilience and insurance programs; review emergency preparedness procedures; ensure data backup for asset registers.

Table 15 – Risks - Building and Other Structures

7.3 Continuous Improvement and Monitoring

Council will progressively improve risk management capability by:

- Establishing a formal Asset Risk Register covering all building and structural assets.
- Linking inspection findings and maintenance activities to risk levels.
- Incorporating risk-based prioritisation into renewal and capital planning.
- Ensuring compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines.

Risk reviews should occur annually or following significant events such as extreme weather, infrastructure failure, or major capital works. Regular reporting to management and Council will ensure transparency and support evidence-based investment decisions.

**Improvement Opportunities**

- Establishing a formal Asset Risk Register covering all building and structural assets.
- Link inspection findings and maintenance activities to risk levels.
- Incorporating risk-based prioritisation into renewal and capital planning.
- Ensure compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over the coming years and how these will be allocated to deliver essential services, maintain facilities, and support future community needs. It reflects Council's current and projected financial capacity to provide safe, functional, and sustainable buildings and structures, while planning for critical capital investment to address asset ageing, compliance, accessibility, and evolving community expectations.

This section presents the financial forecasts derived from the asset data, levels of service, risk assessments, and lifecycle strategies outlined in earlier sections of this Plan. These forecasts will continue to be refined as Council improves its asset condition information, strengthens lifecycle cost modelling, and enhances its understanding of long-term service delivery requirements for buildings and other structures.

8.1 Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Building and Other Structures Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Building and Other Structures	
Replacement Cost	\$51,005,760
Fair Value (Written Down Value)	\$31,622,651
Accumulated Depreciation	\$19,383,109
Annual Depreciation	\$822,201

Table 16 – Valuation Information – Building and Other Structures

Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of 100% means Council is fully funding its renewal needs, while a ratio below 100% indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of 90–110% is generally considered sustainable over the long term.

The results are not entirely reliable as they draw from estimated figures within the lifecycle model and the estimated depreciation expenses over the next 10 years. Understanding this, the Asset Renewal Funding Ratio and Asset Sustainability Ratio show significant variability across the forecast period. Early years indicate underinvestment in asset

renewal relative to depreciation. This is followed by a period of accelerated capital expenditure reflecting a catch-up in renewal backlog and delivery of major capital works programs. The very high ratios in later years (exceeding 400% and up to 1000%) are driven by timing effects and concentrated capital investment rather than sustainable ongoing funding levels. These peaks should therefore be interpreted as one-off or program-driven fluctuations rather than long-term funding benchmarks and because of relying on the estimations. The red figures are particularly driven by estimations rather than actual figures and therefore will require further development before incorporation into the LTFP. These figures are therefore subject to change.

Financial Year	Asset Renewal Funding Ratio	Asset Sustainability Ratio
2025/26	13%	42%
2026/27	21%	35%
2027/28	19%	34%
2028/29	52%	159%
2029/30	163%	215%
2030/31	179%	210%
2031/32	117%	205%
2032/33	468%	200%
2033/34	233%	195%
2034/35	1015%	190%

Table 17 – Financial Ratios - Building and Other Structures



Improvement Opportunities

Allocate dedicated renewal funding for building and other structures assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management.

10-Year Budget vs Lifecycle Demand – Building and Other Structures

The table below presents the projected 10-year financial outlook for Council's Buildings and Other Structures portfolio. It summarises the forecast expenditure across key lifecycle categories: renewal, new and upgrade, and operational budgets, based on available data and current capital works planning.

The financial forecasts indicate that significant investment is required to maintain and enhance Council's building assets, with a total estimated renewal need of approximately \$47.64 million over the planning period. Renewal and upgrade programs in the early years (2026–2029) reflect key facility improvements and capital renewals, while later years will be refined as further data on condition, performance, and service priorities becomes available.

Operational funding supports routine maintenance, inspections, and compliance activities necessary to sustain service

performance and building safety. Total lifecycle demand will be progressively updated as Council enhances its asset data and integrates future renewal and maintenance needs into the Long-Term Financial Plan (LTFP).

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$4,307,096					\$4,307,097
2026/27	\$1,453,067	\$350,000	\$5,262,642	\$256,685	\$5,869,327	\$7,322,394
2027/28	\$1,556,739	\$300,000	\$4,942,600	\$262,510	\$5,505,110	\$7,061,849
2028/29	\$2,756,139	\$300,000	\$772,300	\$268,670	\$1,340,970	\$4,097,109
2029/30	\$1,224,437	\$1,445,000	\$972,800	\$275,400	\$2,693,200	\$3,917,637
2030/31	\$1,115,124	\$2,000,000	\$1,751,646	\$278,154	\$4,029,800.20	\$5,144,924.20
2031/32	\$1,705,920	\$2,000,000	\$134,442	\$280,936	\$2,415,377.54	\$4,121,297.54
2032/33	\$427,383	\$2,000,000	\$198,757	\$283,745	\$2,482,501.90	\$2,909,884.90
2033/34	\$860,124	\$2,000,000	\$54,782	\$286,582	\$2,341,364.34	\$3,201,488.34
2034/35	\$197,028	\$2,000,000	\$405,807	\$289,448	\$2,695,255.17	\$2,892,283.17
2035/36	\$272,187	\$2,000,000	\$98,591	\$292,343	\$2,390,933.65	\$2,663,120.65
Total	\$15,875,244	\$14,395,000	\$14,594,367	\$2,774,473	\$31,763,840	\$47,639,085

Table 18 – 10 Year Financial Summary - Building and Other Structures

Note that figures in red text are estimations and will require further development prior to being incorporated into the LTFP and are therefore subject to change.

8.2 Funding Strategy

Coonamble Shire Council funds its Buildings and Other Structures capital works program through a combination of Council revenue, grants, and joint funding partnerships. The funding approach aims to ensure that renewal, upgrade, and new works are financially sustainable, strategically prioritised, and aligned with community and service delivery needs.

A significant proportion of projects are supported by external grant funding, reflecting Council's proactive approach to leveraging State and Federal programs to deliver improved community infrastructure. Examples include:

- Stronger Country Communities Fund (SCCF) – supporting upgrades such as the Women's Changerooms and Gulargambone Sportsground Amenities.
- Local Roads and Community Infrastructure (LRCI) Program – providing funding for facility renewals and upgrades across multiple community assets.
- Regional Youth Investment Program (RYIP) – contributing to the Provision of Crisis Accommodation and related housing projects.
- Library LSP Grant Funds – assisting with improvements to community library facilities.
- Other targeted grants – including funding for projects such as the Artesian Bathing Experience and Development of Old Sheep Yards and Industrial Land.

Council also allocates funding from its own-source revenue to support essential renewal and maintenance programs, including Operational Buildings, Residential Premises, Saleyards, and Museum facilities. These allocations ensure

that core community assets remain safe, functional, and compliant with legislative requirements.

In addition, joint partnerships and co-funding arrangements (such as the Quambone Tennis Courts Upgrade) demonstrate Council's commitment to collaborating with community and regional stakeholders to maximise investment outcomes.

Over the long term, Council's funding strategy will continue to balance external grant opportunities with internal funding capacity, guided by the Long-Term Financial Plan (LTFP). The focus will remain on maintaining critical assets, addressing renewal backlogs, and ensuring that new developments are supported by sustainable lifecycle funding.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

The table below presents the Improvement Action Plan for Coonamble Shire Council's Buildings and Other Structures asset portfolio. The plan identifies targeted actions required to strengthen asset management capability, improve data confidence, enhance planning and maintenance practices, and ensure the long-term sustainability of building assets.

Each action aligns with the objectives of this Asset Management Plan (AMP) and supports continuous improvement across key areas including asset data and systems, condition assessment, maintenance and inspection programs, financial and lifecycle planning, levels of service, and governance. Clear responsibilities have been assigned to relevant Council officers and departments to ensure effective coordination, accountability, and delivery.

The improvement actions will be implemented progressively over the 10-year planning horizon, with priority given to initiatives that enhance regulatory compliance, safety, financial sustainability, and operational performance of the Council's building and structural assets.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager - Finance
2	Review and update the Building Maintenance Management Plan 2017–2028 to reflect current operational, regulatory, and asset management requirements.	Planning Manager -Building and Other Structures
3	Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground's ongoing management and development.	Planning Manager -Building and Other Structures
4	Develop and adopt formal Customer and Technical Levels of Service for Building and Other Structures, integrated into asset management practices and subject to regular review.	Planning Manager -Building and Other Structures
5	Develop and adopt a proactive level of service framework that enhances accessibility, safety, functionality, and equitable access to all Council-owned buildings.	Planning Manager -Building and Other Structures
6	Develop and implement a structured building inspection and maintenance program covering all Council-owned buildings and structures, including defined inspection frequencies and methods based on building hierarchy, risk, and usage.	Operations Manager - Building and Other Structures
7	Develop a long-term Buildings and Other Structures Strategy that proactively manages future demand by aligning asset planning, upgrades, and maintenance with population trends, accessibility needs, climate resilience, and evolving community expectations.	Planning Manager -Building and Other Structures
8	Develop and implement a condition assessment program for Building and Other Structures assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager - Finance/Manager - Assets
9	Implement a structured asset data collection and management program covering all Building and Other Structures. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager - Assets

10	Establish a centralised inspection data management system to record, track, and analyse building condition, compliance, and maintenance information, enabling evidence-based decision-making and renewal planning.	Operations Manager - Building and Other Structures/Manager - Assets
11	Develop and implement formal inspection procedures and training for Council staff and contractors to ensure inspections are conducted consistently, accurately, and in line with statutory and safety standards.	Operations Manager - Building and Other Structures
12	Integrate inspection outcomes into the Long-Term Financial Plan (LTFP) to ensure renewal and maintenance funding priorities are aligned with actual asset condition and performance trends.	Operations Manager - Building and Other Structures/Manager - Assets
13	Develop a full 10-year operational expenditure forecast for all building and structure asset categories, extending beyond the current four-year budget horizon to align with Long-Term Financial Plan (LTFP) requirements.	Manager - Finance
14	Establish dedicated operational budgets for all major building asset groups (e.g., libraries, halls, pools, and museums) to ensure ongoing maintenance funding supports asset functionality, safety, and presentation.	Manager - Finance/Operations Manager - Building and Other Structures
15	Integrate preventative and planned maintenance programs into future OPEX forecasts to reduce reliance on reactive maintenance and improve long-term cost efficiency and asset performance.	Manager - Finance/Operations Manager - Building and Other Structures
16	Develop a complete 10-year capital works forecast for the Buildings & Structures asset portfolio, extending beyond the current four-year funding horizon.	Manager - Finance/Planning and Operations Managers - Building and Other Structures
17	Establishing a formal Asset Risk Register covering all building and structural assets.	Manager - Risks
18	Link inspection findings and maintenance activities to risk levels.	Manager - Risks/Operations Manager - Building and Other Structures/Manager - Assets
19	Incorporating risk-based prioritisation into renewal and capital planning.	Manager - Assets/Capital Works Planning Manager
20	Ensure compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines	Manager - Risks
21	Allocate dedicated renewal funding for building and other structures assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management	Manager - Finance/Manager - Assets
22	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.	Executive Manager - Assets

Table 19 – Improvement Plan – Building and Other Structures

9.2 Monitoring and Review Procedures

This Buildings and Other Structures Asset Management Plan (AMP) will be reviewed as part of Council's annual budget and integrated planning processes. Any material changes to service levels, asset performance, or available financial resources resulting from budget decisions or operational priorities will be incorporated into future updates to ensure ongoing alignment with Council's strategic direction.

The AMP will be updated annually to ensure it remains accurate, relevant, and reflective of current circumstances, including:

- Agreed customer and technical levels of service.
- Updated asset condition, inventory, and valuation data.
- Forecast operating, maintenance, renewal, upgrade, and disposal costs.
- Financial projections aligned with the Long-Term Financial Plan (LTFP).

In addition, this Plan will have a four-year review cycle to inform the development of key corporate planning documents, including the:

- Community Strategic Plan (CSP)
- Delivery Program and Operational Plan (DPOP)
- Long-Term Financial Plan (LTFP)

This structured review process ensures that the management of building and structural assets remains integrated with Council's broader strategic, financial, and operational frameworks. It also supports evidence-based decision-making and enables the sustainable delivery of safe, functional, and fit-for-purpose community facilities.

9.3 Performance Measures

To ensure this AMP is effectively implemented and achieves its intended objectives, Council will monitor performance through a combination of delivery, process, and governance-based measures. These indicators will assess progress against the Improvement Plan, evaluate asset management maturity, and confirm alignment with service delivery, financial, and risk management outcomes.

Delivery of Improvement Actions

- Percentage of improvement actions completed within planned timeframes.
- Status of actions (Not Started / In Progress / Completed / Deferred).
- Clear assignment of responsibilities and accountability for each action.
- Integration of completed actions into business-as-usual practices.

Asset Management Capability and Maturity

- Adoption and implementation of Customer and Technical Levels of Service.
- Completion of regular asset condition and compliance assessments.
- Improved accuracy and completeness of the building asset register.
- Use of renewal modelling and lifecycle costing to inform decision-making.
- Integration of maintenance, inspection, and renewal data within Council's Asset Management Information System (AMIS).

Financial Alignment and Sustainability

- Preparation of a 10-year operational and capital forecast for building assets.
- Renewal funding aligned to lifecycle modelling and identified renewal demand.
- Monitoring the Asset Renewal Funding Ratio and Asset Sustainability Ratio.
- Enhanced alignment between the AMP, LTFP, and capital works programs.

Governance and Accountability

- Active oversight by the Asset Management Steering Committee (AMSC).
- Regular review meetings to track AMP implementation progress.
- Strategic decision-making informed by reliable asset and financial data.
- Periodic reporting of asset performance and funding outcomes to Executive and Council.



Improvement Opportunities

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

Appendix A – Useful Lives of Assets

Asset Type	Component	Useful Life
Sub-Structure	Concrete	129
Sub-Structure	Concrete/timber	122
Sub-Structure	Earth	141
Sub-Structure	Light Structure	70
Sub-Structure	Timber	82
Structure	Brick	93
Structure	Conc Block	94
Structure	Concrete	124
Structure	Fibre Cement	108
Structure	Metal Cladding	84
Structure	Posts Only	52
Structure	Timber	78
Floor Coverings	Carpet	20
Floor Coverings	Ceramic Tiles	23
Floor Coverings	Epoxy Coated	13
Floor Coverings	Floating Timber	25
Floor Coverings	Polished	26
Floor Coverings	Vinyl	17
Fit Out	Asbestos	43
Fit Out	Fibre Cement	49
Fit Out	Plaster Board/Gyproc	51
Fit Out	Timber Panels/Hardboard	52
Fit Out	Timber VJs	75
Roof	Concrete - Suspended	68
Roof	Metal Decking	76
Roof	Shade cloth	16
Service- Mechanical	Air Con (Ducted)	49
Service- Mechanical	Air Con (Split)	16
Service- Mechanical	Air Con (Wall)	14
Service- Mechanical	Ventilation	25
Service - Fire	Incorporated Fire Services	22

Service - Fire	Non-Incorporated Fire Service	16
Service - Elect	Electrical	78
Service - Hydr	Hydraulic System	82
Service - Hydr	Hydraulic System - Light Structures	48
Service - Security	Security	15
Saleyards	Catwalk	65
Saleyards	Standard	61
25 Metre Swimming Pool	Standard	75
50 Metre Swimming Pool	Standard	73
Freeform Swimming Pool	Standard	60
Slides and Toys	Standard	19
Wading / Domestic Pool	Standard	34



COONAMBLE
SHIRE COUNCIL



9.5 DRAFT ASSET MANAGEMENT PLAN - OPEN SPACES

Author: Manager Assets

Authoriser: Director Corporate Services

Annexures: 1. Draft Open Spaces Asset Management Plan [↓](#)

RECOMMENDATION

- 1. Receive and note the Draft Asset Management Plan – Open Spaces report.**
- 2. That Council receive and note the contents of the draft Open Spaces Asset Management Plan**
- 3. That the draft Open Spaces Asset Management Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days**
- 4. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Open Spaces Asset Management Plan**

EXECUTIVE SUMMARY:

This report presents Council with the Draft Open Spaces (OpS) Asset Management Plan (AMP) to be considered and placed on public exhibition.

BACKGROUND

Under the NSW *Local Government Act 1993* and Integrated Planning and Reporting (IPR) Framework, Councils must prepare and maintain Asset Management Plans (AMPs) for infrastructure classes they own and manage. Currently, staff are preparing four such AMPs. This includes the Draft OpS AMP (Annexure 1), presented in this report for Council's consideration to be placed on public exhibition. The process of preparing the AMPs represents a significant step forward in maturity for Council's asset planning capabilities. It also reflects Council's commitment to the ongoing improvement in the way it approaches asset management holistically.

REPORT:

The Draft OpS AMP covers the infrastructural Classes; Open Spaces, along with associated captured assets. The OpS AMP provides an overview of the current state of the Open Spaces classes, using the following structure of:

1. Executive Summary
2. Introduction - provides the background and purpose of the plan, the asset management plan structure, and a summary of the state of the Open Spaces classes
3. Strategic Alignment – provides an overview of how the asset management plan fits into Council's other strategic documents as part of its Integrated Planning and Reporting framework

4. Levels of Service (LoS) – provides an overview of current LoS for both classes
5. Future Demand – provides an overview of the driving influences that may impact future demands of the OpS infrastructure
6. Life Cycle Management Plan – provides an overview of the health of the assets within both classes
7. Risk Management Plan – highlights the risks of failing OpS infrastructure, and points out the assets that are most critical
8. Financial Summary – provides financial statements, projections, and a funding strategy for the classes
9. Improvement Plan and Monitoring – highlights areas of improvement to the asset management process overall that are recommended

Appendix A – Useful Lives of Assets

The structure and content of the OpS AMP aligns with the requirements outlined in the Integrated Planning and Reporting Guidelines. It is recognised that each AMP developed by Council is to be annually reviewed and updated, with improvements made between each iteration. Every four years, a full thorough review and updated plan is to be provided to Council for public exhibition and adoption.

Open Spaces assets provide the community with; parks and gardens, commons, sportsgrounds, showgrounds, and waste depots, throughout the Local Government Area (LGA). This OpS AMP is designed to convey to the reader how to ensure that the organisation can sustainably deliver Open Spaces services for the community in accordance with the Community Strategic Plan (2025-2035). This is achieved through the management of the infrastructural assets' lifecycles; Acquisition, Maintenance, Operation, Renewal/Upgrade/Replacement, and Disposal. Furthermore, each cycle of developing AMPs often involves the identification of improvements that can be applied to the asset management process.

The primary improvements during the development of this OpS AMP from the previous, was a greater focus on adding assets from the other structure assets sub class into asset class which were more closely associated with open spaces. This was achieved through regular inter-departmental discussions. As such, those assets moved to the open space's asset class have been reported within this Open Spaces Asset Management Plan.

The OpS AMP highlights key financial information associated with the continued provision of Open Spaces services for the community. This information is provided within the following tables and charts.

OpS Asset 2025 Valuation Summary				
Asset Class	Total Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Open Spaces	\$40,006,437	\$27,751,966	\$12,254,470	\$702,405
Total	\$40,006,437	\$27,751,966	\$12,254,470	\$702,405

Table 1 OpS Summarised 2025 Valuation

		Renewal Forecast		10 yr Budget	
Asset Class		5 Yr CapEX Program	10 Yr CapEX Program	Capital Budget	Operational Expenditures
Open Spaces		\$3,870,072	\$25,073,525	\$10,070,463	\$41,854,101
Total		\$3,870,072	\$25,073,525	\$10,070,463	\$41,854,101

Table 2 OpS Renewal Forecast and Expenditure – Summary

Building Type	Quantity	Class	Replacement Cost	Fair Value	Accumulative Depreciation	Annual Depreciation
Airport Assets	3	Open Spaces	\$10,070,737	\$7,117,289	\$2,953,448	\$391
Fences	41	Open Spaces	\$3,535,484	\$2,173,036	\$1,362,447	\$1,914
Hardstand and Internal Roads	13	Open Spaces	\$866,951	\$497,095	\$369,856	\$1,003
Landscaping	12	Open Spaces	\$562,669	\$512,121	\$50,549	\$421
Levee Bank	3	Open Spaces	\$6,538,083	\$6,355,017	\$183,066	\$281
Lighting	24	Open Spaces	\$3,888,832	\$2,358,569	\$1,530,263	\$837
Miscellaneous	25	Open Spaces	\$1,645,401	\$1,354,164	\$291,237	\$877
Park Assets	29	Open Spaces	\$2,391,036	\$1,219,172	\$1,171,864	\$823
Retain Walls	4	Open Spaces	\$161,539	\$93,135	\$68,404	\$290
Sporting Equipment	15	Open Spaces	\$3,096,219	\$2,000,750	\$1,095,469	\$570
Tip Earthworks	2	Open Spaces	\$66,451	\$64,590	\$1,861	\$188

Table 3 OpS Summarised Portfolio

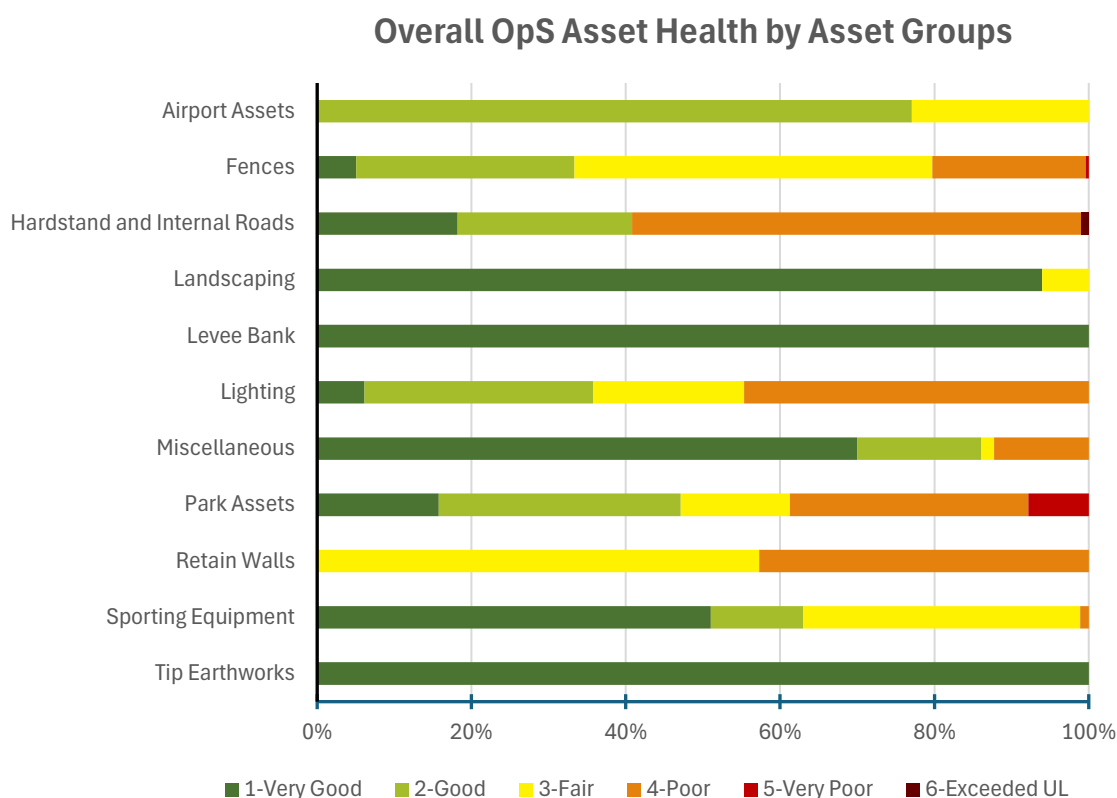


Figure 1 Condition of OpS Assets by Asset Group

To summarise from the above tables, figures, and key points from the OpS AMP;

- Overall the Open Spaces assets are considered to be ranging between good to poor condition according to valuation data, with a greater number of poor assets falling into the hardstand and internal roads, lighting, retaining walls, and park assets. A regular inspection program of these assets will provide a better picture of physical condition of these assets overall seeing condition data improve or deteriorate for these assets depending on results.

Improved data and condition asset capture across all asset classes will be focussed upon to improve the overall accuracy of information available to make better stronger decisions when budgeting and planning renewals

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

Whilst there are no direct implications of adopting the draft OpS AMP, it will be used to inform future budgeting across Council's OpS asset management functions in our future Long Term Financial Plan (LTFP), including our adopted works program and maintenance budgets. The OpS AMP will underpin and guide our financial planning and decision making. The AMP in its current form documents our current situation and allows for future decision makings associated with the OpS assets. These decisions will be incorporated into future iterations, as well as changes in our asset datasets, registers, valuations, community desires and then used to guide decision making.

Policy / Legal and Statutory Implications:

The OpS AMP which makes up a collection of AMPs, is a legislative requirement of the Integrated Planning and Reporting (IP&R) framework within the *Local Government Act 1993*. Adoption of the OpS AMP will ensure compliance with the IP&R guidelines and handbook. This will also form an essential part of our requirements as identified in our Asset Management (AM) Policy and proposed AM framework.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no direct risks associated with adopting the OpS AMP. Risk Management is a chapter within the OpS AMP and will be used to inform and guide changes to our Risk Management practices for our OpS assets in alignment with our Risk Management Framework. The OpS AMP assists with our Risk Management by improving the visibility of physical and financial risks associated with our OpS assets under Councils responsibility. It guides future decision making with regards to acceptable risk and highlights deficiencies and limitations of our asset management practices.

Options:

Council has the following options available for consideration:

1. Council could adopt the recommendation as proposed in this report
2. Council could seek additional information on the draft AMPs prior to placing on exhibition, noting this would delay the required minimum 28-day public exhibition period and potentially impact the ability to adopt the final plans during the October 2026 Ordinary Council Meeting.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes

**OPEN SPACE
ASSET MANAGEMENT PLAN
COONAMBLE SHIRE COUNCIL**

August 2026

COONAMBLE
SHIRE COUNCIL



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1. EXECUTIVE SUMMARY

1.1 The purpose of the Plan

The purpose of this Open Space Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's parks, recreation areas, and open space infrastructure.

This Plan outlines how Council will deliver safe, functional, and cost-effective open space services, optimise whole-of-life asset performance, manage risk, and ensure investment decisions are aligned with Council's Community Strategic Plan, Delivery Program, Operational Plan, and Long-Term Financial Plan (LTFP).

The AMP supports informed and evidence-based decision-making by providing a structured approach to the maintenance, renewal, and replacement of open space assets. It ensures that Council's open space network continues to meet current and future community needs in a financially responsible, equitable, and sustainable manner.

1.2 Asset Description

Coonamble Shire Council's Open Space asset portfolio comprises a diverse range of assets that support recreation, community wellbeing, and township amenity. The portfolio includes parks and recreation facilities, playground equipment, shade structures, shelters, fencing, lighting, sporting infrastructure, levee banks, landscaping, internal roads, and associated amenities. Collectively, these assets have an estimated replacement value of approximately \$40.0 million, with a fair value of \$27.8 million and accumulated depreciation of \$12.3 million.

Open Spaces	
Replacement Cost	\$40,006,437
Fair Value (Written Down Value)	\$27,751,966
Accumulated Depreciation	\$12,254,470
Annual Depreciation	\$702,405

The current annual depreciation for the portfolio is approximately \$702,405, reflecting the ongoing consumption of asset service potential. Major value components include sporting infrastructure, levee banks, airport-related open space assets, and park facilities, which together represent the core of the network supporting community recreation, safety, and connectivity across the Shire.

1.3 Levels of Service

Coonamble Shire Council's Levels of Service for Open Space assets define how parks, playgrounds, sportsgrounds, and recreational areas are managed to meet community expectations while ensuring long-term financial and environmental sustainability. They establish clear Customer Levels of Service: focusing on safety, accessibility, cleanliness, and recreational value and Technical Levels of Service, which set operational standards for maintenance, inspections, compliance, and renewal planning.

These service levels need to be tested against community expectations and adopted. The 2022 community engagement emphasised the need for improved play equipment, shaded seating, equitable access across townships, higher turf and irrigation standards, and cleaner, more attractive open spaces.

Once adopted, community and technical levels of service measures will provide a transparent framework for performance monitoring, investment prioritisation, and continuous improvement in open space service delivery.

1.4 Future Demand

Future demand for open space services in Coonamble Shire will be shaped by changing community expectations, demographic trends, tourism growth, and environmental factors. While population growth is expected to remain low, an ageing community and increasing interest in sport, recreation, and cultural activities will drive demand for more accessible, inclusive, and multi-use open spaces.

Council's strategic focus will be on improving connectivity through walking and cycling links, enhancing recreational and tourism facilities, and increasing environmental resilience through sustainable landscaping and water-sensitive design. These strategies aim to ensure that Coonamble's parks, playgrounds, and open spaces remain safe, welcoming, and adaptable to future community needs.

1.5 Life Cycle Management

Coonamble Shire Council manages its Open Space assets throughout their full lifecycle, including planning, acquisition, operation, maintenance, renewal, and disposal to ensure that parks, playgrounds, sportsgrounds, and recreational facilities continue to provide safe, attractive, and cost-effective services to the community.

At present, maintenance activities are largely reactive, with a recognised need to improve the consistency of inspection programs and the accuracy of asset data collection. Renewal decisions are primarily informed by the 2025 valuation data and available asset condition profiles; however, these datasets will benefit from validation through structured, field-based condition assessments.

Future improvement priorities will focus on developing a formal condition assessment program, enhancing data quality, and implementing planned maintenance schedules to better manage asset performance and lifecycle costs. Continued use of renewal modelling will support informed investment decisions by optimising renewal timing, prioritising critical assets, and aligning funding allocations with desired service levels.

Current capital investment is primarily directed toward renewal of ageing infrastructure, targeted upgrades to improve safety, accessibility, and functionality, and select new projects that respond to community needs, regulatory requirements, and future growth opportunities.

1.6 Risk Management

Coonamble Shire Council recognises that effective risk management is critical to ensuring the safety, functionality, and sustainability of its Open Space assets. Key risks include public injury, asset deterioration, flooding, fire, vandalism, and non-compliance with safety or accessibility standards. These risks are managed through regular inspections, adherence to relevant Australian Standards, proactive maintenance, and the implementation of mitigation measures such as improved lighting, vegetation management, emergency procedures, and resilient design practices.

Council's approach focuses on continuous improvement, enhancing data accuracy, embedding structured inspection programs, and integrating risk findings into renewal planning and investment decisions to ensure safe and sustainable open spaces for the community.

1.7 Financial Summary

The 10-year financial outlook for Coonamble Shire Council's Open Space assets identifies a total forecast renewal demand of approximately \$60.5 million, with a current renewal backlog of \$740,719. Budget information is available for the first four years of the planning period, during which Council has allocated around ~\$25 million over the planning period across renewal, new, and upgrade activities.

Using this estimate, ~\$10.1 would be for renewals, ~\$15.0 million would be for new and upgrade works, and \$12.98 million in operational expenditure to support ongoing maintenance and service delivery. The estimate over the future years will however require updated forecasts as asset condition data improves and long-term funding strategies are refined through the Long-Term Financial Plan.

The financial outlook highlights the need for continued investment in proactive maintenance, renewal, and service planning to ensure open space assets remain safe, functional, and aligned with community expectations.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$740,719					\$740,719
2026/27	\$8,050,367	\$1,056,501	\$7,562,223	\$3,777,162	\$12,395,886	\$20,446,253
2027/28	\$2,295,995	\$935,620	\$1,455,333	\$3,862,530	\$6,253,483	\$8,549,478
2028/29	\$2,241,324	\$1,885,029	\$515,466	\$3,949,827	\$6,350,322	\$8,591,646
2029/30	\$3,820,383	\$920,522	\$3,245,230	\$4,039,097	\$8,204,849	\$12,025,232
2030/31	\$1,581,042	\$850,142	\$924,293	\$4,130,384	\$5,904,819	\$7,485,861
2031/32	\$1,114,371	\$1,130,729	\$157,977	\$4,223,735	\$5,512,441	\$6,626,812
2032/33	\$1,135,861	\$976,152	\$367,022	\$4,319,196	\$5,662,370	\$6,798,231
2033/34	\$1,234,616	\$1,089,150	\$407,353	\$4,416,814	\$5,913,317	\$7,147,933
2034/35	\$1,152,734	\$1,058,642	\$368,166	\$4,516,638	\$5,943,446	\$7,096,180
2035/36	\$132,957	\$167,975	\$0	\$4,618,719	\$4,786,694	\$4,919,651
Total	\$23,500,369	\$10,070,463	\$15,003,062	\$41,854,101	\$66,927,626	\$90,427,995

1.8 Improvement Plan

The Open Space Asset Management Improvement Plan identifies key actions to strengthen Council's asset management practices, improve data quality, and ensure sustainable service delivery. Priority actions include updating the Recreational Facilities and Showground Management Plans, developing a comprehensive Open Space Strategy, and establishing formal Customer and Technical Levels of Service.

Other improvement areas focus on implementing a structured condition assessment and inspection program, developing a centralised asset data system, improving risk management through a dedicated risk

register, and integrating renewal and operational funding requirements into the Long-Term Financial Plan.

Collectively, these actions aim to enhance the reliability of asset information, optimise lifecycle planning, and ensure that Council's open space network continues to meet community expectations in a safe, equitable, and financially sustainable manner.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

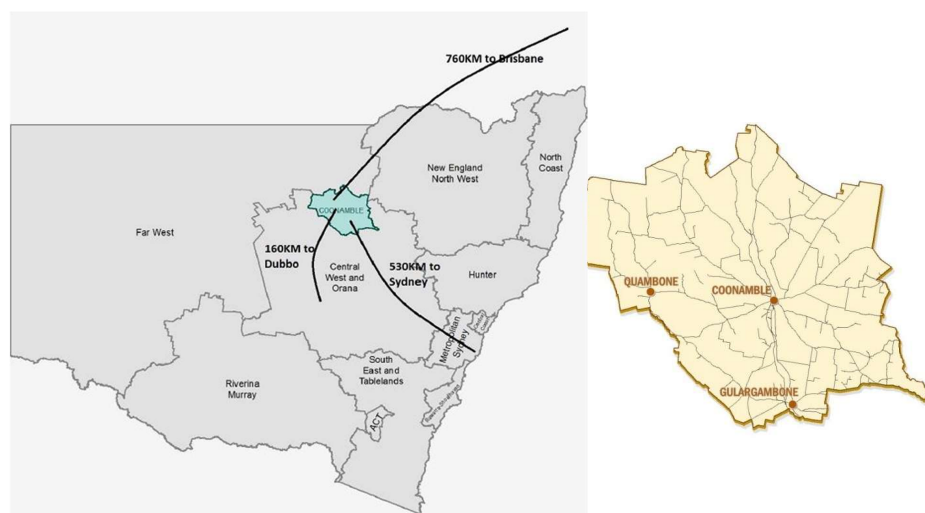


Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service centre for surrounding rural communities.

Coonamble Shire Council is responsible for managing a diverse portfolio of open space assets, including parks, reserves, sporting facilities, playgrounds, streetscapes, and public amenity areas. These assets play a vital role in supporting community health and wellbeing, providing spaces for recreation, sport, cultural activities, and social connection, while contributing to the Shire's environmental and aesthetic character.

This Asset Management Plan outlines the strategies and practices Council will apply to ensure open space assets are planned, operated, maintained, and renewed in a sustainable manner. It aligns with community expectations and the strategic priorities set out in the Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's Open Space assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that Open Space infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of Open Space assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing Open Space infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Open Space Assets

The table below provides a summary of Council’s open space assets based on the 2025 valuation data.

Asset Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Aerodrome Assets	Runway and Taxiway - Earthworks	600	m	\$831,529	\$173,235	\$658,294	\$4,950
Aerodrome Assets	Runway and Taxiway - Pavement	11500	m	\$9,239,208	\$2,780,213	\$6,458,995	\$79,435
Fences	Masonry Wall	3	m	\$7,432	\$3,468	\$3,964	\$108
Fences	Metal Panel (colour bond cladding)	123	m	\$15,119	\$1,367	\$13,752	\$305
Fences	Netting and Mesh	361	m	\$60,052	\$43,456	\$16,597	\$3,425
Fences	Pool Fencing	145	m	\$27,008	\$3,803	\$23,205	\$551
Fences	Post and Chain Link	9665	m	\$1,651,498	\$681,907	\$969,592	\$52,579
Fences	Post and Chain Link (coated)	3	m	\$102,255	\$43,371	\$58,884	\$3,283
Fences	Steel Post and Rail	3096	m	\$1,672,120	\$585,076	\$1,087,044	\$26,264
Hardstand and Internal Roads	Hardstand - Bitumen	3	#	\$237,232	\$188,944	\$48,287	\$10,722
Hardstand and Internal Roads	Hardstand - Concrete	7	#	\$312,960	\$139,961	\$173,000	\$3,030
Hardstand and Internal Roads	Internal Road - Bitumen	2159	#	\$196,072	\$40,951	\$155,121	\$4,657
Hardstand and Internal Roads	Internal Road - Concrete	1	#	\$53,367	\$0	\$53,367	\$640
Hardstand and Internal Roads	Pathways - Concrete	1	#	\$67,320	\$0	\$67,320	\$954
Landscaping	Garden Beds	1	#	\$34,073	\$17,131	\$16,942	\$1,041
Landscaping	Irrigation	14	#	\$544,951	\$36,582	\$508,370	\$15,469
Levee Bank	Earthworks	3	#	\$6,538,083	\$183,066	\$6,355,017	\$69,740
Lighting	Parks and Security	11	#	\$85,941	\$0	\$85,941	\$2,865
Lighting	Tower Lighting	14	#	\$3,802,891	\$1,530,263	\$2,272,628	\$97,622
Miscellaneous	Features and Sculptures	6	#	\$777,307	\$5,154	\$772,153	\$12,969
Miscellaneous	Fuel Tanks	1	#	\$18,900	\$0	\$18,900	\$945
Miscellaneous	Hardstand - Concrete	1	#	\$18,252	\$0	\$18,252	\$154
Miscellaneous	High Voltage Power Supply	1	#	\$215,013	\$51,962	\$163,052	\$4,479
Miscellaneous	Low Voltage Power Supply	3	#	\$147,822	\$133,039	\$14,782	\$14,782
Miscellaneous	Security Systems	8	#	\$317,636	\$40,601	\$277,035	\$13,353
Miscellaneous	Signs	2	#	\$80,630	\$39,897	\$40,733	\$3,151
Miscellaneous	Speakers	1	#	\$13,438	\$9,407	\$4,032	\$1,344
Miscellaneous	Utilities Water	1	#	\$17,489	\$1,749	\$15,740	\$1,749
Miscellaneous	Water Tanks	3	#	\$38,914	\$9,427	\$29,487	\$1,946
Park Assets	BBQ	1	#	\$26,107	\$3,983	\$22,124	\$1,339
Park Assets	Bins	1	#	\$22,191	\$19,393	\$2,798	\$1,930
Park Assets	Playground Equipment	10	#	\$889,042	\$320,452	\$568,591	\$23,361
Park Assets	Raised Platforms and Boardwalks	1	#	\$15,664	\$4,293	\$11,371	\$580
Park Assets	Shade Structures	11	#	\$698,066	\$310,716	\$387,349	\$29,711
Park Assets	Shelter	4	#	\$690,363	\$499,563	\$190,800	\$29,382
Park Assets	Tables	1	#	\$49,603	\$13,464	\$36,139	\$1,772
Retaining Walls	Brick	1	#	\$26,434	\$12,094	\$14,340	\$374
Retaining Walls	Concrete Block	2	#	\$69,019	\$31,528	\$37,491	\$1,007
Retaining Walls	Rock	1	#	\$66,085	\$24,782	\$41,303	\$804
Sporting Equipment	Athletic Surface - Concrete Formed	2	#	\$19,717	\$6,198	\$13,519	\$362
Sporting Equipment	Athletic Surface - Rubber Formed	1	#	\$30,350	\$17,980	\$12,370	\$3,679
Sporting Equipment	Basketball - Full Court	1	#	\$108,781	\$12,816	\$95,965	\$2,782
Sporting Equipment	Basketball - Half Court	1	#	\$34,266	\$8,363	\$25,904	\$897
Sporting Equipment	Cricket Nets	2	#	\$46,912	\$27,943	\$18,969	\$3,127
Sporting Equipment	Cricket Pitches	1	#	\$32,634	\$13,054	\$19,581	\$3,263
Sporting Equipment	Goal Post	1	#	\$17,677	\$5,008	\$12,669	\$737
Sporting Equipment	Netball Court	1	#	\$761,470	\$140,033	\$621,437	\$19,252
Sporting Equipment	Skate Parks	2	#	\$345,381	\$44,199	\$301,182	\$6,131
Sporting Equipment	Sports Field Turf	1	#	\$1,070,817	\$571,103	\$499,715	\$17,847
Sporting Equipment	Tennis Court	2	#	\$628,213	\$248,772	\$379,441	\$12,648
Waste Depot Earthworks	Earthworks	2	#	\$66,451	\$1,861	\$64,590	\$709
				\$32,839,756	\$9,081,628	\$23,758,128	\$594,205

Table 1 – Summary of Open Space Assets

3. Strategic Alignment

3.1 Community Strategic Plan



The Coonamble Shire **Community Strategic Plan (CSP) 2025–2035** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic,

environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's **Integrated Planning and Reporting (IP&R) Framework**, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Plan
 - Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including Open Space, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

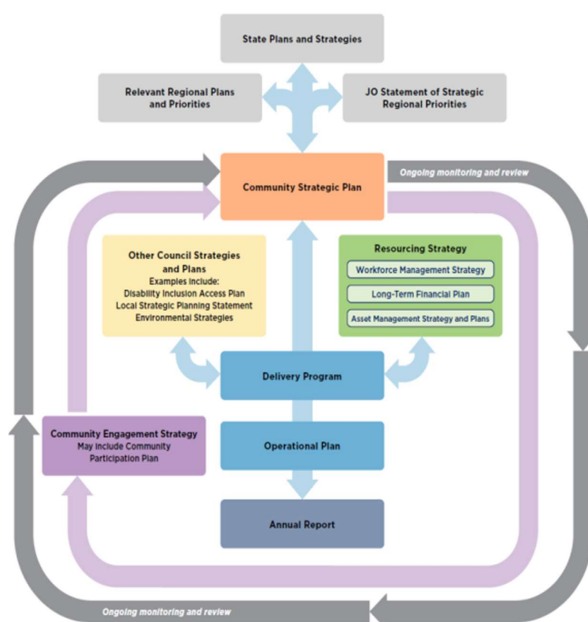


Figure 2 – Integrated Planning and Reporting Framework – NSW

3.2 Strategic Goals and Objectives - CSP

The Open Space Asset Management Plan directly supports the Community Strategic Plan (CSP) by ensuring the provision of safe, accessible, and well-maintained public spaces that meet community expectations and enhance quality of life. These spaces provide opportunities for recreation, sport, cultural activities, and social interaction, while contributing to the Shire's environmental sustainability and visual amenity.

By aligning with the CSP, the AMP helps prioritise investment, manage risk, and ensure compliance with relevant service standards and legislative requirements. It also reinforces Council's role in achieving broader objectives such as community health and wellbeing, environmental stewardship, economic vitality, and social cohesion.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program translates the long-term vision of the Community Strategic Plan (CSP) into a four-year action plan that guides Council's operations. It defines the specific projects, programs, and service commitments to be delivered within available resources.

For open space, the Delivery Program supports the objectives of the Open Space Asset Management Plan by ensuring that maintenance, renewal, and upgrade works are strategically prioritised and appropriately funded. This alignment ensures works are consistent with community needs, legislative obligations, and sound asset lifecycle management principles. The Delivery Program also sets out performance measures and timelines, enabling Council to track, report, and evaluate progress toward achieving service outcomes.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 details the specific actions and resource allocations that bring the Delivery Program and the broader Community Strategic Plan (CSP) to life. The Open Space Asset Management Plan both informs and is guided by the Operational Plan, ensuring the identification and delivery of priority actions for the management, renewal, and enhancement of open space infrastructure.

Key activities in the Operational Plan address legislative compliance, ongoing service delivery, asset renewal, and environmental sustainability. These actions enable Council to maintain safe, functional, and attractive open space areas while supporting long-term planning, capital investment, and community wellbeing.

**Improvement Opportunity**

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Open Space services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of Open Space assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role	
C1: Caring for Community									
Goal 3	We are a safe, secure and supportive community	C1.3	3) Help build and maintain safe, supportive homes and spaces.	Sustain/increase community perception on disaster preparedness.	Ensure we contribute to and plan for disaster preparedness, response and resilience.	Implement Flood Risk Management Plan (2021)’s recommendation and actions	Number of recommendations and actions completed.	Partner	
						Work with agencies for disaster preparation and facility development.		Service provider	
						Enhance safer regulatory and compliance strategies and operations	Review regulatory and compliance strategies and operations	Compliance with industry best practice standards	Advocate
A1: Our Roads									
Goal 8	Our road network enables our community, industries and economy to thrive in broader contexts	A1.1	14) Ensure our roads and related infrastructure maintain high connectivity standards.	Community satisfaction levels in unsealed roads.	Review and implement Council’s ten-year roads Capital Works Program	Review and implement 10-year roads Capital Works Program.	10-Year roads Capital Works Program implemented.	Partner	
					Continue to maintain roadside slashing when grass impedes visibility	Develop and implement annual slashing program	Annual slashing program implemented and monitored		
					Community’s satisfaction levels in sealed roads.	Liaise with State and Federal Members and the Roads Minister on rural road funding issues	Prepare and submit application for hazard reduction funding through RFS		Application for hazard reduction funding submitted by 31 March
					Infrastructure renewal ratio achieved.		Ensure regular meetings with State and Federal Members and NSW Minister for Roads		Six-monthly meetings held with State and Federal Members
					Infrastructure backlog ratio achieve reduction.				Annual meeting held with NSW Minister for Roads
					Project open to traffic - Tooraweenah Road	Complete the Tooraweenah Road upgrade project	Meet regularly and report monthly on progress of Tooraweenah Road upgrade project and deliver works to meet agreed timeframes		Monthly reporting
						Advocate to ensure that Open Space issues of the community are adequately addressed	Convene quarterly Local Traffic Committee meetings in accordance with committee terms of reference		Milestones met as per agreement
		Quarterly Local Traffic Committee meetings held	Advocate						
A2: Our utilities									
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.3	17) Ensure that Open Space is sufficient to protect infrastructure and health.	Community satisfaction levels in Open Space Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Open Space Strategic Planning	Complete 30-year Total AMP and LTFP for Coonamble LGA Open Space.	Coonamble Open Space 30-year Total AMP and LTFP completed.	Service provider Advocate	

A3: Our assets								
Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Successfully represent the interests of our community with regards to rail freight.	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community	Number of responses.	Service provider Advocate Facilitator
						Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA)	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.	
					Ensure priority measures implemented from the PAMP	Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program.	Inspection program implemented and monitored.	
OC1: Sustainable Care for Our Country and Community								
Goal 12	We show informed, fair and inclusive care for our country and community.	OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	Planning instruments and planning controls are up to date.		Complete Stage 5 of the Coonamble Flood Levee	Completion of Stage 5	Service provider
				Community satisfaction with land use planning framework, and in balance between competing land use interests.		Draft Development Control Plans to include flood planning area development controls.	DCP adopted by Council	Advocator Facilitator
						Implement Council's Floodplain Risk Management Study.	Number of recommendations and actions completed	
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community	Employ quality engagement and communication tools and strategies, including Council’s Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator
				Community satisfaction with communication	Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
						Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	

Table 2 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Open Space Services

3.6 Recreational Facilities Management Plan (2017–2027/28)

This guiding document outlines Coonamble Shire Council’s strategic approach to maintaining and enhancing public recreational assets—including parks, pools, and other open spaces, over a ten-year horizon.

It includes facility-specific visions, a five-year capital works agenda, clear funding mechanisms (via reserves and grants), and a risk-based framework to ensure safety and sustainability. Recent initiatives proposed range from playground and irrigation enhancements to pool accessibility upgrades and improved streetscape projects.

**Improvement Opportunity**

Review and update the Recreational Facilities Management Plan 2017–2027/28 to reflect current operational, regulatory, and asset management requirements.

3.7 Coonamble Showground Management Plan

The Showground Management Plan 2018–2019 (Draft) provides the strategic framework for the ongoing management, development, and use of the Coonamble Showground. The Showground is a key open space facility within the Shire, serving as a multi-purpose venue that supports agricultural, recreational, cultural, and community events such as the Coonamble Show, Rodeo and Campdraft, Pony Club, and regional exhibitions. The plan outlines the historical significance of the site, its legislative and management context, and identifies current user groups, facilities, and maintenance responsibilities. It also establishes clear management objectives aimed at preserving the Showground’s heritage, improving infrastructure, and ensuring that the site continues to provide safe, accessible, and sustainable community benefit.

**Improvement Opportunity**

Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground’s ongoing management and development.

3.8 Legislative and Regulatory Framework

The management of Open Space assets within Coonamble Shire Council is guided by a comprehensive framework of state and local legislation, regulations, and policy instruments. These establish Council’s responsibilities, service standards, and compliance obligations to ensure the provision of safe, accessible, and environmentally sustainable open space facilities and services.

This framework underpins Council’s legal authority, protects community health and safety, safeguards environmental values, and aligns open space management with broader land use and infrastructure planning objectives. It also provides the basis for cost recovery, performance monitoring, and the ongoing improvement of service delivery.

The principal Acts, regulations, and guidelines relevant to the management of Coonamble Shire Council’s open space services are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Primary legislation outlining Council's responsibilities for managing public land, including parks, reserves, and recreational facilities.	Defines Council's authority to plan, provide, and manage open space, and sets requirements for classification, use, leasing, and disposal of community land.
Environmental Planning and Assessment Act 1979 (NSW)	Provides the framework for land use planning, zoning, and development controls affecting open space and recreation areas.	Ensures open space planning aligns with broader land use objectives and local zoning requirements.
Crown Land Management Act 2016 (NSW)	Governs the management and use of Crown land, including reserves and public recreation areas.	Guides how Council manages Crown land vested in its care, ensuring protection of public access and environmental values.
Biodiversity Conservation Act 2016 (NSW)	Regulates activities affecting biodiversity, including vegetation clearing and habitat protection.	Ensures open space activities support conservation outcomes and protect natural habitats.
Protection of the Environment Operations Act 1997 (NSW)	Provides environmental protection measures, including controls on pollution and waste management.	Requires Council to implement measures that prevent pollution and maintain environmental quality in open spaces.
Work Health and Safety Act 2011 (NSW)	Establishes duties for ensuring the health and safety of workers and the public in Council activities.	Applies to maintenance and construction activities in open space areas, ensuring safe working environments.
NSW Public Spaces Charter	Sets guiding principles for planning, design, management, and activation of public spaces.	Supports Council's commitment to accessible, inclusive, and sustainable open space outcomes.
Local Government (General) Regulation 2021 – Procurement	Provides rules for procurement processes for goods, services, and works.	Ensures fair, transparent, and compliant procurement for open space projects and services.
Government Information (Public Access) Act 2009 (NSW)	Supports transparency and access to government-held information.	Ensures the community has access to information about open space planning, projects, and decisions.

Table 3 - Legislation – Open Space Services

3.9 Key External Stakeholders

The effective management of Open Space assets depends on the support and collaboration of a broad range of external stakeholders. These organisations and groups provide regulatory oversight, funding, technical expertise, emergency response capability, and environmental protection, ensuring that Coonamble Shire Council's open space services remain safe, sustainable, and compliant with legislative and community expectations.

Residents and property owners are central to this network as primary users of open space facilities. Their feedback, patterns of use, and reporting of hazards or maintenance needs directly influence service delivery,

help identify emerging issues, and inform long-term planning.

Ongoing stakeholder engagement enables Council to align with government policy, secure funding, manage environmental and cultural considerations, and deliver projects that meet the needs of the Coonamble community.

- **Residents and Property Owners** – Primary users of open space facilities; contribute through regular use, feedback, and reporting of hazards or maintenance needs.
- **NSW Department of Planning, Housing and Infrastructure** – Oversees policy, regulation, and funding programs relevant to public open space (e.g. Open Spaces Program, Public Spaces Legacy Program).
- **NSW Health** – Ensures public health standards are met for facilities such as public amenities, sporting grounds, and recreational spaces.
- **NSW Environment Protection Authority (EPA)** – Regulates environmental compliance, including waste management, land use impacts, and pollution prevention in open spaces.
- **Bureau of Meteorology (BoM)** – Provides climate and weather data to support planning for drought, flood, and other climate-related risks.
- **Essential Energy / Utility Providers** – Coordinate service corridor access and infrastructure works affecting open space areas.
- **NSW Public Works Advisory** – Offers technical advice and delivery support for major upgrades, renewals, and emergency works.
- **Office of Open Space and Parklands (within DPE)** – Leads state-wide initiatives for open space planning, activation, and design excellence.
- **Private Contractors and Consultants** – Deliver capital works, upgrades, specialist maintenance, and technical assessments.
- **State and Federal Funding Bodies** – Provide grant funding for infrastructure projects and service improvements.
- **Local Aboriginal Land Councils** – Offer cultural heritage advice and consultation for works impacting traditional lands or culturally significant sites.

4. LEVELS OF SERVICE

Levels of Service define how Coonamble Shire Council delivers open space services to the community, balancing customer expectations, available resources, and long-term sustainability of assets. They provide a clear framework that translates community priorities into measurable outcomes, ensuring that parks, playgrounds, sportsgrounds, and recreational facilities are safe, functional, and accessible.

For open space services, Levels of Service are considered at two levels:

- **Customer Levels of Service**, which describe the quality of service experienced by the community, including safety, accessibility, cleanliness, and opportunities for recreation.
- **Technical Levels of Service**, which describe the operational and asset performance standards required to support customer outcomes, such as inspection regimes, maintenance schedules, compliance with standards, and renewal planning.

By establishing and monitoring these Levels of Service, Council can ensure that open space assets remain fit-for-purpose, equitable across townships and villages, and aligned with the community's vision for healthy, active, and connected lifestyles. These indicators also provide a transparent basis for reporting performance, guiding investment decisions, and managing future demand in a cost-effective way.

4.1 Customer Levels of Service

The following tables outline the **suggested** Customer and Technical Levels of Service for Open Space Service in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	KPI
Safe and accessible open spaces for all users	% of parks/playgrounds inspected against safety standards within required timeframe
Well-maintained parks, gardens, and recreation facilities	% of customer satisfaction rating above "satisfied" in community survey
Equitable distribution of open space across towns and villages	% of population within 500m walking distance of a neighbourhood park
Facilities that support active and passive recreation	% of open space sites with at least one active and one passive recreation facility (e.g. playground, seating)
Clean and welcoming public open spaces	% of customer service requests for litter/graffiti addressed within set response time

Table 4 – Suggested Customer Levels of Service – Open Space Service

4.2 Technical Levels of Service

The following tables outline the **suggested** Customer and Technical Levels of Service for Open Space Service in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	KPI
Regular mowing, weeding, and landscape maintenance	% of scheduled maintenance completed on time
Safe and compliant playgrounds and park equipment	% of playgrounds inspected and maintained in compliance with Australian Standards
Irrigation and turf management for sportsgrounds	% of irrigated sportsgrounds meeting turf quality/usage standards
Asset renewal to maintain functionality	Ratio of actual renewal expenditure to required renewal forecast (Asset Sustainability Ratio)
Lighting, seating, and supporting amenities provided to standard	% of open space assets meeting minimum amenity standards (seating, bins, lighting, toilets)

Table 5 – Suggested Technical Levels of Service – Open Space Service



Improvement Opportunity

Develop and adopt formal Customer and Technical Levels of Service for Open Space services, integrated into asset management practices and subject to regular review.

4.3 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities, which are directly relevant to the management of Open Space assets.

4.4 Community Feedback – Open Space Assets/Service

Key Recommendations and Suggestions from 2022 Community Engagement are:

- **Parks and Playgrounds** – Requests for more shaded seating areas, upgrades to play equipment, and improved safety standards for children's play areas.
- **Sportsgrounds** – Community desire for better irrigation and turf quality to support year-round use, along with improved lighting to extend usage times.
- **Recreation Facilities** – Calls for cleaner, well-maintained amenities such as toilets, BBQs, and seating in public spaces.
- **Accessibility and Equity** – Feedback emphasised the need for equitable distribution of open spaces across townships and villages, ensuring smaller communities are not overlooked.
- **Aesthetics and Amenity** – Suggestions to improve landscaping, tree planting, and litter/graffiti removal to ensure public spaces remain clean and welcoming.

- **Active Transport Linkages** – Feedback highlighted the importance of walking and cycling paths that connect open spaces, supporting healthier and more active lifestyles.

**Improvement Opportunity**

Develop and implement an Open Space Strategy that addresses community feedback by upgrading play equipment, improving sportsground maintenance, enhancing amenities, and ensuring equitable access to safe, clean, and well-connected open spaces across the Shire.

5. FUTURE DEMAND

The future demand for open space services and infrastructure within Coonamble Shire Council will be influenced by changing community expectations, demographic trends, tourism growth, environmental conditions, and regional development priorities. Coonamble's rural character, combined with its small, dispersed population and strong connection to Country, presents unique challenges in balancing service levels with available resources.

Insights from the **Community Strategic Plan 2025–2035**, **Recreational Facilities Management Plan**, **Operational Plan**, and **community engagement feedback** highlight the need for flexible, sustainable, and inclusive open space planning.

Demand drivers such as increased participation in sport and recreation, the need for improved walking and cycling links, changing population demographics, and growing tourism will shape the design, maintenance, and enhancement of open space assets. Council will focus on providing accessible, safe, and well-maintained facilities while adopting strategies to maximise community benefit, manage resources effectively, and respond to emerging trends.

The following table shows demand drivers, projections, and demand strategies for Open Space assets and service.

Demand Driver	Future Projections / Impacts	Demand Management Strategy
Population Changes & Demographics	Population growth is projected to remain low (~0.2% p.a.), but ageing residents will require more accessible and passive recreational spaces.	Prioritise upgrades to seating, shade, pathways, and inclusive design to cater for older residents and families.
Increasing Demand for Recreation & Sporting Facilities	Community feedback highlights growing interest in diverse recreation, sports, and leisure options. Demand will increase for better quality facilities and multi-use spaces.	Develop a staged improvement plan for parks, playgrounds, and sports fields; promote shared-use facilities to maximise utilisation.
Walking, Cycling, and Active Transport	The Council's 2024–25 strategy and community feedback identify strong demand for better walking and cycling connections.	Implement an integrated walking and cycling network plan that links open spaces, schools, and community hubs, ensuring safe and accessible pathways.
Tourism Growth & Cultural Activation	Growing regional tourism, supported by Council's promotion of events and natural assets (e.g., Macquarie Marshes), is expected to increase open space usage.	Develop tourism-friendly facilities (wayfinding, signage, picnic areas) and invest in cultural event spaces to support community and visitor needs.
Climate Change & Environmental Resilience	More frequent droughts, heatwaves, and flood events will increase maintenance challenges and reduce open space usability.	Adopt sustainable landscaping, drought-tolerant planting, and improved drainage; integrate water-sensitive urban design to enhance resilience.

Table 6 – Demand Drivers, Projections, and Management Strategies – Open Space Assets/Service



Improvement Opportunity

Develop and implement an Open Space Strategy that addresses future demand by upgrading facilities, improving connectivity, enhancing environmental resilience, and supporting diverse recreational and tourism needs across the Shire.

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 7 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its Open Space assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's open space assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for Open Space assets. However, given that many of these assets are sub-surface, inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.



Improvement Opportunity

Develop and implement a condition assessment program for Open Space assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for Open Space assets, as recorded in the June 2021 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the Open Space networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 8 –Condition Rating Scale - Open Space Assets

6.5 Condition – Open Space Assets

Aerodrome Assets, including runways and taxiways, are predominantly in Very Good to Good condition. A smaller proportion of pavement assets fall into the Fair category, with only minor sections rated as Poor. Overall, the network is performing strongly, with only limited areas requiring attention.

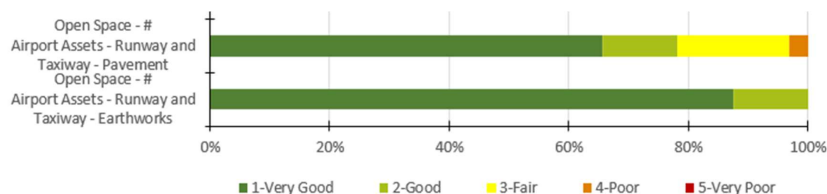


Figure 3 – Condition Profile: Aerodrome Assets

Fencing assets display a varied condition profile. Several types, such as steel post and rail, pool fencing, and metal panel fences, are predominantly in Very Good to Good condition. In contrast, other fence types, particularly netting and mesh, masonry walls, and chain link fences, show higher proportions in Fair to Poor condition, with some assets rated Very Poor. This indicates a mix of well-performing assets alongside sections requiring targeted renewal and replacement.

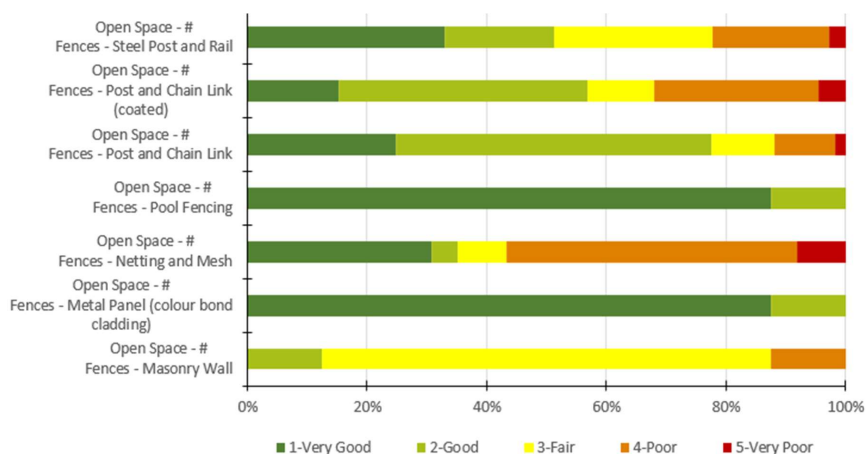


Figure 4 – Condition Profile: Fencing

Concrete pathways, internal roads, and hardstands are predominantly in Very Good to Good condition, reflecting strong overall performance. In contrast, bitumen hardstands and internal roads display a much poorer profile, with a large share rated Fair to Very Poor. This highlights the need for targeted renewal and maintenance programs, particularly for bitumen-surfaced assets.

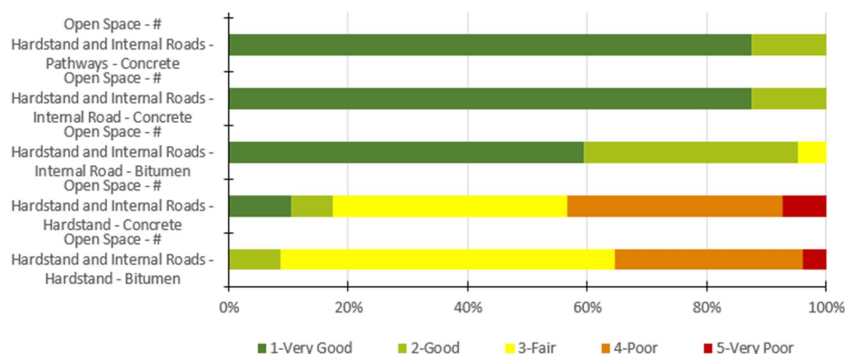


Figure 5 – Condition Profile: Hardstands and Internal Roads

Irrigation systems are largely in Very Good to Good condition, indicating strong overall performance. In contrast, garden beds are mainly assessed as Fair, with some assets rated Poor, highlighting areas where renewal and maintenance will be required to sustain service levels.

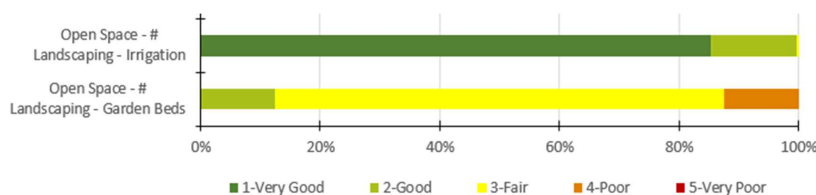


Figure 6 – Condition Profile: Landscaping

Levee bank earthworks are almost entirely in Very Good to Good condition. No assets are identified in the Poor or Very Poor categories, indicating a well-performing and resilient asset group.

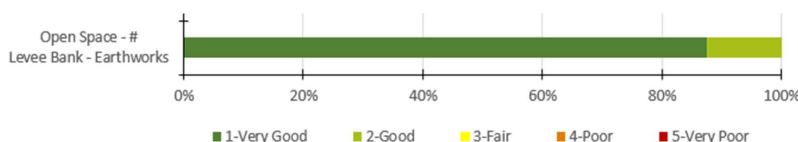


Figure 7 – Condition Profile: Levee Bank

Parks and security lighting assets are almost entirely in Very Good to Good condition, indicating strong performance and minimal immediate renewal needs. In contrast, tower lighting shows a more mixed profile, with assets spread across Good to Fair and a notable proportion rated Poor or Very Poor, highlighting targeted areas where renewal and upgrades will be required.

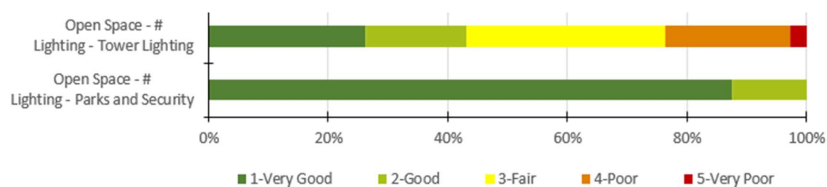


Figure 8 – Condition Profile: Lighting

Most miscellaneous open space assets, such as utilities, signs, security systems, fuel tanks, and features, are in Very Good to Good condition, reflecting strong overall performance. However, some categories, including speakers and low-voltage systems, show higher proportions rated Fair to Poor, with a small share in Very Poor. This highlights the need for targeted renewal and upgrade programs in these specific asset groups while the majority remain sound.

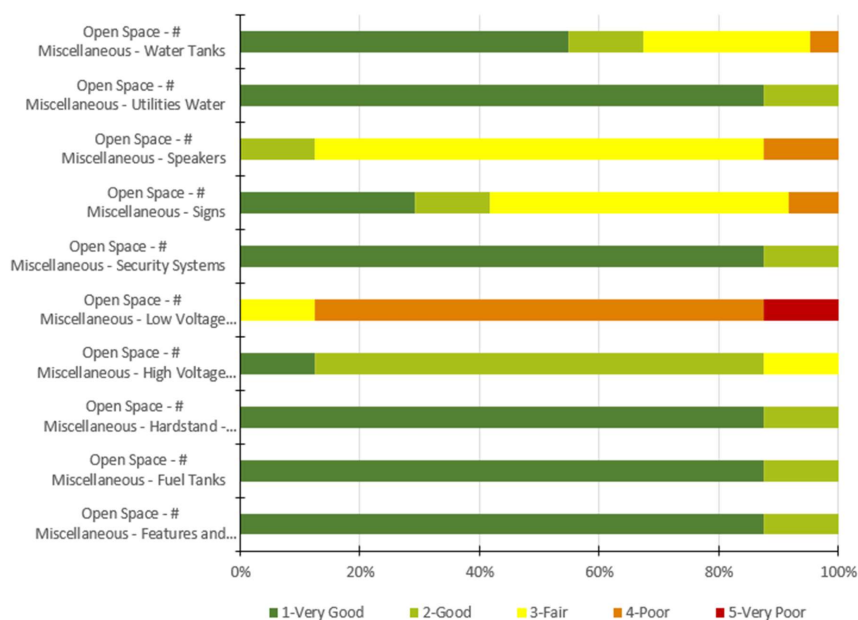


Figure 9 – Condition Profile: Miscellaneous

Park assets present a mixed condition profile. Tables, BBQs, and shade structures are largely in Very Good to Good condition, indicating strong overall performance. Raised platforms, boardwalks, and playground equipment show more assets in the Fair to Poor range, while bins have the poorest profile, with a majority rated Poor to Very Poor. This highlights the need for prioritised renewal of bins and selective upgrades of playground and boardwalk assets.

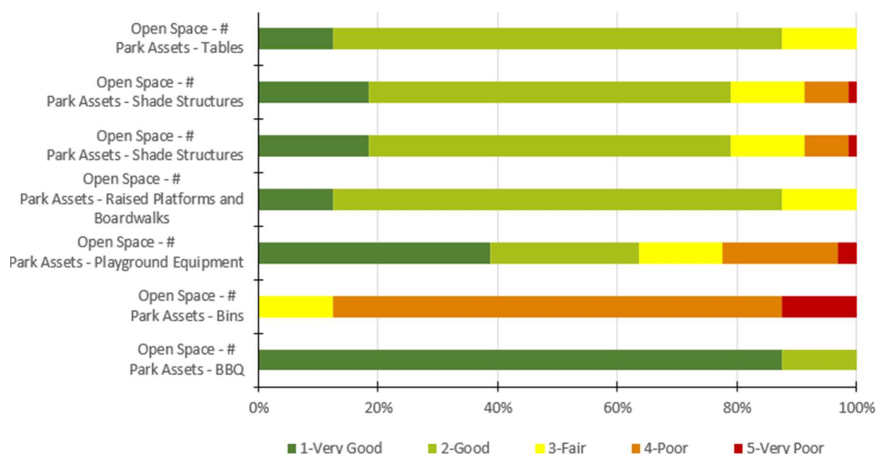


Figure 10 – Condition Profile: Park Assets

Retaining walls, including rock, concrete block, and brick types, are predominantly in Fair condition, with only a small proportion in Good to Very Good. A notable share is rated Poor, indicating that while most walls remain functional, many are ageing and will require renewal or strengthening in the medium term to maintain performance.

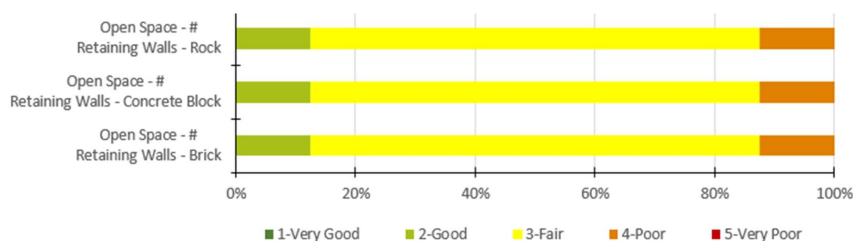


Figure 11 – Condition Profile: Retaining Walls

Most sporting equipment assets, including skate parks, netball and basketball courts, athletics facilities, and goal posts, are in Good to Very Good condition. Sports fields and cricket nets show a higher proportion in the Fair to Poor range, with some assets requiring renewal. Overall, the sporting equipment portfolio is performing well, with isolated areas needing targeted upgrades to maintain safe and functional facilities.

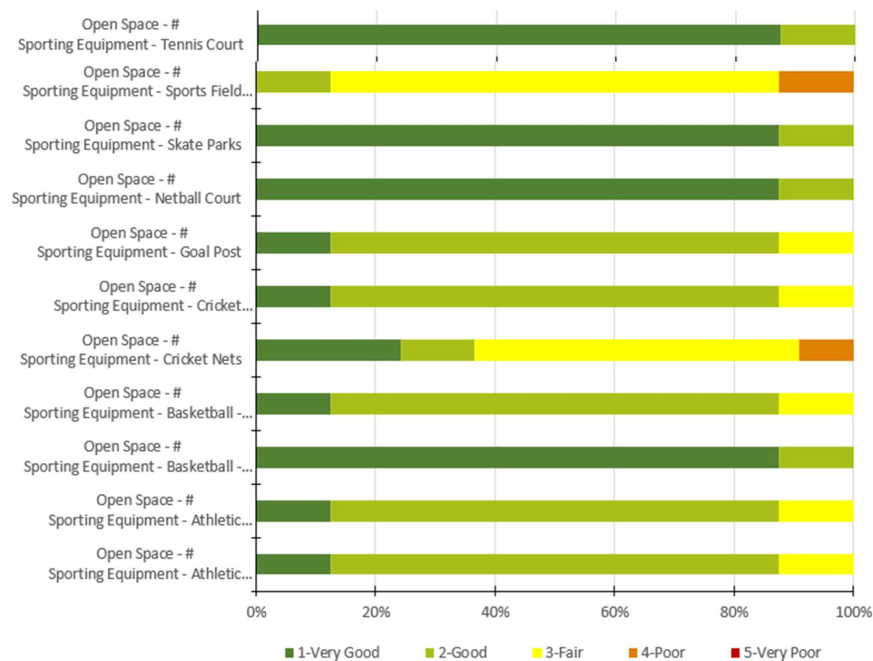


Figure 12 – Condition Profile: Sporting Equipment

Waste Depot Earthworks are almost entirely in Very Good to Good condition, with only a minimal proportion rated as Fair. No assets are assessed as Poor or Very Poor, indicating a well-performing and stable asset group with limited immediate renewal needs.

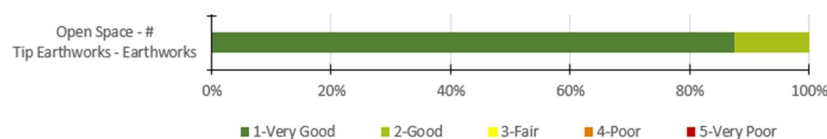


Figure 13 – Condition Profile: Tip-Earthworks

6.6 Overall Condition of Open Space Assets

The 2025 valuation data provide a broad overview of the condition of Council's open space assets. At a high level, most assets are recorded in Good to Very Good condition, with varying proportions in Fair and smaller shares identified as Poor or Very Poor across certain asset groups. While this data is useful for setting a baseline, valuation assessments are not a substitute for true asset performance monitoring. A rigorous inspection program needs to be developed to provide a more representative results of the condition of the assets in this class and then included in future valuations.

It is essential that these condition profiles are verified through detailed field inspections to capture localised issues, deterioration trends, and service performance gaps that valuations alone cannot identify. Renewal planning should be based on this field condition data, with programs developed and prioritised to address the areas of greatest need. This approach ensures that investment decisions are evidence-based, support long-term sustainability, and directs resources where they will deliver the highest value to the community.



Improvement Opportunity

Implement a structured asset data collection and management program covering all open space assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Open Space Assets within Valuation Data

In the 2025 valuation, open space assets were grouped within the broader Buildings and Other Structures category. While this provides a consolidated picture of overall asset value, it limits the ability to distinguish the specific condition, performance, and renewal needs of open space infrastructure.

Separating open space assets in future valuations will be critical to improving the accuracy of asset reporting, supporting more targeted renewal planning, and ensuring resources are allocated appropriately. A distinct valuation of open space assets will provide greater transparency, align with best practice asset management, and strengthen long-term financial and service planning.



Improvement Opportunity

Future valuations should separate open space assets from the *Buildings and Other Structures* category to enable clearer reporting and more targeted renewal planning.

6.8 Operations and Maintenance Plan

Effective operation and maintenance practices are essential to ensure that Coonamble Shire Council's open space assets continue to provide safe, functional, and high-quality environments for the community. These assets include parks, reserves, sports fields, playgrounds, streetscapes, public amenities, and associated infrastructure that support recreation, wellbeing, and community connection.

Routine operational activities involve the ongoing management of open spaces to maintain safety, presentation, and usability, including mowing, irrigation, litter collection, tree maintenance, playground inspections, and upkeep of public amenities. These activities are vital for preserving public health, visual amenities, and community satisfaction.

Maintenance activities encompass both planned and reactive work to keep assets in good working order and compliant with safety and accessibility standards. At present, Council's maintenance practices are largely reactive, focusing on addressing service requests, vandalism, and wear-related issues as they arise. While this approach effectively resolves immediate needs, it highlights the opportunity to transition toward a more structured and preventative framework that improves efficiency, reduces whole-of-life costs, and extends asset life.

Maintenance Strategy

Coonamble Shire Council's maintenance strategy for open space assets aims to deliver safe, sustainable, and cost-effective services that protect community wellbeing and maintain public amenity. The strategy balances reactive response with planned maintenance, ensuring resources are targeted based on asset condition, risk, and usage.

The following key strategies guide maintenance and operations:

Operations:

Assets are managed to maintain safety, functionality, and appearance, while minimising long-term costs. Scheduled inspections and maintenance are undertaken where justified by the potential impact of asset failure on safety, service quality, or community use.

Reactive Maintenance:

Council maintains the capability to respond promptly to unplanned events such as vandalism, weather damage, and equipment failure. This ensures that community safety and service continuity are maintained.

Planned and Preventative Maintenance:

Regular, scheduled maintenance activities, such as mowing programs, irrigation servicing, and playground inspections are undertaken to prevent deterioration, maintain presentation standards, and optimise the life of open space assets.

While the current approach remains primarily reactive, Council's long-term goal is to progressively transition to a risk-based, preventative maintenance framework. This will be supported by improved condition assessments, asset data accuracy, and lifecycle planning to ensure the sustainable management of open space infrastructure.

Maintenance Standards

All maintenance activities undertaken for open space assets are carried out in accordance with Council's standard design guidelines, technical specifications, and maintenance procedures. Where specific open space assets, such as playground equipment, irrigation systems, or sports field infrastructure are not covered by these guides, maintenance is conducted in line with recognised industry best practices and relevant Australian Standards.

For all new or upgraded assets, manufacturer and supplier maintenance recommendations are incorporated into Council's maintenance schedules to ensure assets achieve their intended service life and performance standards.

Inspections

Coonamble Shire Council's approach to inspecting and monitoring its open space assets—including parks, reserves, playgrounds, sports fields, and public amenities—is focused on ensuring that these areas remain safe, functional, and accessible for community use. While Council does not currently have a formal or scheduled inspection program in place, inspections are carried out on an as-needed basis and in response to customer requests, reported hazards, or observed defects.

Reactive or safety inspections are the most common type currently undertaken. These are typically triggered by public reports, service requests, or observations from staff and contractors. Their primary purpose is to promptly identify and address risks to public health and safety, such as damaged play equipment, fallen trees, or unsafe pathways.

Over time, Council intends to move toward a more structured and proactive inspection framework that includes:

- Programmed inspections to routinely assess the condition and safety of high-use areas such as playgrounds, sports facilities, and public amenities.
- Comprehensive condition assessments to evaluate asset performance, identify renewal needs, and support long-term planning and lifecycle cost analysis.

Although current inspections are largely reactive, the information collected through these activities provides valuable insight into the performance and risks associated with open space assets. As data collection improves, Council will be better positioned to implement a consistent inspection schedule that supports evidence-based maintenance, renewal prioritisation, and long-term service sustainability.

Improvement Opportunity



- Develop and implement a formal maintenance and inspection schedule for all open space assets to ensure consistent data collection and timely identification of maintenance needs.
- Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.
- Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management.

Current Operational Budget Summary – Open Space Assets

The table below presents the 10-year operational expenditure forecast for Coonamble Shire Council's Open Space assets, including sporting grounds, parks and gardens, the rodeo arena/showground, and other sport and recreation facilities.

Operational expenditure covers the routine activities required to maintain the functionality, safety, and presentation of open space areas, such as mowing, irrigation, litter collection, playground upkeep, tree management, and facility maintenance.

At present, detailed operational budgets are available for the first four years of the planning period, reflecting Council's current financial planning horizon. Beyond this period, figures will be developed as part of the next review of the Long-Term Financial Plan (LTFP) and future iterations of this Asset Management Plan.

This information provides a foundation for assessing long-term funding sustainability and ensuring resources are aligned with the community's service expectations for open space service.

Financial Year	Sporting Grounds	Parks & Gardens	Rodeo Arena /Showground	Other Sport & Recreation	Total
2026/27	\$912,935	\$1,695,894	\$799,299	\$369,035	\$3,777,162
2027/28	\$933,568	\$1,734,223	\$817,364	\$377,375	\$3,862,530
2028/29	\$954,668	\$1,773,418	\$835,837	\$385,904	\$3,949,827
2029/30	\$976,244	\$1,813,499	\$854,728	\$394,626	\$4,039,097
2030/31	\$998,308	\$1,854,486	\$874,045	\$403,545	\$4,130,384
2031/32	\$1,020,871	\$1,896,399	\$893,800	\$412,666	\$4,223,735
2032/33	\$1,043,944	\$1,939,260	\$914,000	\$421,992	\$4,319,196
2033/34	\$1,067,538	\$1,983,089	\$934,658	\$431,530	\$4,416,814
2034/35	\$1,091,665	\$2,027,909	\$955,782	\$441,283	\$4,516,638
2035/36	\$1,116,338	\$2,073,741	\$977,384	\$451,256	\$4,618,719
Total	\$10,116,077	\$18,791,917	\$8,856,896	\$4,089,212	\$41,854,101

Table 9 –10 Year Operational Budget - Open Space Assets. * Note that figures in red text are estimates only and subject to change

Improvement Opportunity



- Review and confirm Operational Budget includes entire Open Space asset portfolio.
- Develop a complete 10-year operating expenditure forecast covering all open space categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.

6.9 Capital Works (Renewal, New and Upgrade)

Capital works for Open Space assets include renewal, upgrade, and new (acquisition) projects. Each plays a vital role in maintaining the functionality, safety, and amenity of Council's parks, reserves, playgrounds, and recreation facilities, while ensuring long-term sustainability and alignment with community expectations.

Renewal

Renewal works involve restoring, refurbishing, or replacing existing assets to reinstate them to their original service potential without significantly increasing capacity. These projects address asset deterioration, extend asset life, and maintain desired levels of service. Typical examples include playground replacements, resurfacing of sports courts, renewal of irrigation systems, and refurbishment of public amenities.

Upgrade / Expansion

Upgrade or expansion works improve the functionality, accessibility, or capacity of existing open space assets. These projects are typically undertaken to meet higher community expectations, enhance safety and usability, or ensure compliance with current accessibility and design standards. Examples include installing new play equipment, upgrading lighting at sports fields, or improving park furniture and landscaping. While upgrades enhance community benefit, they also increase ongoing operational and maintenance costs that must be planned for within the Long-Term Financial Plan (LTFP).

New (Acquisition)

New assets are developed or acquired to address service gaps, meet population or demand growth, or support new community programs. These projects expand the overall open space network and introduce new lifecycle cost obligations for maintenance and renewal. Examples include developing new parks, constructing recreation facilities, or establishing new public amenities in growth areas.

Collectively, these capital works activities ensure Council's open space network continues to deliver safe, functional, and engaging environments for residents and visitors, while balancing financial sustainability and community outcomes.

Renewal Strategy

Coonamble Shire Council plans and delivers capital renewal and replacement projects for its Open Space assets to maintain agreed service levels, ensure safety, and minimise operational and infrastructure risks. The renewal strategy provides a structured and transparent approach to prioritising works, optimising lifecycle costs, and sustaining community benefit over the long term.

Council's renewal approach is guided by the following principles and practices:

- **Planning and Prioritisation:** Renewal projects are planned and scheduled to deliver the required levels of service in the most efficient and cost-effective manner, balancing asset performance, risk, and community expectations.
- **Comprehensive Project Scoping:** Each renewal project will identify:
 - The service deficiency, associated risks, and optimal timing for renewal or replacement.
 - The objectives of the project and the most appropriate solution to address the deficiency.
 - A range of potential renewal options, including estimated capital and lifecycle costs, assessed against Council's organisational and financial criteria.
- **Optimised Renewal Methods:** Wherever practicable, cost-effective renewal treatments will be used to extend the life of assets and maximise community value before full replacement is required.
- **Risk-Based Prioritisation:** Renewal priorities will be informed by asset condition, utilisation, risk, and criticality. A structured risk register will guide decision-making, with high-risk or high-use facilities given priority to ensure safety and service continuity.

- Capability and Workforce Development: Council will continue to review staff capability and provide targeted training to support effective project planning, delivery, and lifecycle management.
- Value for Money: All renewal activities will be reviewed to ensure efficient use of resources, transparency, and measurable performance outcomes.
- Renewal Purpose: Renewal and replacement activities will generally be undertaken to:
 - Maintain the reliability and safety of assets required to deliver existing service levels.
 - Ensure infrastructure remains fit-for-purpose and compliant with relevant safety and accessibility standards.

As a general principle, the frequency, severity, and cost of repairs provide insight into asset deterioration and guide the optimal timing for renewal. Increased maintenance demand or declining condition indicates the most cost-effective renewal point, ensuring that investments are targeted to minimise lifecycle costs while maintaining the quality and safety of open space infrastructure.

Renewal Standards

Council's renewal and construction standards for Open Space assets are aligned with relevant Australian Standards, industry best practice, and Council's design specifications to ensure quality, safety, and long-term performance across all projects.

All renewal and upgrade works, including the development of parks, playgrounds, sports fields, and recreation facilities are designed and delivered in accordance with Council's Engineering Standards and Specifications, current at the time of project delivery. These standards set the technical and functional requirements necessary to support the safe and reliable operation of open space infrastructure.

Where specific Council standards do not exist, design and construction activities follow recognised industry guidelines and best practice from professional bodies such as:

- Australian Standards
- Institute of Public Works Engineering Australasia (IPWEA) Manuals and Practice Notes
- Parks and Leisure Australia (PLA) and related design frameworks
- Playground and Recreation Safety Standards (AS 4685 series)

All work is undertaken by suitably qualified and experienced professionals to ensure compliance with design intent, functionality, and safety obligations. This consistent approach ensures that open space assets are delivered and renewed to high-quality standards, remain compliant with relevant legislation, and continue to meet the community's expectations for safety, accessibility, and amenity.

Renewal Modelling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain Council's Open Space assets at the desired levels of service over the next 10 years. The modelling process is based on 2025 valuation data, providing up-to-date and reliable information on asset age, condition, and replacement cost.

The modelling identifies when assets are expected to reach the end of their useful life and estimates the funding required to renew or rehabilitate them before they fall into "very poor" condition or fail in service. This enables Council to strategically plan and prioritise renewals, optimising lifecycle costs while maintaining safe, functional, and attractive open space areas for the community.

The analysis reflects the best available data on asset condition, performance, and financials currently held by Council. As data quality improves through ongoing condition assessments and performance monitoring, the

renewal forecasts will be refined to enhance accuracy and optimise investment timing.

The renewal funding projections in this AMP are based on the following key assumptions:

- Renewal costs are derived from the most recent asset register and 2025 valuation data.
- Asset quantities, condition data, and financial information are considered sufficiently accurate for current planning purposes.
- Intervention occurs before assets reach “very poor” condition, balancing community risk, cost, and service outcomes.
- Deterioration curves, intervention triggers, and performance assumptions are based on the CT Management Renewal Model, acknowledging inherent modelling limitations.
- Useful lives reflect Council’s adopted standards for open space assets, such as playgrounds, park furniture, irrigation systems, and recreational facilities.
- Projections are presented in current dollar values (no escalation applied).
- No significant increase in the overall asset base is assumed during the 10-year planning period.
- Service levels are based on current performance and may be reviewed as community expectations, risk profiles, or strategic priorities evolve.

10 Year Renewal Forecast - Open Space Assets

The table below presents the projected renewal demand for Coonamble Shire Council's Open Space assets over the 10-year planning period from 2026/27 to 2035/36. The modelling is based on the 2025 valuation dataset and reflects current asset age, condition, and replacement cost information.

The forecast identifies the estimated annual funding required to maintain the Open Space network at an acceptable level of service, including provision for addressing the existing renewal backlog of approximately \$740,719. The total projected renewal requirement over the next decade is approximately \$23.5 million, which represents the investment needed to sustain community open space assets in a safe, functional, and aesthetically pleasing condition.

Renewal demand is distributed across a range of asset types, with lighting, park assets, and fencing representing the largest components of future investment. These assets typically have shorter useful lives and higher exposure to weather, vandalism, and operational wear. Other asset categories such as sporting equipment, internal roads, and landscaping contribute to the ongoing renewal needs that ensure the functionality and safety of recreation and community spaces.

This forecast provides a forward view of anticipated renewal requirements and will support Council in developing long-term financial planning and capital works programming aligned with community expectations and sustainable asset management principles.

Asset Type	Backlog	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Art Assets	\$0	\$117,493	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$117,493
Camping Assets	\$0	\$5,501,873	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,501,873
Cemetery Assets	\$0	\$54,584	\$93,867	\$66,738	\$22,983	\$18,561	\$5,693	\$120,245	\$1,285	\$54,584	\$0	\$438,541
Fencing	\$160,185	\$174,495	\$246,411	\$156,700	\$58,482	\$160,709	\$84,935	\$104,612	\$108,504	\$131,570	\$0	\$1,386,606
Hardstands and Internal Roads	\$55,457	\$535,123	\$172,667	\$211,182	\$148,668	\$349,072	\$114,759	\$195,876	\$86,271	\$20,290	\$0	\$1,889,367
Industrial Assets	\$0	\$62,923	\$164,613	\$96,137	\$119,825	\$246,374	\$55,100	\$5,604	\$190,323	\$49,372	\$0	\$990,273
Irrigation	\$0	\$189,079	\$146,732	\$80,127	\$148,635	\$231,211	\$156,927	\$71,536	\$138,567	\$3,854	\$0	\$1,166,670
Land Redevelopment	\$0	\$67,493	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$167,493
Landscaping	\$0	\$72,373	\$89,995	\$35,131	\$42,338	\$23,248	\$32,084	\$34,447	\$89,859	\$61,719	\$0	\$481,195
Lighting	\$202,234	\$142,052	\$242,397	\$155,208	\$152,047	\$259,011	\$154,556	\$166,262	\$209,565	\$189,085	\$0	\$1,872,420
Miscellaneous	\$61,004	\$39,740	\$5,578	\$7,478	\$8,435	\$9,341	\$11,300	\$15,051	\$54,948	\$98,331	\$0	\$311,207
Park Assets	\$229,204	\$527,408	\$237,353	\$483,431	\$212,354	\$179,084	\$171,063	\$166,752	\$147,901	\$187,091	\$120,039	\$2,661,683
Pool Miscellaneous	\$0	\$3,685	\$0	\$55,138	\$1,874	\$3,685	\$8,350	\$3,685	\$30,213	\$3,685	\$0	\$110,315
Retaining Walls	\$0	\$744	\$1,488	\$2,204	\$2,872	\$3,477	\$4,011	\$4,469	\$4,851	\$5,157	\$0	\$29,273

Runway and Taxiway - Earthworks	\$0	\$195,518	\$336,073	\$508,913	\$135,667	\$22,543	\$219,808	\$153,870	\$79,647	\$80,251	\$0	\$1,732,292
Showground Assets	\$0	\$49,412	\$0	\$0	\$161,565	\$24,832	\$0	\$0	\$25,482	\$81,492	\$0	\$342,784
Sporting Equipment	\$32,634	\$66,307	\$261,325	\$85,441	\$2,592,274	\$49,892	\$95,783	\$90,882	\$54,835	\$186,251	\$12,918	\$3,528,544
Street Assets	\$0	\$2,568	\$0	\$0	\$12,362	\$0	\$0	\$2,568	\$12,362	\$0	\$0	\$29,860
Waste Depot Assets	\$0	\$247,493	\$247,493	\$247,493	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$742,480
Total	\$740,719	\$8,050,367	\$2,295,995	\$2,241,324	\$3,820,383	\$1,581,042	\$1,114,371	\$1,135,861	\$1,234,616	\$1,152,734	\$132,957	\$23,500,369

Table 10 –10 Year Renewal Forecast - Open Space Assets



Improvement Opportunity

- **Validate Renewal Forecasts:**
Undertake detailed field-based condition assessments of all open space assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.
- **Align Funding with Long-Term Financial Plan (LTFP):**
Integrate the verified renewal funding requirements into Council's Long-Term Financial Plan (LTFP) to ensure adequate and sustainable funding allocations for open space asset renewals over the 10-year planning horizon.

Asset Acquisition (New) and Upgrade

Coonamble Shire Council continues to invest in new and upgraded Open Space assets to ensure parks, recreation areas, and community facilities meet current and future service needs. These investments support community wellbeing, accessibility, and liveability while promoting sustainable and resilient public spaces.

Asset acquisition (new works) generally occurs where new open space facilities are developed to meet community demand, address gaps in service provision, or support growth and redevelopment areas. Examples include the creation of new playgrounds, park amenities, picnic shelters, irrigation systems, pathways, lighting, and landscaping to enhance recreational and aesthetic outcomes.

Upgrades are undertaken when existing assets no longer meet contemporary performance, safety, or accessibility standards. Upgrade projects may include playground replacements to meet Australian Standards, sportsground surface or lighting improvements, installation of inclusive play equipment, expansion of irrigation systems, or renewal of park furniture and amenities to improve usability and visual appeal.

While much of Council's Open Space network is well-established, new and upgraded works remain essential to:

- Enhance recreational value, accessibility, and community use.
- Address changing demographic and recreational needs.
- Comply with current safety, accessibility, and design standards.
- Improve environmental performance and resilience (e.g., water efficiency, shade provision).
- Support long-term service sustainability and community wellbeing.

These projects are identified through Council's capital works planning and service planning processes, informed by community feedback, strategic open space planning, and asset condition data. All proposed new and upgrade projects are aligned with the Long-Term Financial Plan to ensure sustainable funding and effective delivery.

Design Standards – Open Space Assets

Coonamble Shire Council applies recognised design principles and industry standards to ensure that new and renewed Open Space assets are safe, functional, and fit for purpose. Design standards provide consistency across the network and help ensure that assets meet community expectations for quality, accessibility, and sustainability.

While Council does not currently have formalised local design guidelines specific to open space, all works are planned and delivered in accordance with relevant Australian Standards, legislative requirements, and best practice design principles. These include, but are not limited to:

- AS 4685 – Playground Equipment and Surfacing

- AS/NZS 4422 – Playground Surfacing: Impact Attenuation
- AS 1428 – Design for Access and Mobility
- AS/NZS 3000 – Electrical Installations (Lighting and Power)
- AS 2156 – Walking Tracks: Classification and Signage
- AS 2560 – Sports Lighting
- Local Government and Crown Land legislative requirements
- Disability Discrimination Act 1992 (DDA) and associated accessibility guidelines

In addition, Council endeavors to incorporate environmentally sustainable design (ESD) principles in the planning and delivery of open space assets. This includes the selection of durable and low-maintenance materials, energy-efficient lighting, water-sensitive urban design, and native landscaping where appropriate.

As part of future improvement initiatives, Council may develop local design guidelines or technical specifications to ensure greater consistency in the design and delivery of open space infrastructure across parks, playgrounds, and recreational facilities.



Improvement Opportunity

- Develop a Coonamble Shire Council Open Space Design Manual to establish consistent design standards and specifications for the planning, construction, and renewal of open space infrastructure.

Asset Renewal, New, and Upgrade Budget Summary

The following table presents the planned capital works program for Coonamble Shire Council’s Open Space assets over the 10-year planning horizon (2026/27–2035/36). The program includes renewal, new, and upgrade projects that support the ongoing provision of safe, functional, and attractive open space areas for the community. The program is subject to available funding.

CAPEX Type	Program	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Renewal	Aerodrome Assets Access road reseal	\$0	\$0	\$0	\$0	\$0	\$77,078	\$0	\$0	\$0	\$0	\$77,078
	Aerodrome Assets Apron reseal	\$0	\$0	\$0	\$0	\$0	\$0	\$146,440	\$0	\$0	\$0	\$146,440
	Aerodrome Assets Crack sealing RWY 05/23	\$0	\$0	\$0	\$35,763	\$0	\$0	\$0	\$42,444	\$0	\$0	\$78,207
	Aerodrome Assets Landscaping	\$0	\$0	\$0	\$12,552	\$0	\$0	\$0	\$14,913	\$0	\$0	\$27,465

	Aerodrome Assets Renewal RWY 05/23 Lighting (new CASA standard)	\$0	\$0	\$491,970	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$491,970
	Aerodrome Assets Repaint line marking	\$0	\$0	\$34,448	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,448
	Aerodrome Assets Resealing RWY 05/23	\$0	\$271,522	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$271,522
	Aerodrome Assets Upgrade Illuminated Windsock	\$0	\$0	\$0	\$39,043	\$0	\$0	\$0	\$0	\$0	\$0	\$39,043
	Aerodrome Assets Aerodrome upgrades	\$130,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$130,060
	Aerodrome Assets Apron lighting upgrade	\$0	\$67,318	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$67,318
	Aerodrome Assets Security lighting improvements	\$0	\$0	\$0	\$42,592	\$0	\$0	\$0	\$0	\$0	\$0	\$42,592
	Aerodrome Assets Upgrade internal roads	\$0	\$0	\$0	\$0	\$0	\$145,286	\$0	\$0	\$0	\$0	\$145,286
	Aerodrome Assets Upgrade RWY 12/30 (grassed)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55,397	\$0	\$55,397
	Aerodrome Assets Runway and Taxiway - Earthworks Other CAPEX Works	\$0	\$9,559	\$14,664	\$19,831	\$25,023	\$30,186	\$35,270	\$40,242	\$45,071	\$0	\$219,846
	Camping Assets roads	\$0	\$0	\$13,319	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,319
	Camping Assets Solar lighting	\$0	\$0	\$3,021	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,021
	Cemetery Assets Renewal of water main	\$0	\$0	\$32,123	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,123
	Cemetery Assets Seal roads	\$32,680	\$0	\$0	\$32,680	\$0	\$0	\$32,680	\$0	\$0	\$0	\$98,040
	Fencing Other CAPEX Works	\$74,568	\$60,524	\$57,930	\$60,989	\$72,326	\$87,442	\$97,265	\$111,011	\$128,257	\$0	\$750,312
	Hardstands and Internal Roads Other CAPEX Works	\$42,220	\$53,296	\$49,959	\$37,934	\$26,579	\$19,340	\$15,920	\$16,378	\$20,290	\$0	\$281,916
	Industrial Assets	\$100,000	\$0	\$246,992	\$0	\$0	\$133,445	\$0	\$179,233	\$0	\$0	\$659,670
	Industrial Assets Bunded areas	\$0	\$0	\$0	\$0	\$14,286	\$0	\$0	\$0	\$15,624	\$0	\$29,910
	Industrial Assets Signage	\$0	\$0	\$3,972	\$0	\$0	\$0	\$4,362	\$0	\$0	\$0	\$8,334
	Industrial Assets Storage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,465	\$0	\$0	\$19,465
	Landscaping Assets Garden Beds Main Streets - Capital Renewal	\$0	\$36,015	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,015
	Landscaping Other CAPEX Works	\$0	\$1,636	\$2,420	\$3,083	\$3,803	\$4,922	\$6,849	\$9,892	\$14,143	\$0	\$46,748

	Lighting Other CAPEX Works	\$0	\$142,088	\$156,688	\$167,536	\$174,674	\$178,424	\$179,531	\$178,927	\$177,526	\$0	\$1,355,394
	Miscellaneous Other CAPEX Works	\$0	\$5,740	\$7,910	\$9,144	\$10,369	\$12,837	\$17,489	\$68,257	\$122,417	\$0	\$254,163
	Park Assets BBQ	\$13,893	\$0	\$13,893	\$0	\$0	\$15,782	\$0	\$0	\$24,485	\$0	\$68,053
	Park Assets Bridge over channel	\$0	\$0	\$0	\$12,850	\$0	\$0	\$0	\$0	\$0	\$0	\$12,850
	Park Assets Bush medicine garden	\$0	\$28,541	\$0	\$0	\$0	\$0	\$0	\$0	\$50,301	\$0	\$78,842
	Park Assets Bush Tucker garden	\$0	\$35,620	\$0	\$0	\$0	\$0	\$0	\$44,634	\$0	\$0	\$80,254
	Park Assets Contemplation Circle	\$0	\$0	\$0	\$15,841	\$0	\$0	\$0	\$0	\$0	\$0	\$15,841
	Park Assets form and seal front of park	\$0	\$0	\$0	\$3,850	\$0	\$0	\$0	\$0	\$0	\$0	\$3,850
	Park Assets Frog habitat	\$0	\$0	\$0	\$8,693	\$0	\$0	\$0	\$0	\$0	\$0	\$8,693
	Park Assets Garden beds	\$0	\$6,398	\$1,945	\$0	\$0	\$2,210	\$7,714	\$0	\$3,428	\$0	\$21,695
	Park Assets Install irrigation (connect to mains)	\$0	\$0	\$0	\$0	\$0	\$0	\$46,592	\$0	\$0	\$0	\$46,592
	Park Assets Install new gazebo	\$0	\$0	\$0	\$35,820	\$0	\$0	\$0	\$0	\$0	\$0	\$35,820
	Park Assets Install rainbird systems to irrigation	\$0	\$0	\$44,892	\$0	\$60,000	\$0	\$0	\$56,253	\$0	\$0	\$161,145
	Park Assets Interpretive signage	\$0	\$3,792	\$0	\$0	\$0	\$0	\$0	\$2,376	\$3,342	\$0	\$9,510
	Park Assets Irrigation	\$0	\$0	\$32,914	\$65,828	\$0	\$30,274	\$0	\$41,244	\$0	\$0	\$170,260
	Park Assets Jacaranda trees	\$0	\$1,682	\$0	\$0	\$0	\$1,460	\$0	\$0	\$2,265	\$0	\$5,407
	Park Assets MacDonald Park - Construction of rear access and vehicle parking area	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000
	Park Assets New bin surrounds	\$0	\$0	\$2,450	\$0	\$0	\$0	\$2,954	\$0	\$0	\$0	\$5,404
	Park Assets New Carpark	\$251,831	\$0	\$302,152	\$0	\$193,392	\$0	\$0	\$0	\$0	\$0	\$747,374
	Park Assets New paths	\$0	\$0	\$4,933	\$47,387	\$0	\$59,435	\$0	\$0	\$0	\$0	\$111,755
	Park Assets New trees	\$0	\$0	\$15,872	\$12,694	\$0	\$0	\$19,137	\$0	\$0	\$0	\$47,703
	Park Assets Other CAPEX Works	\$0	\$0	\$88,924	\$35,396	\$110,864	\$100,023	\$112,883	\$123,866	\$185,599	\$151,958	\$909,513
	Park Assets paths gravel	\$0	\$12,580	\$0	\$0	\$0	\$0	\$15,168	\$0	\$0	\$0	\$27,748
	Park Assets Picnic settings	\$16,800	\$0	\$0	\$0	\$22,454	\$6,362	\$6,752	\$7,017	\$0	\$0	\$59,385

	Park Assets Renew softfall	\$35,148	\$0	\$0	\$0	\$0	\$0	\$0	\$3,209	\$0	\$0	\$38,357
	Park Assets Shade sail	\$0	\$0	\$57,700	\$0	\$69,153	\$0	\$31,191	\$32,417	\$0	\$0	\$190,461
	Park Assets Signage	\$0	\$0	\$0	\$0	\$0	\$0	\$7,186	\$0	\$0	\$0	\$7,186
	Park Assets Solar lighting	\$0	\$22,814	\$0	\$0	\$7,645	\$0	\$10,305	\$3,584	\$5,041	\$0	\$49,389
	Park Assets tree planting	\$0	\$0	\$10,000	\$2,150	\$6,754	\$5,652	\$0	\$5,837	\$4,485	\$0	\$34,878
	Park Assets Turf	\$0	\$0	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$0	\$14,000
	Park Assets various streets	\$0	\$0	\$6,241	\$0	\$0	\$7,090	\$0	\$0	\$10,999	\$0	\$24,330
	Park Assets Walking Track	\$0	\$2,865	\$0	\$0	\$3,829	\$0	\$0	\$3,590	\$0	\$0	\$10,284
	Retaining Walls Other CAPEX Works	\$0	\$1,488	\$2,204	\$3,616	\$3,477	\$4,011	\$4,469	\$4,851	\$5,157	\$0	\$29,273
	Showground Assets Fencing	\$0	\$0	\$36,536	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,536
	Showground Assets Install rain water tanks	\$0	\$0	\$0	\$16,520	\$0	\$0	\$0	\$16,520	\$0	\$0	\$33,040
	Showground Assets Solar Lighting	\$0	\$0	\$2,860	\$0	\$0	\$0	\$2,860	\$0	\$0	\$0	\$5,720
	Showground Assets Turf in arena area	\$0	\$0	\$0	\$138,874	\$0	\$31,000	\$0	\$0	\$0	\$0	\$169,874
	Showground Assets Irrigation upgrades	\$0	\$23,242	\$0	\$0	\$2,732	\$1,933	\$41,598	\$9,037	\$0	\$0	\$78,542
	Showground Assets Upgrade power additional points	\$0	\$0	\$3,251	\$0	\$3,251	\$0	\$0	\$0	\$3,251	\$0	\$9,753
	Sporting Assets Drainage improvements	\$0	\$0	\$8,940	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,940
	Sporting Assets Grandstands	\$0	\$0	\$25,410	\$0	\$0	\$24,768	\$0	\$0	\$0	\$0	\$50,178
	Sporting Assets improvements to Cricket practice nets	\$0	\$0	\$0	\$0	\$3,141	\$0	\$0	\$0	\$0	\$0	\$3,141
	Sporting Assets Internal access tracks	\$0	\$6,584	\$6,584	\$0	\$0	\$0	\$4,802	\$1,782	\$0	\$0	\$19,752
	Sporting Assets Shade sail	\$0	\$25,870	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,870
	Sporting Assets Softfall	\$0	\$0	\$32,587	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,587
	Sporting Assets Tennis courts resurface	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,800	\$0	\$52,800
	Sporting Assets Turf cricket pitch	\$0	\$32,415	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,415
	Sporting Assets Turf rehabilitation	\$54,130	\$36,820	\$11,805	\$0	\$0	\$0	\$0	\$0	\$65,935	\$0	\$168,690

	Sporting Assets Concrete paths	\$0	\$21,581	\$0	\$0	\$0	\$0	\$21,581	\$0	\$0	\$0	\$43,162
	Sporting Assets New goal posts	\$0	\$0	\$14,581	\$4,111	\$0	\$18,051	\$0	\$0	\$0	\$0	\$36,743
	Sporting Assets New trees	\$0	\$1,715	\$1,250	\$0	\$0	\$0	\$0	\$0	\$1,250	\$0	\$4,215
	Sporting Assets Parking area development	\$0	\$0	\$0	\$0	\$0	\$72,114	\$52,516	\$0	\$0	\$0	\$124,630
	Sporting Assets Solar lighting	\$0	\$0	\$1,852	\$0	\$1,852	\$0	\$0	\$0	\$0	\$0	\$3,704
	Sporting Assets Trees	\$0	\$0	\$0	\$2,584	\$4,449	\$0	\$0	\$0	\$0	\$0	\$7,033
	Sporting Equipment Other CAPEX Works	\$25,171	\$23,915	\$39,837	\$53,161	\$30,090	\$47,604	\$52,638	\$52,171	\$61,579	\$16,017	\$402,183
New	Art Assets Grant Funded Project - Electric Display - GrainCorp Silo	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
	Art Assets Grant Funded Project - Uncle Sootie Light Forrest	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000
	Bore baths wetlands development	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
	Camping Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,930	\$0	\$6,930
	Camping Assets Fencing	\$0	\$0	\$0	\$0	\$0	\$14,294	\$0	\$0	\$0	\$0	\$14,294
	Camping Assets Quambone Solar Lighting	\$8,547	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,547
	Camping Assets trees	\$0	\$0	\$0	\$0	\$6,336	\$0	\$0	\$0	\$0	\$0	\$6,336
	Camping Assets water supply/Irrigation	\$0	\$0	\$0	\$0	\$0	\$0	\$14,774	\$0	\$0	\$0	\$14,774
	Cemetery Assets - Seal Internal Roads Coonamble	\$32,680	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,680
	Cemetery Assets - Seal Internal Roads Gulargambone	\$12,896	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,896
	Cemetery Assets Chairs	\$0	\$0	\$0	\$2,295	\$0	\$0	\$0	\$33,134	\$0	\$0	\$35,429
	Cemetery Assets Extension Plan	\$38,530	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,530
	Cemetery Assets Fencing	\$0	\$0	\$0	\$0	\$72,450	\$0	\$0	\$0	\$0	\$0	\$72,450
	Cemetery Assets Garden beds	\$0	\$5,438	\$0	\$0	\$5,418	\$0	\$0	\$4,000	\$0	\$0	\$14,856
	Cemetery Assets Install rainbird system to sprinklers	\$0	\$0	\$0	\$0	\$0	\$0	\$64,861	\$0	\$0	\$0	\$64,861
	Cemetery Assets Installation of irrigation pumps	\$0	\$9,247	\$0	\$0	\$0	\$0	\$0	\$40,302	\$0	\$0	\$49,549

Cemetery Assets New lawn section slab	\$18,564	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,564
Cemetery Assets Rainbird install for Irrigation	\$0	\$0	\$0	\$0	\$0	\$0	\$64,861	\$0	\$0	\$0	\$0	\$64,861
Cemetery Assets Reflection area	\$0	\$0	\$0	\$38,749	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,749
Cemetery Assets Reflection area	\$0	\$48,846	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$48,846
Cemetery Assets Reflection area	\$0	\$73,771	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$73,771
Cemetery Assets Tree planting	\$0	\$0	\$0	\$2,297	\$0	\$0	\$0	\$7,590	\$0	\$0	\$0	\$9,887
Cemetery Assets Tree planting	\$0	\$11,469	\$0	\$15,964	\$0	\$0	\$12,916	\$16,184	\$0	\$0	\$0	\$56,533
Industrial Assets	\$0	\$317,094	\$0	\$156,467	\$174,296	\$0	\$8,171	\$0	\$59,406	\$0	\$0	\$715,434
Industrial Assets Bunded areas	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,870	\$0	\$0	\$12,870
Industrial Assets Linemarking	\$0	\$9,870	\$0	\$0	\$9,870	\$0	\$0	\$0	\$0	\$0	\$0	\$19,740
Industrial Assets New access ramp	\$0	\$21,564	\$0	\$0	\$0	\$0	\$21,564	\$0	\$0	\$0	\$0	\$43,128
Industrial Assets New area fencing	\$0	\$0	\$0	\$0	\$42,890	\$0	\$0	\$0	\$0	\$0	\$0	\$42,890
Industrial Assets New pressure pump	\$0	\$0	\$0	\$12,596	\$0	\$0	\$0	\$0	\$12,596	\$0	\$0	\$25,192
Industrial Assets New water tank	\$0	\$0	\$0	\$9,756	\$0	\$0	\$0	\$0	\$9,756	\$0	\$0	\$19,512
Industrial Assets Security cameras	\$0	\$0	\$0	\$0	\$82,524	\$0	\$0	\$0	\$0	\$0	\$0	\$82,524
Industrial Assets Security cameras	\$0	\$0	\$0	\$1,280	\$0	\$0	\$0	\$0	\$1,280	\$0	\$0	\$2,560
Industrial Assets Security cameras upgrade	\$0	\$1,850	\$0	\$0	\$0	\$0	\$1,850	\$0	\$0	\$0	\$0	\$3,700
Industrial Assets Solar panel installation	\$0	\$35,890	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,890
Industrial Assets Trees	\$0	\$0	\$0	\$1,282	\$0	\$0	\$1,282	\$0	\$0	\$0	\$0	\$2,564
Open Spaces - Artesian Baths Grant Funds - Artesian Bathing Experience	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Open Spaces - Land Development Land Development - River Road Coonamble	\$50,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Showground Assets Irrigation for arena	\$0	\$0	\$0	\$95,482	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$95,482

	Showground Assets Paths	\$0	\$21,581	\$0	\$0	\$21,581	\$0	\$0	\$0	\$21,581	\$0	\$64,743
	Showground Assets RV parking area upgrades	\$22,587	\$22,587	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,174
	Showground Assets Sealing of access roads	\$0	\$0	\$12,584	\$0	\$0	\$12,584	\$0	\$0	\$0	\$0	\$25,168
	Showground Assets Stormwater capture scheme	\$0	\$0	\$0	\$8,962	\$0	\$0	\$0	\$8,962	\$0	\$0	\$17,924
	Showground Assets Upgrade PA System	\$0	\$24,580	\$0	\$0	\$0	\$0	\$0	\$0	\$24,580	\$0	\$49,160
	Sporting Assets Design of additional sporting areas	\$0	\$0	\$0	\$2,683,806	\$0	\$0	\$0	\$0	\$0	\$0	\$2,683,806
	Street Assets Bougainvillea trellis	\$0	\$0	\$2,660	\$0	\$2,815	\$0	\$2,950	\$0	\$2,986	\$0	\$11,411
	Street Assets Tree planting	\$0	\$0	\$2,584	\$0	\$2,736	\$0	\$2,871	\$0	\$1,608	\$0	\$9,799
Upgrade	Cemetery Assets Additional headstone lawned area	\$18,561	\$0	\$18,561	\$0	\$18,561	\$0	\$18,561	\$0	\$18,561	\$0	\$92,805
	Cemetery Assets Develop roads	\$0	\$6,825	\$0	\$0	\$0	\$0	\$0	\$6,825	\$0	\$0	\$13,650
	Cemetery Assets Extension plan	\$38,530	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,530	\$0	\$77,060
	Cemetery Assets Extension to irrigation	\$0	\$21,500	\$0	\$21,500	\$0	\$21,500	\$0	\$21,500	\$0	\$0	\$86,000
	Cemetery Assets Improve gravesite area	\$0	\$0	\$0	\$0	\$0	\$0	\$85,630	\$0	\$0	\$0	\$85,630
	Cemetery Assets Improve signage	\$0	\$0	\$0	\$0	\$0	\$5,693	\$0	\$0	\$0	\$0	\$5,693
	Cemetery Assets Irrigation improvements	\$0	\$0	\$0	\$0	\$0	\$21,500	\$0	\$0	\$0	\$0	\$21,500
	Cemetery Assets Irrigation improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,418	\$0	\$0	\$34,418
	Cemetery Assets Seal roads	\$12,896	\$0	\$0	\$0	\$0	\$12,896	\$0	\$0	\$0	\$0	\$25,792
	Industrial Assets Access roads	\$0	\$3,589	\$0	\$0	\$0	\$0	\$3,589	\$0	\$0	\$0	\$7,178
	Industrial Assets Bitumen seal around sheds	\$0	\$0	\$36,980	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,980
	Industrial Assets Bitumen sealing of yard	\$0	\$0	\$14,582	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,582
	Industrial Assets Drainage improvements	\$72,150	\$0	\$72,150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$144,300
	Industrial Assets Electrical upgrades	\$42,690	\$0	\$0	\$0	\$0	\$0	\$0	\$42,690	\$0	\$0	\$85,380
	Industrial Assets Fencing	\$0	\$59,862	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,862
	Industrial Assets Fuel security	\$0	\$0	\$0	\$0	\$0	\$18,751	\$0	\$0	\$0	\$0	\$18,751

Industrial Assets Hoist install (25T)	\$0	\$0	\$0	\$98,700	\$0	\$0	\$0	\$0	\$0	\$0	\$98,700
Industrial Assets Lighting upgrades	\$0	\$42,500	\$0	\$0	\$0	\$0	\$0	\$0	\$42,500	\$0	\$85,000
Industrial Assets Relocation of emulsion tank	\$0	\$86,520	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$86,520
Industrial Assets Sign storage	\$0	\$0	\$0	\$0	\$14,875	\$0	\$0	\$0	\$0	\$0	\$14,875
Industrial Assets Signs storage	\$0	\$42,860	\$0	\$0	\$0	\$0	\$0	\$42,860	\$0	\$0	\$85,720
Industrial Assets Upgrade avdata system	\$0	\$0	\$0	\$0	\$0	\$25,986	\$0	\$0	\$0	\$0	\$25,986
Industrial Assets Upgrade lighting	\$0	\$58,600	\$0	\$0	\$0	\$0	\$0	\$58,600	\$0	\$0	\$117,200
Industrial Assets Upgrade storage facilities	\$0	\$0	\$0	\$0	\$128,742	\$0	\$0	\$0	\$0	\$0	\$128,742
Industrial Assets Water supply improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,745	\$0	\$0	\$18,745
Industrial Assets Yard bitumen sealing	\$0	\$43,711	\$0	\$43,711	\$0	\$0	\$0	\$0	\$0	\$0	\$87,422
Industrial Assets Yard security Fencing	\$92,580	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$92,580
Land Redevelopment Grant Funded Project - Development Old Sheep Yards and Industrial Land	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Park Assets Additional lighting for Netball courts	\$0	\$0	\$0	\$0	\$96,582	\$0	\$0	\$0	\$0	\$0	\$96,582
Park Assets Cenotaph improvements	\$0	\$0	\$62,842	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$62,842
Park Assets Drainage improvements	\$0	\$24,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,800
Park Assets Front fence	\$0	\$0	\$5,820	\$0	\$0	\$0	\$0	\$0	\$5,820	\$0	\$11,640
Park Assets Improvements to driveway entrance	\$0	\$0	\$0	\$0	\$0	\$0	\$8,652	\$0	\$0	\$0	\$8,652
Park Assets Irrigation upgrade	\$0	\$0	\$0	\$34,160	\$0	\$0	\$0	\$0	\$0	\$0	\$34,160
Park Assets Parking area bitumen sealing	\$36,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,850
Park Assets Play equipment replacement	\$0	\$0	\$0	\$0	\$84,120	\$0	\$0	\$0	\$0	\$0	\$84,120
Park Assets River walk access improvement	\$0	\$0	\$28,452	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,452
Park Assets Security Camera Upgrade	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000
Park Assets Upgrade exercise equipment areas	\$0	\$0	\$73,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$73,850

Park Assets Upgrade paths	\$0	\$0	\$68,500	\$0	\$0	\$0	\$0	\$0	\$68,500	\$0	\$137,000
Sporting Assets Bitumen seal parking area	\$0	\$0	\$0	\$0	\$62,511	\$0	\$10,997	\$56,857	\$40,662	\$0	\$171,027
Sporting Assets Extend concrete back of canteen	\$0	\$0	\$0	\$0	\$0	\$19,170	\$0	\$0	\$0	\$0	\$19,170
Sporting Assets Improve access	\$0	\$9,865	\$0	\$4,823	\$0	\$5,603	\$0	\$0	\$0	\$0	\$20,290
Sporting Assets Install Rainbird controller	\$0	\$0	\$50,901	\$0	\$44,892	\$0	\$0	\$0	\$0	\$0	\$95,793
Sporting Assets Irrigation upgrade	\$0	\$18,673	\$0	\$0	\$53,094	\$0	\$43,493	\$0	\$0	\$0	\$115,260
Sporting Assets Perimeter fence improvements	\$128,532	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$128,532
Sporting Assets Play equipment upgrades	\$0	\$84,120	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,120
Sporting Assets Tennis courts upgrade lights	\$16,130	\$25,870	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,000
Street Assets Signage	\$0	\$0	\$0	\$13,400	\$0	\$0	\$0	\$14,686	\$0	\$0	\$28,086
Waste Depot Assets Coonamble Waste Depot - Depot Improvements	\$264,500	\$257,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$521,750
Total	\$8,618,724	\$2,390,953	\$2,400,495	\$4,165,752	\$1,774,435	\$1,288,706	\$1,343,174	\$1,496,503	\$1,426,808	\$167,975	\$25,073,525

Table 11 –10 Year Renewal, New, and Upgrade Budget - Open Space Assets

At the time of preparing this Asset Management Plan, detailed budget information was available for the first four years of the planning period, consistent with Council's current Long-Term Financial Plan (LTFP). Funding projections beyond this period will be developed as part of future budget reviews and strategic planning processes. Figures in the red text in the above table are subject to external funding sources.

The identified projects include a mix of renewal works (such as capital renewal of garden beds and tennis court upgrades), new initiatives (such as the Coonamble Region Art Trail and various grant-funded projects), and upgrades to existing facilities (including sportsground and security system improvements). The total forecast investment in Open Space assets over the 10-year period is approximately \$25.1 million, reflecting Council's ongoing commitment to improving recreation, amenity, and public safety outcomes across the community's open space network.



Improvement Opportunity

Develop a complete 10-year capital works forecast for the Open Space asset portfolio, extending beyond the current four-year funding horizon.

6.10 Disposal Plan

Disposal refers to any activity associated with the decommissioning, removal, sale, demolition, relocation, or financial write-off of an asset that is no longer required or no longer economically viable to maintain. While the disposal of Open Space assets is relatively infrequent, it remains an important component of the asset lifecycle and must be managed strategically to ensure value for money, compliance with environmental and legislative requirements, and alignment with community needs.

Long Asset Lives and Strategic Disposal

Most of Council's Open Space assets, such as playgrounds, park furniture, pathways, irrigation systems, lighting, and landscaping structures have long service lives, often exceeding several decades. Disposal typically occurs under the following circumstances:

- When an asset has reached the end of its useful life and replacement or renewal is more cost-effective than continued maintenance.
- As part of capital renewal or upgrade projects where old infrastructure is replaced or reconstructed.
- When assets are made redundant due to redevelopment, land reconfiguration, or changes in open space function or use.
- When assets no longer comply with safety, accessibility, or environmental standards and cannot be economically upgraded.
- When assets are damaged beyond repair or pose unacceptable safety or environmental risks.

Any new capital project should consider the future disposal implications of existing assets, including site rehabilitation, material reuse or recycling, and financial adjustments within Council's asset register.

Coonamble Shire Council aims to ensure all disposal decisions are informed by whole-of-life cost analysis, risk assessment, and sustainability principles. This approach supports efficient investment, encourages responsible resource use, and maintains the long-term functionality and safety of the Open Space network



Improvement Opportunity

Develop/Update Asset Disposal Policy.

7. RISK MANAGEMENT PLAN

Coonamble Shire Council recognises that effective risk management is essential to ensuring the safety, functionality, and sustainability of its Open Space assets. While Council does not currently maintain a corporate risk register, this Plan establishes a framework for identifying, assessing, and managing key risks associated with the planning, operation, and maintenance of parks, recreation areas, and community open spaces. The framework supports proactive decision-making to minimise safety hazards, protect community wellbeing, and ensure the long-term resilience of open space infrastructure.

7.1 Risk Management Process

Council's approach to risk management is consistent with AS/NZS ISO 31000:2018 Risk Management – Guidelines, focusing on proactive identification of risk events, their underlying causes, and mitigation measures that reduce likelihood and consequence.

While Council does not currently maintain a consolidated corporate risk register, risk management activities are guided by the Business Continuity Plan (BCP) and relevant management plans for parks, recreational facilities, and showgrounds.

These documents outline Council's approach to anticipating, mitigating, and responding to operational, environmental, and safety-related risks that could impact open space assets and community users.

7.2 Key Risks - Open Space

The following table summarises the key risks identified for open space assets.

Risk Event	Possible Causes	Risk Rating	Existing / Proposed Controls and Mitigation Measures
Injury to public users in parks or playgrounds	Poor asset condition, non-compliance with safety standards, inadequate inspection frequency	High	Regular safety inspections; compliance with AS 4685 & AS 4422; prompt repair or closure of unsafe equipment; safety signage and incident reporting protocols.
Deterioration or failure of playground and park infrastructure	Ageing assets, poor maintenance, exposure to weather and vandalism	High	Scheduled condition inspections; renewal and maintenance programs; CCTV or lighting in high-risk areas; asset condition monitoring.
Flood or storm damage to open space assets	Extreme rainfall, poor drainage design, or location near flood-prone areas (e.g. Castlereagh River)	High	Implementation of Flood Risk Management Plan; maintain drainage systems; emergency response procedures per BCP; resilient design for new works.
Injury or asset damage during public events (e.g. Showground, festivals)	Overcrowding, inadequate event management, electrical or structural faults	Medium	Event risk assessments; compliance with WHS and electrical safety standards; supervision and fencing; adherence to event permit conditions.
Fire within open space areas	Bushfire events, arson, or accidental ignition	High	Vegetation management plans; fire breaks; coordination with NSW RFS; fire-safe materials in park design; inclusion of emergency evacuation signage.
Vandalism and anti-social behaviour	Lack of surveillance, isolation, poor lighting	Medium	Security lighting; periodic patrols; community watch initiatives; rapid response for repair and clean-up; install vandal-resistant materials.
Failure or contamination of irrigation systems	Water supply interruption, pump failure, contamination	Medium	Preventive maintenance; backflow prevention; alignment with sustainability goals; emergency supply contingency; system monitoring.
Asset failure or safety hazards in sports facilities	Structural wear, poor surface maintenance, inadequate inspections	Medium	Scheduled inspections of grandstands, lighting, goal posts; compliance with AS 2560 (sports lighting); maintenance logs.

Environmental degradation or tree failure	Ageing trees, disease, or severe weather	Medium	Tree inspection and pruning program; arborist assessments; prioritised renewal; appropriate species selection.
Non-compliance with legislative or accessibility standards	Outdated infrastructure, lack of awareness, insufficient funding	Medium	Design standards referencing AS 1428 and DDA compliance; integration of universal access in upgrades; staff training.

Table 12 – Risks - Open Space Assets

7.3 Risk Management Framework

Council's risk management approach aligns with the principles of ISO 31000:2018 Risk Management – Guidelines and integrates with Council's Business Continuity Management Framework. Key components include:

- Regular inspection and condition assessment of open space assets.
- Proactive maintenance and renewal programming.
- Integration of risk evaluation into capital works prioritisation.
- Continuous improvement through feedback from incidents and audits.
- Collaboration with emergency services and community stakeholders to enhance resilience.



Improvement Opportunity

Develop and maintain an Open Space Risk Register to document identified risks, assign responsibilities, and monitor control effectiveness across all open space facilities.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over the coming years and how these will be allocated to deliver essential Open Space services, maintain existing infrastructure, and support future community needs. The LTFP reflects Council's current and projected financial capacity to provide safe, functional, and sustainable parks, reserves, playgrounds, and recreation facilities while planning for future investment to address growth, asset ageing, compliance requirements, and community expectations.

This section presents the financial forecasts derived from the asset data, levels of service, risk assessments, and lifecycle strategies outlined in earlier sections of this Plan. These forecasts provide an indicative view of the long-term funding requirements for Open Space assets and will be progressively refined as Council improves asset condition data, enhances cost modelling, and strengthens its understanding of future service and performance requirements.

8.1 Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Open Space Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Open Spaces	
Replacement Cost	\$40,006,437
Fair Value (Written Down Value)	\$27,751,966
Accumulated Depreciation	\$12,254,470
Annual Depreciation	\$702,405

Table 13 – Valuation Information - Open Space Assets

Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of 100% means Council is fully funding its renewal needs, while a ratio below 100% indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of 90–110% is generally considered sustainable over the long term.

The table below presents the key financial performance indicators for Coonamble Shire Council's Open Space assets over the 10-year planning period. These indicators assess Council's capacity to fund asset renewals and maintain its Open Space infrastructure at sustainable service levels.

Due to the availability of financial data, results are currently reported for the first four years (2026/27–2035/36) only, aligning with Council's adopted Delivery Program and Long-Term Financial Plan. Ratios for the remaining six years will be established as future financial forecasts are developed and integrated into the corporate planning framework.

The Asset Renewal Funding Ratio measures the extent to which projected renewal expenditure meets the identified renewal demand from asset modelling, while the Asset Sustainability Ratio compares actual or planned renewal expenditure to the annual depreciation expense. These indicators provide insight into the long-term financial sustainability of Council's Open Space asset portfolio and will be refined as data quality and financial modelling improve over time.

Financial Year	Asset Renewal Funding Ratio	Asset Sustainability Ratio
2026/27	13%	150%
2027/28	41%	132%
2028/29	84%	265%
2029/30	24%	129%
2030/31	TBD	TBD
2031/32	TBD	TBD
2032/33	TBD	TBD
2033/34	TBD	TBD
2034/35	TBD	TBD
2035/36	TBD	TBD

Table 14 – Financial Ratios - Open Space Assets * ratios from 2030/31 onwards are TBD



Improvement Opportunity

Allocate dedicated renewal funding for open space assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.

10-Year Budget vs Lifecycle Demand – Open Space Assets

The table below presents the 10-year financial summary for Coonamble Shire Council's Open Space assets, outlining projected renewal demand, available budgets, and lifecycle costs over the planning period from 2026/27 to 2035/36. This summary integrates renewal forecasts derived from asset condition data and lifecycle modelling with Council's current Long-Term Financial Plan and budget allocations.

At the time of preparing this Plan, detailed financial data is available for the first year (2026/27–2027/28) only. Budget information for subsequent years will be developed as part of future financial planning cycles.

The table highlights the relationship between renewal demand and available funding, identifying potential funding gaps that may impact the long-term sustainability of open space assets. It also incorporates estimated costs for new and upgrade works, operational budgets, and total lifecycle demand, enabling a comprehensive understanding of the financial requirements to maintain service levels and asset condition over time. From the data available at the time of planning, the renewal forecast across the 10 yr planning period is ~ \$23.5M, however the renewal budget is ~ \$10M, leaving a funding gap of ~ \$13.5M.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$740,719					\$740,719
2026/27	\$8,050,367	\$1,056,501	\$7,562,223	\$3,777,162	\$12,395,886	\$20,446,253
2027/28	\$2,295,995	\$935,620	\$1,455,333	\$3,862,530	\$6,253,483	\$8,549,478
2028/29	\$2,241,324	\$1,885,029	\$515,466	\$3,949,827	\$6,350,322	\$8,591,646
2029/30	\$3,820,383	\$920,522	\$3,245,230	\$4,039,097	\$8,204,849	\$12,025,232
2030/31	\$1,581,042	\$850,142	\$924,293	\$4,130,384	\$5,904,819	\$7,485,861
2031/32	\$1,114,371	\$1,130,729	\$157,977	\$4,223,735	\$5,512,441	\$6,626,812
2032/33	\$1,135,861	\$976,152	\$367,022	\$4,319,196	\$5,662,370	\$6,798,231
2033/34	\$1,234,616	\$1,089,150	\$407,353	\$4,416,814	\$5,913,317	\$7,147,933
2034/35	\$1,152,734	\$1,058,642	\$368,166	\$4,516,638	\$5,943,446	\$7,096,180
2035/36	\$132,957	\$167,975	\$0	\$4,618,719	\$4,786,694	\$4,919,651
Total	\$23,500,369	\$10,070,463	\$15,003,062	\$41,854,101	\$66,927,626	\$90,427,995

Table 15 – Financial Summary - Open Space Assets



Improvement Opportunity

Allocate a dedicated 10 year operational and capital budget for open space assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.

8.2 Funding Strategy

Coonamble Shire Council funds Open Space projects through a combination of Council revenue and external grants, with an emphasis on leveraging State and Federal funding opportunities such as the Stronger Country Communities Fund (SCCF). The current capital program includes projects that enhance recreation, public art, safety, and open space amenities across the Shire.

Funding priorities focus on maintaining existing assets, supporting community wellbeing, and delivering new or upgraded facilities in partnership with government and local stakeholders. As financial data and project planning mature, Council will continue to refine its funding approach to ensure long-term sustainability and alignment with community priorities.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

The following Improvement Plan outlines a series of actions designed to enhance the management, performance, and sustainability of Coonamble Shire Council's Open Space assets. These actions focus on strengthening asset data, improving planning and maintenance practices, aligning financial forecasting with lifecycle requirements, and embedding risk management and design standards into everyday operations.

The plan also supports the integration of open space management into Council's broader asset management framework, ensuring decisions are evidence-based, transparent, and consistent with the principles of continuous improvement and long-term financial sustainability.

Each action includes a designated responsibility to guide implementation and accountability across relevant Council teams.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager - Finance
2	Review and update the Recreational Facilities Management Plan 2017–2027/28 to reflect current operational, regulatory, and asset management requirements.	Planning Manager - Open Space
3	Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground's ongoing management and development.	Planning Manager - Open Space
4	Develop and adopt formal Customer and Technical Levels of Service for Open Space services, integrated into asset management practices and subject to regular review.	Planning Manager - Open Space
5	Develop and implement an Open Space Strategy that addresses community feedback by upgrading play equipment, improving sportsground maintenance, enhancing amenities, and ensuring equitable access to safe, clean, and well-connected open spaces across the Shire.	Planning Manager - Open Space
6	Develop and implement a condition assessment program for Open Space assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager - Assets/Manager - Finance
7	Implement a structured asset data collection and management program covering all open space assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager - Assets
8	Separate future revaluations of open space assets from the Buildings and Other Structures category to enable clearer reporting and more targeted renewal planning.	Manager - Assets/Manager - Finance
9	Develop and implement a formal maintenance and inspection schedule for all open space assets to ensure consistent data collection and timely identification of maintenance needs.	Operations Manager - Open Space/Manager - Assets
10	Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.	Operations Manager - Open Space/Manager - Assets
11	Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management.	Operations Manager - Open Space

12	Review and confirm Operational Budget includes entire Open Space asset portfolio.	Operations Manager - Open Space/Manager - Finance
13	Develop a complete 10-year operating expenditure forecast covering all open space categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.	Operations Manager - Open Space/Manager - Finance
14	Undertake detailed field-based condition assessments of all open space assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.	Manager - Assets
15	Integrate the verified renewal funding requirements into Council's Long-Term Financial Plan (LTFP) to ensure adequate and sustainable funding allocations for open space asset renewals over the 10-year planning horizon.	Manager - Assets/Manager - Finance
16	Develop a Coonamble Shire Council Open Space Design Manual including Open Space hierarchy to establish consistent design standards and specifications for the planning, construction, and renewal of open space infrastructure.	Planning Manager - Open Space
17	Develop a complete 10-year capital works forecast for the Open Space asset portfolio, extending beyond the current four-year funding horizon.	Planning Manager - Open Space/ Manager - Assets/Manager - Finance
18	Develop/Update Asset Disposal Policy.	Manager - Assets/Manager - Finance
19	Develop and maintain an Open Space Risk Register to document identified risks, assign responsibilities, and monitor control effectiveness across all open space facilities.	Manager - Risks
20	Report critical and high risks to the Executive Team for oversight.	Manager - Risks
21	Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.	Manager - Risks /Manager Assets
22	Ensure staff training and awareness on risk identification and response procedures.	Manager - Risks
23	Allocate dedicated renewal funding for open space assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.	Manager - Finance
24	Allocate a dedicated operational budget for open space assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.	Manager - Finance
25	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management	Executive Manager - Assets

Table 16 – Improvement Plan - Open Space Assets

9.2 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The asset management plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The asset management plan will have a life of four (4) years and will be completely reviewed and updated in order to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long-

Term Financial Plan.

9.3 Performance Measures

To ensure this AMP is effectively implemented and achieves its objectives, Council will monitor performance through a combination of delivery, process, and governance-based measures. These measures will assess progress against the improvement plan, evaluate asset management maturity, and confirm ongoing alignment with service, financial, and risk management objectives.

Delivery of Improvement Actions

- Percentage of AMP improvement actions completed within target timeframes.
- Progress status of actions (Not Started / In Progress / Completed / Deferred).
- Clear assignment of responsibilities and accountability for delivery.
- Integration of completed actions into business-as-usual practices.

Asset Management Capability and Maturity

- Adoption of formal Customer and Technical Levels of Service.
- Implementation of regular condition and performance assessment programs.
- Improved completeness and accuracy of the asset register.
- Use of renewal modelling and long-term financial forecasting for decision-making.
- Integration of maintenance, inspection, and renewal data within the Asset Management Information System (AMIS).

Financial Alignment and Sustainability

- Establishment of 10-year operational and capital budget forecasts.
- Renewal funding aligned to identify renewal demand and lifecycle modelling outcomes.
- Monitoring of Asset Renewal Funding Ratio and Asset Sustainability Ratio.
- Strengthened alignment between the AMP, LTFP, and capital works programs.

Governance and Accountability

- Active oversight by the Asset Management Steering Committee (AMSC).
- Regular AMSC meetings to monitor AMP implementation progress.
- Strategic decision-making is informed by accurate and reliable asset data.
- Periodic reporting of performance outcomes to the Executive and Council.



Improvement Opportunities

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

9.4 Continuous Improvement

Performance will be reviewed annually and reported through internal governance processes. As asset management capability improves and more accurate data becomes available, Council will refine performance measures to support higher levels of service, financial sustainability and efficient delivery

Appendix A – Useful Lives of Open Space Assets

Asset Class	Asset Type	Component	Useful Life
Open Space	Aerodrome Assets	Runway and Taxiway - Earthworks	168
Open Space	Aerodrome Assets	Runway and Taxiway - Pavement	112
Open Space	Fences	Masonry Wall	69
Open Space	Fences	Metal Panel (colour bond cladding)	50
Open Space	Fences	Netting and Mesh	11
Open Space	Fences	Pool Fencing	49
Open Space	Fences	Post and Chain Link	31
Open Space	Fences	Post and Chain Link (coated)	32
Open Space	Fences	Steel Post and Rail	61
Open Space	Hardstand and Internal Roads	Hardstand - Bitumen	14
Open Space	Hardstand and Internal Roads	Hardstand - Concrete	103
Open Space	Hardstand and Internal Roads	Internal Road - Bitumen	28
Open Space	Hardstand and Internal Roads	Internal Road - Concrete	83
Open Space	Hardstand and Internal Roads	Pathways - Concrete	71
Open Space	Landscaping	Garden Beds	33
Open Space	Landscaping	Irrigation	30
Open Space	Levee Bank	Earthworks	94
Open Space	Lighting	Parks and Security	30
Open Space	Lighting	Tower Lighting	36
Open Space	Miscellaneous	Features and Sculptures	60
Open Space	Miscellaneous	Fuel Tanks	20
Open Space	Miscellaneous	Hardstand - Concrete	119
Open Space	Miscellaneous	High Voltage Power Supply	48
Open Space	Miscellaneous	Low Voltage Power Supply	3
Open Space	Miscellaneous	Security Systems	24
Open Space	Miscellaneous	Signs	27
Open Space	Miscellaneous	Speakers	10
Open Space	Miscellaneous	Utilities Water	10
Open Space	Miscellaneous	Water Tanks	20
Open Space	Park Assets	BBQ	20
Open Space	Park Assets	Bins	12

Open Space	Park Assets	Playground Equipment	38
Open Space	Park Assets	Raised Platforms and Boardwalks	27
Open Space	Park Assets	Shade Structures	23
Open Space	Park Assets	Shelter	26
Open Space	Park Assets	Tables	28
Open Space	Retaining Walls	Brick	71
Open Space	Retaining Walls	Concrete Block	69
Open Space	Retaining Walls	Rock	82
Open Space	Sporting Equipment	Athletic Surface - Concrete Formed	55
Open Space	Sporting Equipment	Athletic Surface - Rubber Formed	8
Open Space	Sporting Equipment	Basketball - Full Court	39
Open Space	Sporting Equipment	Basketball - Half Court	38
Open Space	Sporting Equipment	Cricket Nets	15
Open Space	Sporting Equipment	Cricket Pitches	10
Open Space	Sporting Equipment	Goal Post	24
Open Space	Sporting Equipment	Netball Court	40
Open Space	Sporting Equipment	Skate Parks	56
Open Space	Sporting Equipment	Sports Field Turf	60
Open Space	Sporting Equipment	Tennis Court	50
Open Space	Waste Depot Earthworks	Earthworks	94



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9.6 ASSET MANAGEMENT PLAN - TRANSPORT AND DRAINAGE**Author: Manager Assets****Authoriser: Director Corporate Services****Annexures: 1. Transport and Drainage AMP_August 2026 [↓](#)****RECOMMENDATION**

- 1. Receive and note the Transport and Drainage Asset Management report.**
- 2. That Council adopt the Transport and Drainage Asset Management with minor changes.**

EXECUTIVE SUMMARY:

The Draft Transport and Drainage Asset Management Plan was on Public Exhibition from 17 June 2026 until 29 July 2026. During this time no submissions were made. A minor change has been made to the AMP namely the removal of figures from the 2025/26 FY. Tables and references were updated to reflect this change.

BACKGROUND

Under the NSW *Local Government Act 1993* and Integrated Planning and Reporting (IPR) Framework, Councils must prepare and maintain Asset Management Plans (AMPs) for infrastructure classes they own and manage. Currently, staff are preparing four such AMPs. This includes the Draft TaD AMP (Annexure 1), presented in this report for Councils consideration to be placed on public exhibition. The process of preparing the AMPs represents a significant step forward in maturity for Council's asset planning capabilities. It also reflects Council's commitment to the ongoing improvement in the way it approaches asset management holistically.

REPORT:

The Draft TaD AMP covers the infrastructural Classes; Transport and Drainage, along with associated captured assets. The TaD AMP provides an overview of the current state of the Transport and Drainage classes, using the following structure of:

1. Executive Summary
2. Introduction - provides the background and purpose of the plan, the asset management plan structure, and a summary of the state of the Transport and Drainage classes
3. Strategic Alignment – provides an overview of how the asset management plan fits into Council's other strategic documents as part of its Integrated Planning and Reporting framework
4. Levels of Service (LoS) – provides an overview of current LoS for both classes
5. Future Demand – provides an overview of the driving influences that may impact future demands of the TaD infrastructure
6. Life Cycle Management Plan – provides an overview of the health of the assets within both classes

7. Risk Management Plan – highlights the risks of failing TaD infrastructure, and points out the assets that are most critical
8. Financial Summary – provides financial statements, projections, and a funding strategy for the classes
9. Improvement Plan and Monitoring – highlights areas of improvement to the asset management process overall that are recommended

Appendix A – Useful Lives of Assets

Appendix B – Roads Hierarchy and Levels of Service

The structure and content of the TaD AMP aligns with the requirements outlined in the Integrated Planning and Reporting Guidelines. It is recognised that each AMP developed by Council is to be annually reviewed and updated, with improvements made between each iteration. Every four years, a full thorough review and updated plan is to be provided to Council for public exhibition and adoption.

Transport and Drainage assets provides for the movement of people, goods, and services throughout the Local Government Area (LGA), and transportation of rainwater off and away from trafficable areas such as roads. This TaD AMP is designed to convey to the reader how to ensure that the organisation can sustainably deliver transportation and drainage services for the community in accordance with the Community Strategic Plan (2025-2035). This is achieved through the management of the infrastructural assets' lifecycles; Acquisition, Maintenance, Operation, Renewal/Upgrade/Replacement, and Disposal. Furthermore, each cycle of developing AMPs often involves the identification of improvements that can be applied to the asset management process.

The primary improvements during the development of this TaD AMP from the previous, was a greater focus on the asset useful lives that were previously determined, and inclusion of the recently adopted Roads Hierarchy (adopted 12 November 2025), in building the renewal forecast. It was recognised that the useful lives (ULs) for all of the assets related subclasses required a re-assessment. The ULs attributed to the component/materials currently utilised within these ageing networks were not reflective of their observed state. Through regular inter-departmental discussions, the ULs have been realigned to match field observations. Consequently, the timeframes required for renewal works to bring our networks up to a standard that meets our LoS have been accelerated.

The TaD AMP highlights key financial information associated with the continued provision of transport and drainage services for the community. This information is provided within the tables and charts.

	Renewal Forecast		10 yr Budget	
Asset Class	5 Yr CapEX Program	10 Yr CapEX Program	Capital Budget	Operational Expenditures
Transport Infrastructure	\$47,963,886	\$67,866,904	\$63,857,338	\$84,772,627
Drainage Infrastructure	\$839,786	\$1,932,320	\$1,006,584	\$1,538,196
Total	\$48,803,672	\$69,799,224	\$64,863,922	\$86,310,823

Table 1 TaD Renewal Forecast and Expenditure – Summary (Reviewed)

	TaD Asset 2025 Valuation Summary			
Asset Class	Total Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Transport Infrastructure	\$330,955,576	\$291,729,203	\$39,226,373	\$3,884,283
Drainage Infrastructure	\$13,135,744	\$7,780,388	\$5,355,356	\$130,547
Total	\$344,091,320	\$299,509,591	\$44,581,729	\$4,014,830

Table 2 TaD Summarised 2025 Valuation

Asset Class	Asset Type	Quantity/ Length	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Drainage Infrastructure	Culvert	1212	\$10,322,508.10	\$6,242,272.97	\$4,080,235.13	\$99,607.21
	Storm Water Pipe	52	\$2,581,306.65	\$1,423,907.21	\$1,157,399.44	\$28,777.05
	Storm Water Pits	80	\$215,550.00	\$104,409.00	\$111,141.00	\$1,965.76
	Storm Water Structure	6	\$16,379.00	\$9,798.50	\$6,580.50	\$196.70
	Total		\$13,135,743.75	\$7,780,387.68	\$5,355,356.07	\$130,546.72
Transport Infrastructure	Bridge	32	\$32,123,491.94	\$27,506,853.03	\$4,616,638.91	\$174,010.37
	Footpath	18249 (m)	\$4,435,623.81	\$3,793,945.92	\$641,677.89	\$47,494.23
	Intersection U1	12526 (m ²)	\$1,540,324.60	\$1,369,398.88	\$170,925.72	\$19,225.93
	Intersection U2	28625 (m ²)	\$3,451,357.92	\$3,057,549.72	\$393,808.20	\$38,912.47
	Intersection U3	5017 (m ²)	\$534,557.11	\$478,804.40	\$55,752.71	\$4,941.38
	Kerb & Gutter	58824 (m ²)	\$7,135,330.77	\$5,036,758.77	\$2,098,572.00	\$77,280.48
	Urban U1	18.46 (km)	\$2,361,484.10	\$2,116,324.22	\$245,159.88	\$19,727.58
	Urban U2	126.4 (km)	\$15,664,057.05	\$13,863,641.26	\$1,800,415.79	\$142,364.61
	Urban U3	64.8 (km)	\$5,470,873.30	\$4,944,985.43	\$525,887.87	\$44,834.47

	Local Access	234.25 (km)	\$11,599,892.84	\$10,157,090.21	\$1,442,802.63	\$103,422.58
	Local Collector Road	665.7 (km)	\$33,338,806.93	\$29,362,509.72	\$3,976,297.21	\$327,684.89
	Primary Collector (Sealed)	763.0 (km)	\$63,458,425.92	\$56,389,122.59	\$7,069,303.33	\$851,379.24
	Primary Collector (Unsealed)	1129.7 (km)	\$59,000,634.96	\$52,476,779.13	\$6,523,855.83	\$703,447.59
	Regional Road	908 (km)	\$83,979,802.86	\$75,155,694.54	\$8,824,108.32	\$1,279,146.17
	Service Track	95.41 (km)	\$4,783,081.10	\$4,173,311.89	\$609,769.21	\$28,937.62
	Shoulder	23104 (m²)	\$2,077,830.85	\$1,846,433.86	\$231,396.99	\$21,472.83
	Total		\$330,955,576.06	\$291,729,203.57	\$39,226,372.49	\$3,884,282.44

Table 3 TaD Summarised Portfolio

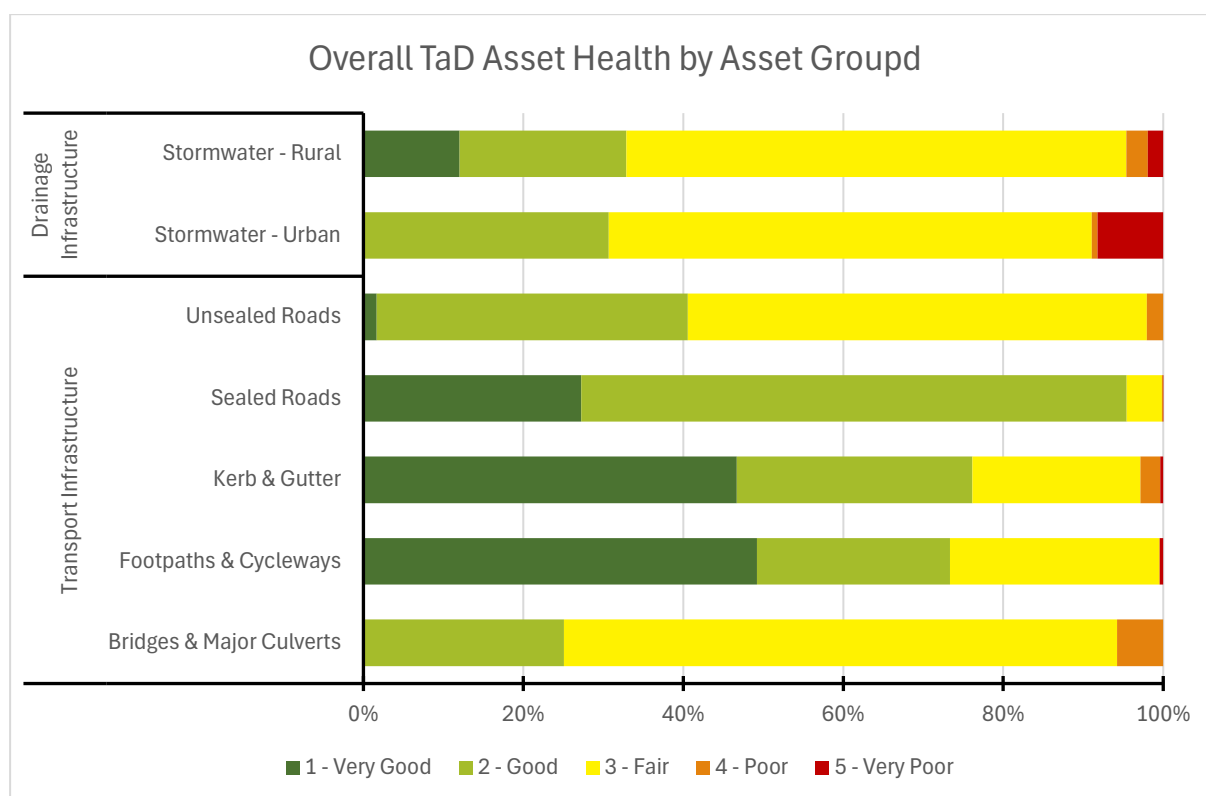


Figure 1 Condition of TaD Assets by Asset Group

To summarise from the above tables, figures, and key points from the TaD AMP;

- Overall the TaD Transport infrastructural assets are considered to be ranging between very good to fair condition according to valuation data. However, a regular inspection program of these assets will provide a better picture of physical condition of these assets
- Council bridge assets were inspected recently during the last 6 months and range between good to poor physical condition.
- Drainage assets which include; culverts, headwalls, storm water pits, and storm water pipes are dominantly fair in condition (60% - 65%); with ~30%

ranging very good to good, and 5% - 10% ranging from poor to very poor condition

Improved data and condition asset capture across all asset classes will be focussed upon to improve the overall accuracy of information available to make better stronger decisions when budgeting and planning renewals

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

Whilst there are no direct implications of adopting the draft TaD AMP, it will be used to inform future budgeting across Council's TaD asset management functions in our future Long Term Financial Plan (LTFP), including our adopted works program and maintenance budgets. The TaD AMP will underpin and guide our financial planning and decision making. The AMP in its current form documents our current situation and allows for future decision makings associated with the TaD assets. These decisions will be incorporated into future iterations, as well as changes in our asset datasets, registers, valuations, community desires and then used to guide decision making.

Policy / Legal and Statutory Implications:

The TaD AMP which makes up a collection of AMPs, is a legislative requirement of the Integrated Planning and Reporting (IP&R) framework within the *Local Government Act 1993*. Adoption of the TaD AMP will ensure compliance with the IP&R guidelines and handbook. This will also form an essential part of our

requirements as identified in our Asset Management (AM) Policy and proposed AM framework.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no direct risks associated with adopting the TaD AMP. Risk Management is a chapter within the TaD AMP and will be used to inform and guide changes to our Risk Management practices for our TaD assets in alignment with our Risk Management Framework. The TaD AMP assists with our Risk Management by improving the visibility of physical and financial risks associated with our TaD assets under Councils responsibility. It guides future decision making with regards to acceptable risk and highlights deficiencies and limitations of our asset management practices.

Options:

Council has the following options available for consideration:

1. Council could adopt the recommendation as proposed in this report
2. Council could seek additional information on the draft AMPs prior to placing on exhibition, noting this would delay the required minimum 28-day public exhibition period and potentially impact the ability to adopt the final plans during the July 2026 Ordinary Council Meeting.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes

**TRANSPORT AND DRAINAGE
ASSET MANAGEMENT PLAN
COONAMBLE SHIRE COUNCIL**

JUNE 2026

COONAMBLE
SHIRE COUNCIL



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1. EXECUTIVE SUMMARY

1.1 The purpose of the Plan

The purpose of this Transport and Drainage Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's Transport and Drainage infrastructure assets.

This plan outlines how Council will deliver safe, reliable, and cost-effective Transport and Drainage services, optimise whole-of-life asset performance, manage risk, and ensure investment decisions are aligned with Council's Community Strategic Plan, Delivery Program, Operational Plan, and Long-Term Financial Plan (LTFP).

The AMP supports informed and evidence-based decision-making by providing a structured approach to asset maintenance, renewal, and replacement. It ensures Council's Transport and Drainage networks continue to meet current and future community needs in a financially responsible and sustainable manner.

1.2 Asset Description

Coonamble Shire Council's Transport and Drainage asset portfolio supports the delivery of essential services that enable safe, efficient, and sustainable movement of people, goods, and Drainage across the local government area. The network comprises a diverse range of assets including sealed and unsealed roads, bridges and culverts, kerb and guttering, footpaths, and Drainage infrastructure.

As of the latest valuation, the total replacement cost of Council's Transport and Drainage assets is estimated at approximately \$344.1 million (~ 331M Transport assets|~ 13.1M Drainage assets), with a fair value of around \$299.5 million (~ 291.7M Transport assets|~ 7.78M Drainage assets), and accumulated depreciation of \$44.6 million (~ 39.23M Transport assets|~ 5.36M Drainage assets). The portfolio incurs an annual depreciation expense of approximately \$4 million (~ 3.88M Transport assets|~ 130.5K Drainage assets), reflecting the ongoing consumption of asset service potential.

- The road network represents the largest component of the portfolio, comprising both sealed and unsealed assets extending across the Shire's vast rural and regional road system.
- Sealed roads account for roughly \$174 million in replacement value and include arterial, regional, urban, and local roads as well as intersections and shoulders.
- Unsealed roads represent a significant portion of the network, with a combined replacement value exceeding \$118 million, serving rural communities and providing critical access to agricultural and freight areas.
- Bridges and major culverts total 32 structures, with a replacement value of approximately \$33.5 million, playing an essential role in regional connectivity and flood resilience.
- Kerb and guttering and footpaths together contribute about \$12 million to the network, enhancing pedestrian access, Drainage, and road safety.
- The Drainage network, including box culverts, pipes, pits, and headwalls, has a combined replacement value of approximately \$13 million, supporting flood mitigation and effective surface water management.

Overall, these assets form a critical component of Council's infrastructure base, underpinning community wellbeing, economic activity, and environmental protection across the Coonamble local government area.

1.3 Levels of Service

Coonamble Shire Council has developed a detailed Road Hierarchy and Levels of Service Framework (**Appendix B**) that defines the function, design standards, and maintenance response levels for its regional and local rural road network. The framework clearly outlines inspection frequencies, intervention levels for regional and rural roads, and renewal triggers aligned with asset condition and service performance.

While further refinement is required to formally document customer and technical levels of service and to integrate planned inspection and maintenance programs across all Transport and Drainage asset classes, Council has done an excellent job in establishing a strong foundation for service delivery. This work demonstrates a clear commitment to providing safe, reliable, and sustainable Transport infrastructure that meets the needs of the community and supports long-term asset management objectives.

1.4 Future Demand

The future demand for Coonamble Shire Council's Transport and Drainage services will be influenced by a range of demographic, environmental, and economic factors. Key drivers such as increasing freight activity, the impact of extreme weather events, and growing community expectations for safer and more resilient Transport infrastructure will shape future investment priorities.

For the Transport network, future demand will focus on supporting freight and regional connectivity, improving road resilience during flood events, addressing renewal backlogs, and expanding active Transport infrastructure such as walking and cycling paths. These pressures highlight the need for long-term planning and targeted investment to sustain network performance and accessibility across the Shire.

For Drainage assets, demand will continue to be driven by flood risk, climate change, and the need for infrastructure that can effectively manage runoff and protect property during extreme rainfall events. Ensuring the ongoing performance of levees, culverts, and floodways will be critical to maintaining community safety and service reliability.

To manage these challenges, Council will need to develop a dedicated Transport and Drainage Strategy that aligns future service planning, investment, and risk management with projected community needs. This strategy will provide a framework to guide sustainable asset management, enhance resilience, and ensure that future infrastructure decisions remain evidence-based and financially responsible.

1.5 Life Cycle Management

Council manages its Transport and Drainage assets across the full lifecycle: planning, acquisition, operation, maintenance, renewal, and disposal to ensure that essential infrastructure continues to deliver safe, reliable, and cost-effective services to the community.

At present, maintenance activities are predominantly reactive, and there is a recognised need to improve the consistency of inspection programs and asset data collection. Renewal decisions are currently informed by the 2025 valuation data and asset condition profiles, which may need validation via field condition

assessments.

Future improvement efforts will focus on establishing a structured condition assessment program, enhancing asset data accuracy, and formalising planned maintenance schedules. Continued use of renewal modelling will assist in optimising the timing and allocation of renewal funding to maintain desired service levels and reduce long-term costs.

Current capital works are primarily directed toward the renewal of ageing assets, targeted upgrades to improve performance and safety, and limited new asset projects to support growth and compliance obligations.

1.6 Risk Management

Effective risk management is central to ensuring the safety, reliability, and long-term sustainability of Coonamble Shire Council's Transport and Drainage networks. While Council does not yet have a formal corporate risk register, this Asset Management Plan establishes a clear framework for identifying, assessing, and managing key infrastructure risks.

The approach follows AS/NZS ISO 31000:2018 Risk Management – Guidelines, focusing on proactive identification of potential risk events, their underlying causes, and appropriate mitigation measures. Key risks include flood damage, road pavement and bridge failures, Drainage blockages, funding shortfalls, climate change impacts, and data inaccuracy leading to poor investment decisions.

Mitigation strategies involve maintaining and reviewing the Floodplain Risk Management Plan, strengthening inspection and maintenance programs, improving asset condition and data accuracy, embedding risk-based prioritisation in renewal planning, and developing a Long-Term Financial Plan to ensure funding sustainability.

Continuous monitoring and review of risks will be integrated into Council's annual asset management and budget review cycle, with high-priority risks reported to the Executive Team. Over time, Council aims to develop a comprehensive Corporate Risk Register, ensuring stronger integration between risk management, financial planning, and emergency response.

1.7 Financial Summary

The financial forecasts for Coonamble Shire Council's Transport and Drainage Asset Portfolios outline the projected investment required over the next ten years to maintain, operate, renew, and upgrade critical infrastructure. These forecasts have been developed using the best available valuation, condition, and cost data, supported by renewal modelling and long-term planning assumptions.

Transport Assets

The total lifecycle demand for Transport assets over the ten-year planning horizon is estimated at \$110 million, which represents the total cost required to sustain service levels, renew ageing infrastructure, and meet ongoing operational requirements.

Financial Year	Renewal Forecast	CAPEX	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$28,732,445					\$28,732,445
2025/26	\$26,885,486	\$4,417,065	\$22,484,000	\$6,586,985	\$29,070,985	\$55,956,471
2026/27	\$20,888,743	\$3,514,226	\$17,441,637	\$6,788,150	\$24,229,787	\$45,118,530
2027/28	\$3,799,991	\$3,071,635	\$822,015	\$6,943,500	\$7,765,515	\$11,565,506
2028/29	\$3,295,203	\$2,559,679	\$854,895	\$7,277,580	\$8,132,475	\$11,427,678
2029/30	\$3,270,940	\$2,559,679	\$854,895	\$7,495,907	\$8,350,802	\$11,621,742
2030/31	\$3,248,572	\$2,559,679	\$854,895	\$7,720,785	\$8,575,680	\$11,824,252
2031/32	\$3,228,407	\$2,559,679	\$854,895	\$7,952,408	\$8,807,303	\$12,035,710
2032/33	\$3,220,620	\$2,559,679	\$854,895	\$8,190,980	\$9,045,875	\$12,266,495
2033/34	\$3,195,296	\$2,559,679	\$854,895	\$8,436,710	\$9,291,605	\$12,486,901
2034/35	\$3,182,439	\$2,559,679	\$854,895	\$8,689,811	\$9,544,706	\$12,727,145
2035/36	\$4,553,208	\$2,559,679	\$854,895	\$8,689,811	\$9,544,706	\$14,097,914
Total	\$107,501,350	\$31,480,358	\$47,586,812	\$84,772,627	\$132,359,439	\$239,860,789

The forecast renewal demand of \$107.5 million significantly exceeds the available renewal funding of \$31.48 million, highlighting a substantial renewal gap. In addition, \$47.6 million has been identified for new and upgrade projects, including key Transport infrastructure improvements, while operational expenditure totals \$84.7 million across the same period.

The total known budget of \$61.07 million covers only the first four years of the planning horizon. For the remaining six years, renewal, new and upgrade funding has been assumed to continue at the same annual level as 2028/29, while the operational budget has been escalated using an annual indexation rate of 3%. This highlights the need for Council to progressively confirm and extend financial planning within the LTFP to ensure adequate renewal, maintenance and capital funding across the full ten-year period.

Drainage Assets

For Drainage assets, the ten-year renewal forecast totals approximately \$3.06 million. No specific renewal budget allocations have been identified within the planning period. The only budgeted items relate to new and upgrade Drainage projects, with \$225,000 allocated across the first four years. For the remaining six years, new and upgrade funding has been assumed to continue at the same annual level as 2028/29, while no operational funding has been allocated at this stage.

This indicates a high risk of underfunding, particularly given the importance of Drainage management for flood resilience and community safety. Council will need to integrate both renewal and operational funding for Drainage assets within the LTFP to ensure the long-term functionality and sustainability of the network.

Financial Year	Renewal Forecast	CAPEX	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$1,044,041					\$1,044,041
2025/26	\$90,579	\$143,427	\$75,000	\$139,836	\$214,836	\$305,415
2026/27	\$117,120	\$168,427	\$50,000	\$139,836	\$189,836	\$306,956
2027/28	\$143,659	\$168,427	\$50,000	\$139,836	\$189,836	\$333,495
2028/29	\$169,371	\$168,427	\$50,000	\$139,836	\$189,836	\$359,207
2029/30	\$193,634	\$168,427	\$50,000	\$139,836	\$189,836	\$383,470
2030/31	\$216,002	\$168,427	\$50,000	\$139,836	\$189,836	\$405,838
2031/32	\$236,167	\$168,427	\$50,000	\$139,836	\$189,836	\$426,003
2032/33	\$243,954	\$168,427	\$50,000	\$139,836	\$189,836	\$433,790
2033/34	\$269,278	\$168,427	\$50,000	\$139,836	\$189,836	\$459,114
2034/35	\$282,135	\$168,427	\$50,000	\$139,836	\$189,836	\$471,971
2035/36	\$51,000	\$168,427	\$50,000	\$139,836	\$189,836	\$240,836
Total	\$3,056,940	\$1,827,697	\$575,000	\$1,538,196	\$2,113,196	\$5,170,136

Key Financial Insights

- There is a significant renewal funding gap across both the Transport and Drainage asset portfolios.
- Confirmed budget data is currently available for only the first four years of the planning horizon. For the remaining six years, renewal, new and upgrade funding of Transport assets has been assumed to continue at the same annual level as 2028/29, while operational expenditure has been indexed at 3% per annum.
- Drainage renewal funding has not been specifically identified within the current planning period, with only new and upgrade Drainage funding included at this stage.
- Dedicated renewal and operational budgets, particularly for Drainage assets, will be important to reduce risk, manage service levels and avoid increased reliance on reactive maintenance.
- Integration of verified renewal forecasts and lifecycle cost data into the Long-Term Financial Plan will be critical to supporting sustainable asset management over the full ten-year period.

1.8 Improvement Plan

Coonamble Shire Council is committed to continuous improvement in the management of its Transport and Drainage assets. The Improvement Plan outlines a series of targeted actions designed to strengthen data quality, enhance financial sustainability, improve service delivery, and embed best-practice asset management processes across the organisation.

Key improvement priorities include:

- Developing a Transport and Drainage Strategy to guide long-term investment, service planning, and community outcomes.
- Establishing formal Customer and Technical Levels of Service to ensure transparent and measurable service delivery aligned with community expectations.
- Implementing structured condition assessment and data collection programs to improve the accuracy of renewal forecasting and asset lifecycle planning.
- Introducing a centralised inspection and maintenance management system to enhance tracking, reporting, and proactive maintenance of Transport and Drainage infrastructure.

- Ensuring sustainable funding through the Long-Term Financial Plan (LTFP), including dedicated renewal and operational budgets for Drainage assets.
- Developing comprehensive design standards and a complete 10-year capital works and operational forecast to support informed and financially responsible decision-making.

A critical component of this improvement framework will be the establishment of an Asset Management Steering Committee (AMSC). The AMSC will provide strategic oversight, ensure cross-departmental coordination, monitor progress on improvement actions, and embed asset management principles within Council's governance structure. This committee will play a vital role in ensuring that asset management remains integrated with Council's financial planning, risk management, and community objectives.

Through the implementation of this Improvement Plan, Coonamble Shire Council aims to achieve greater consistency, accountability, and long-term sustainability in the management of its Transport and Drainage assets, ensuring they continue to meet the needs of the community now and into the future.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

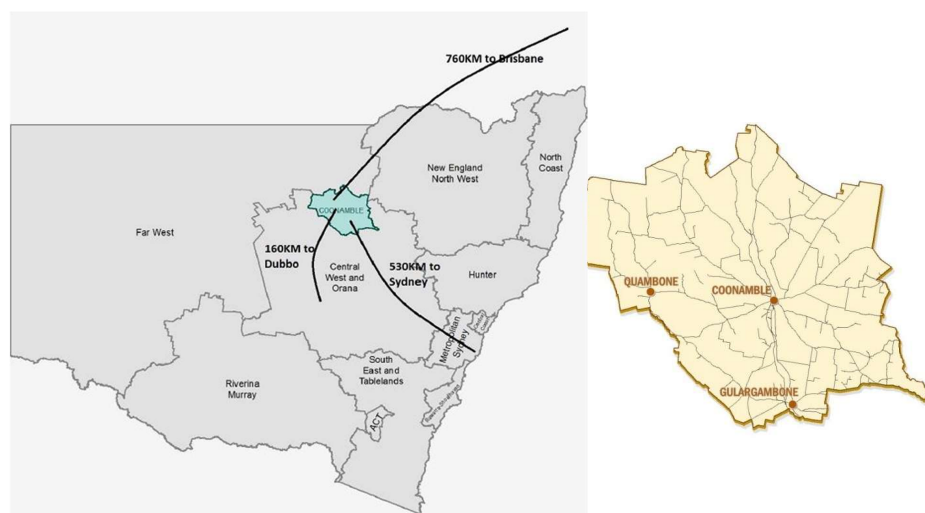


Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service centre for surrounding rural communities.

Coonamble Shire Council is responsible for managing a diverse network of Transport and Drainage assets that support the safe and efficient movement of people and goods, protect the community from flooding, and enable economic and social activity across the region.

This Asset Management Plan outlines the strategies and practices Council will apply to ensure these assets are planned, operated, maintained, and renewed in a sustainable manner, aligning with community expectations and the strategic priorities set out in the Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's Transport and Drainage assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that Transport and Drainage infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of Transport and Drainage assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing Transport and Drainage infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Transport and Drainage Assets

The table below provides a summary of Council’s Transport and Drainage assets based on the 2025 valuation data.

Asset Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sealed Roads	Intersection 2 Regional	8292	m	\$1,065,442	\$130,438	\$935,004	\$13,217
Sealed Roads	Intersection U1	4112	m	\$515,562	\$63,548	\$452,014	\$6,530
Sealed Roads	Intersection U2	26952	m	\$3,454,728	\$414,761	\$3,039,967	\$39,126
Sealed Roads	Intersection U3	3068	m	\$408,610	\$48,127	\$360,483	\$4,125
Sealed Roads	Local 3	590220	m	\$57,468,786	\$6,523,366	\$50,945,421	\$755,186
Sealed Roads	Local 4	66516	m	\$6,462,491	\$775,119	\$5,687,372	\$78,431
Sealed Roads	Local 5	4504	m	\$452,289	\$51,870	\$400,418	\$5,024
Sealed Roads	Local 6	5396	m	\$533,017	\$60,006	\$473,011	\$5,574
Sealed Roads	Regional 2	805876	m	\$80,955,780	\$7,739,950	\$73,215,830	\$1,210,092
Sealed Roads	Shoulder 2	23104	m	\$2,142,244	\$260,709	\$1,881,535	\$22,138
Sealed Roads	Urban 2	7904	m	\$1,001,264	\$117,297	\$883,967	\$12,095
Sealed Roads	Urban U1	17860	m	\$2,397,674	\$270,494	\$2,127,179	\$19,955
Sealed Roads	Urban U2	114141	m	\$14,929,106	\$1,730,890	\$13,198,216	\$132,524
Sealed Roads	Urban U3	23452	m	\$3,051,480	\$364,753	\$2,686,727	\$28,045
Unsealed Roads	Intersection U1	122	m	\$7,078	\$447	\$6,630	\$66
Unsealed Roads	Intersection U2	1673	m	\$103,723	\$13,151	\$90,572	\$911
Unsealed Roads	Intersection U3	1949	m	\$142,657	\$14,463	\$128,194	\$971
Unsealed Roads	Local 3	172816	m	\$8,024,766	\$963,698	\$7,061,069	\$119,728
Unsealed Roads	Local 4	1063146	m	\$54,419,896	\$4,217,297	\$50,202,599	\$618,486
Unsealed Roads	Local 5	661158	m	\$33,952,921	\$3,342,438	\$30,610,483	\$324,504
Unsealed Roads	Local 6	193964	m	\$9,574,195	\$1,097,723	\$8,476,472	\$86,854
Unsealed Roads	Local 7	34890	m	\$1,863,360	\$213,338	\$1,650,023	\$13,079
Unsealed Roads	Local 8	95410	m	\$4,936,140	\$524,165	\$4,411,975	\$29,394
Unsealed Roads	Regional 2	102076	m	\$5,686,384	\$42,791	\$5,643,593	\$82,348
Unsealed Roads	Urban U1	595	m	\$37,052	\$2,607	\$34,445	\$385
Unsealed Roads	Urban U2	4312	m	\$275,129	\$33,795	\$241,334	\$2,378
Unsealed Roads	Urban U3	36248	m	\$2,210,697	\$222,006	\$1,988,691	\$18,185
Formed only Roads	Urban U3	4678	m	\$383,756	\$0	\$383,756	\$0
Bridges & Major Culverts	Box Culvert	5	#	\$1,366,962	\$368,089	\$998,873	\$11,175
Bridges & Major Culverts	Bridge	27	#	\$32,150,503	\$4,624,249	\$27,526,254	\$170,244
Footpaths & Cycleways	Footpath	18250	m	\$4,766,652	\$739,509	\$4,027,143	\$51,038
Kerb & Gutter	Kerb & Gutter	58456	m	\$7,430,273	\$2,180,198	\$5,250,074	\$80,237
	Open Channel	N/A	N/A	\$0	\$0	\$0	\$0
	Box Culvert	201	#	\$5,642,719	\$2,254,380	\$3,388,339	\$54,355
	Culvert	49	#	\$1,623,469	\$603,704	\$1,019,766	\$15,459
	Headwall	53	#	\$16,494	\$6,825	\$9,669	\$198
	Pipe	3441	m	\$2,599,376	\$1,194,480	\$1,404,896	\$28,978
	Pipe Culvert	609	#	\$3,129,101	\$1,346,010	\$1,783,091	\$30,476
	Pits	55	#	\$220,077	\$115,482	\$104,595	\$2,007
				\$355,401,854	\$42,672,170	\$312,729,684	\$4,073,520

Table 1 – Summary of Transport and Drainage Assets

2.5 Road Hierarchy and Level of Service

Appendix B outlines Coonamble Shire Council's proposed Road Hierarchy and corresponding Levels of Service for the Regional and Local Rural Road network. The framework provides a structured approach to defining service standards, maintenance practices, and intervention triggers for each road class, ensuring a consistent and transparent basis for managing Council's extensive rural road system.

The hierarchy categorises roads according to their function, usage, and traffic volumes (Average Annual Daily Traffic – AADT), ranging from high-priority Arterial and Regional Roads through to Local Access Roads and Service Tracks. For each class, the document specifies the desired design standard, renewal and maintenance strategies, and intervention levels for both sealed and unsealed roads.

Importantly, this hierarchy does not apply to Urban Roads and is focused exclusively on the Regional and Local Rural network within the Shire. It provides a foundation for prioritising maintenance and renewal activities, allocating resources effectively, and supporting informed decision-making on service levels, budgets, and long-term asset planning.

The proposed standards also align with Council's commitment to safe, reliable, and cost-effective rural Transport infrastructure, ensuring roads remain functional and accessible in support of agricultural, freight, and community travel needs across the Shire.

3. Strategic Alignment

3.1 Community Strategic Plan



The Coonamble Shire **Community Strategic Plan (CSP) 2025–2035** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic,

environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's **Integrated Planning and Reporting (IP&R) Framework**, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Plan
 - Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including Transport and Drainage, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

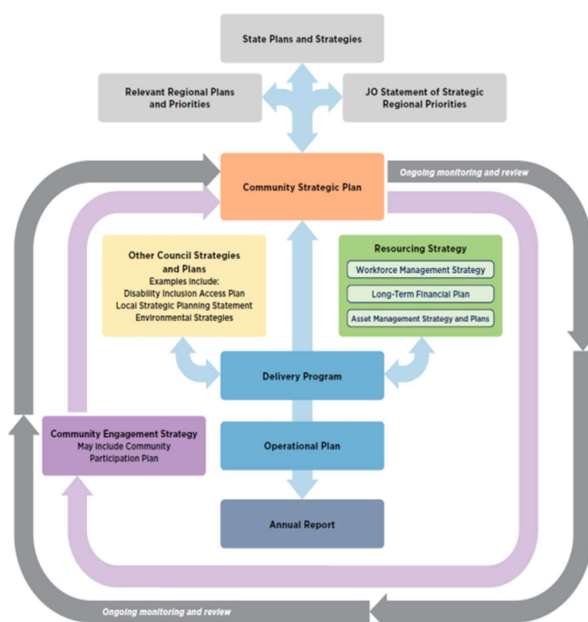


Figure 2 – Integrated Planning and Reporting Framework – NSW

3.2 Strategic Goals and Objectives - CSP

The Transport and Drainage Asset Management Plan directly support the CSP by ensuring the provision of safe, reliable, and cost-effective utility services that meet community expectations and enable long-term sustainability.

By aligning with the CSP, the AMP helps prioritise investment, manage risk, and ensure compliance with service standards and regulatory obligations. It also reinforces Council's role in achieving broader objectives such as environmental sustainability, economic development, and community wellbeing.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program translates the long-term vision of the Community Strategic Plan into a four-year action plan for Council operations. It sets out specific projects, programs, and service commitments that Council will deliver within its available resources.

The actions directly support the objectives of the Transport & Drainage Asset Management Plan by ensuring that maintenance, renewal, and upgrade works are prioritised and funded in a manner consistent with community needs, legislative requirements, and asset lifecycle considerations. The Delivery Program also provides the performance measures and timelines against which progress will be monitored and reported.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the objectives of the Delivery Program and the broader Community Strategic Plan. This Asset Management Plan supports and is informed by the Operational Plan through the identification and delivery of priority actions related to Transport and Drainage infrastructure.

Key activities identified in the Operational Plan ensure compliance with legislative requirements, ongoing service delivery, infrastructure renewal, and environmental stewardship. These actions enable the Council to maintain essential Transport and Drainage services while advancing long-term planning and capital investment strategies.

**Improvement Opportunity**

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Transport & Drainage services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of Transport and Drainage assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role	
C1: Caring for Community									
Goal 3	We are a safe, secure and supportive community	C1.3	3) Help build and maintain safe, supportive homes and spaces.	Sustain/increase community perception on disaster preparedness.	Ensure we contribute to and plan for disaster preparedness, response and resilience.	Implement Flood Risk Management Plan (2021)’s recommendation and actions	Number of recommendations and actions completed.	Partner	
						Work with agencies for disaster preparation and facility development.		Service provider	
									Advocate
					Enhance safer regulatory and compliance strategies and operations	Review regulatory and compliance strategies and operations	Compliance with industry best practice standards	Facilitator	
A1: Our Roads									
Goal 8	Our road network enables our community, industries and economy to thrive in broader contexts	A1.1	14) Ensure our roads and related infrastructure maintain high connectivity standards.	Community satisfaction levels in unsealed roads.	Review and implement Council’s ten-year roads Capital Works Program	Review and implement 10-year roads Capital Works Program.	10-Year roads Capital Works Program implemented.	Partner	
					Continue to maintain roadside slashing when grass impedes visibility	Develop and implement annual slashing program	Annual slashing program implemented and monitored		
					Community’s satisfaction levels in sealed roads.	Liaise with State and Federal Members and the Roads Minister on rural road funding issues	Prepare and submit application for hazard reduction funding through RFS		Application for hazard reduction funding submitted by 31 March
					Infrastructure renewal ratio achieved.		Ensure regular meetings with State and Federal Members and NSW Minister for Roads		Six-monthly meetings held with State and Federal Members
					Infrastructure backlog ratio achieve reduction.				Annual meeting held with NSW Minister for Roads
					Project open to traffic - Tooraweenah Road	Complete the Tooraweenah Road upgrade project	Meet regularly and report monthly on progress of Tooraweenah Road upgrade project and deliver works to meet agreed timeframes		Monthly reporting
							Milestones met as per agreement		
					Advocate to ensure that Transport issues of the community are adequately addressed	Convene quarterly Local Traffic Committee meetings in accordance with committee terms of reference	Quarterly Local Traffic Committee meetings held		
A2: Our utilities									
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.3	17) Ensure that Drainage is sufficient to protect infrastructure and health.	Community satisfaction levels in Drainage Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Drainage Strategic Planning	Complete 30-year Total AMP and LTFP for Coonamble LGA Drainage.	Coonamble Drainage 30-year Total AMP and LTFP completed.	Service provider Advocate	

A3: Our assets								
Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Successfully represent the interests of our community with regards to rail freight.	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community	Number of responses.	Service provider Advocate Facilitator
						Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA)	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.	
					Ensure priority measures implemented from the PAMP	Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program.	Inspection program implemented and monitored.	
OC1: Sustainable Care for Our Country and Community								
Goal 12	We show informed, fair and inclusive care for our country and community.	OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	Planning instruments and planning controls are up to date.		Complete Stage 5 of the Coonamble Flood Levee	Completion of Stage 5	Service provider
				Community satisfaction with land use planning framework, and in balance between competing land use interests.		Draft Development Control Plans to include flood planning area development controls.	DCP adopted by Council	Advocator Facilitator
					Implement Council's Floodplain Risk Management Study.	Number of recommendations and actions completed		
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community	Employ quality engagement and communication tools and strategies, including Council’s Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator
				Community satisfaction with communication	Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 2- CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Transport and Drainage Services

3.6 Active Transport Plan (2024)

This strategic document establishes a \$4.06M investment program for pedestrian and cyclist infrastructure across Coonamble and Gulargambone, focusing on safe, accessible, and well-connected networks. The plan guides integration of active Transport into future developments, prioritise separated paths for high-risk areas, and aligns with NSW Transport strategies. Council has committed to implementing the plan via annual programs and seek funding support from Transport for NSW.



Improvement Opportunity

Review and update the Active Transport Plan (2024) to reflect current operational, regulatory, and asset management requirements beyond 2024.

3.7 West Coonamble Floodplain Risk Management Study & Plan (2021)

Presents flood risk assessments and mitigation strategies for the West Coonamble area, with a focus on protecting Transport corridors and Drainage infrastructure from flood impacts. Identifies priority works, land use planning controls, and maintenance regimes to improve flood resilience.

3.8 Coonamble Levee Flood Gradient Sensitivity Modelling Study

A technical study assessing the performance of the Coonamble levee system under various flood scenarios. Provides recommendations for levee upgrades, operational protocols, and integration with broader Drainage and Transport network planning to minimise flood damage.

3.9 Legislative and Regulatory Framework

The management of Transport and Drainage assets within Coonamble Shire Council is guided by a comprehensive framework of state and local legislation, regulations, and policy instruments. These establish Council's responsibilities, service standards, and compliance obligations to ensure the delivery of safe, reliable, and environmentally sustainable Transport and Drainage services.

This framework underpins Council's legal authority, safeguards public health and safety, protects environmental values, and ensures that asset management aligns with broader land use, floodplain management, and infrastructure planning objectives. It also provides the foundation for cost recovery, transparent performance reporting, and ongoing improvement in service delivery.

The principal Acts, regulations, and guidelines relevant to the management of Coonamble Shire Council's Transport and Drainage services are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Primary legislation defining Council's powers, responsibilities, and service obligations for public infrastructure, including roads, bridges, and Drainage systems.	Provides Council with the authority to plan, deliver, maintain, and regulate Transport and Drainage infrastructure.
Roads Act 1993 (NSW)	Establishes responsibilities for the construction, maintenance, and management of public roads.	Defines Council's role in managing the local road network, including road openings, closures, and works within the road reserve.
Road Transport Act 2013 (NSW)	Governs road use, traffic management, and vehicle regulations in NSW.	Supports road safety and traffic management within Council's jurisdiction.
Environmental Planning and Assessment Act 1979 (NSW) & Coonamble Local Environmental Plan 2011	Provides the framework for land use planning, development approvals, and zoning controls affecting Transport and Drainage infrastructure.	Ensures Transport and Drainage projects comply with planning controls and environmental assessment requirements.
Crown Land Management Act 2016 (NSW)	Regulates the management and use of Crown land, including roads and Drainage corridors on Crown reserves.	Guides Council in managing Transport and Drainage infrastructure situated on Crown land.
Biodiversity Conservation Act 2016 (NSW)	Regulates activities that may impact biodiversity and natural habitats.	Ensures Transport and Drainage works protect ecological values and comply with environmental safeguards.
Protection of the Environment Operations Act 1997 (NSW)	Provides environmental protection measures, including pollution prevention and quality controls.	Requires Council to manage Drainage systems to protect water quality and prevent environmental harm.
Work Health and Safety Act 2011 (NSW)	Establishes duties to ensure the health and safety of workers and the public.	Applies to construction, inspection, and maintenance activities on Transport and Drainage infrastructure.
NSW Floodplain Development Manual (2023)	State guideline for managing flood risk through land use planning and infrastructure design.	Ensures Drainage and road infrastructure are planned and constructed to reduce flood risk in line with best practice.
Australian Rainfall and Runoff (ARR) Guidelines	National guidelines for flood estimation and design.	Provides technical standards for designing Drainage systems to manage and flooding impacts.

Table 3 - Legislation – Transport and Drainage Services

3.10 Key External Stakeholders

The management of Transport and Drainage infrastructure in Coonamble Shire relies on strong collaboration with a wide range of external stakeholders. These parties provide regulatory oversight, funding, technical expertise, emergency response capability, and environmental protection, ensuring that Council's services are safe, sustainable, and compliant with legislative and community expectations.

Residents and property owners are central to this network as the primary users of the Transport network and beneficiaries of effective Drainage systems. Their feedback, patterns of use, and timely reporting of maintenance needs help shape service delivery, identify emerging risks, and inform long-term planning.

Ongoing engagement with these stakeholders ensures alignment with government policy, supports funding applications, strengthens emergency preparedness, and delivers projects that address the needs of the Coonamble community.

- **Residents and Property Owners** – Primary users of roads, footpaths, cycleways, and Drainage infrastructure; contribute through regular use, feedback, and reporting of hazards or service issues.
- **NSW Department of Planning, Housing and Infrastructure** – Oversees infrastructure policy, regulation, and capital funding programs relevant to Transport and Drainage assets.
- **Transport for NSW (TfNSW)** – Leads state-wide Transport planning, road safety initiatives, and funding programs affecting the local road network.
- **NSW Public Works Advisory** – Offers technical support, design expertise, and project management assistance for major upgrades, renewals, and emergency works.
- **NSW Health** – Regulates public health aspects where Drainage infrastructure interacts with potable water systems or public health risks.
- **NSW Environment Protection Authority (EPA)** – Ensures compliance with environmental regulations, particularly in relation to quality and discharge management.
- **Bureau of Meteorology (BoM)** – Provides rainfall, flood, and climate data to support road and Drainage planning, floodplain management, and climate resilience.
- **Essential Energy / Utility Providers** – Coordinate access and works within road and Drainage corridors to manage service dependencies and minimise disruption.
- **Private Contractors and Consultants** – Deliver capital works, renewals, specialist maintenance, and technical assessments.
- **State and Federal Funding Bodies** – Provide grant funding to support infrastructure upgrades, maintenance programs, and resilience initiatives.
- **Local Aboriginal Land Councils** – Provide cultural heritage advice and consultation for projects affecting traditional lands or culturally significant sites.

4. LEVELS OF SERVICE

Levels of Service (LOS) define the quality, reliability, and performance standards that Council aims to provide through its Transport and Drainage networks. They establish a clear link between customer expectations, legislative obligations, technical standards, and available financial resources. Defining and monitoring LOS enables Council to balance community needs with sustainable asset management practices, while also providing transparency and accountability in service delivery.

4.1 Levels of Service - Transport

The following tables outline the **suggested** Customer and Technical Levels of Service for Transport Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Customer LOS Indicator	KPI
Safe and reliable road access	% of road network open and accessible at all times (target > 98%)
Ride comfort on sealed and unsealed roads	% of sealed roads rated satisfactory or better in community survey (target > 70%)
Travel efficiency	% of road network with speed restrictions due to condition (target < 5%)
Pedestrian and cyclist safety	% of town centers with maintained footpaths/cycleways (target > 80%)
Responsiveness to customer requests	Average response time to road-related service requests (target < 10 days)

Table 4 – Suggested Customer Levels of Service – Transport Service

Technical LOS Indicator	KPI
Pavement condition	% of sealed road network with Pavement Condition Index (PCI) > 70 (target > 80%)
Gravel road standard	Average re-sheeting cycle for unsealed roads (target ≤ 10 years)
Sealed road renewal	Average reseal cycle for sealed roads (target ≤ 15 years)
Road safety	% of road network with annual safety inspections completed (target = 100%)
Bridge and culvert capacity	% of structures meeting load capacity standards (target > 95%)

Table 5 – Suggested Technical Levels of Service - Transport Service

4.2 Levels of Service – Stormwater (Drainage)

The following tables outline the **suggested** Customer and Technical Levels of Service for Drainage Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Customer LOS Indicator	KPI
Protection from flooding	% of urban properties protected from frequent localised flooding (target > 95%)
Effective management	% of community survey respondents satisfied with Drainage (target > 70%)
Responsiveness to flooding/Drainage issues	Average response time to Drainage service requests (target < 5 days)
Drainage system reliability	% of pits and culverts free of blockages (target > 90%)
Environmental performance	% compliance with environmental discharge standards (target = 100%)

Table 6 – Suggested Customer Levels of Service - Drainage Service

Technical LOS Indicator	KPI
Capacity of Drainage system	% of priority networks meeting 1-in-5 year flood design standard (target > 85%)
Inspection frequency	% of pits, pipes and culverts inspected annually (target = 100%)
Condition of assets	% of Drainage assets rated in good or fair condition (target > 85%)
Response to blockages	Average response time to reported blockages (target < 24 hours)
Renewal planning	% of Drainage renewal program delivered annually (target > 90%)

Table 7 – Suggested Technical Levels of Service – Drainage Service

4.3 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities. Community engagement undertaken in 2022 identified Transport and Drainage infrastructure as critical priorities for residents across the Shire.

4.4 Community Feedback - Transport

Community members raised concerns about road quality, particularly gravel roads and rural connectors, citing poor ride quality, dust, and the need for more frequent maintenance. Feedback also highlighted dissatisfaction with the standard of sealed roads and footpaths in some townships, along with concerns around road safety and heavy vehicle impacts. Key feedback/findings of the community engagement include:

- Road quality and maintenance: Strong community concerns about the condition of sealed and unsealed roads, with calls for more regular grading, sealing, and pothole repairs.
- Connectivity and access: Feedback indicated that poor road conditions reduce access to

- services, particularly during wet weather in rural areas.
- Safety: Concerns about traffic safety, especially heavy vehicle movements on local roads, and the condition of bridges and culverts.
- Active Transport: Community expressed interest in improved footpaths and cycleways, especially within town centres to support safe walking and cycling.

The recommendations and suggestions for future management of the Transport service arising from the community engagement are:

- Increase road resealing and gravel re-sheeting programs to improve condition and reduce community complaints.
- Prioritise safety-related works including signage, line-marking, and bridge maintenance.
- Improve responsiveness to customer requests by addressing potholes and grading issues in a timely manner.
- Develop a long-term road improvement program to provide transparency on priorities and timelines.
- Enhance pedestrian and cyclist infrastructure within town centres to support safe walking and cycling.

4.5 Community Feedback - Drainage

Flooding, blocked drains, and insufficient management were identified as recurring problems in both urban and rural areas. Residents expressed concerns about the capacity of existing systems to cope with heavy rainfall, noting impacts on property, roads, and public safety. Key feedback/findings of the community engagement include:

- Drainage management: Concerns raised about localised flooding and poor Drainage in certain town areas after heavy rainfall.
- Asset condition: Some Drainage infrastructure (pits, pipes, culverts) perceived as poorly maintained, leading to blockages
- Environmental impacts: Community stressed the importance of sustainable management to reduce erosion and protect waterways.

The recommendations and suggestions for future management of the Drainage service arising from the community engagement are:

- Implement a regular inspection and maintenance program for pits, pipes, and culverts.
- Upgrade Drainage capacity in flood-prone areas to reduce localised flooding.
- Develop a management plan to guide long-term investment and environmental outcomes.
- Improve communication with the community about planned Drainage works and responses during flood events.
- Incorporate Water Sensitive Urban Design (WSUD) principles into future Drainage upgrades to support sustainability and environmental protection.

4.6 Future Direction

To improve alignment with community expectations, Council will review and refine both Customer and Technical Levels of Service for Transport and Drainage. This process will include:

- Integrating findings from community engagement into service planning.
- Establishing measurable KPIs for both customer and technical LOS.
- Regularly monitoring and reporting performance to the community.
- Using LOS as a foundation for renewal, upgrade, and maintenance planning.



Improvement Opportunity

Develop and adopt formal Customer and Technical Levels of Service for Transport and Drainage services, integrated into asset management practices and subject to regular review.

Develop a Transport and Drainage Strategy to address community feedback on road quality, safety, and management, and to guide long-term investment and service planning.

5. FUTURE DEMAND

The future demand for Coonamble Shire Council's Transport and Drainage services will be shaped by a combination of demographic, environmental, economic, and community factors. Key drivers such as freight growth, road condition challenges, extreme weather impacts, and the increasing demand for active Transport options will influence the performance and investment needs of the Transport network.

Similarly, Drainage demand will continue to be driven by flood risk, climate change impacts, and the need for resilient infrastructure to support both existing communities and future development. Understanding these demand drivers allows Council to plan effectively, ensuring the sustainable management of infrastructure, maintaining service levels, and building resilience into the network.

The following sections summarise the major demand drivers, projections, and demand management strategies for both Transport and Drainage services.

5.1 Future Demand - Transport

Future demand for Transport services in Coonamble Shire will be shaped by the need to support freight and regional connectivity, address asset renewal backlogs, and respond to weather-related disruptions. The growing emphasis on walking and cycling, along with the importance of resilient access during flood events, highlights the need for targeted investment and long-term planning. The table below summarises the key demand drivers, likely projections, and the strategies Council can adopt to manage these challenges.

Demand Driver	Projection	Demand Management Strategy
Freight & regional connectivity	High freight and economic reliance on Tooraweenah Road and other key routes; \$21.6m program underway.	Implement rolling 10-yr road program and prioritise freight corridors for upgrades.
Weather & disaster impacts	Ongoing flood/rain damage to unsealed and sealed rural roads.	Design for flood resilience; incorporate cross-Drainage and cambering on priority links.
Asset condition & backlog	Large renewal backlog with CSP targets to maintain renewal/maintenance ratio 90–110%.	Condition-based reseals, re-sheeting, and renewal guided by 10-yr works program.
Growth in walking & cycling	Active Transport Plan highlights ~\$4m path projects and connectivity gaps.	Deliver ATP projects, prioritise school/shop/sport links and safe off-road paths.
Access resilience during floods	Critical access links cut off during 5% AEP flood events.	Upgrade cross-Drainage and raise key links to improve connectivity and resilience.

Table 8 – Demand Drivers, Projections, and Management Strategies – Transport Service

5.2 Future Demand - Drainage

Drainage services in Coonamble Shire face increasing pressure from flood risks, climate change, and urban development. The effectiveness of the levee system, capacity of infrastructure, and resilience to extreme events will continue to shape future investment needs. The table below identifies the major drivers of demand, anticipated future impacts, and strategies to ensure effective, sustainable management of Drainage assets.

Demand Driver	Projection	Demand Management Strategy
Underlying flood exposure	CBD between Castlereagh and Warrena Rivers, reliant on levee system.	Maintain levee integrity and internal Drainage paths; continue levee capital works.
Climate change impacts	Modelling indicates up to +0.1 m rise in 1% AEP flood levels by 2090.	Maintain 1% AEP +0.5 m freeboard; update planning controls as new data emerges.
Functional hotspots & access risk	Castlereagh Hwy and local streets inundated during 5% AEP events.	Targeted culvert and floodway upgrades at known pinch points.
Levee interactions & internal Drainage	Sensitivity around floodgates/spillways and need to manage ponding behind levee.	Ongoing maintenance/renewal of floodgates and spillways; sustain freeboard levels.
Urban renewal & infill	Town upgrades and housing activity will increase demands.	Include WSUD standards in new developments and urban works.

Table 9 – Demand Drivers, Projections, and Management Strategies – Drainage Service

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 10 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its Transport and Drainage assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's Transport and Drainage assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for Transport and Drainage assets. However, given that many of these assets are sub-surface, inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.



Improvement Opportunity

Develop and implement a condition assessment program for Transport and Drainage assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for Transport and Drainage assets, as recorded in the June 2025 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the Transport and Drainage networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 11 –Condition Rating Scale - Transport and Drainage Assets

6.5 Condition - Transport and Drainage Assets

Sealed road assets are generally in Good to Very Good condition, particularly the base components for both road segments and intersections. Surface components show a more mixed profile, with a larger proportion in Fair condition and smaller shares in Poor and Very Poor condition. Overall, the sealed road network appears largely serviceable, with renewal needs mainly associated with surface deterioration rather than base condition.

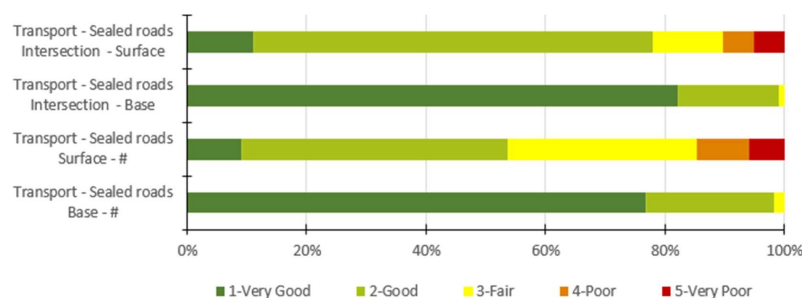


Figure 3 – Condition Profile: Sealed Roads

Unsealed road pavement and intersection pavement assets show a relatively poor profile, with a significant proportion assessed as Poor or Very Poor. While some assets remain in Good, Very Good and Fair condition, these categories represent a smaller share of the overall profile. The high proportion of deteriorated assets indicates increased renewal and maintenance needs across the unsealed road pavement network.

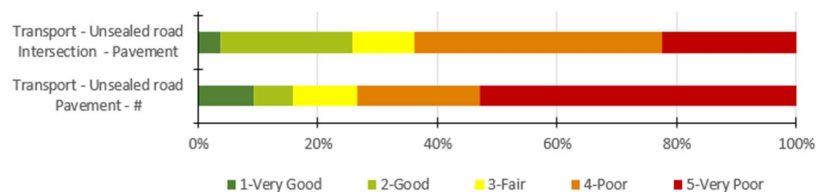


Figure 4 – Condition Profile: Unsealed Roads

Bridges and major culverts are predominantly in Fair condition, with a smaller proportion assessed as Good or Very Good. A noticeable share is in Poor condition, particularly for box culverts, while only a very small proportion of bridges are rated Very Poor. This indicates the network remains generally serviceable, but targeted renewal and maintenance planning will be required for poorer condition assets.

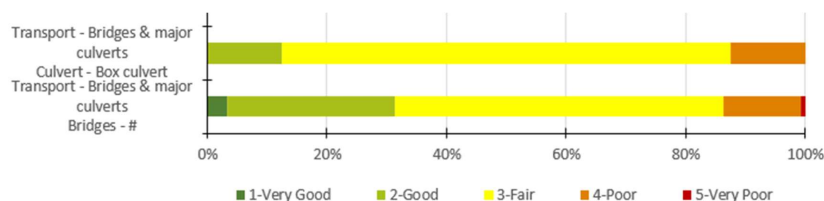


Figure 5 – Condition Profile – Bridges & Major Culverts

Footpaths and cycleways are predominantly in Fair condition, with a smaller proportion assessed as Good and Very Good. A limited share has been rated as Poor, with only a very small proportion in Very Poor condition, indicating that the network is generally serviceable but will require targeted renewal or maintenance for deteriorated sections.

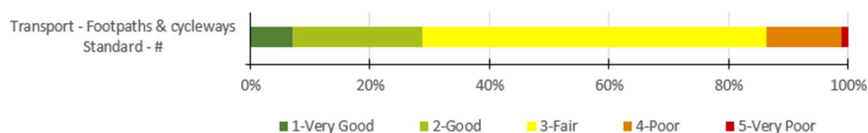


Figure 6 – Condition Profile: Footpaths & Cycleways

Kerb and Gutter assets are predominantly in Good to Fair condition, with a small proportion assessed as Very Good. However, there is also a noticeable share of assets in Poor and Very Poor condition, indicating that while much of the network remains serviceable, targeted renewal or maintenance will be required for deteriorated sections.

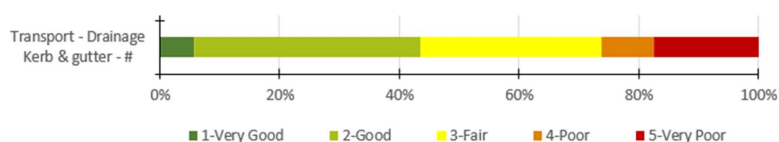


Figure 7 – Condition Profile: Kerb & Gutter

Drainage assets are predominantly in Fair condition, with limited representation in Good and Very Good categories. A significant proportion of assets are in Poor and Very Poor condition, most notably stormwater pits, as well as sections of pipes and culverts, highlighting emerging renewal and maintenance priorities across the Drainage network.

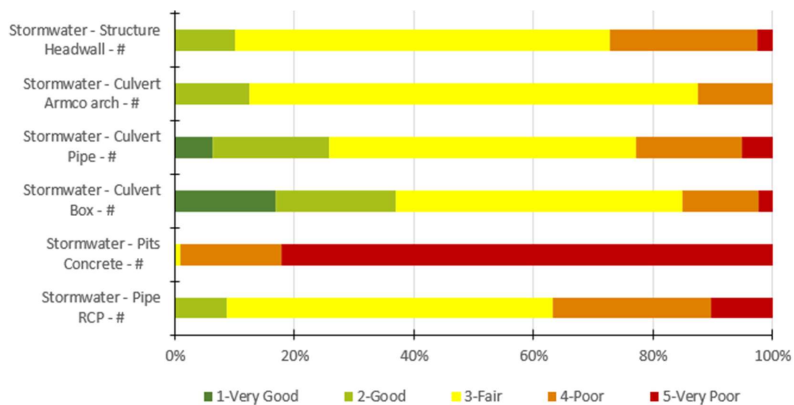


Figure 8 – Condition Profile: Drainage Assets

6.6 Overall Transport Asset Condition Profile

Based on the 2025 valuation data, the majority of Transport assets are generally in Good to Fair condition, with smaller proportions assessed as Very Good and a limited but notable share rated as Poor or Very Poor. While this provides a useful overview of the network, valuation data alone is not a reliable measure of true asset performance.

It is essential that these findings are verified through detailed field condition assessments. Such assessments will provide an accurate understanding of asset performance, identify localised issues, and support the development of robust renewal programs. Renewal and maintenance works should then be prioritised based on the outcomes of these field assessments to ensure resources are directed to the areas of greatest need.



Improvement Opportunity

Implement a structured asset data collection and management program covering all Transport and Drainage assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Operations and Maintenance Plan

Effective operation and maintenance practices are vital to ensure that Transport and Drainage assets continue to perform at their intended service levels and support safe, reliable, and accessible networks for the community. Routine operations include regular activities that maintain public health, safety, and amenity, such as street cleaning, Drainage clearing, and inspection of critical assets.

Maintenance activities encompass the ongoing work required to keep assets functional and safe, including both scheduled works and unplanned repairs in response to asset failures. At present, Coonamble Shire Council's maintenance regime is predominantly reactive, focusing on restoring asset functionality following defects, failures, or service requests. While this approach effectively addresses immediate issues, it highlights the opportunity to progressively shift toward a more planned and preventative maintenance framework to enhance efficiency, reduce lifecycle costs, and improve long-term service reliability.

Maintenance Strategy

Coonamble Shire Council's maintenance strategy for Transport and Drainage assets aims to ensure safe, reliable, and cost-effective service delivery through a balanced approach to operations, reactive response, and planned maintenance. The strategy focuses on optimising asset performance while minimising whole-of-life costs and maintaining community levels of service.

The following maintenance and operations strategies are applied:

Operations – Assets are used and managed in a manner that minimises long-term total costs while ensuring safety and functionality. Scheduled inspections are undertaken where justified by the potential consequences of failure, including impacts on service delivery, public health, or safety.

Reactive Maintenance – A suitable level of preparedness is maintained to enable prompt and effective response to asset failures, service requests, and unplanned events. This approach ensures that risks to public

safety and service continuity are addressed in a timely manner.

Planned or Preventative Maintenance – Where feasible, planned maintenance activities are undertaken to minimise the likelihood of critical asset failures and to preserve asset condition. This proactive approach aims to extend asset life, reduce reactive interventions, and optimise lifecycle costs.

Overall, while Council's current maintenance regime remains primarily reactive, the strategy supports a progressive transition toward more planned and preventative practices, guided by improved condition data, risk-based prioritisation, and long-term maintenance planning.

Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant Transport and Drainage assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets, either built or acquired will be accompanied by manufacturer's recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

Inspections

For Coonamble Shire Council to effectively manage and plan its Transport and Drainage networks, both strategically and operationally, it is essential that accurate and consistent information about asset condition and performance is collected through disciplined and regular inspections. These inspections form the foundation for informed decision-making, helping Council to prioritise maintenance, manage risk, and sustain desired service levels across the network.

Council's road inspection regime is guided by the **Coonamble Shire Council Road Hierarchy and Levels of Service Framework** (refer **Appendix B**). This document defines the functional classification of regional and local rural roads and outlines the corresponding maintenance, renewal, and inspection standards for each hierarchy level. It provides specific intervention triggers and response timeframes for both sealed and unsealed roads, ensuring that inspection activities are prioritised according to road function, traffic volumes, and risk.

Council's inspection regime for Transport and Drainage assets consists of three primary categories, each serving a distinct purpose.

Reactive or safety inspections are typically initiated through customer service requests or reports of asset failure. These inspections aim to promptly identify and assess safety issues, ensuring that risks to public health and community safety are mitigated within specified response timeframes.

Planned inspections, also referred to as programmed defect inspections, involve systematic visual assessments of asset components to identify defects, deterioration, or emerging risks. These inspections support the scheduling of preventative or cyclic maintenance works and provide data to inform capital works planning.

Condition inspections are more comprehensive and strategic in nature, focusing on evaluating the physical and functional condition of assets to determine their overall adequacy. The data collected through these assessments is used for lifecycle cost analysis, renewal forecasting, and long-term asset planning. While they do not identify specific maintenance actions, they provide critical insights into the overall performance and sustainability of the network.

Together, these inspection activities enable Council to maintain a clear understanding of its asset base, respond effectively to emerging issues, and develop evidence-based maintenance and renewal programs that optimise service delivery and long-term cost efficiency.

Improvement Opportunity

- Develop and implement a formal maintenance and inspection schedule for all transport and Drainage assets to ensure consistent data collection and timely identification of maintenance needs.
- Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.
- Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management.

Current Operational Budget Summary

The following table presents the ten-year operating expenditure (OPEX) for Coonamble Shire Council's Transport and Drainage assets. Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, operating expenditure has been forecast by applying a 3% annual indexation rate to the 2028/29 budget figures.

The forecast indicates total operating expenditure of approximately \$85.03 million across the ten-year planning period, primarily allocated to State Roads, Regional Roads and Unsealed Rural Roads. It is important to note that there is no dedicated operating budget for Drainage assets, with maintenance activities typically reactive and incorporated within broader road maintenance programs.

This highlights the need for improved financial tracking and forecasting to ensure sustainable long-term funding for both Transport and Drainage operations.

Expenditure	Urban Roads	Sealed Rural Roads	Unsealed Rural Roads	Bridges Rural Roads	Regional Roads	Aerodromes	Kerb & Guttering/ Footpaths	Bus Shelters & Services	State Roads	Total
2025/26	\$162,500	\$300,000	\$720,000	\$25,000	\$912,850	\$134,700	\$269,000	\$7,500	\$4,055,435	\$6,586,985
2026/27	\$166,700	\$307,500	\$738,000	\$25,630	\$971,990	\$138,080	\$275,730	\$7,690	\$4,156,830	\$6,788,150
2027/28	\$171,000	\$315,190	\$756,450	\$26,280	\$981,720	\$141,560	\$282,650	\$7,890	\$4,260,760	\$6,943,500
2028/29	\$250,400	\$423,100	\$775,360	\$26,940	\$991,540	\$145,130	\$289,740	\$8,090	\$4,367,280	\$7,277,580
2029/30	\$257,912	\$435,793	\$798,621	\$27,748	\$1,021,286	\$149,484	\$298,432	\$8,333	\$4,498,298	\$7,495,907
2030/31	\$265,649	\$448,867	\$822,579	\$28,581	\$1,051,925	\$153,968	\$307,385	\$8,583	\$4,633,247	\$7,720,784
2031/32	\$273,619	\$462,333	\$847,257	\$29,438	\$1,083,483	\$158,587	\$316,607	\$8,840	\$4,772,245	\$7,952,409
2032/33	\$281,827	\$476,203	\$872,675	\$30,321	\$1,115,987	\$163,345	\$326,105	\$9,105	\$4,915,412	\$8,190,980
2033/34	\$290,282	\$490,489	\$898,855	\$31,231	\$1,149,467	\$168,245	\$335,888	\$9,379	\$5,062,874	\$8,436,710
2034/35	\$298,991	\$505,204	\$925,820	\$32,168	\$1,183,951	\$173,293	\$345,965	\$9,660	\$5,214,761	\$8,689,813
2035/36	\$307,700	\$519,919	\$952,785	\$33,105	\$1,218,435	\$178,341	\$356,042	\$9,941	\$5,366,648	\$8,942,916
Total	\$2,726,580	\$4,684,598	\$9,108,402	\$316,442	\$11,682,634	\$1,704,733	\$3,403,544	\$95,011	\$51,303,790	\$85,025,734

Table 12 –10 Year Operational Budget - Transport and Drainage Assets

**Improvement Opportunity**

- Establish a dedicated operating budget for Drainage assets to ensure adequate funding for routine maintenance, inspection, and renewal planning, reducing the reliance on reactive maintenance and improving long-term asset performance.
- Develop a complete 10-year operating expenditure forecast covering all transport and Drainage asset categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.

6.8 Capital Works (Renewal, New and Upgrade)

Capital works for Transport and Drainage assets include renewal, new (acquisition), and upgrade or expansion projects. Each category plays a vital role in maintaining network functionality, improving service delivery, and ensuring long-term sustainability of Council's infrastructure.

Renewal

Renewal works involve major activities that restore, rehabilitate, or replace existing assets to their original service potential without significantly increasing capacity. These projects address asset deterioration, extend useful life, and maintain required levels of service in a cost-effective manner. Typical examples include pavement resurfacing, culvert replacement, and rehabilitation of kerb and Drainage structures.

Upgrade / Expansion

Upgrade or expansion works improve an existing asset beyond its original design capacity or functionality. These projects are generally undertaken to enhance safety, improve performance, expand capacity, or ensure compliance with current standards. Examples include road widening, installation of new Drainage systems, and intersection improvements. While upgrades enhance service outcomes, they also lead to higher ongoing operational and maintenance costs.

New (Acquisition)

New assets are constructed or acquired to provide Transport or Drainage services in areas not previously served, or to support urban growth, development, or strategic infrastructure objectives. These projects increase the overall size, value, and complexity of the asset base, introducing additional lifecycle cost obligations for future operations, maintenance, and renewal.

Renewal Strategy

Coonamble Shire Council plans and delivers capital renewal and replacement projects for its Transport and Drainage assets to achieve defined service level objectives, maintain safety, and minimise infrastructure service risks.

Council's renewal strategy is guided by the following principles and practices:

- Planning and prioritisation: Renewal projects are planned and scheduled to deliver the required level of service in the most efficient and cost-effective manner.
- Comprehensive project scoping: Each renewal project will be scoped to identify:
 - The service deficiency, associated risks, and optimal timing for renewal or replacement.
 - The objectives of the project and the most appropriate solution to rectify the deficiency.

- A range of potential options, including estimated capital and lifecycle costs for each, which are evaluated against established organisational criteria to determine the preferred option.
- Optimised renewal methods: Low-cost renewal techniques (where the cost of renewal is less than full replacement) will be used wherever practicable to extend asset life and maximise value.
- Risk-based prioritisation: A current infrastructure risk register will be maintained to identify and manage risks associated with service delivery from Transport and Drainage assets. High and Very High risks, along with their residual risk levels, will be monitored and reported to management and Council.
- Capability and workforce development: Council will periodically review workforce skills and implement training programs to ensure staff have the capability to meet construction and renewal needs.
- Asset criticality and timing: Renewal treatments and priorities will be determined based on asset hierarchy, condition, criticality, and service importance.
- Value for money: Renewal and replacement activities will be regularly reviewed to ensure Council achieves the best value for resources used.
- Renewal purpose: Asset renewal and replacement will typically be undertaken to:
 - Maintain the reliability of infrastructure required to deliver existing service levels; or
 - Ensure the infrastructure remains safe and fit-for-purpose to meet community needs.

As a general principle, the frequency and cost of repairs inform the optimum timing for renewal investment. Each repair provides insight into asset deterioration, allowing Council to predict the most cost-effective renewal point. As repair frequency increases, the data enables prediction of the optimal renewal time that minimises lifecycle costs while maintaining service performance.

The **Coonamble Shire Council Road Hierarchy and Levels of Service Framework (Appendix B)** provides the basis for prioritising renewal works across the Regional and Local Rural Road network. The framework links each road hierarchy level to defined service standards, design criteria, and intervention thresholds, ensuring that investment decisions are aligned with asset function, usage, and risk. Renewal and upgrade projects are therefore planned to maintain the desired levels of service and to address sections of road identified through inspections and performance assessments as nearing or below intervention standards.

Renewal Standards

Council's renewal and construction standards for Transport and Drainage assets are aligned with relevant Australian Standards and industry best practice guidelines to ensure quality, safety, and long-term performance.

All renewal works are designed and delivered in accordance with Council's Engineering Standards and Specifications, current at the time of project delivery. These standards incorporate the technical requirements necessary to support the functional demands of the network, considering guidance from professional and industry bodies such as:

- Australian Standards
- Austroads Guidelines
- Institute of Public Works Engineering Australasia (IPWEA) Manuals

Design and construction of renewal works are undertaken by suitably qualified and experienced practitioners to ensure compliance, performance, and safety requirements are met.

Renewal Modelling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain Council's Transport and Drainage assets at acceptable levels of service over the next 10 years. The modelling process is based on 2025 valuation data, providing current and reliable information on asset age, condition, and replacement cost.

The modelling identifies when assets are likely to reach the end of their useful life and estimates the funding required to renew or rehabilitate them before they fall into "very poor" condition or fail in service. This enables Council to plan and prioritise renewals strategically, optimising lifecycle costs and maintaining service reliability.

The analysis reflects the best available data on asset condition, performance, and financials currently held by Council. As data quality improves through ongoing condition assessments and performance monitoring, the renewal forecasts will be refined to enhance accuracy and optimise investment timing.

The renewal funding projections in this AMP are based on the following key assumptions:

- Renewal costs are derived from the most recent asset register and 2025 valuation data.
- Asset quantities, condition data, and financial information are considered accurate for current planning purposes.
- Intervention occurs before assets reach "very poor" condition, balancing risk, cost, and service outcomes.
- Deterioration curves, intervention triggers, and asset performance assumptions are based on the CT Management Renewal Model, acknowledging inherent modelling limitations.
- Useful lives reflect Council's adopted standards for Transport and Drainage assets.
- Projections are presented in current dollar values (no escalation applied).
- No significant increase in the overall asset base is assumed during the 10-year planning period.
- Service levels are based on current performance and may be reviewed as community expectations, risk profiles, or strategic priorities evolve.

10 Year Renewal Forecast – Transport Assets

The following table presents the 10-year renewal forecast for Council’s Transport assets, developed using the CT Renewal Module and the latest available valuation and condition data (2025 dataset). The forecast identifies the annual renewal funding required to maintain the Transport network at an acceptable level of service and to intervene prior to assets reaching the “very poor” condition threshold.

Renewal modelling incorporates both sealed and unsealed road categories, including intersections, shoulders, bridges, culverts, footpaths, and kerb & gutter assets. The analysis reflects a risk-based approach, where renewal timing and priority are determined by asset condition, hierarchy, and service criticality.

The total estimated renewal requirement over the 10-year period is \$107.5 million, with the majority of expenditure allocated to unsealed local roads due to their higher maintenance and renewal needs. These forecasts provide a strategic basis for future capital works planning and long-term financial management.

Sub Class	Asset Type	Component	Backlog	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Drainage	Kerb & gutter	#	\$1,504,295	\$34,114	\$49,233	\$64,114	\$78,599	\$92,566	\$105,906	\$118,514	\$130,289	\$141,147	\$180,000	\$2,498,777
Footpaths & cycleways	Standard	#	\$82,554	\$39,812	\$62,789	\$84,593	\$104,443	\$121,864	\$136,612	\$148,620	\$157,945	\$164,734	\$153,000	\$1,256,966
Bridges & major culverts	Culvert	Box culvert	\$0	\$5,340	\$10,679	\$15,852	\$20,733	\$25,232	\$29,288	\$32,865	\$35,946	\$38,530	\$0	\$214,465
Bridges & major culverts	Bridges	#	\$484,169	\$146,470	\$196,107	\$244,913	\$292,224	\$337,517	\$380,394	\$420,555	\$457,792	\$491,968	\$0	\$3,452,109
Sealed roads	Base	#	\$0	\$0	\$0	\$242	\$920	\$2,195	\$4,211	\$7,098	\$10,986	\$16,002	\$0	\$41,654
Sealed roads	Surface	#	\$1,615,406	\$1,051,466	\$1,708,066	\$2,305,000	\$2,862,157	\$3,050,536	\$2,764,892	\$2,194,186	\$1,663,842	\$1,277,621	\$2,225,251	\$22,718,423
Sealed roads	Intersection	Base	\$0	\$0	\$0	\$4	\$16	\$38	\$75	\$128	\$204	\$306	\$0	\$771
Sealed roads	Intersection	Surface	\$36,441	\$7,242	\$3,621	\$26,084	\$65,935	\$92,727	\$94,376	\$78,297	\$58,549	\$42,279	\$0	\$505,551
Unsealed road	Intersection	Pavement	\$23,690	\$7,452	\$4,968	\$3,455	\$2,912	\$2,923	\$3,069	\$3,104	\$3,134	\$3,357	\$0	\$58,064
Unsealed road	Pavement	#	\$24,985,889	\$1,464,002	\$1,332,858	\$1,201,146	\$1,068,866	\$951,624	\$865,027	\$815,132	\$985,892	\$1,466,938	\$1,994,957	\$37,132,331
Tooraweenah RD	Surface, Pavement, Culverts		\$0	\$16,651,237	\$10,069,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,720,237
Total			\$28,732,444	\$19,407,135	\$13,437,321	\$5,945,403	\$4,496,805	\$4,677,222	\$4,383,850	\$3,818,499	\$3,504,579	\$3,642,882	\$4,553,208	\$96,599,348

Table 13 –10 Year Renewal Forecast - Transport Assets

10 Year Renewal Forecast – Drainage Assets

The following table presents the 10-year renewal forecast for Council’s Drainage asset network, including culverts, pits, pipes, headwalls, and associated structures. The forecast was developed using the CT Renewal Module, based on the most recent 2025 valuation data for asset age, condition, and replacement value.

The modelling identifies the projected investment required to maintain Drainage assets in a serviceable condition and to renew components prior to reaching the “very poor” condition threshold, ensuring continued network functionality and flood resilience. Over the 10-year planning period, the total estimated renewal requirement is \$3.06 million, with the majority of expenditure attributed to box culverts and pipe culverts, reflecting their age, material composition, and structural significance. This forecast provides a strategic basis for long-term Drainage renewal planning, highlighting the need for proactive asset condition monitoring and sustainable funding allocations to maintain performance and reduce reactive maintenance demand.

Sub Class	Asset Type	Backlog	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Culvert	Armco Arch	\$0	\$238	\$475	\$705	\$922	\$1,123	\$1,303	\$1,462	\$1,599	\$1,714	\$0	\$9,541
Culvert	Box	\$241,909	\$44,199	\$59,487	\$74,330	\$88,394	\$101,439	\$113,302	\$123,888	\$133,150	\$141,086	\$0	\$1,121,184
Culvert	Pipe	\$225,060	\$30,328	\$36,650	\$42,780	\$48,571	\$53,920	\$58,754	\$63,032	\$66,731	\$69,848	\$0	\$695,674
Pipe	RCP	\$367,947	\$40,915	\$45,677	\$50,255	\$54,511	\$58,346	\$61,694	\$64,514	\$66,792	\$68,527	\$51,000	\$930,178
Pits	Concrete	\$208,315	\$1,198	\$1,089	\$983	\$882	\$788	\$700	\$620	\$548	\$486	\$0	\$215,609
Structure	Headwall	\$810	\$242	\$281	\$318	\$354	\$386	\$414	\$438	\$458	\$474	\$0	\$4,175
Total		\$1,044,041	\$117,120	\$143,659	\$169,371	\$193,634	\$216,002	\$236,167	\$253,954	\$269,278	\$282,135	\$51,000	\$2,976,361

Table 14 –10 Year Renewal Forecast - Drainage Assets

**Improvement Opportunity**

- **Validate Renewal Forecasts:**
Undertake detailed field-based condition assessments of all major Transport & Drainage assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.

Asset Acquisition (New) and Upgrade

Coonamble Shire Council invests in new and upgraded Transport and Drainage assets to ensure the network continues to meet current and future service demands, maintain safety and accessibility, and support sustainable community growth.

Asset acquisition (new works) generally occurs when extending the road or Drainage network to service new development areas, improve network connectivity, or address identified gaps in Transport and Drainage infrastructure. Examples include new road links, shared paths, kerb & gutter extensions, new Drainage pipelines, culverts, and associated infrastructure to improve flood resilience and road safety.

Upgrades are undertaken when existing assets no longer meet required performance, safety, or capacity standards. Upgrade projects may involve pavement strengthening, widening, improved intersection treatments, installation of new pedestrian facilities, or Drainage upgrades to meet current design standards and flood mitigation requirements.

While the existing network is relatively mature, new works and upgrades remain essential to:

- Improve network reliability, safety, and functionality.
- Address growth-related or emerging Transport and Drainage demands.
- Meet contemporary design, accessibility, and regulatory standards.
- Reduce safety and flood risks.
- Support long-term service sustainability and community resilience.

These projects are identified through Council's capital works planning process and are aligned with long-term financial planning to ensure funding sustainability and efficient service delivery.

Design Standards – Regional and Local Roads

The Coonamble Shire Council Road Hierarchy and Levels of Service Framework (**Appendix B**) establish the desired design standards for Regional and Local Rural Roads within the Shire. It defines pavement widths, seal widths, formation types, and functional classifications for each road hierarchy level based on traffic volumes (AADT), road function, and usage. These standards provide the benchmark for the design and construction of renewal and upgrade works, ensuring consistency, safety, and alignment with the intended level of service across the rural road network.

**Improvement Opportunity**

Develop or update comprehensive design standards for all Transport and Drainage assets to ensure consistency, compliance, and alignment with desired levels of service.

Asset Renewal, New, and Upgrade Budget Summary

The following table summarises Coonamble Shire Council’s capital works program for the Transport and Drainage asset portfolio, including renewal, new and upgrade projects planned over the next 10 years. The program reflects Council’s commitment to maintaining a safe, reliable and sustainable Transport and Drainage network that supports community mobility, connectivity and flood resilience.

Confirmed capital budget allocations are available for the three years of the planning period only, from 2026/27 to 2028/29. For the remaining six years, funding has been assumed to continue at the same annual allocation as 2028/29 for renewal, new and upgrade works.

The program includes:

- Renewals, focused on restoring road and Drainage assets to their intended service condition and reducing the risk of failure.
- Upgrades, targeted at improving the performance, safety and resilience of existing infrastructure.
- New works, aimed at extending the network to meet community growth and accessibility needs.

A significant proportion of the capital program relates to Transport renewal and extension projects, including regional and local road renewals, Tooraweenah Road extension works, and the continuation of kerb and gutter, footpath, and Drainage improvement programs. The program is subject to available funding.

Council should continue to refine the later-year capital projections through the Long-Term Financial Plan to ensure the assumed allocations remain realistic, affordable and aligned with asset renewal needs.

Budget	Program	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Renewal	Urban Roads - Capital Renewal Program	\$21,600	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,371,600
	Unsealed Rural Roads - Reconstruction program	\$200,000	\$200,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$1,800,000
	Sealed Rural Local - Heavy Patch and Resealing program	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,400,000
	Regional Roads - Capital Renewal program	\$809,523	\$551,730	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$5,941,893
	Roads to Recovery - Local Roads Renewal	\$1,241,286	\$1,225,479	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$12,139,077
	L.R.C.I - P3 Grant Program - Box Ridge Rd and Gulargambone Rd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	L.R.C.I - P4 Grant Program - Transport Infrastructure Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	NSW Local Govt Recovery Grant Program - Piliga Road - Installation Culverts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Regional Emergency Road Repair Fund - Capital Works	\$990,550	\$542,406	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,532,956
	Flood Damage - Restoration of Roads Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	L.R.C.I. - P4 Grant Program - Transportation Infrastructure Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Kerb & Gutter Construction - Capital Renewal Program	\$30,084	\$52,020	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$506,584
	Footpaths Construction - Capital Renewal Program	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
New	Sealed Roads Extension Program	\$790,400	\$822,015	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$8,451,575
	Tooraweenah Road - Extension of Sealed length	\$16,651,237	\$10,069,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,720,237
	Active Transport - Construction of Limerick St	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade	Radio communications network upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Stormwater Drainage Improvement Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Total		\$21,134,680	\$14,012,650	\$5,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$64,863,922

Table 15 –10 Year Renewal, New, and Upgrade Budget – Transport & Drainage Assets



Improvement Opportunity

Develop a complete 10-year capital works forecast for the Transport and Drainage asset portfolio, extending beyond the current four-year funding horizon.

6.9 Improvement Action – Sealed Road Pavement Data

The current asset dataset for sealed roads does not include a clearly defined pavement component. While surface and base components are identified, the structural pavement layer is not separately distinguished within the asset hierarchy. As a result, pavement condition, useful life and renewal requirements are not explicitly captured in the dataset.

This presents a limitation for long-term asset management planning, as structural pavement renewal is a key driver of lifecycle cost for sealed roads. Based on discussions with Council, sealed road rehabilitation typically occurs on an approximate 25-year cycle. However, in the absence of a defined pavement component, this structural renewal demand is not directly represented in the current renewal modelling, which is primarily based on surface condition and deterioration.

To address this, it is recommended that the asset hierarchy be updated as part of the next comprehensive Transport and Drainage valuation to clearly distinguish pavement as a separate component from surface and base layers. This should include the assignment of appropriate useful lives, condition data and valuation parameters for pavement assets, aligned with Council's maintenance and rehabilitation practices.

Implementing this improvement will enable more accurate modelling of structural renewal requirements, support improved alignment between engineering practice and financial planning, and strengthen the integration of asset management outcomes within the Long-Term Financial Plan.

6.10 Disposal Plan

Disposal refers to any activity associated with the decommissioning, removal, sale, demolition, replacement, relocation, or financial write-off of an asset that is no longer required or no longer economically viable to maintain. Although the disposal of Transport and Drainage assets is relatively infrequent, it remains an important part of the asset lifecycle and must be managed strategically to ensure value for money and compliance with regulatory and environmental standards.

Long Asset Lives and Strategic Disposal

Most of Council's Transport and Drainage assets, such as roads, bridges, culverts, kerb and guttering, footpaths, and Drainage infrastructure, have long service lives, often exceeding 50 years. Consequently, disposal typically occurs under the following circumstances:

- When an asset has reached the end of its useful life and renewal or reconstruction is more cost-effective than continued maintenance.
- As part of capital renewal or upgrade projects where old assets are replaced or reconstructed.
- When infrastructure is realigned, relocated, or made redundant due to land use changes, Drainage redesigns, or road network reconfiguration.
- When assets no longer meet safety, performance, or environmental compliance standards and cannot be economically upgraded.
- When an asset is damaged beyond repair following a natural disaster or other external event.

Any new capital project should consider the future disposal requirements of existing assets, including both physical and financial implications, such as asset removal, rehabilitation of the site, and financial write-off or reclassification in Council's asset register.

Council aims to ensure that disposal decisions are informed by whole-of-life cost analysis, risk assessment, and sustainability principles, supporting efficient renewal investment and optimal asset performance over the network's lifecycle.

7. RISK MANAGEMENT PLAN

Coonamble Shire Council recognises that effective risk management is essential to ensuring the safety, reliability, and sustainability of its Transport and Drainage networks. While the Council does not currently have a corporate risk register, this Plan establishes a framework for identifying, assessing, and managing key risks associated with these critical infrastructure assets.

7.1 Risk Management Process

Council's approach to risk management is consistent with AS/NZS ISO 31000:2018 Risk Management – Guidelines, focusing on proactive identification of risk events, their underlying causes, and mitigation measures that reduce likelihood and consequence.

Risks have been derived from Council's Floodplain Risk Management Plans, Business Continuity Plans, and Operational and Delivery Programs, combined with best-practice asset management experience across NSW local governments.

7.2 Key Risks – Transport & Drainage Assets

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Flood damage to Transport and Drainage assets	Major flood events exceeding design capacity; inadequate Drainage capacity	High	Maintain and periodically review Floodplain Risk Management Plans; prioritise flood-prone roads and culverts in renewal programs; improve Drainage design standards.
Failure of road pavement due to poor condition or heavy vehicle loading	Deferred maintenance; under-strength pavement structure	High	Implement routine inspections and condition assessments; develop risk-based maintenance program; enforce load limits where applicable.
Insufficient maintenance funding	Competing budget priorities; limited long-term financial forecasting	High	Develop a 10-year Long-Term Financial Plan (LTFP); link renewal modelling outcomes to capital works planning; advocate for external grant funding.
Failure of Drainage infrastructure causing localised flooding	Blocked pits and pipes; undersized or deteriorated systems	High	Introduce programmed Drainage inspections and cleaning schedules; improve asset data; integrate Drainage maintenance in the annual works program.
Bridge or culvert structural failure	Ageing assets, lack of detailed inspections, overloading	High	Conduct detailed structural inspections; maintain bridge register; prioritise renewals based on condition and risk.
Community safety incidents (e.g., road crashes or unsafe sites)	Poor visibility, inadequate signage, deteriorated road surface	Medium	Regular safety audits; upgrade signage and guardrails; maintain compliant road furniture; implement crash data review process.
Environmental non-compliance (e.g., erosion, sedimentation, water pollution)	Poor construction or maintenance practices	Medium	Apply Environmental Management Plans for works; include erosion control in maintenance procedures; monitor compliance.
Data inaccuracy leading to poor investment decisions	Incomplete or outdated asset register and condition data	Medium	Implement structured data collection and validation; ensure all new assets

			are recorded; conduct periodic data audits.
Climate change impacts (e.g., increased rainfall intensity, heat damage)	More frequent and severe weather events	Medium	Integrate climate resilience measures into design standards; consider alternative materials; monitor vulnerable sites.
Disruption to critical routes affecting community access	Flooding, road closure, or asset failure	High	Maintain Business Continuity Plan and critical route mapping; ensure emergency detours and access routes are documented.
Failure to meet legislative or regulatory requirements	Inadequate understanding of compliance obligations	Medium	Maintain awareness of current road safety, environmental, and floodplain management legislation; train staff; embed compliance checks in project delivery.
Contractor or workforce safety incidents	Lack of WHS oversight or training	Medium	Enforce WHS compliance in contracts; conduct site inductions and audits; implement safety reporting systems.

Table 16 – Risks - Transport & Drainage Assets

7.3 Risk Monitoring and Review

Risk management will be an ongoing process, integrated into Council's annual asset management and budget review cycle. The following actions will support continuous improvement:

- Maintain a Transport & Drainage Asset Risk Register.
- Review risk ratings and mitigation annually or following major events.
- Report critical and high risks to the Executive Team for oversight.
- Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.
- Ensure staff training and awareness on risk identification and response procedures.

7.4 Continuous Improvement

As data quality and systems improve, Council will refine its risk assessment process and develop a formal Corporate Risk Register. This will enhance integration between asset management, financial planning, and emergency management frameworks, supporting the delivery of safe, reliable, and resilient Transport and Drainage infrastructure for the Coonamble community.



Improvement Opportunities

- Maintain a Transport & Drainage Asset Risk Register.
- Review risk ratings and mitigation annually or following major events.
- Report critical and high risks to the Executive Team for oversight.
- Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.
- Ensure staff training and awareness on risk identification and response procedures.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over the coming years and how these will be allocated to deliver essential Transport and Drainage services, maintain infrastructure, and support future community needs. It reflects Council's current and projected financial capacity to provide safe, reliable, and sustainable Transport and Drainage networks while planning for critical capital investments to address growth, asset ageing, risk mitigation, and regulatory compliance.

This section presents the financial forecasts derived from the asset data, levels of service, risk assessments, and lifecycle strategies outlined in earlier sections of this Plan. These forecasts will be progressively refined as Council enhances its asset condition data, improves cost modelling, and strengthens its understanding of future service and performance requirements.

8.1 Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Transport & Drainage Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Transport	
Replacement Cost	\$330,955,576
Fair Value (Written Down Value)	\$291,729,203
Accumulated Depreciation	\$39,226,373
Annual Depreciation	\$3,884,283

Table 17 – Valuation Information – Transport Assets

Drainage	
Replacement Cost	\$13,135,744
Fair Value (Written Down Value)	\$7,780,388
Accumulated Depreciation	\$5,355,356
Annual Depreciation	\$130,547

Table 18 – Valuation Information – Drainage Assets

Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of **100%** means Council is fully funding its renewal needs, while a ratio **below 100%** indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of **90–110%** is generally considered sustainable over the long term.

The table below presents the Asset Renewal Funding Ratio and Asset Sustainability Ratio for Coonamble Shire Council's Transport asset portfolio. These ratios provide an indication of the adequacy of renewal funding and the extent to which planned capital renewal expenditure is keeping pace with asset consumption.

The Asset Renewal Funding Ratio is estimated at 44%, indicating that planned renewal funding is significantly below the forecast renewal requirement over the planning period. The Asset Sustainability Ratio is estimated at 73%, indicating that planned renewal expenditure is also below the level of annual asset consumption.

Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal funding has been assumed to continue at the same annual allocation as 2028/29. These ratios should therefore be reviewed and updated as future Long-Term Financial Plan projections are confirmed.

Asset Renewal Funding Ratio	Asset Sustainability Ratio
44%	73%

Table 19 – Financial Ratios – Transport Assets

The table below presents the Asset Renewal Funding Ratio and Asset Sustainability Ratio for Council's Drainage asset portfolio. These ratios are intended to assess the adequacy of renewal funding and the long-term financial sustainability of Drainage asset management practices. It is important to note the following key point for the drainage assets. An annual escalation rate of 3.0% has been applied to projected depreciation and cost forecasts over the 10-year planning period. This rate reflects current infrastructure cost escalation trends and broader economic indicators. It is acknowledged that actual cost escalation may vary over time due to market conditions, including fluctuations in construction costs, labour availability, and supply chain factors. The rate applied here represents a reasonable long-term planning assumption and will be reviewed and updated as part of future Asset Management Plan and Long-Term Financial Plan revisions.

The Asset Renewal Funding Ratio is estimated at 55%. This indicates that only slightly more than half of the required renewal expenditure is being funded over the planning period. This represents a significant funding shortfall and is expected to result in increasing renewal backlog, declining asset condition, and elevated service and failure risk over time.

The Asset Sustainability Ratio of approximately 90% indicates that renewal expenditure is approaching the rate of asset consumption based on accounting depreciation. However, the significantly lower Asset Renewal Funding Ratio of 55% demonstrates that depreciation does not fully reflect the actual renewal requirements of the drainage network. This is likely due a reliance on future projected data rather than historical data.

Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal funding has been assumed to continue at the same annual allocation as 2028/29. These ratios should therefore be reviewed and updated as future Long-Term Financial Plan projections are confirmed.

Asset Renewal Funding Ratio	Asset Sustainability Ratio
55%	94%

Table 20 – Financial Ratios – Drainage Assets

10-Year Budget vs Lifecycle Demand – Transport Assets

The table below summarises the 10-year financial outlook for Coonamble Shire Council's Transport asset portfolio, outlining the forecasted renewal demand, available renewal and operational budgets, and planned new or upgrade projects. It provides a comparison between the estimated renewal funding requirements and the allocated budgets to highlight potential funding gaps and overall lifecycle demand.

It should be noted that budget information is currently available only for the first four years (2025/26–2028/29) of the 10-year planning period. Confirmed budget information is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal and new/upgrade funding have been assumed to continue at the same annual allocation as 2028/29, while operational expenditure has been forecast by applying 3% annual indexation to the 2028/29 budget. These assumptions should be reviewed and updated as Council's Long-Term Financial Plan is further developed.

Financial Year	Renewal Forecast	CAPEX	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$28,732,444					\$28,732,444
2026/27	\$19,407,135	\$3,514,226	\$17,441,637	\$6,788,150	\$24,229,787	\$43,636,922
2027/28	\$13,437,321	\$3,071,635	\$822,015	\$6,943,500	\$7,765,515	\$21,202,836
2028/29	\$5,945,403	\$2,559,679	\$854,895	\$7,277,580	\$8,132,475	\$14,077,878
2029/30	\$4,496,805	\$2,559,679	\$854,895	\$7,495,907	\$8,350,802	\$12,847,607
2030/31	\$4,677,222	\$2,559,679	\$854,895	\$7,720,785	\$8,575,680	\$13,252,902
2031/32	\$4,383,850	\$2,559,679	\$854,895	\$7,952,408	\$8,807,303	\$13,191,153
2032/33	\$3,818,499	\$2,559,679	\$854,895	\$8,190,980	\$9,045,875	\$12,864,374
2033/34	\$3,504,579	\$2,559,679	\$854,895	\$8,436,710	\$9,291,605	\$12,796,184
2034/35	\$3,642,882	\$2,559,679	\$854,895	\$8,689,811	\$9,544,706	\$13,187,588
2035/36	\$4,553,208	\$2,559,679	\$854,895	\$8,689,811	\$9,544,706	\$14,097,914
Total	\$96,599,348	\$31,480,358	\$47,586,812	\$84,772,627	\$132,359,439	\$228,958,787

Table 21 – Financial Summary – Transport Assets

10-Year Budget vs Lifecycle Demand – Drainage Assets

The table below summarises the 10-year financial outlook for Coonamble Shire Council's Drainage asset portfolio, including forecasted renewal requirements, available renewal and operational budgets, and planned new or upgrade projects. It provides an overview of the funding position and helps identify potential gaps between the required investment and available resources.

It should be noted that budget information is currently available only for new and upgrade for the first four years (2025/26–2028/29) of the 10-year planning period. Budget information is currently available for new and upgrade works for the first four years only (2025/26–2028/29). For the remaining six years, new and upgrade funding has been assumed to continue at the same annual allocation as 2028/29. While no dedicated renewal or operational budgets have been allocated for drainage assets, to complete the full lifecycle funding position, the Renewal and OPEX budgets that are presented (Table 22) are indicative only. This issue will however be addressed as part of the annual revision of this plan and the LTFFP.

Financial Year	Renewal Forecast	CAPEX	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$1,044,041					\$1,044,041
2026/27	\$117,120	\$168,427	\$50,000	\$139,836	\$189,836	\$306,956
2027/28	\$143,659	\$168,427	\$50,000	\$139,836	\$189,836	\$333,495
2028/29	\$169,371	\$168,427	\$50,000	\$139,836	\$189,836	\$359,207
2029/30	\$193,634	\$168,427	\$50,000	\$139,836	\$189,836	\$383,470
2030/31	\$216,002	\$168,427	\$50,000	\$139,836	\$189,836	\$405,838
2031/32	\$236,167	\$168,427	\$50,000	\$139,836	\$189,836	\$426,003
2032/33	\$253,954	\$168,427	\$50,000	\$139,836	\$189,836	\$443,790
2033/34	\$269,278	\$168,427	\$50,000	\$139,836	\$189,836	\$459,114
2034/35	\$282,135	\$168,427	\$50,000	\$139,836	\$189,836	\$471,971
2035/36	\$51,000	\$168,427	\$50,000	\$139,836	\$189,836	\$240,836
Total	\$2,976,361	\$1,827,697	\$575,000	\$1,538,196	\$2,113,196	\$5,089,557

Table 22 – Financial Summary – Drainage Assets

Improvement Opportunities

- Allocate a dedicated operational budget for Drainage assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.
- Allocate dedicated renewal funding for Drainage assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.

8.2 Funding Strategy

Funding for the Transport and Drainage network is primarily sourced from Council's general revenue, supplemented by a range of external grants and programs. Key funding sources include:

- **Roads to Recovery** – Local Roads Renewal Program, which supports the renewal and rehabilitation of local and regional roads.
- **Local Roads and Community Infrastructure (LRCI) Grant Program**, which provides capital funding for road, kerb and gutter, footpath, and Drainage infrastructure improvements.
- **State Government's Safe and Secure Transport Program**, which offers three funding streams:
 - Funding Stream 1: Development and delivery of Transport quality, safety, and environmental solutions (the main funding stream).
 - Funding Stream 2: Development of integrated Transport cycle management (IWCM) strategies.
 - Funding Stream 3: Management and improvement of high-risk Transport structures (e.g. bridges and culverts).

Council prioritises renewal of existing Transport and Drainage infrastructure before expansion to ensure that

essential services are maintained within available financial capacity. Where funding gaps exist—particularly in the later years of the 10-year planning horizon—Council will review service levels, optimise renewal timing, and pursue additional external funding to support sustainable infrastructure delivery.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

The table below outlines the Improvement Action Plan developed for Coonamble Shire Council's Transport and Drainage asset portfolio. The plan identifies key tasks required to enhance asset management capability, improve data quality, strengthen planning processes, and ensure sustainable service delivery over the long term.

Each action aligns with the objectives of this Asset Management Plan (AMP) and supports continuous improvement across core areas including data and systems, maintenance and inspection, financial planning, levels of service, design standards, and governance. Responsibilities have been assigned to relevant Council officers and departments to ensure clear accountability and effective implementation.

The improvement actions are intended to be implemented progressively over the 10-year planning horizon, with priority given to activities that improve compliance, financial sustainability, and operational efficiency.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager - Finance
2	Review and update the Active Transport Plan (2024) to reflect current operational, regulatory, and asset management requirements beyond 2024.	Planning Manager -Transport and Drainage
3	Develop and adopt formal Customer and Technical Levels of Service for Transport and Drainage services, integrated into asset management practices and subject to regular review.	Planning Manager -Transport and Drainage
4	Develop a Transport and Drainage Strategy to address community feedback on road quality, safety, and management, and to guide long-term investment and service planning.	Planning Manager -Transport and Drainage
5	Develop and implement a condition assessment program for Transport and Drainage assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager - Assets/Manager - Finance
6	Implement a structured asset data collection and management program covering all Transport and Drainage assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager - Assets
7	Develop and implement a formal maintenance and inspection schedule for all Transport and Drainage assets to ensure consistent data collection and timely identification of maintenance needs.	Operations Manager - Transport and Drainage
8	Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.	Operations Manager - Transport and Drainage/Manager - Assets
9	Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management	Operations Manager - Transport and Drainage
10	Establish a dedicated operating budget for Drainage assets to ensure adequate funding for routine maintenance, inspection, and renewal planning, reducing the reliance on reactive	Operations Manager -

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	maintenance and improving long-term asset performance.	Transport and Drainage/Manager - Finance
11	Develop a complete 10-year operating expenditure forecast covering all Transport and Drainage asset categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.	Operations Manager - Transport and Drainage/Manager - Finance
12	Undertake detailed field-based condition assessments of all major Transport & Drainage assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.	Manager - Assets
13	Integrate the verified renewal funding requirements into Council's Long-Term Financial Plan (LTFP) to ensure adequate and sustainable funding allocations for Transport & Drainage asset renewals over the 10-year planning horizon.	Manager - Finance/Manager - Assets
14	Develop or update comprehensive design standards for all Transport and Drainage assets to ensure consistency, compliance, and alignment with desired levels of service.	Planning Manager -Transport and Drainage
15	Develop a complete 10-year capital works forecast for the Transport and Drainage asset portfolio, extending beyond the current four-year funding horizon.	Planning Manager -Transport and Drainage
16	Update the sealed road asset hierarchy to include a distinct pavement component, with defined condition, useful life and valuation data, as part of the next Transport and Drainage valuation to enable accurate modelling of structural renewal requirements.	Manager – Assets/Manager Finance
17	Maintain a Transport & Drainage Asset Risk Register.	Manager - Risks / Planning Manager -Transport and Drainage
18	Review risk ratings and mitigation annually or following major events.	Manager - Risks
19	Report critical and high risks to the Executive Team for oversight.	Manager - Risks
20	Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.	Manager - Risks /Manager Assets
21	Ensure staff training and awareness on risk identification and response procedures.	Manager - Risks
22	Allocate dedicated renewal funding for Drainage assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.	Manager - Finance
23	Allocate a dedicated operational budget for Drainage assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.	Manager - Finance
24	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management	Executive Manager - Assets

Table 23 - Improvement Plan – Transport & Drainage Assets

9.2 Monitoring and Review Procedures

This Transport and Drainage Asset Management Plan (AMP) will be reviewed as part of Council's annual budget and integrated planning processes. Any material changes to service levels, asset performance, or available resources resulting from budget or operational decisions will be reflected in subsequent updates to maintain alignment with Council's strategic priorities.

The AMP will be updated annually to ensure it remains accurate, relevant, and reflective of current circumstances, including:

- Agreed customer and technical levels of service.
- Latest asset condition, inventory, and valuation data.
- Forecast operating, maintenance, renewal, upgrade, and disposal costs.
- Financial projections incorporated into the Long-Term Financial Plan (LTFP).

In addition, this plan will have a four-year lifecycle and will undergo a comprehensive review every four years to inform the development of Council's:

- Community Strategic Plan (CSP),
- Delivery Program and Operational Plan (DPOP),
- Long-Term Financial Plan (LTFP).

This structured review process ensures that Transport and Drainage asset management remains integrated with Council's broader strategic and financial frameworks, supports evidence-based decision-making, and enables the sustainable delivery of safe, reliable, and fit-for-purpose infrastructure to the community.

9.3 Performance Measures

To ensure this AMP is effectively implemented and achieves its objectives, Council will monitor performance through a combination of delivery, process, and governance-based measures. These measures will assess progress against the improvement plan, evaluate asset management maturity, and confirm ongoing alignment with service, financial, and risk management objectives.

Delivery of Improvement Actions

- Percentage of AMP improvement actions completed within target timeframes.
- Progress status of actions (Not Started / In Progress / Completed / Deferred).
- Clear assignment of responsibilities and accountability for delivery.
- Integration of completed actions into business-as-usual practices.

Asset Management Capability and Maturity

- Adoption of formal Customer and Technical Levels of Service.
- Implementation of regular condition and performance assessment programs.
- Improved completeness and accuracy of the asset register.
- Use of renewal modelling and long-term financial forecasting for decision-making.
- Integration of maintenance, inspection, and renewal data within the Asset Management Information System (AMIS).

Financial Alignment and Sustainability

- Establishment of 10-year operational and capital budget forecasts.
- Renewal funding aligned to identify renewal demand and lifecycle modelling outcomes.
- Monitoring of Asset Renewal Funding Ratio and Asset Sustainability Ratio.
- Strengthened alignment between the AMP, LTFP, and capital works programs.

Governance and Accountability

- Active oversight by the Asset Management Steering Committee (AMSC).
- Regular AMSC meetings to monitor AMP implementation progress.
- Strategic decision-making is informed by accurate and reliable asset data.
- Periodic reporting of performance outcomes to the Executive and Council.

**Improvement Opportunities**

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

9.4 Continuous Improvement

Performance will be reviewed annually and reported through internal governance processes. As asset management capability improves and more accurate data becomes available, Council will refine performance measures to support higher levels of service, financial sustainability and efficient delivery.

Appendix A – Useful Lives of Assets

Asset Class	Asset Type	Component	Useful Life
Transport	Sealed Roads	Intersection 2 Regional	96
Transport	Sealed Roads	Intersection U1	96
Transport	Sealed Roads	Intersection U2	98
Transport	Sealed Roads	Intersection U3	101
Transport	Sealed Roads	Local 3	96
Transport	Sealed Roads	Local 4	98
Transport	Sealed Roads	Local 5	101
Transport	Sealed Roads	Local 6	103
Transport	Sealed Roads	Regional 2	92
Transport	Sealed Roads	Shoulder 2	99
Transport	Sealed Roads	Urban 2	97
Transport	Sealed Roads	Urban U1	107
Transport	Sealed Roads	Urban U2	107
Transport	Sealed Roads	Urban U3	107
Transport	Unsealed Roads	Intersection U1	21
Transport	Unsealed Roads	Intersection U2	20
Transport	Unsealed Roads	Intersection U3	20
Transport	Unsealed Roads	Local 3	11
Transport	Unsealed Roads	Local 4	15
Transport	Unsealed Roads	Local 5	18
Transport	Unsealed Roads	Local 6	20
Transport	Unsealed Roads	Local 7	24
Transport	Unsealed Roads	Local 8	29
Transport	Unsealed Roads	Regional 2	8
Transport	Unsealed Roads	Urban U1	21
Transport	Unsealed Roads	Urban U2	19
Transport	Unsealed Roads	Urban U3	20
Transport	Bridges & Major Culverts	Box Culvert	122
Transport	Bridges & Major Culverts	Bridge	186
Transport	Footpaths & Cycleways	Footpath	36
Transport	Kerb & Gutter	Kerb & Gutter	92
Transport	Drainage	Box Culvert	104
Transport	Drainage	Culvert	106

Transport	Drainage	Headwall	9
Transport	Drainage	Pipe	89
Transport	Drainage	Pipe Culvert	103
Transport	Drainage	Pits	92

Appendix B – Roads Hierarchy and Levels of Service

Important Note: This proposed Road Hierarchy does not apply to Urban Roads. It focusses on Regional and Local Rural Shire Roads.

Hierarchy Class	Description	Image	Function (Note: AADT = Average Annual Daily Traffic)	Desired Design Standard	~ km of Network	Renewal	Planned Maintenance	Intervention level of Unplanned repairs/maintenance (Sealed)		Intervention level of Unplanned repairs/maintenance (Unsealed) Corrugations, rutting, loose surface etc. which reduces average speed of safe road use by < 50 %
								Pavement Maintenance Pot Holes / Patches Deformation, Cracks, Shoving > 30mm depth and or > 150mm diameter	Shoulder Maintenance / Edge Break Edge break / Edge Drop Off > 50mm depth and encroaching on carriageway	
1	Arterial Roads Regional Roads		Primary Parameter: • 150< AADT <499 Secondary Parameters: • Traffic movement between collector or access roads, and arterial road. • Permanent School Bus route • Heavy vehicle route	• Sealed Regional Road (8m Pavement Width, 7m Seal Width, Centre and side line markings) • Unsealed Regional Road (9.5m Pavement Width, Formed Road)	• 216.63 Sealed • 52.03 Unsealed	Renewal of segments as they reach end of UL or if segments have notable regular defects over a short period of time		Inspect within 24 hrs, Repair (bitumen and aggregate or cold pave) within 7 days		Inspect within 2 days and repair through maintenance grading within 14 Days but depending on road status (open/closed) and weather conditions
2	Primary Collector (Sealed) Sealed Collector Road Segments		Primary Parameter: • 70< AADT <149 Secondary Parameters: • Traffic movement between access roads, local collector roads and arterial roads. • Permanent School Bus route • Heavy vehicle route • Collects from a limited number of local access roads to distribute to an arterial road	• Sealed Collector Road Segments (8m Pavement Width, 7m Seal Width)	• 194.09 Sealed	Renewal of segments as they reach end of UL or if segments have notable regular defects over a short period of time		Inspect within 48 hrs, Repair (bitumen and aggregate or cold pave) within 7 days		
3	Primary Collector (Unsealed) Unsealed Collector Road Segments		Primary Parameter: • 70< AADT <149 Secondary Parameters: • Traffic movement between access road and arterial or sub-arterial road. • Permanent School Bus route • Heavy vehicle route • Collects from a limited number of local access roads to distribute to an arterial road	• Unsealed Collector Road Segments (7.5m Pavement Width, Formed Road)	• 145.31 Unsealed	Renewal of segments as they reach end of UL (on third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every Year			Inspect within 4 days and repair within 28 Days
4	Local Collector Road		Primary Parameter: • 20<AADT<69 Secondary Parameters: • Road to access limited properties where people actually reside (rural: ≥ 4 houses). • Permanent School Bus OR Route used to access permanent school bus	• Sealed Access Road Segments (6.5m to 7m Pavement Widths, 5.5m to 6m Seal Widths) • Unsealed Access Road Segments (Pavement Width 6.5m, Formed Road)	• 10.80 Sealed • 670.73 Unsealed	Renewal of segments as they reach end of UL (on third re-seal cycle for sealed roads, or third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every 2 Years	Inspect within 4 Days, Repair (bitumen and aggregate or cold pave) within 28 Days		Inspect within 4 days and repair within 3 Months

5	Local Access		Primary Parameter: • AADT<19 Secondary Parameters: • Road to access limited properties where people actually reside (rural: ≤ 3 houses) • Route used to access a permanent school bus	• Convenience Links (Pavement Width 5.5m, Formed Road)	• 269.35 Unsealed	Renewal of segments as they reach end of UL (on third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every 3 Years		Inspect within 14 days and repair through maintenance grading within 6 Months
6	Service Track		Primary Parameter: • AADT<5 Secondary Parameters: • Access to Private or single property	• Unformed Road	• 47.71 Unsealed	No Renewal planned	No planned maintenance		



10 GOVERNANCE AND GENERAL MANAGER

10.1 CORRESPONDENCE

Author: Executive Assistant

Authoriser: General Manager

Annexures:

1. Thank you letter to CSC from Coonamble Rams [↓](#)
2. Castlereagh Macquarie County Council Meeting Summary August 2026 [↓](#)

RECOMMENDATION

That the Correspondence Report for August 2026 be received and noted.

EXECUTIVE SUMMARY:

Each month a list of correspondence is sent out in the Business Paper to Councillors to ensure that they have not missed any information since the last Business Paper was produced.

REPORT:

Date	Information Sent	Receiver
15/08/26	Coonamble Rams thank you letter to Coonamble Shire Council.	G.Hill
01/09/26	Meeting Summary from Castlereagh Macquarie County Council Meeting	G.Hill



Coonamble Rams Rugby Football Club

7th August 2026

Dear Coonamble Shire Council,

We would like to extend a sincere thank you for your generous contribution towards our Coonamble Rams Rugby Club 70th Anniversary Ball.

Your grant to fund the hire of the pavilion and showground supported us in putting together a hugely successful event. We were able to accommodate 450 people, including locals, past residents and visitors, all of whom were able to experience what Coonamble had to offer. We were able to provide our guests with a delicious meal, drinks and entertainment, and our work with local businesses ensured an enjoyable night for the whole community. To top off a great weekend, our men's team won their home game against a previously undefeated Nyngan at Coonamble Sportsground.

Thanks again for your contribution and we look forward to collaborating with you again in the future.

Kind regards,

Coonamble Rams Rugby Football Club Committee



Castlereagh Macquarie County Council Meeting Summary

Sunday 30th and Monday 31st August 2026

On Sunday 30th August CMCC Members attend a field demonstration on mechanical removal of African Boxthorn on a property west of Gilgandra. African Boxthorn is a problem weed in Warren, Gilgandra, Coonamble and Warrumbungle Shires.

Weed spray contractor Mr. Matt Zell has developed a hydraulic attachment for the front of a skid steer that pulls the plant and much of the root system completely out of the ground. Matt explained the operation of the attachment and the removal process including stick raking of the treated area, returning it to productive agricultural land. He also noted that land managers can then easily treat any small pockets of regrowth or new plants by spot spraying using the recommended chemical application. Removed plants are burnt when weather conditions allow.



Matt Zell removing African Boxthorn.

To finish off the afternoon Council Members then visited several Gilgandra Shire operational sites in and around the town.

The Council meeting on Monday 31st August was held at the Gilgandra Shire library.

The General Manager reported on:

- A response from DPIRD concerning the sale of cacti species and potential risks in NSW. Members were not satisfied with the response and have requested the General Manager to arrange a face to face meeting with the Manager Weeds Biosecurity DPIRD in the coming months to further discuss this issue.
- The fourth quarter operational plan showing 97% of activity targets either completed or complying for 2025/2026.
- Adoption of two revised policies "Investments" and "Payment of Expenses & Provision of Facilities for Members".
- A Motion calling for the "Indexation of Weeds Action Program Funding" is to be submitted to the 2026 NSW Local Government Conference.
- 2025/26 Draft Financials to be submitted for audit.

The Senior Biosecurity Officer submitted a report highlighting a number of new and emerging issues for the region:

- ✓ New invasive weed issue for all five (5) Council areas included “Tropical Soda Apple” (*Solanum viarum*). Data from DPIRD identified 76 stock movements in NSW where cattle from infected areas were transported to new properties within 19 Local Control Authority Areas across the state.
- ✓ Department of Primary Industries & Regional Development no longer requires local control authorities such as CMCC to record the presence of:
 - Black Roly-Poly, Azolla Azolla, Bracken fern, Duckweed, Fishbone fern, Galvanised burr, Sifton bush, Silky oak and Sweet pitosporum.
- ✓ Scheduled inspection programs in coming months:
 - Coonamble – African Boxthorn.
 - Warrumbungle – Property inspections for Green Cestrum along Castlereagh River.
 - Warrumbungle – CMCC to breed (at Lightning Ridge Bio facility) a new strain of cochineal (*Cerambycid*) to address the “Velvety Tree Pear” along Baradine Road.
 - Warrumbungle – CMCC staff collaborating closely with landowner to monitor truck rollover site on Newell Highway. Truck was carrying barley from QLD.
 - Walgett – Follow up stakeholders at Lightning Ridge as electricity contractor potentially spreading Hudson Pear.
- ✓ All Weeds Action Program Regional sub-programs activities for 25/26 were achieved for each of the constituent councils.
- ✓ *Gazania* is the subject of a review to determine if its sale should be prohibited. South Australia is the only state where the sale of *Gazania* is illegal.



CMCC Members attending County Council meeting.

Next Council meeting to be held at Coonamble on the 26th October 2026.

Castlereagh Macquarie County Council meeting business papers, meeting minutes and meeting recordings are available on: www.cmcc.nsw.gov.au.

10.2 COUNCIL RESOLUTIONS/ACTIONS UPDATE**Author:** Executive Assistant**Authoriser:** General Manager**Annexures:** 1. 2026.09.09 Council Meeting Resolutions [↓](#)**RECOMMENDATION****That Council receive and note the Council Resolutions report and status.****EXECUTIVE SUMMARY:**

The purpose of this report is to enable Council to keep track of important Council resolutions.

BACKGROUND:

Important and significant Council resolutions will be added to the list of items below, and an update on the status will be provided by the responsible officer.

Updates will be based on the resolution across a monthly, quarterly, six monthly or annual range. By way of example, a Council resolution to construct a new Pound, with no funds approved, will be referred to the following year budget deliberations with a single comment. Similarly, a Council resolution seeking a quarterly financial report will be aligned with the mandatory quarterly financial reporting cycle and closed.

The agenda for Council Meetings close two weeks after the prior meeting resulting in some monthly updates not being provided due to priority being given to actioning the prior meeting resolutions.

REPORT:

Meeting:	Officer:	Subject:	Comment:
14/06/2023	Director Corporate Services	Management of Crown Reserve 96390 – Lot 244 DP 44910	Delayed - Communication ongoing with Public Works.
19/03/2026	General Manager	Contract for Sale-Yarran Street Land- Legal Advice	Ongoing.
15/04/2026	General Manager	Coonamble Artesian Bore Baths - Land Tenure Options (Crown Land VS Acquisition)	Ongoing.
15/04/2026	Manager Economic Development and Growth	Signage Audit Update	In progress.
13/05/2026	Director Infrastructure	Cr Ahmad Karanouh- Notice of Motion -Relocation of Horse trough and Cobb & Co Carriage	In progress.
17/06/2026	Director Sustainable Communities and Planning	Sons of the Soil Hotel - Purchase Enquiries	Update report going to September Council Meeting.

Meeting:	Officer:	Subject:	Comment:
17/06/2026	Director Sustainable Communities and Planning	Establishment of Automated Return and Earn Depot at Coonamble Waste Facility	Resolution complete.
17/06/2026	Director Sustainable Communities and Planning	Notice of Motion -Councillor Ahmad (AI) Kranouh- Coonamble Shire Mural Art Trail: proposed mural at Smith park	In Progress
17/06/2026	Executive Manager Governance and People	Draft Asset Management Plan – Transport and Drainage	Report going to September Council Meeting for adoption.
08/07/2026	General Manager	Infrastructure Grant-NSW Rugby World Cup Legacy Program 2025/26- Gulargambone sportsground Lighting and Change Rooms upgrade	In progress.
08/07/2026	Director Corporate Services	2025-2026 Related Party Disclosure Returns	Due 31 August.
08/07/2026	Executive Manager Governance and People	Pecuniary Interest Returns	Due 30 September.
12/08/2026	Executive Manager Governance and People	2026 LGNSW Annual Conference	In progress
12/08/2026	General Manager	Morris Piper Service Proposal	In progress
12/08/2026	Director Corporate Services	Draft Long-Term Financial Plan	In progress
12/08/2026	Director Infrastructure	Notice of Motion – Cr Karen Churchill – Street and Public Lighting	In progress
12/08/2026	Director Infrastructure	Notice of Motion – Cr Margaret Garnsey – Reallocation of capital works budget to Quambone Swimming Pool	In progress

Meeting	Officer/Director	Section	Subject
Council 14/06/2023	Quarmby, Bruce	Reports to Council	Management of Crown Reserve 96390 - Lot 244 DP44910
RESOLUTION 2023/109			
Moved: Cr Pat Cullen			
Seconded: Cr Terence Lees			
1. That Council notes the information contained within this report. 2. That Council resolves to formally request that the Department of Crown Lands formally appoint Coonamble Shire Council as the Crown Reserve Manager for the Reserve 96390. 3. That Council resolves that as the purpose for the Crown Reserve is for the provision of Emergency Services, that the Reserve is to be classified as Operational Land. 4. That following the appointment of Council as the Crown Reserve Manager for the Reserve 96390. That Council resolves to proceed with the compulsory acquisition of the Reserve 96390, being Lot 244 DP 44910 for the purpose of the provision of emergency services in accordance with sections 186 and 187 of the Local Government Act 1993 and in accordance with the Land Acquisition (Just Terms Compensation) Act 1991. 5. That Council makes an application to the Minister and the Governor for approval to acquire the land described as part Lot 244 by compulsory process under section 186(1) and 187 of the Local Government Act 1993 of provision of emergency services in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>. 6. That Council does not acquire the mineral rights over the land to be acquired. 7. That Council resolves that the land is to be classified as operational land in accordance with section 31 (2) of the <i>Local Government Act 1993</i>. 8. That Council resolves for the purposes of section 30 of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>, that Council agrees to the land being acquired for compensation, set at the market value of the land, as agreed by the General Manager and the Department of Planning, Industry and Environment – Crown Lands. 9. That Council resolves. a) to delegate to the General Manager or his delegate the power to do anything further as necessary to give effect to the compulsory acquisition including obtaining any necessary approvals and publishing any necessary notices in the Gazette. b) That authority be granted to the General Manager to affix the Common Seal of the Council to any documentation required to give effect to this resolution.			
<u>In Favour:</u> Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville			
<u>Against:</u> Nil			
CARRIED 9/0			
25 Aug 2023 11:52am Quarmby, Bruce			
Letter written to crown lands seeking appointment as crown reserve manager. Public works to be engaged to acquire the land			
18 Mar 2024 8:02pm Quarmby, Bruce			

Council has been appointed Crown Land Manager , acquisition of land to proceed.

04 Jul 2024 9:25am Quarmby, Bruce

NSW Public Works have been approached to handle the acquisition of the land

17 Jan 2025 10:20am Quarmby, Bruce

Made follow up contact with Public works to progress the issue.

25 Apr 2025 9:46pm Quarmby, Bruce

Following advice of staffing changes at the NSW Public Works, management have been in contact with NSW Public Works to restart/progress the required works.

03 Jun 2025 6:26pm Quarmby, Bruce

Further contact has been made with the NSW Public Works. From these discussions the process has been restarted with Council staff following recommended course of action. For Council's information this action focuses on finalising the proposed road closures currently sitting with the NSW Public Works.

31 Aug 2025 11:18am Quarmby, Bruce

Discussions remain ongoing with Public Works and Crown Lands.

12 Jan 2026 7:39pm Quarmby, Bruce

The process remains ongoing.

25 Mar 2026 1:47pm Payne, Rebecca

Communications ongoing with Public Works. The process was delayed due to Public Works staff turnover.

30 Jun 2026 9:22am Payne, Rebecca

Resolution 1 - Complete, Resolution 2 - Complete, Resolution 3 - Complete, Resolution 4 - Working with public works to acquire the land. , Resolution 5 - Ongoing , Resolution 6 - Complete, Resolution 7 - Ongoing, Resolution 8 - Ongoing , Resolution 9a - Ongoing , Resolution 9b - Ongoing

14 Jul 2026 9:20am Payne, Rebecca

Outstanding items progressing.

Meeting	Officer/Director	Section	Subject
Council 19/03/2026	Hill, Greg	Confidential Matters	Contract for Sale-Yarran Street Land-Legal Advice
RESOLUTION 2026/29			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Paul Fisher			
That Council:			
1. Receive and note the legal advice from BAL Lawyers regarding the Contract for Sale for Lots 85 and 87 DP3693, 70–78 Yarran Street, Coonamble.			
2. Authorise the General Manager to enter into discussions with the Purchaser to negotiate a variation of the Contract; and			
3. Receive a further report outlining the outcome of those discussions and any proposed variation.			

<u>In Favour:</u>	Crs Daniel Keady via Video Link, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
<u>Against:</u>	Nil
CARRIED 9/0	
02 Jun 2026 5:16pm Payne, Rebecca	
Resolution 1 - Noted , Resolution 2 - Ongoing , Resolution 3 - Will present a further report once resolution progresses.	

Meeting	Officer/Director	Section	Subject
Council 15/04/2026	O'Connor, Lee	Planning and Sustainability	Signage Audit Update
RESOLUTION 2026/50			
Moved:	Cr Margaret Garnsey		
Seconded:	Cr Paul Fisher		
That Council:			
1. Receive and note the signage audit update report.			
2. Endorse option 2 of this report, which proposes the upgrading of the existing sign structures at the seven (7) current entrance sign locations along with adding two (2) new structures at entrance points on Tooraweenah Road and Carinda-Coonamble Road.			
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh		
<u>Against:</u>	Nil		
<u>Absent:</u>	Cr Paul Wheelhouse		
CARRIED 8/0			
02 Jun 2026 5:28pm Payne, Rebecca			
Resolution 1 - Noted, Resolution 2 - In progress.			

Meeting	Officer/Director	Section	Subject
Council 15/04/2026	Hill, Greg	Governance and General Manager	Coonamble Artesian Bore Baths - Land Tenure Options (Crown Land VS Acquisition)
RESOLUTION 2026/41			
Moved: Cr Paul Wheelhouse			
Seconded: Cr Ahmad Karanouh			
That council:			
1. Proceed with the acquisition of the land.			
2. Request a further report be presented to Council at an appropriate stage of the project outlining:			
□ updated project costs and funding position			
□ detailed assessment of land acquisition costs, including native title implications			
□ long-term operational and asset management considerations			
□ a recommended position on land tenure (retain Crown land or proceed with acquisition).			
3. Note that Council will continue to engage with NSW Crown Lands and relevant stakeholders regarding appropriate tenure arrangements for the site as the project progresses.			
<u>In Favour:</u> Crs Daniel Keady, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Crs Steven Butler and Phillipa Goldsmith			
			CARRIED 7/2
02 Jun 2026 5:21pm Payne, Rebecca			
Resolution 1 - Noted , Resolution 2 - Ongoing , Resolution 3 - Noted			

Meeting	Officer/Director	Section	Subject
Council 13/05/2026	Murphy, Kerrie	Notices of Motions/Questions with Notice/Rescission Motions	Cr Ahmad Karanouh- Notice of Motion -Relocation of Horse trough and Cobb & Co Carriage
RESOLUTION 2026/58			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Phillipa Goldsmith			
That the General Manager investigate			

1.	The relocation of the Old Horse Trough in the roundabout at the intersection of Castlereagh and Tooloon Streets, Coonamble, to a more central location in the main street precinct.
2.	The relocation of the replica Cobb & Co Carriage, currently housed at the Coonamble Museum to Smith Park, adjacent to the Visitor Information Centre
3.	A report to be presented to Council following the investigations on: a) Preferred location of both assets b) Cost to relocate both assets to their new location c) Cost to provide suitable, safe and secure housing for both assets d) Any perceived risks with the relocation of both assets
In Favour:	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
Against:	Nil
CARRIED 9/0	
15 May 2026 2:35pm Payne, Rebecca - Reallocation	
Action reassigned to Murphy, Kerrie by Payne, Rebecca - Hey Kerrie, Can you please manage this action? Thanks Bec	
02 Jun 2026 5:36pm Payne, Rebecca	
Resolutions in progress.	

Meeting	Officer/Director	Section	Subject
Council 17/06/2026	O'Connor, Lee	Planning and Sustainability	Sons of the Soil Hotel - Purchase Enquiries
RESOLUTION 2026/110			
Moved: Cr Paul Fisher			
Seconded: Cr Paul Wheelhouse			
That Council:			
1.	Commence a formal Expression of Interest (EOI) process for the future use and occupation of the Sons of the Soil Hotel building;		
2.	Develop and publicly advertise EOI documentation outlining:		
	□ Available information relating to the building;		
	□ Council objectives and priorities;		
	□ Assessment criteria; and		
	□ Submission requirements;		

3. Establish assessment criteria that considers: □ Economic and community benefit; □ Proposed use of the building; □ Financial capacity; □ Deliverability and proposed timelines; and □ Alignment with Council's strategic objectives; and	
4. Receive a further report following the completion of the EOI process outlining submissions received and recommendations for Council consideration.	
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
<u>Against:</u>	Nil
CARRIED 9/0	
30 Jun 2026 9:39am Payne, Rebecca Resolution 1 - Completed, Resolution 2 - Completed , Resolution 3 - Ongoing, Resolution 4 - EOI process due to complete 24 July.	

Meeting	Officer/Director	Section	Subject
Council 17/06/2026	Mathieson, Lindsay Payne, Tony	Planning and Sustainability	Establishment of Automated Return and Earn Depot at Coonamble Waste Facility
RESOLUTION 2026/107			
Moved:	Cr Margaret Garnsey		
Seconded:	Cr Phillipa Goldsmith		
That Council:			
1. Support the transition from the current over the counter (manual) container deposit facility to an automated depot.			
2. Approve the construction of a 20m x 20m concrete slab to support the initiative.			
3. Enter into an agreement with TOMRA Cleanaway to deliver the project.			
In Favour:	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse		
Against:	Nil		
CARRIED 9/0			

30 Jun 2026 9:34am Payne, Rebecca

Resolution 1 - Noted , Resolution 2 - Concrete slab is in progress. , Resolution 3 - Ongoing

Meeting	Officer/Direct or	Section	Subject
Council 17/06/2026	O'Connor, Lee	Notices of Motions/Questions with Notice/Rescission Motions	Notice of Motion -Councillor Ahmad (Al) Kranouh- Coonamble Shire Mural Art Trail: proposed mural at Smith park
RESOLUTION 2026/87 Moved: Cr Ahmad Karanouh Seconded: Cr Karen Churchill That Council endorse the following: 1. The painting of a mural on the bore shed at Smith Park during the 2026/27 financial year. 2. The mural depicts Nevelle Owen taking a photograph of children playing at the Warrana Creek Water Recreational Reserve near the weir. 3. An information sign accompany the mural explaining the significance and history behind the artwork. 4. The General Manager provide a report back to Council detailing: a. the proposed mural design; b. the wording and information to be included on the signage and c. estimated project costs <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 9/0			
30 Jun 2026 9:37am Payne, Rebecca - Reallocation Action reassigned to O'Connor, Lee by Payne, Rebecca - Hey Lee, for your action please. Thanks Bec			

Meeting	Officer/Director	Section	Subject
Council 17/06/2026	Maundrell, Jenni	Finance	Draft Asset Management Plan - Transport and Drainage
RESOLUTION 2026/94			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Ahmad Karanouh			
Receive and note the Draft Asset Management Plan - Transport and Drainage report.			
1. That Council receive and note the contents of the draft Transport and Drainage Asset Management Plan			
2. That the draft Transport and Drainage Asset Management Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days.			
3. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Transport and Drainage Asset Management Plan			
In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
Against: Nil			
CARRIED 9/0			
29 Jun 2026 9:34am Maundrell, Jenni			
Draft Transport & Drainage AMP on public exhibition until 29 July 2026.			

Meeting	Officer/Director	Section	Subject
Council 8/07/2026	Hill, Greg	Governance and General Manager	Infrastructure Grant-NSW Rugby World Cup Legacy Program 2025/26- Gulargambone sportsground Lighting and Change Rooms upgrade
RESOLUTION 2026/133			
Moved: Cr Adam Cohen			
Seconded: Cr Karen Churchill			
Receive and note the report.			
1. Accept the funding of \$135,200 under the NSW Rugby World Cup Legacy Program 2025/26 for the Gulargambone Sportsground Lighting and Changeroom Upgrade.			

2.	Endorse a Council cash contribution of \$25,000, funded from the Grant Reserve – Development Fund 2026/27.
3.	Note that the Gulargambone Rugby Club will contribute \$25,000 towards the required co-contribution.
4.	Endorse Council acting as the auspice organisation, with the grant funding and Council contribution being provided to the Gulargambone Rugby Club to deliver the project.
5.	Authorise the General Manager to execute all documentation associated with the funding agreement and project delivery.
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
<u>Against:</u>	Nil
CARRIED 9/0	

Meeting	Officer/Director	Section	Subject
Council 8/07/2026	Quarmby, Bruce	Governance and General Manager	2025-2026 Related Party Disclosure Returns
RESOLUTION 2026/127			
Moved:	Cr Phillipa Goldsmith		
Seconded:	Cr Margaret Garnsey		
Receive and note the report.			
1. That all Councillors and designated person provide the General Manager with their duly completed “Related Party Disclosure by Key Management Personnel” forms no later than 31 August 2026.			
In Favour:	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse		
Against:	Nil		
CARRIED 9/0			

Meeting	Officer/Director	Section	Subject
Council 8/07/2026	Maundrell, Jenni	Governance and General Manager	Pecuniary Interest Returns
RESOLUTION 2026/128			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Adam Cohen			
That all Councillors and designated persons provide completed disclosure of interest forms to the General Manager by 30 September 2026, for these returns to be publicly tabled at the next Council meeting.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			

Meeting	Officer/Director	Section	Subject
Council 12/08/2026	Maundrell, Jenni	Governance and General Manager	2026 LGNSW Annual Conference
RESOLUTION 2026/159			
Moved: Cr Ahmad Karanouh			
Seconded: Deputy Mayor Steven Butler			
That Council:			
1. Endorse the attendance of the Mayor, Deputy Mayor and General Manager at the 2026 Local Government NSW Annual Conference to be held in Wollongong from 22 to 24 November 2026. 2. Authorise the General Manager to arrange early bird registration for endorsed delegates prior to 30 September 2026, where practicable. 3. Authorise the General Manager to approve the attendance of additional councillors wishing to attend the Conference, subject to budget availability and in accordance with Council's <i>Councillors' Expenses and Facilities Policy</i>. 4. Invite councillors to submit any proposed motions for the 2026 LGNSW Annual Conference to the General Manager by 2 September 2026. 5. Note that costs associated with attendance, including registration, travel, accommodation and associated expenses, will be met from the adopted councillor expenses budget.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			

CARRIED 9/0

Meeting	Officer/Director	Section	Subject
Council 12/08/2026	Hill, Greg	Governance and General Manager	Morris Piper Service Proposal
RESOLUTION 2026/161			
Moved: Cr Margaret Garnsey			
Seconded: Cr Adam Cohen			
Receive and note the report.			
1. That Receive and note the report.			
2. Accept the Morris Piper service proposal for a seven-day monthly retainer for a period of 12 months, commencing from the date of engagement, at a total cost of \$117,600 excluding GST.			
3. Authorise the General Manager to finalise and execute the service agreement and associated documentation.			
4. Note that the engagement will provide grant writing, funding strategy, contract management, reporting, acquittal and project delivery support across Council's priority projects.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Cr Phillipa Goldsmith			
CARRIED 8/1			

Meeting	Officer/Director	Section	Subject
Council 12/08/2026	Quarmby, Bruce	Governance and General Manager	Draft Long-Term Financial Plan
RESOLUTION 2026/157			
Moved: Cr Paul Wheelhouse			
Seconded: Cr Phillipa Goldsmith			
Receive and note the report.			
1. That Council receive and note the contents of the draft Long-Term Financial Plan.			

2.	That the draft Long-Term Financial Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days.
3.	That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Long-Term Financial Plan.
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse
<u>Against:</u>	Nil
CARRIED 9/0	

Meeting	Officer/Director	Section	Subject
Council 12/08/2026	Murphy, Kerrie	Notices of Motions/Questions with Notice/Rescission Motions	Notice of Motion - Cr Karen Churchill-Street and Public Lighting
RESOLUTION 2026/148			
Moved:	Cr Karen Churchill		
Seconded:	Cr Paul Wheelhouse		
That Council request the General Manager to:			
1.	Request Essential Energy to provide GIS data identifying the location of all streetlights within the Coonamble Shire, including pole identification numbers, light type and illumination levels (lux), for integration into Council's GIS mapping system.		
2.	Undertake a community survey inviting residents to identify locations where street, pathway and public space lighting is considered inadequate. The information collected be cross-referenced with Essential Energy's GIS data to identify lighting coverage and potential gaps.		
3.	Undertake a night-time inspection of identified locations, using the GIS mapping and community feedback to assess lighting performance and prioritise areas requiring improvement.		
4.	Where deficiencies relate to road corridor lighting managed by Essential Energy, request Essential Energy to progressively install additional streetlights, with an initial target of up to ten (10) new lights per year, subject to funding and approval.		
5.	Where deficiencies relate to Council-owned footpaths, parks and public open spaces, investigate and pursue grant funding opportunities to progressively upgrade public lighting infrastructure.		
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse		
<u>Against:</u>	Nil		
CARRIED 9/0			

Meeting	Officer/Director	Section	Subject
Council 12/08/2026	Murphy, Kerrie	Notices of Motions/Questions with Notice/Rescission Motions	Notice of Motion -Cr Margaret Garnsey-Reallocation of capital works budget to Quambone Swimming pool
RESOLUTION 2026/149			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Fisher			
That Council			
1. Request the General Manager to provide a report to Council as soon as practicable addressing:			
a. The condition of the Quambone Swimming Pool amenities building and its suitability for the proposed upgrade.			
b. The estimated cost of the proposed works and whether they can be completed within the available budget of \$26,959. If the full scope cannot be delivered within this allocation, the report is to identify the priority works that can be completed.			
c. Whether the works can commence following the conclusion of the 2026/27 swimming season and be completed by 30 June 2027.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
			CARRIED 9/0

10.3 MONTHLY RECORDS SYSTEM ACTIVITY REPORT**Author:** Executive Manager Corporate Governance**Authoriser:** General Manager**Annexures:** Nil**RECOMMENDATION**

That Council receive and note the Monthly Records System Activity Report for the August 2026 reporting period.

EXECUTIVE SUMMARY:

This report provides a monthly overview of activity recorded within Council's Electronic Document and Records Management System (EDRMS).

During the reporting period, Council staff completed 382 tasks across Magiq workflows. This included 254 tasks completed on time and 128 tasks completed after the due date.

The dedicated Service Request report shows that Council recorded 425 new service request documents and completed 530 service request tasks. Of these, 292 were completed on time and 238 were completed late. There were 136 pending service request tasks and 0 overdue service request tasks recorded in the Service Request report.

BACKGROUND:

Council uses its EDRMS, Magiq, to record correspondence, workflow actions, internal tasks and customer service requests.

This report is intended to provide Council with a practical monthly snapshot of activity completed and underway, rather than focusing only on outstanding tasks.

REPORT:**All tasks – 30 day activity snapshot**

	Previous month	Current month
Number of tasks recorded	826	491
Number completed (may include older tasks)	617	382
Pending or overdue	209	109

Service Request activity

Customer requests comprise a significant component of overall system activity.

Requests received through customer service channels include customer service requests, enquiries, complaints, feedback and telephone messages.

These requests are reviewed and actioned by relevant officers as part of Council's ongoing service delivery and customer response processes.

Customer Service tasks – activity snapshot

	Previous month (legacy)	Current month
Number of service request documents recorded	335	425
Number completed (may include older tasks)	385	530
Pending or overdue	129	NA
Pending	NA	136
Overdue	NA	0

10.4 WORKFORCE MANAGEMENT AND HUMAN RESOURCES MONTHLY STATISTICS

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

That Council receive and note the Workforce Management and Human Resources monthly statistics report for September 2026.

EXECUTIVE SUMMARY:

This report provides a focused monthly update on Workforce Management and Human Resources statistics for the reporting period of August 2026.

The statistical information supports Council oversight of workforce capacity and recruitment activity and enables month to month monitoring of key workforce indicators.

BACKGROUND:

The Governance and People monthly report ordinarily provides a broader update across governance, workforce, work health and safety, payroll, organisational risk and compliance functions.

For this reporting period, the report has been limited to Workforce Management and Human Resources statistics. The usual broader portfolio update will resume in the next reporting cycle.

REPORT:

1. Workforce Management and Human Resources

This section provides a snapshot of Council's workforce establishment and recruitment activity. Previous-month figures are included for comparison, with current-month data to be inserted once finalised. Staffing and recruitment activity:

Measure	Previous Month	Current Month
Total staff establishment (FTE and headcount)	96.74 + 15 cas.	98.58 + 24 cas.
Budgeted positions	118.58	118.58
Filled positions	1 + 2 cas.	3 + 4 cas.
Vacant positions	21	23
Active recruitments (roles advertised or in progress)	11	8
Appointments finalised this month	1 + 2 cas.	3 + 4 cas.
Upcoming appointments (offers accepted, not yet commenced)	2 + 1 cas.	0

Breakdown of vacant positions

Department	Number of Vacancies
General Manager (Executive Services)	1
Corporate Services	5
Infrastructure	9
Sustainable Communities and Planning	7
Governance and People	1

10.5 MT MAGOMETON QUARRY MONTHLY REPORT

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

That Council receive and note the Mt Magometon Quarry Monthly Report for the reporting period of August 2026.

EXECUTIVE SUMMARY:

This report provides Council with a high-level overview of Mt Magometon Quarry's performance for the reporting period of August 2026, with particular emphasis on stock held and material sales.

At the end of the reporting period:

- total saleable stock on ground was 81,603 tonnes, compared with 64,986 tonnes in the previous month;
- total sales for the month were \$248,983, comprising \$171,963 in external sales and \$77,020 in internal Council sales;
- year-to-date sales were \$1,695,056, compared with \$1,238,131 for the corresponding period in the previous financial year; and
- No material matters outlined in this report were identified as requiring Council's attention.

The current stock position is assessed as sufficient to support forecast demand. Management will continue to monitor sales, stock movement, production requirements and the quarry's broader financial performance.

BACKGROUND:

The Mt Magometon Quarry supplies construction material for Council's roads and infrastructure programs and for sale to external customers.

Regular reporting provides the elected Council with oversight of:

- stock availability and material movements;
- internal and external sales;
- performance against budget and prior periods;
- significant trends affecting the quarry's financial or service contribution; and
- material strategic, regulatory or business risks.

The report is intended to support Council's governance and financial oversight responsibilities. Detailed production scheduling, workforce deployment, plant use and other day-to-day matters remain the responsibility of management.

REPORT:**Performance at a glance**

Measure	Current month	Previous month	Status or commentary
Stock on ground	81,603 tonnes	64,986 tonnes	Increase
External sales	\$171,963	\$108,050	Increase
Internal sales	\$77,020	\$187,208	Reduced
Total sales	\$248,983	\$295,258	Reduced
Material compliance matters	1	1	Non-Compliant
Lost-time injuries	Nil	Nil	Zero LTI

Stock on ground

Total stock on ground at 31/07/2026 was 81,603 tonnes, representing an increase of 16,617 tonnes from the previous month.

Product	Current month	Previous month	General status
Dust	9,140 tonnes	6,147 tonnes	Adequate
Aggregates	24,652 tonnes	15,623 tonnes	Adequate
Rockfill	24,388 tonnes	24,014 tonnes	Adequate
Spec Road bases	18,339 tonnes	19,202 tonnes	Adequate
Total	81,603 T	64,986 T	

The principle stock movements during the month were:

- Spec Road bases decreased by 863 tonnes, primarily reflecting Nil production demand;
- Dust & Aggregates increased by 12,022 tonnes following replenishment during the period; and
- Rockfill will continue to be monitored against anticipated demand.

Overall stock availability is assessed as adequate. No detailed production scheduling is included in this public report.

Sales performance

Sales recorded were:

	External sales	Internal sales
Current month	\$171,963	\$77,020
Previous month	\$108,050	\$187,208
Year to date	\$882,380	\$812,676

The result was mainly influenced by:

- Higher demand from external customers & lower internal Council works
- Product availability and customer purchasing patterns

Internal sales represent material supplied to Council projects and are reported separately from external revenue to provide visibility over both the quarry's commercial activity and its contribution to Council's infrastructure delivery.

Governance, safety and compliance

During the reporting period:

- No safety, environmental or regulatory non-compliance was identified

Routine safety, environmental monitoring, maintenance and regulatory activities continued during the month. Detailed operational and personnel matters are managed administratively and are not included unless they present a material risk, financial impact or governance issue for Council.

Material issues and outlook

The principal matters to be monitored over the next reporting period are:

- stock availability against forecast internal and external demand;
- sales performance against budget and prior-year results;
- [material infrastructure, access, regulatory or market matter]; and
- any issue that may materially affect the quarry's financial performance or capacity to support Council's works program.

10.6 CHRISTMAS AND NEW YEAR CLOSURE 2026-27

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

That Council approve:

- 1. The closure of Council's administrative office, libraries, Service NSW Agency, Visitor Information and Exhibition Centre, and depots from 12.00 noon on Wednesday, 23 December 2026, with these facilities reopening on Monday, 4 January 2027; and**
- 2. The closure of the quarry from 12.00 noon on Wednesday, 23 December 2026, with the quarry reopening on Monday, 18 January 2027.**

EXECUTIVE SUMMARY:

Council traditionally closes a number of facilities between Christmas and New Year, when demand for administrative and other non-essential services is generally low.

It is proposed that Council's administrative office, libraries, Service NSW Agency, Visitor Information and Exhibition Centre and depots close from 12.00 noon on Wednesday, 23 December 2026 and reopen on Monday, 4 January 2027.

The quarry is proposed to close from 12.00 noon on Wednesday, 23 December 2026 and reopen on the third Monday in January, being Monday, 18 January 2027. The extended closure reflects the quarry's operating arrangements, and consultation with affected employees undertaken in May 2026.

Emergency and essential services will continue through established on-call and roster arrangements.

The Executive Leadership Team considered the proposed closure arrangements on 30 July 2026 and endorsed them for recommendation to Council.

BACKGROUND

Council has traditionally closed its administrative and other non-essential services over the Christmas and New Year period. This reflects the reduced demand for these services and provides employees with an opportunity to take leave during the festive season.

Christmas Day falls on Friday, 25 December 2026. As Boxing Day falls on Saturday, 26 December 2026, an additional public holiday will be observed on Monday, 28 December 2026. New Year's Day falls on Friday, 1 January 2027.

The Executive Leadership Team considered two possible closure periods at its meeting on 30 July 2026. ELT endorsed the shorter general closure period, with facilities reopening on Monday, 4 January 2027.

The quarry operates under different arrangements and is proposed to reopen on the third Monday in January, being Monday, 18 January 2027. Consultation with quarry employees about an extended Christmas and New Year closure commenced in May 2026.

REPORT:

It is proposed that Council's administrative office, libraries, Service NSW Agency, Visitor Information and Exhibition Centre and depots close from 12.00 noon on Wednesday, 23 December 2026 and reopen on Monday, 4 January 2027.

The proposed general closure is shorter than the two-week closures implemented during the previous two Christmas and New Year periods. It:

- maintains Council's established Christmas and New Year closure practice;
- reflects the lower demand for administrative services during this period;
- reduces the period for which services are unavailable to the community; and
- enables services to resume promptly after the New Year public holiday.

The quarry will remain closed for an additional two weeks and reopen on Monday, 18 January 2027. The different reopening date reflects the quarry's operating arrangements. Consultation with affected employees commenced in May 2026 and included the proposal for the quarry to reopen on the third Monday in January each year.

Council swimming pools will operate in accordance with their approved holiday operating arrangements. All pools will be closed on Christmas Day and Boxing Day, being Friday, 25 December and Saturday, 26 December 2026.

Emergency and essential services will continue through established on-call and roster arrangements. Closure dates, operating arrangements and relevant contact details will be communicated to the community before the closure.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Celebrating Culture
Our Economy	Building our Social Capital
Our Assets	N/A
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive

Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

There are no material additional financial implications arising from the proposed closures.

Policy / Legal and Statutory Implications:

Council is party to the *Local Government (State) Award*. Workforce arrangements associated with the closures, including the use of accrued leave, will be managed operationally in accordance with the Award, applicable Council policies and normal leave approval processes.

Risk Management – Business Risk/Work Health and Safety / Public:

The principal service delivery risk is that members of the community may be unaware of the closure arrangements or the availability of emergency and essential services.

This risk will be managed by:

- advertising the closure and reopening dates in advance;
- clearly identifying the different reopening date for the quarry;
- publishing emergency and after-hours contact information; and
- maintaining established on-call and roster arrangements.

Workforce and operational risks associated with the quarry's extended closure will be managed administratively through consultation, leave planning and operational arrangements.

Options:

Council may:

1. Approve the proposed closure arrangements, as recommended. This option reflects the arrangements endorsed by the Executive Leadership Team and provides sufficient time to communicate the closures to employees and the community.
2. Approve alternative closure or reopening dates for any of the listed facilities. Any changes may require further consideration of service delivery, workforce and communication implications.
3. Not approve the proposed closures. Council facilities would remain open on ordinary working days, subject to staff availability and existing public holiday arrangements.

Option 1 is recommended.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

The approved closure arrangements will be communicated through Council's usual communication channels, including information about:

- the facilities and services affected;
- closure and reopening dates;
- the different reopening date for the quarry;
- swimming pool operating arrangements; and
- emergency and after-hours contact details.

10.7 COUNCIL MEETING DATES FOR MAYORAL TERM SEPTEMBER 2026 TO SEPTEMBER 2028

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

That Council note:

1. The proposed dates of Council meetings from September 2026 until the end of the Council term in September 2028 are as follows:

Date	Location	Time
14 October 2026	Council Chamber, Coonamble	9:00am
11 November 2026	Council Chamber, Coonamble	9:00am
9 December 2026	Council Chamber, Coonamble	9:00am
10 February 2027	Council Chamber, Coonamble	9:00am
10 March 2027	Gulargambone Central School	9:30am
14 April 2027	Council Chamber, Coonamble	9:00am
12 May 2027	Council Chamber, Coonamble	9:00am
16 June 2027	Council Chamber, Coonamble	9:00am
14 July 2027	Council Chamber, Coonamble	9:00am
11 August 2027	Quambone Community Hall	9:30am
8 September 2027	Council Chamber, Coonamble	9:00am
13 October 2027	Council Chamber, Coonamble	9:00am

10 November 2027	Council Chamber, Coonamble	9:00am
8 December 2027	Council Chamber, Coonamble	9:00am
9 February 2028	Council Chamber, Coonamble	9:00am
8 March 2028	Gulargambone Central School	9:30am
12 April 2028	Council Chamber, Coonamble	9:00am
10 May 2028	Council chamber, Coonamble	9:00am
21 June 2028	Council Chamber, Coonamble	9:00am
12 July 2028	Council Chamber, Coonamble	9:00am
9 August 2028	Quambone Community Hall	9:30am

2. The 2028 Local Government Election is scheduled for 9 September 2028, and therefore no September 2028 meeting is included in this schedule.

EXECUTIVE SUMMARY:

This report seeks approval for the schedule of Ordinary Council Meetings from October 2026 to August 2028. The proposed schedule extends beyond a single year to provide greater certainty for governance and operational planning, while remaining consistent with legislative requirements.

The schedule reflects Council's established meeting cycle, with commencement times standardised to 9:00am, except for the Gulargambone (March) and Quambone (August) meetings, which commence at 9:30am.

The schedule concludes in August 2028 in recognition of the Local Government Election on 9 September 2028, which occurs before the September meeting would otherwise be held.

BACKGROUND

Council is required to meet at least 10 times per year, each in a different month.

Council must also, by resolution, determine the time, date and place of its meetings under the Code of Meeting Practice.

Historically, Council has:

- met on the second Wednesday of each month;

- not held a meeting in January;
- held the June meeting on the third Wednesday; and
- rotated meetings between Coonamble, Gulargambone and Quambone.

Council has previously adopted 12-month schedules; however, there is no legislative restriction preventing Council from adopting a longer meeting cycle.

REPORT:

The proposed schedule maintains Council's established meeting framework while extending the planning horizon to August 2028.

All meetings will commence at 9:00am except:

- March meetings (Gulargambone) – 9:30am
- August meetings (Quambone) – 9:30am

These later start times recognise travel requirements for councillors, staff and community members attending meetings in outlying areas.

The continuation of meetings in Gulargambone and Quambone supports improved access to Council decision-making processes and enhances community engagement.

Easter timing considerations

Easter dates vary each year and were reviewed to ensure there are no clashes with proposed Council meeting dates:

- In 2026, Easter fell from 3-6 April, which required the April 2026 meeting to be moved from 8 April to avoid proximity to the Easter long weekend.
- In 2027, Easter falls from 26-29 March.
- In 2028, Easter falls from 14-17 April.

Easter does not present any conflict with the proposed meeting dates for the period covered by this report.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	N/A
Our Country	N/A
Our Leadership	Our Integrity

SUSTAINABILITY ASSESSMENT:

	Assessment
--	------------

Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

There are no direct financial implications associated with adopting the proposed meeting schedule. Costs associated with alternate meeting locations are accommodated within existing operational budgets.

Policy / Legal and Statutory Implications:

The proposed schedule complies with:

- section 365 of the *Local Government Act 1993*, requiring a minimum of 10 meetings per year; and
- Council's Code of Meeting Practice, requiring Council to determine meeting frequency, time, date and place.

There is no legislative restriction preventing Council from setting meeting dates beyond a 12-month period.

Council must ensure appropriate public notice of all meetings.

Risk Management – Business Risk/Work Health and Safety / Public:

Business Risk: Low

- Provides certainty for forward governance and planning.

WHS Risk: Low

- No additional risks beyond standard meeting operations.

Public Risk: Low

- Rotating meeting locations supports equitable access and community participation.

Options:**Option 1 (Recommended)**

Adopt the proposed meeting schedule to August 2028.

Option 2

Adopt a shorter schedule (eg, 12 months).

Option 3

Amend specific dates, times or locations.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

10.8 WORKFORCE MANAGEMENT STRATEGY

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: 1. Workforce Management Strategy 2025-2029 [↓](#)

RECOMMENDATION

That Council:

1. Endorses the Workforce Management Strategy 2025/26 to 2028/29.
2. Notes that the Strategy will be reviewed annually in conjunction with the Operational Plan, budget and workforce reporting processes.

EXECUTIVE SUMMARY:

The Workforce Management Strategy 2025/26 to 2028/29 has been prepared as a component of Council's Resourcing Strategy under the NSW Integrated Planning and Reporting framework.

The Strategy identifies the workforce capacity, capability, systems and practices required to support Council's Delivery Program. It establishes seven priorities relating to attraction and recruitment, employee retention and engagement, capability development, leadership and culture, workplace safety and inclusion, workforce systems and governance, and organisational sustainability.

The Strategy was considered and endorsed by Council's Consultative Committee at its meeting held on 20 August 2026.

The Integrated Planning and Reporting Guidelines require Council to develop and endorse a Workforce Management Strategy. As the Strategy principally concerns Council's internal workforce planning and management arrangements, it is not subject to the prescribed community consultation process applying to documents such as the Community Strategic Plan, Delivery Program, Operational Plan and Long-Term Financial Plan. Following endorsement, the Strategy will be published on Council's website as part of the Resourcing Strategy.

BACKGROUND:

Council's previous Workforce Management Strategy covered the period 2022 to 2026. The Strategy has now been updated to align with Council's Community Strategic Plan 2025 to 2035 and Delivery Program 2025/26 to 2028/29.

Under the Office of Local Government's Integrated Planning and Reporting Guidelines, each council must develop and endorse a Workforce Management Strategy that addresses the human resource requirements of its Delivery Program. Relevant workforce strategies must be reflected in the Delivery Program and Operational Plan, with associated costs reflected in the Long-Term Financial Plan.

The timeframe of the attached Strategy aligns with the current Delivery Program. It has also been informed by Council's draft Long-Term Financial Plan 2027 to 2036,

including its assumptions regarding workforce costs, service levels and financial sustainability.

The draft Strategy was presented to Council's Consultative Committee to provide employees and union representatives with an opportunity to review and comment on its proposed priorities and implementation arrangements. The Consultative Committee endorsed the Strategy at its meeting on 20 August 2026.

REPORT:

The Workforce Management Strategy provides a framework for maintaining a capable, safe, inclusive and financially sustainable workforce. It recognises the particular workforce pressures affecting rural councils, including competition for specialist employees, limited housing and relocation options, succession risks, increasing compliance obligations and the need to maintain technical capability across Council's services and infrastructure program.

The Strategy establishes the following seven workforce priorities:

1. Attract and recruit the right people.
2. Retain and engage employees
3. Build capability and career pathways.
4. Strengthen leadership, culture and accountability.
5. Support safe, healthy and inclusive work.
6. Improve workforce systems, data and governance.
7. Manage change, productivity and affordability.

These priorities support the Delivery Program, particularly its commitments to continuous improvement, organisational capability, employee development, a resourced annual training plan and service delivery reviews.

The Strategy also introduces an implementation roadmap and annual workforce dashboard. These will support improved monitoring of establishment levels, vacancies, turnover, capability, safety, workforce costs and service continuity. Baseline workforce information will be progressively completed and refreshed through the annual review process.

The Strategy does not, of itself, authorise additional expenditure or changes to Council's approved establishment. Routine actions will be delivered through existing resources and approved budgets where practicable. Any proposal involving additional positions, significant systems expenditure or expanded workforce programs will remain subject to an appropriate business case and consideration through Council's annual budget and Operational Plan processes.

Council's role under the Integrated Planning and Reporting framework is to endorse the Workforce Management Strategy. Responsibility for its implementation rests with the General Manager, supported by the Executive Leadership Team, People and Culture, Finance, WHS and Risk, and Council's managers and supervisors.

Once endorsed, the Strategy will be published on Council's website and reviewed annually to maintain alignment with the Operational Plan, budget, workforce data and emerging organisational requirements.

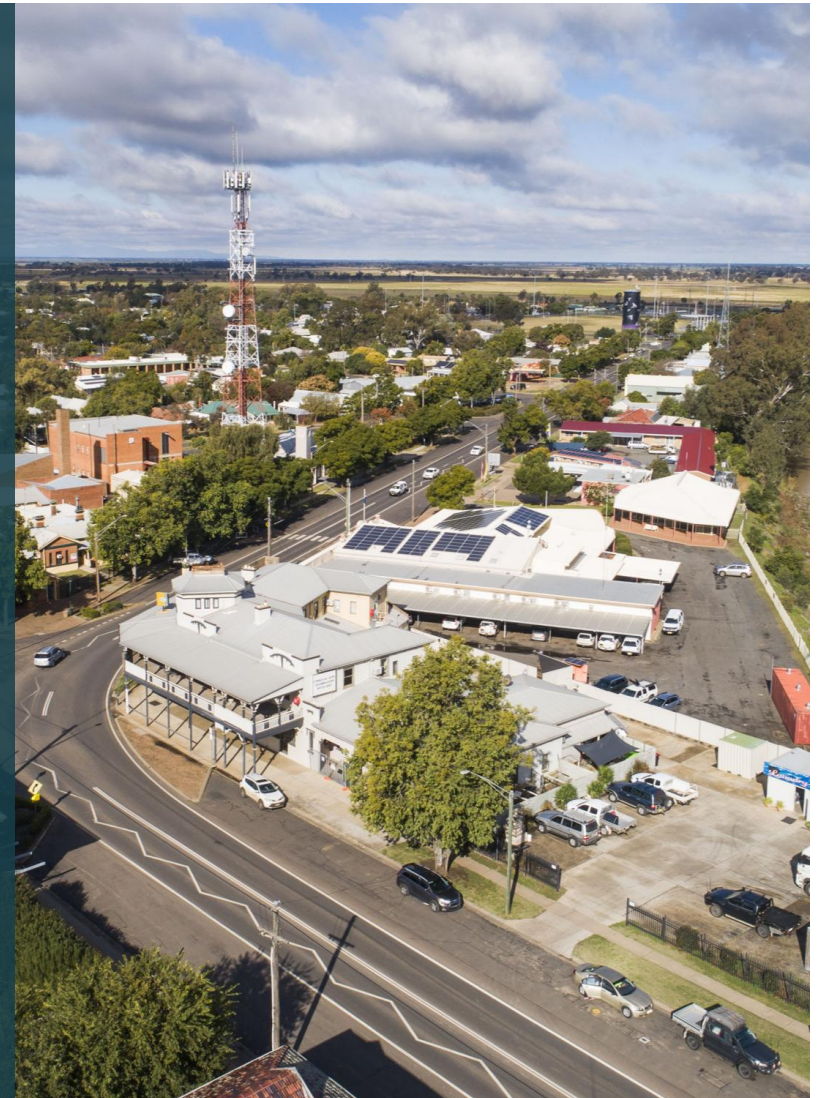
COONAMBLE SHIRE COUNCIL

WORKFORCE MANAGEMENT STRATEGY

2025/26 TO 2028/29

Updated August 2026

A capable, sustainable and service-focused workforce for the
Coonamble community



Document control

This Strategy is an updated component of Council's Resourcing Strategy.

Field	Details
Status	Draft for internal consultation and Council endorsement
Strategy period	2025/26 to 2028/29
Update date	August 2026
Owner	Governance and People People and Culture
Applies to	Employees, supervisors, managers, volunteers and workforce planning activities
Review cycle	Annual review aligned with the Operational Plan, budget and workforce data refresh
Major review	Before the next Delivery Program and Resourcing Strategy cycle
Related plans	Community Strategic Plan 2025 to 2035; Delivery Program 2025/26 to 2028/29; annual Operational Plans; Long-Term Financial Plan; Asset Management Strategy and Plans
Resolution number	

Executive summary

Seven workforce priorities support reliable services, financial sustainability and continuous improvement.

1. Attract

Target local and regional labour markets

2. Retain

Build engagement, trust and recognition

3. Develop

Grow capability and career pathways

4. Lead

Strengthen culture and accountability

5. Protect

Support safe, healthy and inclusive work

6. Improve

Use reliable systems, data and governance

7. Sustain

Manage change, productivity and affordability

Planning principle Council will maintain a workforce that is capable of delivering the adopted Delivery Program within approved establishment levels and available financial resources. Material new initiatives require a business case and budget approval.

Purpose and planning principles

Purpose

Identify the people, skills, leadership capability, systems and workforce practices required to deliver Council services and the Delivery Program.

Outcome

A capable, safe, inclusive and financially sustainable workforce that provides reliable and responsive services to the community.

THE STRATEGY WILL

- 1

align workforce capacity with service commitments
- 2

build internal capability and service continuity
- 3

target critical roles and hard-to-fill skills
- 4

support safe and respectful work
- 5

use evidence to guide workforce decisions
- 6

manage workforce costs within Council's financial capacity

Strategic alignment

The Workforce Management Strategy translates adopted service commitments into workforce requirements.

Planning document	Workforce response
Community Strategic Plan 2025 to 2035	Align capability and culture with community, economy, assets, country and leadership outcomes.
Delivery Program 2025/26 to 2028/29	Provide capacity, skills and continuity for principal activities, with particular emphasis on Goal 17 continuous improvement and learning.
Annual Operational Plans	Convert priorities into annual recruitment, training, safety, systems and change actions.
Long-Term Financial Plan	Keep establishment and initiatives affordable; test material proposals through annual budgets and business cases.
Asset Management Planning	Maintain technical, operational, project, procurement and contractor-management capability for the capital and renewal program.

Core Delivery Program connection Goal 17 calls for strategic decision-making, organisational back-up capability, effective pathways for employees, a learning organisation, a resourced annual training plan, a completed workforce plan and service-delivery reviews.

Purpose, values and culture

Workforce systems and leadership practices will reinforce Council’s adopted values.

SERVICE

Quality, reliable and responsive service and delivery

TRANSPARENCY

Open, clear and honest communication with timely information

ACCOUNTABILITY

Responsibility, integrity, sound resource use and compliance

RESPECT

Dignity, fairness, courtesy and collaborative relationships

CULTURE COMMITMENT

Create a respectful, transparent and accountable workplace that is safe, supportive and inclusive, with clear expectations, constructive feedback, procedural fairness and ongoing learning.

Annual reporting will test both completion of workforce actions and whether employees experience the values in practice.

Workforce planning context

Small rural councils face constrained labour markets and growing service, compliance and infrastructure demands.

Challenges

- Competition for specialist and qualified employees
- Limited housing and relocation options
- Critical-role and knowledge concentration
- Ageing workforce and succession exposure
- Increasing compliance and psychosocial risk obligations
- Manual processes and incomplete workforce data
- Large capital and asset program requiring technical capability

Opportunities

- Local traineeships, apprenticeships and cadetships
- Partnerships with schools, training and employment providers
- Aboriginal employment and culturally safe pathways
- Cross-training, mentoring and documented procedures
- Targeted regional recruitment and employee value proposition
- Improved workforce systems, dashboards and position control
- Technology, service reviews and modern work practices

Workforce baseline

A complete baseline will be established before final adoption and refreshed annually.

Metric	Baseline	Why it matters
Approved establishment and actual FTE	101.97	Establishes capacity, budget impact and service delivery risk
Vacancies and turnover		Identifies retention risks and priority interventions
Age and years of service		Supports succession planning, knowledge transfer, trainee pathways; and targets recognition.
Diversity and inclusion		Supports equal opportunity, leadership development, representative employment, and culturally safe recruitment and retention.
Capability and compliance		Supports safety, compliance, capability and audit readiness.
Leave, overtime and wellbeing indicators		Supports workload management, psychosocial safety and early intervention

Privacy rule: suppress or aggregate data where small cohorts could identify an individual.

Financial and establishment framework

Workforce initiatives must be affordable within a constrained long-term financial outlook.

Establishment

Net staff levels are assumed to remain broadly constant with current service provision.

Employee costs

The model includes rising employee benefits and on-costs over the life of the LTFP.

Operating pressure

The operating performance ratio remains below benchmark across the forecast period.

Liquidity

Cash expense cover remains below benchmark for much of the planning period.

WORKFORCE FUNDING RULES

- 1 Deliver routine actions through approved establishment and existing operational budgets where practicable.
- 2 Review every vacancy before recruitment and confirm service need, funding, role design and alternatives.
- 3 Require a business case for additional permanent positions, material allowances, new systems or expanded programs.
- 4 Reflect approved workforce costs in the annual Operational Plan, budget and updated LTFP.

Priorities 1 and 2

Attract the right people and improve retention and engagement.

Priority	Key actions	Measures and targets
1. Attract and recruit	Review recruitment and advertising; strengthen the employee value proposition; simplify candidate experience; use targeted regional campaigns; develop local talent pools; expand traineeship, apprenticeship and cadet pathways within approved resources; address relocation and housing barriers through lawful, budgeted options.	Vacancy rate; time to recruit; hard-to-fill roles; applicant source; candidate feedback; number of supported entry pathways.
2. Retain and engage	Refresh onboarding; conduct an annual employee pulse survey; maintain communication and recognition routines; offer stay and exit interviews; monitor first-year turnover, workload and respect-related themes; act on systemic issues.	Baseline in 2026/27; exit interviews offered to all voluntary separations; annual survey action plan; first-year turnover and overall turnover monitored.

Delivery Program links: DPP 6.1 workforce challenges, DPP 7.2 skill development and employment, DPP 11.1 housing availability, and Goal 17 effective pathways for Council employees.

Priorities 3 and 4

Build capability, career pathways, leadership and accountability.

Priority	Key actions	Measures and targets
3. Build capability and pathways	Maintain a resourced annual training plan; prioritise mandatory and high-risk training; maintain licences and competency registers; develop operational and professional pathways; support mentoring, cross-training and procedure documentation; identify critical-role successors or continuity treatments.	100% mandatory training by due date; annual training plan approved; 100% critical roles assessed; licence and competency currency; internal progression and gaps closed.
4. Strengthen leadership and culture	Define leadership expectations aligned to Council values; improve performance and development conversations; train supervisors in people management, consultation, early intervention and procedural fairness; embed behavioural standards; include workforce planning in business planning.	At least 90% performance review completion; manager training coverage; survey and reporting-confidence themes; systemic complaint themes and response timeliness.

Goal 17 connection: organisational back-up capability, effective employee pathways, a learning organisation and a resourced annual training plan.

Priority 5: Safe, healthy and inclusive work

Manage physical and psychosocial risks through prevention, consultation, early intervention and learning.

Physical safety

Safe systems, hazard reporting, incident investigation, PPE, contractor controls and role-based training.

Psychosocial safety

Assess workload, role clarity, conflict, fatigue, remote isolation, traumatic exposure, harassment, discrimination and victimisation.

Inclusion and access

Inclusive recruitment, reasonable adjustments, accessible documents and systems, cultural safety and equitable development.

Wellbeing and recovery

Promote available employee support, early reporting, suitable duties and timely return-to-work planning.

Learning culture

Use incidents, concerns, complaints, surveys and consultation to improve systems without blame.

Positive duty

Maintain proactive controls relevant to unlawful sex discrimination, sexual harassment and related hostile workplace conduct.

Measures

Incident and injury trends | hazard and concern reporting | training coverage | controls closed | return-to-work outcomes | reporting confidence | systemic themes and response timeliness

Priority 6: Workforce systems, data and governance

Reliable workforce information supports decisions, assurance, risk management and financial control.

Position control

Maintain one approved establishment; reconcile positions to payroll, budget and organisational structure.

Records and privacy

Improve completeness, access control, retention and confidentiality of workforce records.

Dashboard

Produce an annual dashboard with quarterly internal monitoring where practical.

Risk and assurance

Record critical workforce, safety and capability risks; track controls and evidence.

Planning integration

Align recruitment, training and workforce actions with budgets, service reviews and Operational Plans.

Reporting

Report material workforce trends and Strategy progress to the Executive Leadership Team and Council as appropriate.

Targets: annual establishment reconciliation | dashboard by 30 September | annual workforce risk review | action plan status reported annually

Priority 7: Change, productivity and affordability

Service reviews and change will be planned, consulted on and assessed for workforce and financial impacts.

1. Define

Clarify the service issue, intended outcome and evidence.

2. Assess

Review workforce, financial, WHS, psychosocial, equity and service-continuity impacts.

3. Consult

Prepare a proportionate consultation plan and provide relevant information early.

4. Decide

Document options, feedback, reasons, funding and risk controls.

5. Implement

Equip managers, sequence changes and communicate responsibilities.

6. Review

Evaluate service, workforce, safety and financial outcomes after implementation.

AFFORDABILITY MEASURES

Approved versus actual FTE | employee costs | overtime and higher duties | agency and contractor labour | vacancy review outcomes | productivity improvements | service reviews completed

Aboriginal and Torres Strait Islander employment

Develop locally meaningful pathways in partnership with employees, community organisations and education and employment providers.

Focus	Commitments
Engagement	Engage Aboriginal employees and appropriate community representatives on pathways, cultural safety and recruitment approaches.
Recruitment	Use inclusive advertising and local networks; promote work experience, traineeships and apprenticeships within approved resources.
Cultural capability	Provide practical cultural awareness and cultural safety learning for employees and councillors.
Retention and development	Provide equitable access to induction, mentoring, training, support and career development.
Data and privacy	Monitor representation across broad occupation groups and levels while protecting confidentiality.
Partnerships	Work with schools, training providers, employment services and relevant Aboriginal organisations.

The 2021 Census recorded 1,267 Aboriginal and Torres Strait Islander people in the Coonamble LGA, representing 33.9% of the population.

Critical capability and service continuity

Prioritise roles and capabilities needed for the adopted service and capital program.

Capability area	Workforce response
Roads, plant and fleet	Maintain operator licences, supervisory capability, fleet systems, fatigue controls and back-up coverage.
Water and sewer	Maintain operator competencies, regulatory knowledge, emergency response and project oversight.
Engineering and capital delivery	Strengthen project management, contract administration, procurement, grant management and contractor assurance.
Planning, regulatory and environment	Maintain statutory knowledge, authorised officers, technical capability and procedural consistency.
Finance, governance and digital systems	Maintain financial control, records, risk, cyber awareness, data quality and integrated-planning capability.
Community and customer service	Support accessible communication, complaint handling, customer systems and community program delivery.

Each critical function will identify a primary role, back-up arrangements, essential competencies, documented procedures and continuity risks.

Implementation roadmap

Actions are sequenced over the remaining Delivery Program period and integrated into annual Operational Plans.

Action	2026/27	2027/28	2028/29	Lead
Confirm workforce baseline and establishment	Complete	Refresh	Refresh	People and Culture / Finance
Critical role and continuity assessment	Complete	Treat gaps	Review	Executive Leadership Team
Annual training and capability plan	Implement	Implement	Implement	People and Culture / Managers
Recruitment, onboarding and exit process refresh	Complete	Review	Review	People and Culture
Employee pulse survey and action plan	Baseline	Repeat	Repeat	People and Culture / Executive
Workforce dashboard and annual report	Establish	Report	Report	People and Culture / WHS and Risk
Service review workforce assessments	As scheduled	As scheduled	As scheduled	Responsible Director / Manager
Systems and position-control improvements	Design / implement	Embed	Optimise	People and Culture / Finance / ICT

Funding treatment

Material workforce initiatives must be reflected in the budget and Long-Term Financial Plan.

Initiative	Expected treatment
Workforce dashboard and annual review	Existing resources, subject to capacity.
Employee pulse survey	Existing resources or minor operational budget.
Mandatory and role-based training	Annual training budget, prioritised to risk and service need.
Leadership and supervisor development	Annual training budget or staged program.
Traineeships, apprenticeships and cadetships	Approved establishment, vacancy conversion, grant funding or separate budget approval.
HR and workforce system improvements	Business case and budget approval where material.
Relocation or housing assistance	Separate policy, lawful basis, business case and budget approval.
Additional positions arising from service reviews	Business case, funding confirmation and LTFP update before recruitment.

No action in this Strategy authorises expenditure or a change to the approved establishment.

Monitoring, evaluation and reporting

Measures will be interpreted in context and used to drive continuous improvement.

Reporting item	Frequency	Accountability
Workforce dashboard: size, vacancies, turnover, diversity, cost, capability, safety and continuity	Annual, with quarterly internal monitoring where practical	People and Culture / WHS and Risk
Action plan progress and funding status	Annual	Responsible managers coordinated by People and Culture
Critical role and succession or continuity risks	Annual and after major change	Executive Leadership Team
Training plan and mandatory compliance	Quarterly internal review; annual report	People and Culture / Managers
Establishment, payroll and budget reconciliation	At least annually and before budget finalisation	People and Culture / Finance
Strategy review and update	Annual; major review before next Resourcing Strategy cycle	General Manager

Complaint and grievance data will be assessed with reporting confidence, substantiation, response timeliness and systemic themes. Raw complaint numbers alone are not a culture measure.

Annual workforce dashboard

The first dashboard will establish baselines and enable targets to be refined.

Workforce size

Headcount, FTE, employment type, department, approved versus actual establishment

Attraction

Vacancies, applicants, time to recruit, hard-to-fill roles, candidate sources

Retention

Turnover, tenure, exit reasons, first-year turnover, critical-role attrition

Diversity

Age bands, gender, Aboriginal employment and lawful adjustment data

Capability

Training, licences, qualifications, leadership development and continuity treatments

Safety and wellbeing

Incidents, hazards, lost time, compensation, psychosocial controls and return to work

Affordability

Employee costs, overtime, higher duties, agency labour and vacancy review outcomes

Service continuity

Critical roles, single points of failure, leave, on-call coverage and documented procedures

Data will be reported at a level that protects individual privacy and supports meaningful trend analysis.

Governance and responsibilities

Workforce management is a shared responsibility supported by clear ownership and assurance.

Council

Endorse the Strategy and consider material workforce implications through IP&R and budget decisions.

General Manager

Implement the Strategy, maintain organisational capacity and ensure annual review.

Executive Leadership Team

Set priorities, review workforce risks, sponsor change and monitor delivery.

People and Culture

Coordinate workforce planning, systems, recruitment, capability, data and reporting.

WHS and Risk

Support consultation, risk management, incident learning, psychosocial controls and assurance.

Finance

Confirm establishment affordability, workforce assumptions and budget and LTTP alignment.

Managers and supervisors

Plan resources, lead performance and safety, build capability and implement actions.

Employees

Participate in consultation, learning, safe work, feedback and continuous improvement.

References

- Coonamble Shire Council, Community Strategic Plan 2025 to 2035, endorsed 18 June 2025.
- Coonamble Shire Council, Delivery Program 2025/26 to 2028/29, adopted 18 June 2025, Resolution 2025/156.
- Coonamble Shire Council, draft Long-Term Financial Plan 2027 to 2036, presented 12 August 2026.
- Coonamble Shire Council, annual Operational Plans and Asset Management Strategy and Plans.
- NSW Office of Local Government, Integrated Planning and Reporting Guidelines for Local Government in NSW.
- NSW Office of Local Government, Integrated Planning and Reporting Handbook for Local Councils in NSW.
- Australian Bureau of Statistics, 2021 Census QuickStats, Coonamble Local Government Area.
- SafeWork NSW, Managing Psychosocial Hazards at Work Code of Practice.
- Australian Human Rights Commission, positive duty guidance materials.
- Applicable local government award, work health and safety, anti-discrimination, privacy and records legislation.

Document owner: Governance and People | People and Culture

10.9 ELECTION OF MAYOR AND DEPUTY MAYOR

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: 1. **Nomination Paper - Office of Mayor** [↓](#)
2. **Nomination Paper - Office of Deputy Mayor** [↓](#)

RECOMMENDATION**That Council:**

- 1. Note the report on the election of the Mayor and Deputy Mayor.**
- 2. Resolve that any contested election for Mayor or Deputy Mayor be conducted by ordinary ballot.**
- 3. Proceed with the election of a Mayor from among the councillors for the mayoral term ending in September 2028.**
- 4. Proceed with the election of a Deputy Mayor from among the councillors for the period ending in September 2027.**
- 5. Request the General Manager to notify the NSW Office of Local Government and Local Government NSW of the election results.**

EXECUTIVE SUMMARY:

Council is required to elect a Mayor from among the councillors for a two-year term ending in September 2028. Council may also elect a Deputy Mayor for the mayoral term or a shorter term. Consistent with Council's previous practice, it is proposed that the Deputy Mayor be elected for a one-year term ending in September 2027.

The elections must be conducted in accordance with section 394 and Schedule 7 of the *Local Government (General) Regulation 2021*. If more than one nomination is received for either office, Council must determine whether the election will be conducted by preferential ballot, ordinary ballot or open voting. It is recommended that any contested election be conducted by ordinary ballot.

Separate nomination and election processes will be conducted for each office, with the mayoral election occurring first.

BACKGROUND:

The Mayor elected by Council in October 2024 holds office until September 2026. Council is therefore required to conduct a mid-term mayoral election during September 2026 for the ensuing two-year term.

Council elected a Deputy Mayor in September 2025 for a term ending in September 2026. Council may elect a Deputy Mayor from among the councillors for the mayoral term or a shorter term.

The two elections are presented in one report because they will occur at the same meeting and are governed by the same nomination and voting procedures. Each office will be subject to a separate nomination, election and declaration of result.

REPORT:

The mayoral and deputy mayoral elections are to be conducted in accordance with section 394 and Schedule 7 of the *Local Government (General) Regulation 2021*. The General Manager, or a person appointed by the General Manager, will act as returning officer.

A nomination must:

- be in writing;
- be made by at least two councillors, one of whom may be the nominee;
- include the nominee's written consent; and
- be delivered or sent to the returning officer.

Nomination forms are attached to the business paper and will also be available at the meeting.

If only one councillor is nominated for an office, that councillor is elected. If more than one councillor is nominated, Council must resolve to conduct the election by preferential ballot, ordinary ballot or open voting.

An ordinary ballot is recommended for both elections. It is a secret ballot under which each councillor votes for one candidate. The returning officer will conduct the count and determine any exclusions or tied results in accordance with Schedule 7.

The mayoral election will be completed and the result declared before the election for Deputy Mayor is conducted.

The Mayor will receive the annual mayoral fee adopted by Council in addition to the annual councillor fee. Council may pay the Deputy Mayor a fee while acting in the Office of Mayor, with any such payment deducted from the Mayor's annual fee. It has not been Council's practice to pay the Deputy Mayor a separate annual fee.

Compliance with the prescribed nomination and election procedures will manage the principal governance and legal risks associated with the elections.

COONAMBLE SHIRE COUNCIL

NOMINATION PAPER FOR THE OFFICE OF MAYOR

We, the undersigned, hereby propose for nomination for the
Office of Mayor:

Name of Candidate

Mover

Seconder

Signed by Nominee

COONAMBLE SHIRE COUNCIL

NOMINATION PAPER FOR THE OFFICE OF DEPUTY MAYOR

We, the undersigned, hereby propose for nomination for the
Office of Deputy Mayor:

Name of Candidate

Mover

Seconder

Signed by Nominee

11 PLANNING AND SUSTAINABILITY

11.1 PLANNING AND COMPLIANCE DEPARTMENT UPDATE

Author: Compliance and Support Officer
Authoriser: Director Sustainable Communities and Planning
Annexures: Nil

RECOMMENDATION

That the Planning and Compliance Department report for September 2026 be received and noted.

EXECUTIVE SUMMARY:

The Planning and Compliance department continues to deliver core statutory functions across development assessment, regulatory enforcement, companion animal management, and environmental compliance.

Activity during August 2026 reflected steady development enquiry, ongoing regulatory investigations, and continued operational pressures relating to illegal dumping and EPA compliance requirements.

BACKGROUND:

The Planning and Compliance Department is responsible for:

- Assessing development applications, construction certificates, complying development certificates, building information certificates and occupation certificate applications.
- Administering *Local Government Act* approvals.
- Managing companion animal impoundment and regulation.
- Responding to regulatory matters including illegal dumping, environmental compliance and development control and land use.
- Ensuring Council meets statutory obligations under the *Environmental Planning and Assessment Act 1979*, *Local Government Act 1993*, and associated regulations.

REPORT:

This report summarises departmental activity for August 2026.

Regulatory Services

Companion animal activity for August 2026:

Seizure Activities:	Dogs	Cats
Seized	0	0
Returned to Owner	0	0

Impounding Activities:	Dogs	Cats
Animals in pound at start of month	3	2
Incoming Animals	Dogs	Cats
Transferred from seizure activities	0	0
Abandoned or Stray	10	1
Surrendered	8	0
Total Animals in Pound	21	3

Outgoing Animals	Dogs	Cats
Released to Owner	2	1
Euthanised	0	2
Released to Rehoming Organisation	13	0
Sold	0	0
Found Deceased	0	0
Died at Pound	0	0
Stolen from Pound	0	0
Escaped from Pound	0	0
Total Animals Leaving Pound	15	3
Animals in Pound at end of Month	6	0

Three (3) dog attacks were reported during August 2026 with two (2) attacks still under investigation.

Planning Services

The following is a summary of applications determined under delegated authority during August 2026:

Application Number	Description of Works	Address of Proposed Works	Approved Date
Development Applications			
DA011/2026	Rural Subdivision (1 lot into 2 lots)	Lot 15 DP 754184 Back Gular Road Combara	29/07/2026
DA017/2026	Alterations and Upgrades to Amenities	Lot 101, DP609976 121 Castlereagh Street Coonamble	29/07/2026
DA022/2026	Demolition - Existing Dwelling	Lot 4 DP 239261 24 Ross Street Coonamble	06/08/2026
DA023/2025	Residential Subdivision (2 lots into 2 lots)	Lot 6 & 12, DP 4255 3 Ross Street	07/08/2026

		Coonamble	
DA016/2026	Detached Steel Shed	Lot 136, DP 754227 20-24 Charles Street Coonamble	19/08/2026

Building Information Certificates

	NIL		
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Construction Certificates

	NIL		
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Occupation Certificates

OC010/2024	Residential Shed	Lot 272, DP 700286 7 Zoccoli Street Coonamble	05/08/2026
OC037/2024/2	Open Shed over Stock Handling Facility	Lot 113, 119, 121 & 124, DP754199 701 Quambone Road Coonamble	05/08/2026

Subdivision Certificates

	NIL		
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Local Government Approvals

LA001/2026	S.68 (C5&C6) Approval to Install Onsite Sewerage Management System	Lot 891, DP 595119 2717 Wingadee Road Wingadee	18/08/2026
LA009/2026	S.68 (F7) Notification of Mobile Food Vending Vehicle	Lot 7, DP 658821 97 Castlereagh Street Coonamble	19/08/2026

Planning Portal applications status report:

Type	Reference Number	Submitted Date	Address	Development Description	Workflow Status
BIC	BIC-51541	14/04/2026	68 Castlereagh Street Coonamble	Building Information Certificate for unapproved works	Additional Information Requested
DA	PAN-664414	20/08/2026	53 Back Gular Road Coonamble	Upgrade of CSC Depot & Fuel Storage	Under Assessment
DA	PAN-656083	13/07/2026	1-3 Bourbah Street Gulargambone	New Commercial Shed	Additional Information Requested

DA	PAN-649579	02/07/2026	5-7 Railway Street Coonamble	Commercial Building Extensions	Additional Information Requested
DA	PAN-651969	26/06/2026	638 Castlereagh Hwy Coonamble	New Swimming Pool	Additional Information Requested
DA	PAN-647276	15/06/2026	14-16 Calga Street Coonamble	New Dwelling	Under Assessment
DA	PAN-623641	04/06/2026	64 Box Ridge Road Gulargambone	4.99 MW Battery Energy Storage System (BESS)	Under Assessment with WRPP
DA	PAN-634230	28/04/2026	Caswell Street Wingadee	Coonamble Artesian Bore Bath	Under Assessment with WRPP
DA	PAN-630288	14/04/2026	68 Castlereagh Street Coonamble	Change of Use	Additional Information Requested
DA	PAN-494496	06/03/2026	3-7 Sydney Street Coonamble	Terminus Hotel Cabin expansion	Additional Information Requested
CC	CFT-981572	26/06/2026	638 Castlereagh Hwy Coonamble	New Swimming Pool	Under Assessment
OC	CFT-870558	15/12/2025	1683 Billeroy Road Coonamble	New residential dwelling	Additional Information Requested
SC	CFT-1009992	12/08/2026	923 Warrena Road Coonamble	Rural Subdivision Certificate	Fee Estimate Issued
SC	CFT-986136	05/07/2026	Castlereagh Highway Wingadee	Rural Subdivision Certificate	Under Assessment

Saleyards

No prime cattle sales were held at the Coonamble Regional Livestock Market during August 2026. July expenditure includes all yearly insurances and rates levied.

Saleyards income and expenditure

	July	August	Year to Date
Income	0	0	0
Expenditure*	23,504	4,564	28,068

Truck wash income and expenditure

	July	August	Year to Date
Income*	10,637	0	10,637
Expenditure	10,650	1,217	11,867

* Please note that income for the truck wash is not reconciled until after the end of each month.

11.2 COMMUNITY DEVELOPMENT

Author: Community Services Manager

Authoriser: Director Sustainable Communities and Planning

Annexures: Nil

RECOMMENDATION

That Council receive and note the Community Development Report for September 2026.

EXECUTIVE SUMMARY:

August was a productive month for Community Development, with a strong focus on youth engagement, community participation, strategic partnerships, service continuity and future planning across the Coonamble Local Government Area.

Key activities included the Local Government Association Day - Mock Council Meeting with Coonamble High School students and the Connect and Thrive Youth Consultation, delivered in partnership with the Office of Youth and the Australian School of Entrepreneurship. Both initiatives provided valuable opportunities for young people to contribute directly to discussions about community safety, employment, transport, recreation and the future of the Shire, while also strengthening Council's understanding of local youth priorities.

Council also successfully secured **\$12,000 in funding from the Office for Youth** to support the Spring and Summer School Holiday Program, with planning underway in partnership with local service providers.

Progress continued in strengthening youth service delivery in Gulargambone, including recruitment for additional Youth Worker capacity.

Strategic stakeholder engagement continued across a number of areas, including youth at risk, disaster preparedness and recovery, community hardship support and youth employment pathways. These discussions are helping to build stronger partnerships and identify opportunities for more coordinated responses to local needs.

Overall, the month's activities reflect Council's continued emphasis on strengthening local participation, building community capacity, supporting young people and families, developing strategic partnerships and positioning Council to respond effectively to emerging community priorities.

BACKGROUND:

Council continues to support programs, activities and initiatives that strengthen local engagement, promote wellbeing, and provide opportunities for residents, particularly young people.

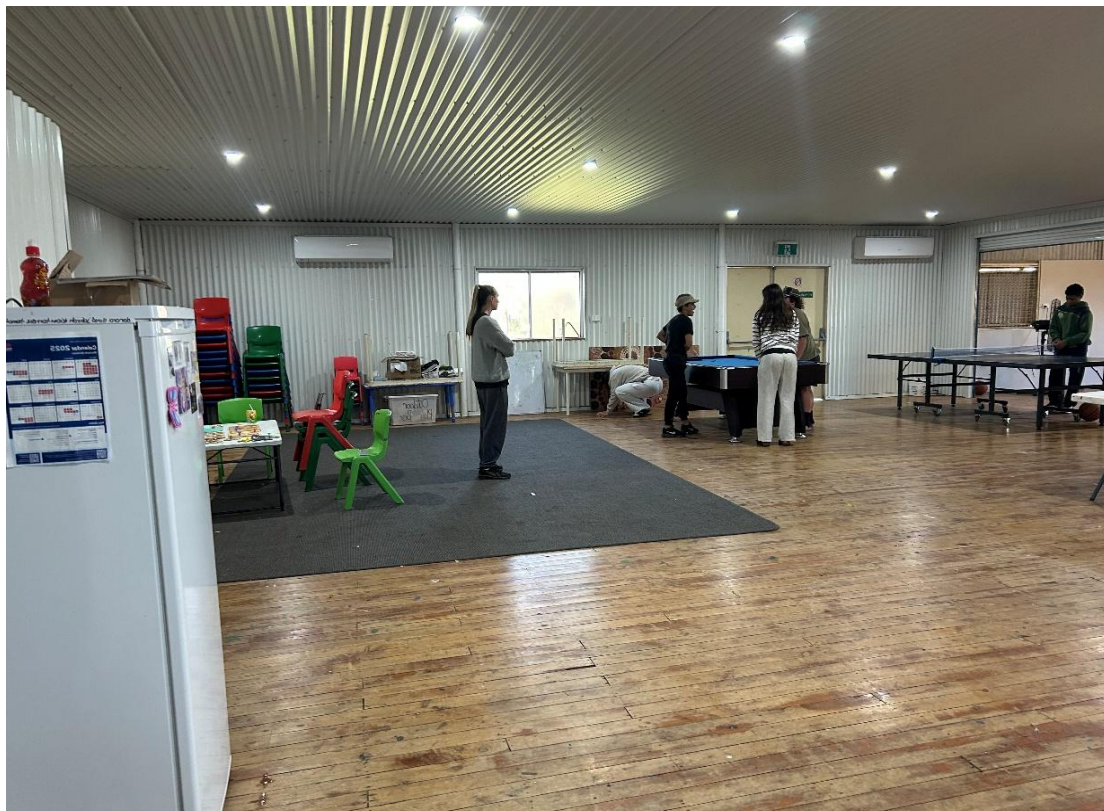
Recent efforts include, development of youth programs, delivery of holiday programs, facilities and activities, grant funding, staff and engagement with wider community.

REPORT:**Quambone Youth Centre**

A casual Youth Worker for Quambone commenced employment on 27 July 2026 and has successfully completed onboarding requirements.

Gulargambone Youth Centre

Recruitment is currently underway for an additional Youth Worker in Gulargambone, with the aim of expanding operations at the Youth Centre to two additional days per week. At present, the Community Development Officer continues to support the Centre's operations each Thursday.



Commemorating Local Government Association (LGA) Day

On 6 August 2026, Coonamble High School students were invited to Council Chambers to participate in a Mock Council Meeting as part of activities marking Local Government Association (LGA) Day.

The event provided students with an opportunity to develop a practical understanding of local government processes, decision-making and community leadership, while also giving us the opportunity to hear directly from young people about issues affecting them.

Students assumed the roles of Councillors and Council representatives and were guided through a series of real-life discussion and decision-making exercises based on issues relevant to young people in the Coonamble Shire.

Participation and engagement throughout the session were excellent, with students demonstrating maturity, thoughtfulness and a genuine interest in improving outcomes for their community.

Three (3) key questions were explored:

1. What is one (1) important action Council could take to make Coonamble a better place for young people?

Across both student groups, discussion quickly centred on the importance of safe, attractive and accessible outdoor spaces for young people. Particular attention was given to Macdonald Park and the skatepark, with students suggesting that these areas could be enhanced to make them more appealing and suitable for regular youth use.

2. What transport options could improve access to activities, training and employment?

Students discussed the challenges associated with transport and suggested options such as introducing shared bicycles fitted with tracking technology, similar to bike-share schemes operating in larger metropolitan areas.

3. What factors contribute to young people leaving Coonamble?

Students identified a range of factors, including access to quality education, employment opportunities, greater retail choice, restaurants and entertainment. Importantly, a strong theme emerging from the discussion was the need for young people to feel safe within their community.





A particularly positive aspect of the event was the students' willingness to consider not only their own interests, but also those of other young people and the broader community. Their contributions reflected a thoughtful and constructive approach to community decision-making and a strong interest in the future of Coonamble.

Connect and Thrive Youth Consultation

On 11 August 2026, Council partnered with the Office of Youth and the Australian School of Entrepreneurship to deliver the Connect and Thrive Youth Engagement Program, involving approximately 30 students from Coonamble High School and Gulargambone High School. The program was facilitated by five facilitators from Sydney and one from Bourke, together with Council's Community Development Manager and Community Development Officer.

The program was designed to broaden students' understanding of future opportunities and strengthen practical skills in communication, interview preparation and personal branding. It also introduced students to industry-informed perspectives on how communication and employment environments are evolving in an increasingly digital and AI-influenced world.

A key component of the day was a facilitated Think Tank Session, which created a structured space for young people to reflect on the kind of community they want to live in and identify the issues, opportunities and changes that matter most to them.

Students were encouraged to explore a series of questions focusing on:

- the kind of community they would like Coonamble to become;
- the most important issues and concerns affecting young people;

- how these issues affect them, their families, friends and the broader community;
- the barriers that may be preventing progress;
- practical actions that could make a meaningful difference;
- the individuals, organisations and groups they trust to help drive change; and
- what visible progress might look like over the next six (6) to twelve (12) months.

Through open and thoughtful discussion, young people identified a number of recurring priorities, including community safety, addressing bullying, improved employment opportunities, and a greater range of activities and opportunities for young people.

The session moved beyond simply identifying concerns and encouraged participants to consider practical solutions and the respective roles that young people, community organisations, service providers and community leaders could play in creating positive change. Students also reflected on how current challenges affect everyday life and the experiences they observe among family members, friends and others in the community.

Participation throughout the session was strong, with students contributing openly and constructively. The workshop provided Council with valuable qualitative insight into the lived experiences, aspirations and concerns of local young people.

The Office of Youth will compile a report based on the feedback gathered during the consultation. This will provide Council with an important evidence base and benchmark of youth perspectives that can help inform future planning, youth-focused grant applications, programs and service delivery.

The day also included a catered lunch and opportunities for informal engagement between students and facilitators. Overall, the Connect and Thrive program provided a valuable opportunity to listen directly to young people and support them to contribute meaningfully to conversations about the future of their community.

Stakeholder Engagement

Council's Community Development Manager continued to engage with key stakeholders to strengthen partnerships, identify community needs and explore opportunities for future collaboration.

Theme	Stakeholders and Description
Youth at Risk	Coonamble Police – Sergeant and Indigenous Advisor. Initial discussions were held to identify existing strengths, service gaps and emerging concerns relating to young people at risk. This is the first stage of a broader consultation process, with future discussions intended to include the Department of Communities

Theme	Stakeholders and Description
	and Justice, relevant service providers, primary and secondary schools, parents and concerned community members. The aim is to build a coordinated understanding of local needs and opportunities for collaborative responses.
Community Preparedness and Recovery	NSW Reconstruction Authority - Engagement was undertaken to better understand the Authority's role in community preparedness, response and recovery during natural disasters. Council is also exploring opportunities to partner with the Authority to provide relevant preparedness and resilience training across Coonamble, Gulargambone and Quambone, reflecting the realities and needs of communities across the Shire.
Community Support and Hardship Assistance	GIVIT – Is a national digital platform that connects people experiencing hardship with donated goods, services and other practical support. The platform can provide an additional avenue for assistance during natural disasters and periods of individual or family hardship. Staff are planning to introduce the service more broadly to the community during the current financial year.
Youth Pathways	Department of Education - Engagement has commenced to strengthen pathways for local young people, particularly students in Years 11 and 12. Discussions are focused on connecting education, local employment and skills development, while helping students better understand opportunities available locally. This work also supports broader objectives relating to youth retention, workforce development and community wellbeing.

Carers Day Grant Funding

Council has successfully secured grant funding to host a Carers Day event. Planning is currently underway with focus on self-care strategies, wellbeing, and practical tips to support carers in maintaining their own health while undertaking caring responsibilities.

Premier's Grant Program

Positive indications have been received regarding the Premier's Grant Program for the upcoming summer period. There is strong potential for Council to again receive funding to support programs and activities for children and young people identified as being at risk.

Spring/Summer School Holiday Grant

Council has successfully secured **\$12,000 in funding from the Office for Youth** to support the Spring and Summer School Holiday Program as a whole-of-community initiative.

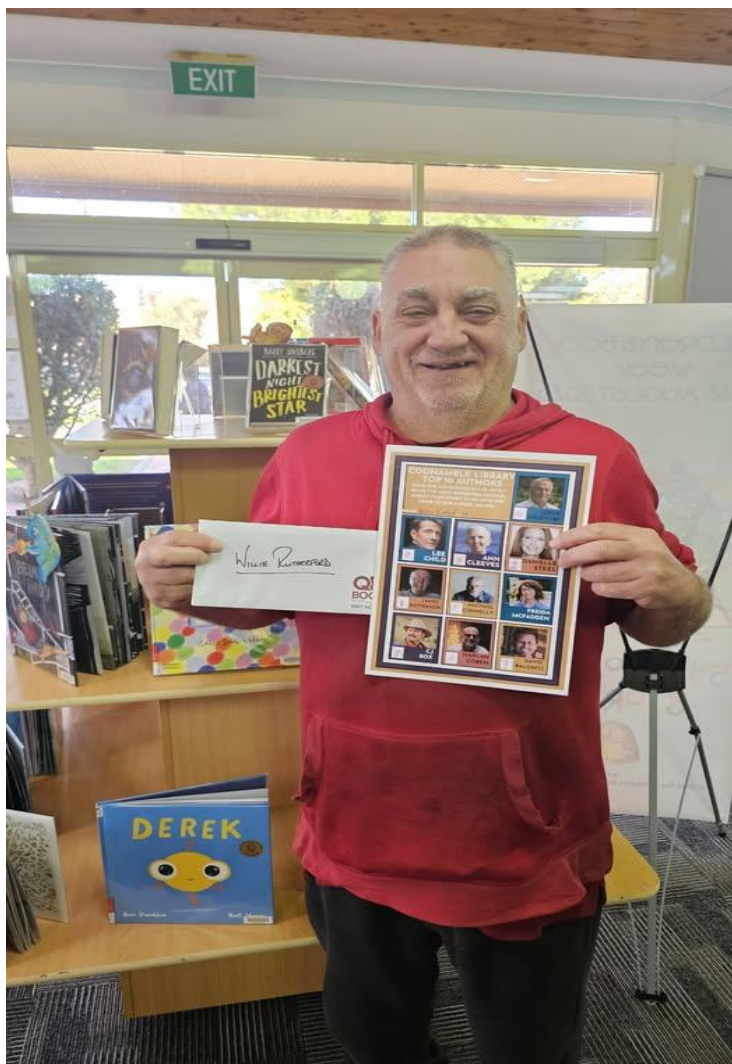
Planning and program development are currently underway, with local service providers invited to partner with Council and contribute activities to the Spring

program calendar. The funding will enable Council to provide additional engaging and accessible activities for children and young people, creating opportunities that may not otherwise be available locally within the limitations of existing resources.

Seniors Week Planning

Preliminary planning has commenced for the 2027 Seniors Week celebrations, including the annual seniors' luncheon scheduled for March 2027. Early planning will assist in ensuring a high-quality program that encourages social connection and participation among senior residents 50+ across the LGA.

Library and Information Week 2026



Open Doors, Open Books, Open Minds is a coordinated, statewide Library Open Day held on Thursday 30 July 2026, as part of Library and Information Week. The initiative brings together public libraries across NSW to showcase their services, spaces, collections, and community impact. The purpose of the initiative is to:

- Increase visibility and understanding of public library services;
- Demonstrate the impact and value of libraries within communities;
- Support local and state advocacy;

- Celebrate the diversity of programs, collections and community connections across NSW;
- Grow membership and reach new audiences, particularly under-represented or less engaged groups;
- Encourage deeper engagement with library services, programs and collections.

Coonamble Library held a guessing competition open to all members, ranking our top ten (10) authors most borrowed in 2025/26. Congratulations goes to Mr Willie Rutherford who got the most correct answers. Mr Rutherford won a voucher to QBD Bookstore in Dubbo.

Librarians Meeting

The librarians of the Northwestern Library network meet on a quarterly basis. At the most recent meeting *Envision Ware* was promoted being a program designed to automatically manage user time on public access computers. It provides accurate data on time used as well as number of users, which is reportable to the NSW State Library.

Library Statistics

	July 2026	
Service	Coonamble	Gulargambone
Loans	361	35
New Memberships	3	1
Wi-Fi (People)	70	138
Internet (people)	113	
Internet (hours)	169	
Kids Comp (children)	111	
Junior Visits	179	
Adult Visits	462	

Coonamble	# of People – July 2026
Library Visits	641
Reference Enquiries	14
Technology Enquiries	31
Local History	6

Coonamble	# of People – July 2026
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Senior Craft	12
Seniors Cinema	10
Other	61

CONCLUSION

Council's Community Development Team continues to support initiatives that strengthen community participation, promote wellbeing and create meaningful opportunities for residents across the Coonamble Local Government Area, with a particular focus on children, young people and families.

August 2026 demonstrated strong progress across youth engagement, community consultation, grant funding, stakeholder partnerships, service planning and workforce development. The month also provided valuable insight into local priorities through direct engagement with young people and community stakeholders, helping to inform future programs, funding applications and service delivery.

With several initiatives now progressing into their next stages, including expanded youth services, school holiday programming, early literacy support and broader community partnerships, Community Development is well positioned to continue building local capacity and responding to identified community needs in the months ahead.

11.3 WASTE RECYCLING EMPLOYMENT INITIATIVES REPORT**Author:** Manager Waste, Recycling & Employment**Authoriser:** Director Sustainable Communities and Planning**Annexures:** Nil**RECOMMENDATION**

That Council receive and note the Waste, Recycling and Employment Initiatives report for September 2026.

EXECUTIVE SUMMARY:

This report provides Council with an update on waste, recycling, resource recovery, plant and fleet, community projects, grants, employment initiatives, stakeholder engagement and operational matters during August 2026. Key items include commissioning of the Container Deposit Scheme facility, progress on landfill and resource recovery works, plant and fleet maintenance requirements, community clean-up and employment initiatives, funding opportunities and constraints, and service delivery matters affecting waste operations across the Shire.

BACKGROUND:

Council continues to progress a range of waste and employment initiatives across the Shire, including landfill upgrades, recycling services, community clean-up projects, grant-funded programs, plant and fleet maintenance, workforce development and stakeholder engagement. These activities support improved service delivery, compliance, resource recovery, environmental outcomes and local employment pathways.

REPORT:

The purpose of this report is to inform Council of current waste, recycling, environmental, resource recovery, employment and operational activities, and to identify matters requiring further monitoring, budget consideration or future reporting.

Container Deposit Scheme Facility

Container Deposit Scheme processing equipment has been installed and is now operational. Staff inductions and operational training have also taken place.

Equipment insurance is covered by Tomra-Cleanaway. Council will only be responsible for accidental damage. As a result, no additional insurance policy is required, representing a significant cost saving to Council.

The Tomra management team has been undertaking community visits across Walgett, Baradine, Coonabarabran, Narrabri and Dubbo, providing project updates and distributing promotional material relating to the Coonamble facility.

Processing of direct payments to customer bank cards is currently unavailable due to changes in banking regulations. As a result, the existing payment processing arrangement through Council's main office will continue. Alternative options are currently being investigated with Tomra-Cleanaway.

Plant and Fleet Update

P4150 Skip Bin Truck

The skip bin truck has undergone body damage repairs and lift arm maintenance. Repairs are reported as complete.

Skid Steer

The skid steer continues to experience multiple hydraulic issues and oil leaks requiring further assessment and repair.

Loader

The loader continues to experience mechanical issues and requires ongoing maintenance. Options are under review due to the increasing financial burden associated with repairs and downtime.

Ride-On Mower

A replacement wheel is required.

Resource Hub Infrastructure

Site inspections were completed on 13 and 14 August 2026 at the Waste Facility, Saleyards and Quarry. Council is currently awaiting a report on software options for a future weighbridge management system.

Waste Operations and Resource Recovery

Landfill Cell and EPA Inspection

Stage 1 construction of the new landfill cell has been completed, including litter fence installation.

The EPA conducted a site inspection during the reporting period. The inspection noted positive progress on major works and site clean-up activities completed to date. No EPA funding has been committed for clean-up works at this stage.

Bingo Recycling Contracts

Bingo Industries has assumed responsibility for the former JKW contracts managed through NETWaste for tyres and mattresses.

Collection cages have been booked for transport off-site, which will assist in reducing material stockpiles and landfill disposal volumes.

Household Chemical Collection

The recent Household Chemical Collection achieved a strong result, with a number of local residents and farmers utilising the service to safely dispose of unwanted chemicals.

AgSafe ChemClear Program

AgSafe has announced a statewide ChemClear collection program across New South Wales, providing farmers and agribusinesses with an opportunity to safely dispose of unwanted, obsolete or unknown agricultural and veterinary chemicals.

EPA disaster recovery funding assistance is also available for eligible chemicals within disaster-declared local government areas.

Asbestos Drop-Off Trial

Local Government NSW has opened Expressions of Interest for councils wishing to participate in a Residential Asbestos Waste Drop-Off Trial for small quantities of non-friable asbestos. Further details are being sought before a decision is made on whether to participate.

Waste Facility Signage

New waste facility signage has been installed at the Gulargambone and Quambone landfill sites.

Green Waste Management

Quambone fire service volunteers and community members assisted in reducing the green waste stockpile within the landfill cell.

The cell is not proposed for further use while Council investigates future funding options for capping works and considers increased blue bin allocation to support transfer station operations.

Traffic data is to be confirmed and included as part of a future update.

Gulargambone Waste Matters

Options are being investigated to reduce growing green waste stockpiles at Gulargambone, noting that the current green waste contractor does not service smaller communities.

Cardboard Collection Trial

A trial cardboard-only bin has commenced for business premises in Gulargambone following discussions with local stores regarding additional unpaid bins being presented for collection. The trial aims to better manage cardboard and plastic generated by local businesses.

Impounded Vehicles

Plans for a secure yard to store illegally dumped, unroadworthy, impounded vehicles at the Coonamble Waste Facility are on hold pending identification of funding.

Community Projects and Grants

Tin Town Clean-Up Project

Council has successfully secured **\$35,000 under Stream 1 - On Ground Projects** to deliver the Tin Town Clean-Up Project.

The project aims to:

- Address ongoing littering and illegal dumping.
- Improve environmental and cultural outcomes.
- Support community ownership of the site.
- Install waste infrastructure and educational signage.
- Deliver targeted anti-litter education campaigns.
- Increase ranger presence and stakeholder engagement.

Council continues to work closely with Joblink Plus, Elders, community groups, the Department of Local Government, VERTO, Workforce Australia and youth support organisations to maximise project outcomes and explore opportunities to integrate the project with the clean-up of the former Mission site.

Elsa Dixon Aboriginal Employment Grant

An application has been submitted seeking funding for five waste industry positions.

If successful, the program will provide approximately **\$40,000 per position**, supporting increased Aboriginal employment within Council's waste operations.

Bin Baskets

Additional bin baskets have been applied for in accordance with Council's July resolution.

Bin Trim Grants

The Bin Trim Equipment Rebates Program is currently closed, with available funding exhausted. Council has been advised that no other EPA funding programs are currently suitable for the proposed project.

Saleyards Improvements

Council's Saleyard Grant application was unsuccessful. However, improvements have proceeded through Council funding, including:

- Purchase of two hay feeders.
- Purchase of a new cattle crush.

Expressions of Interest are currently being sought for:

- Clean-out of holding yards.
- Replacement of approximately 40 posts.
- Compliance and WHS upgrades.

Employment and Training Initiatives

TAFE Engagement

A productive meeting was held with TAFE representatives to explore future training opportunities in:

- Community Services.
- Horticulture.
- Waste Operations.
- Plant Operations.

- Agriculture

The focus is on developing local workforce capability and supporting employment pathways for residents.

Department of Employment and Workplace Relations

Representatives from the Department of Employment and Workplace Relations met with Council staff to discuss workforce development opportunities and training requirements across the Shire.

The Department acknowledged and supported the Tin Town environmental, cultural and tourism waste initiative, recognising its role in reducing litter and illegal dumping while enhancing the site's cultural significance.

Workforce Australia

Council's Manager Waste, Recycling and Employment Initiatives has been invited to participate on the Workforce Australia Taskforce, representing local government interests across the Far West region.

This will provide opportunities to advocate for regional workforce development and employment initiatives.

Stakeholder Engagement

Council has continued to strengthen relationships across the waste, employment and community sectors through engagement with:

- Re.Smart
- Far Northwest Joint Organisation
- NSW EPA
- Resource Hub
- Sam's Waste
- Outback Arts Waste Art Program
- VERTO

- JobLink Plus
- Uralla Shire Council
- Walgett Shire Council
- Department of Employment and Workplace Relations
- Workforce Australia
- Bingo Industries

Operational Matters

Stolen Steel Investigation

Council continues to monitor and liaise with Police regarding recent stolen steel incidents. Further updates will be provided as investigations progress.

Waste Service Survey

Response rates to the recent waste services survey were lower than expected. Feedback received indicates that some residents would like waste facility services at Coonamble to return to seven-day operation. A further report will be provided to Council for consideration of any potential change to operating hours.

Gulargambone Facility

Additional security measures, including camera surveillance, continue to be investigated in response to break and enter events occurring at the facility. Staff access arrangements and key management systems are also under review.

Staff Recognition and Safety

Regular toolbox meetings continue across operational teams. Opportunities for employee recognition and awards are also being explored to acknowledge staff contributions and performance.

Financial Implications

Income

A corporate donation of **\$9,100** towards the cardboard bin initiative was received during the reporting period.

Return and Earn handling fees for the month provided a commission of **\$4429**

Private works blue bin hire income for the month was **\$2501**

Outgoing Expenses

New landfill cell capital expenditure to date **\$197,137**

Costs associated with the concrete pad for the Return and Earn facility **\$110,888**

Mattress cage (Netwaste contract): **\$4,400**.

Tyre cage (Netwaste contract): **\$4,400**.

Issues and Risks

Key issues requiring continued monitoring include confirmation of financial figures, funding availability for landfill and impounded vehicle infrastructure, ongoing plant and fleet maintenance costs, asbestos trial participation requirements, community demand for waste facility opening hours, and the need to maintain safe and compliant waste operations across all sites.

Conclusion

The reporting period demonstrates continued progress across Council's waste, recycling, resource recovery and employment initiatives. While a number of projects are advancing, several matters require ongoing monitoring, particularly funding availability, operational resourcing, plant and fleet reliability, and finalisation of financial information for future reporting.

Waste Management Services

The tables below provide the revenue and expenditure for all waste disposal facilities in the Coonamble Shire.

Solid Waste Management

Income	AUG 2026	Year to Date
Annual Charges - Residential	900011	902625

Annual Charges – Non- Residential	338720	338720
Interest on Overdue Annual Charges	865	1860
Grant – Pensioner Subsidy	0	0
Gate Fees – Domestic	5429	8614
Gate Fees – Commercial	9118	12786
Sales – New Bins	400	600
Return & Earn Commission	4429	6986
Sales – Recyclables	0	0
Private Works	2501	6502
Total Revenue	\$1,261,473	\$1,278,693

Expenditure	AUG 2026	Year to Date
Solid Waste Collection Expenses	13595	18605
Solid Waste Other Expenses	0	0
Insurance	0	5089
Electricity	0	0
Telephone & Communications	248	484
Printing - Waste Depo	173	314
Rates and Charges	21	21
General Expenses	787	787
Plant & Equipment Maintenance	0	0
Waste Depot Operations	41677	53415
Waste Depot Wages	31590	40069
Building Maintenance	146	146
Private Works	2778	2867
Plant & Equipment	274	274
Waste Operations Housing Subsidy	567	788
Total Expenditure	\$91,856	\$122,859

Return and Earn – 2026/2027

Site	AUG		Year to Date	
	Items	Amount	Items	Amount

Coonamble	67558	\$ 6,755.80	154,119	\$ 15,411.90
Quambone	4743	\$ 474.30	5,743	\$ 574.30
Total			159,862	\$ 15,986.20

11.4 ECONOMIC DEVELOPMENT & GROWTH REPORT FOR SEPTEMBER 2026

Author: Manager Economic Development & Growth

Authoriser: Director Sustainable Communities and Planning

Annexures: 1. Draft Plan of Management Warrena Weir Recreation Reserve no.24511 [↓](#)

RECOMMENDATION

That Council receive and note the Economic Development and Growth report for September 2026.

EXECUTIVE SUMMARY:

Council's Economic Development and Growth (EDG) team are focused on initiatives aimed at:

- Assisting the growth and retention of local business and population.
- Attracting diverse, sustainable and responsible new industry and development.
- Building the profile of the Coonamble LGA to attract investment, industry, news residents and tourism.

BACKGROUND:

The EDG portfolio includes both economic development and tourism components.

The Manager EDG is on leave throughout September.

Key projects and activities included in Council's strategic and operational plans are being progressed as outlined below.

REPORT:

A. Economic Development

1. *Sons of the Soil site (SOTS) redevelopment* –

- An Expression of Interest process to seek market interest in the future use, redevelopment and/or purchase of the Sons of the Soil Hotel closed 24 July 2026.
- **See separate report** to be considered in Closed Session.

2. *Housing Action Plan*

- a) Secured Survey123 mobile app tool for mapping vacant homes/land.
2 x EDG staff and 1 x Planning and Sustainability staff inducted to use the tool.
- b) Draft Housing Action Plan in development.

Next steps:

- a) Council staff to progressively identify and map vacant government housing stock using Survey123 mobile app commencing Wednesday 26 August 2026.
- b) Liaise with registered Community Housing Providers to reactivate unoccupied homes.
- c) Finalise draft Housing Action Plan for council consideration.

3. CBD Masterplan / Reactivation

- Working with Projence to map out a strategy that brings together existing and emerging projects, links to other plans and strategies, and has a clear implementation pathway.

Next steps:

- Prepare draft strategy for Council consideration.

4. Coonamble Main Street Enhancement (budgeted)

- Contacted main street businesses who had expressed interest in painting.
- Quotes received and agreed from two (2) main street property owners. One (1) quote pending.

Next Steps:

- Determine level of assistance possible within remaining budget (approx. \$17,000 total) and distribute accordingly.

5. Heritage Review for Local Environment Plan (grant-funded)

- Heritage consultant has provided information and advice for interpretive panels relating to Tin Town in consultation with Regional Art Trail project officer.
- Consultant is awaiting access to online Coonamble Heritage Inventory held by NSW Heritage Office to update database.

Next Steps:

- a) Design, production and installation of three (3) interpretive panels (Tin Town, Smith Park, Limerick St) is proceeding through Regional Art Trail funding.
- b) Heritage consultant now has access to Heritage NSW portal and is adding items identified e.g. Quambone sites.
- c) Information is being prepared to distribute to property owners as a required step before Council can consider adopting the revised Schedule 5 to add to Local Environmental Plan.
- d) Council staff to work with heritage consultant to send property records to owners for checking/adjustment before final changes made to Heritage Schedule.

- e) Report to come back to Council (possibly November) to adopt and endorse final report and listing so a Planning Proposal can be submitted to NSW Planning.

6. Dental Services (staff time only at this stage)

- Liaising with Coonamble Local Aboriginal Land Council (CLALC) regarding potential options involving dental clinic space and equipment.

Next steps: On hold until EDG Manager returns from leave in early October.

- Await further advice from CLALC on future of dental clinic.

7. Health Services Gap Analysis & Stakeholder Roundtable (staff time only)

- Secured previous Analysis document completed in 2010.

Next steps: **2026 Health Roundtable on hold** due to limited EDG staff resources.

- Continue to liaise with health services to facilitate a local roundtable post-September 2026.

8. Business Support (staff time only)

- Responding to inquiries from private and community-owned businesses.
- Digital Solutions Program – AI for Small Business workshop held on Tuesday 11 August 2026, 15 businesspeople attended. Canvassed businesses regarding topic for next workshop to be held on Tues 27 October 2026. Topic TBC.
- Drought and disaster preparedness – supplied further information to assist assessment of application for a Small Network.

Next steps:

- Organise next Digital Solutions event for 27 October 2026 and invite local businesses.
- Link businesses to government-funded sources of advice and support.
- Provide relevant local information and facilitate connections to progress investment proposals.
- Advocate on behalf of local business and community.
- Promote next round of Business Activation Fund to local businesses.
- Await outcome of Drought Busters project funding application.

9. Workforce Development & Training

- Targeted Workforce Development Trial – Working with Department of Primary Industries and Regional Development (DPIRD) and other Council staff on a proposal to attract government funding for a targeted trial. Conducted initial phone survey of major private employers re training needs and skill gaps.

Organising invitation list for Power Hour breakfast planning session with private employers and council staff.

- TAFE Connect – Attended consultation on Thurs 6 August 2026. **See separate report and recommendation.**
- Tin Town Project development – Project being led by Manager Waste, Recycling and Employment Initiatives. Provided relevant tourism priorities for consideration in potential project funding.

Next steps:

- Invite employing businesses from each major sector to Power Hour Business Breakfast on Wednesday 21 October 2026 with DPIRD.

10. Youth Transition Accommodation – Coonamble and Gulargambone

- Wrote to Homes NSW on 20 August 2026 advising of preference to work with them to lease/manage the three (3) properties (2 in Coonamble, 1 in Gulargambone).
- Requested consideration of local input into tenant selection and support services.

Next steps: Progress lease arrangements with Homes NSW.

B. Tourism and Events

1. Artesian Baths Operations & Marketing Plan (budgeted)

- Draft plans tabled in Closed Session at August 2026 meeting.
- **Naming of Artesian Baths Experience for Marketing Purposes – see separate report and recommendation.**

Next steps:

- Councillor questions and feedback invited up to 20 September 2026. Please send to l.oconnor@coonambleshire.nsw.gov.au. EDG staff will forward to the consultant.
- Councillor workshop on plans to be held Wednesday 14 October 2026.

2. Coonamble Museum – Reactivation [budgeted]

- Progressing with plan supplied to July 2026 Council meeting.
- Documentation review and re-drafting is underway including Collections Management Policy, Museum Plan of Management so far covering facility repairs, access and booking, volunteers, and collection and cataloguing.
- First adviser visited Friday 21 August 2026. Next adviser visit planned for Thursday 15 October 2026. These experts are based in regional councils and are providing advice free of charge.

- Internal patching/painting is required to repair damage to rendered walls once building is watertight. Installation of picture rails to hang display boards will prevent future damage. Heritage items and interpretive displays are to be removed from the building and updated during this time.

Next Steps:

- Utilise adviser expertise to map the path to re-opening Museum with tentative date for opening event being March 2027 (Includes Plan of Management).
- Prepare scope of works and call for quotations for internal patching/painting in accordance with heritage advice.
- Secure curatorial expertise to review, consolidate and re-present the collection.
- Approach Museums & Galleries NSW to request Museum Adviser support ongoing.

3. Warrena Creek Weir – Planning & Redevelopment

- Documentation review: Draft Plan of Management (POM) was submitted to Council in November 2022 but was not placed on public exhibition as required for approval. **(See attached for information)**
- The approved POM is required to apply for funding for improvements under Crown Reserves Management Fund, with the next round being in December 2026. The Draft POM appears to meet all key requirements but needs opportunity for community feedback.
- The priority list of projects identified as part of the Real Country Business Case also needs review, followed by scoping and costing, to enable applications for grants to proceed. Consultation on this has commenced with an initial meeting with Aquatic Club representatives on Monday 24 August 2026.

Next steps:

- Forward draft POM to Crown Lands as per statutory requirement.
- Place Draft POM on public exhibition for 28 days.
- Receive feedback, adjust Draft POM, bring to Council for approval.
- Review and report on Priority Projects for Warrena Weir to gain Council endorsement and pursue grant opportunities.

4. Freedom Ride Blue Plaque Trail - Gulargambone

- Blue plaque was installed on front exterior wall of 2828 Cafe by Heritage NSW on 15 July 2026 and unveiled on Friday 31 July 2026.
- Received promotional material from Heritage NSW to be placed in VIEC and Two Eight Two Café.

Next steps:

- Progressively update Council website and marketing collateral to include Gulargambone Blue Plaque.

5. Coonamble Regional Art Trail (grant-funded)

- The Coonamble Regional Art Trail Project is currently within budget and projected timeframe for completion/acquittal in late August 2026.
- The project is developing four (4) unique public artworks in Gulargambone, Quambone, and Coonamble, each with specific relevance to their community.
- Community members have been sought for consultation in all projects, local artists and fabricators have been engaged in the process.
- The project Coordinator has worked closely with Council Economic Development Manager, and the nominated art panel have been consulted and updated at all stages.

a) Smith Park Mural – Completed

b) Quambone Contemplation Circle -

Local artists have been engaged to develop designs for sculptures (complete). Local plasma cutter engaged to cut out steel (complete). Local welder engaged to assemble sculptures and mechanism (complete)

Next steps:

- Assembly of sculptures; Site preparation including circle construction and electricity delivery; Completion and installation

c) Tin Town Contemplation Circle

- Local stakeholders consulted on final piece – memorial stones (complete)
- Locals consulted on potential text for memorials (complete)
- Stones procured and letter-cutter artist engaged (complete)
- Community event – carving of stones held at Coonamble Community Garden on 12 August (complete)

Next steps:

- Consultation to confirm installation location at Tin Town. From 26 August 2026.
- Engineering certificate and installation on site.
- Signage to be installed (see Heritage Reflections project).

d) Gulargambone Point of Entry

- Locals consulted on final piece – Brian Campbell sculptures (complete)
- Artist engaged and sculpture built (complete)

Next steps:

- Engineering certificate and installation on site

e) Art Trail Brochure and DLs

- Graphic Artist engaged and work commenced; Initial consultation and scoping meeting held with Council staff. (complete)

Next steps: Design, approval and printing of brochure and DLs.

6. *Coonamble Riverside Caravan Park*

- Council staff met with Belgravia representatives on 1 July 2026 and again on 24 July 2026 to discuss park operations and lease. Requested information received on 10 August 2026.
- Entry steps to two (2) older cabins replaced. Improvements to amenities block is yet to commence.

Next steps:

- Investigate Caravan Park management options and implications for Council in conjunction with planning for Artesian Baths stage 1 and beyond.
- Prepare report for Council consideration.

7. *Tourism Signage: (budgeted)*

- Flagpoles and banners: Poles have been supplied and flags have been delivered. Request for installation of new flagpoles has been made with Council's Infrastructure department.
- Shire Entrance Signage: The design for the new Shire entrance signage has been completed. Quotes have been sought for the printing and installation of the signage. The installation will be scheduled in accordance with the signage company's availability.
- RV Friendly Camping at Showground: QR code for payment/donation for staying at the RV Friendly site continues to draw in donations, with a total of 35 bookings since beginning of July 2026.
- Information and Exhibition Centre: New Open/Closed signage is being designed.

8. *Real Country Regional Tourism Collaboration*

- Real Country Destination Strategic Plan adopted.
- Real Country project, Warrena Creek Reserve development business case adopted in principle.
- Real Country gift hampers created and sold over the Christmas period and still available for purchase at our Information & Exhibition Centre.
- Instagram account: @thisisrealcountry active with engagement increasing.

Next Steps:

- Meet with Gilgandra and Warrumbungle shire representatives to agree on next steps.

9. Country Heartline – Regional Drought Resilience Program Grant consortium project

This is a collaborative initiative between Bogan and Warren Shires, led by Warren Shire staff, with a similar objective to the Real Country Regional Tourism partnership involving Coonamble, Gilgandra and Warrumbungle Shires. After the installation of the signage this completes the funded part of this project, which has now been acquitted by Warren Shire.

Next Steps:

- Work with Bogan and Warren Shires on social media plan and new business onboarding plan which will need to be funded by each Shire.

10. Neville Owen Collection – Digitisation

- Supplied further information to Community Heritage Grant program.

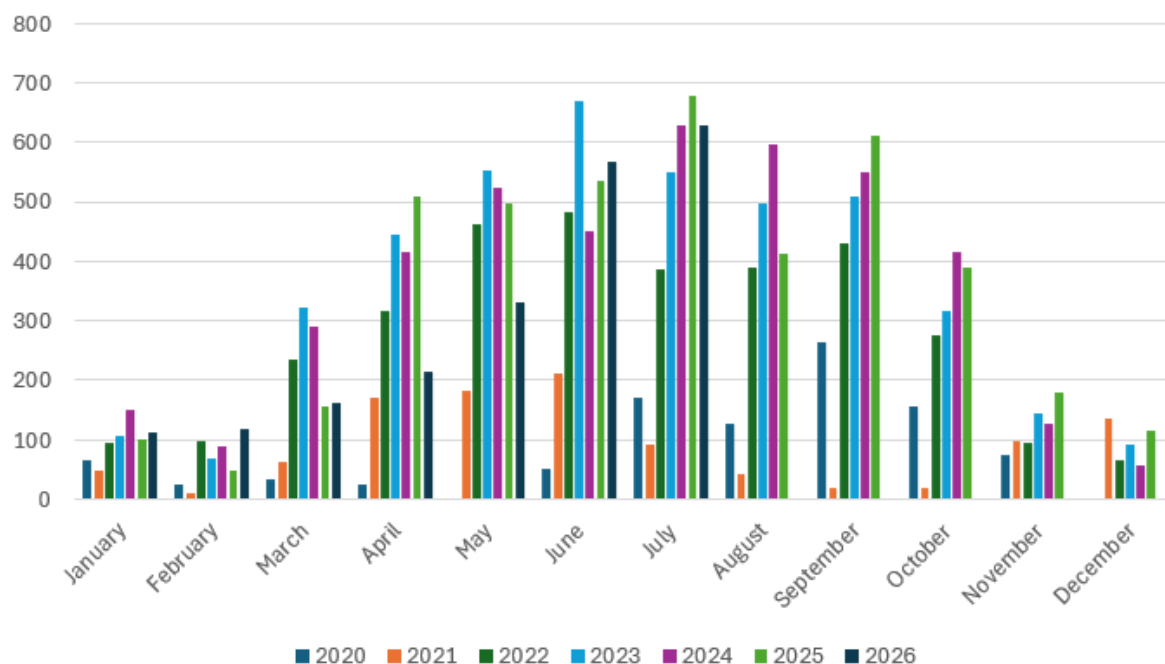
Next steps:

- Await outcome of funding application.

11. Coonamble Information and Exhibition Centre

- The Coonamble Information and Exhibition Centre has welcomed 483 visitors from 22 July 2026 to 19 August 2026. August final numbers are not reflected in the graph due month not concluded at time of this report.

Coonamble Information & Exhibition Centre Visitor Stats



12. Cowchillah

EVENT: Saturday 3 October 2026

Council received a letter on Tuesday 11 August 2026 from a law firm acting in the interests of a large-scale event overseas advising that the original event name was breaching trademarks.

Since this letter was received, Council has engaged legal advice. The name of the event has now been changed and the event will go on as planned.

New branding has been created, and a new website has been launched – www.cowchillahcoonamble.com

Artists confirmed for the event are Beau Shearer, Barrel Dawg, Sarah Catania, Ashton Wenning, Bryce Sainty, Sons of Atticus, and Hayley Jensen.

Tickets are on sale via the website mentioned above and while tickets are free, the booking process captures valuable attendee data that will assist with future event planning, marketing, and audience analysis.

13. Coonamble Mural Trail (budgeted)

a) Neville Owen artwork – Bore Shed Smith Park

- Investigating options, concept, implementation opportunities and constraints, and costings.

b) Quambone Park mural

- Working with artist Anne Golledge to refresh/update the existing Macquarie Marshes-themed mural in the local park in honour of her mother and her brother Sean.

Next steps:

- a) An initial concept idea has been developed for the Neville Owen artwork. Based on this concept, an Expression of Interest (EOI) will be issued to artists, inviting them to develop and submit their own artistic interpretation of the initial concept. Once an artist has been selected, the proposed artwork concept will be developed further and submitted to Council.
- b) Arrange for Quambone mural refresh as proposed.

14. Proposed relocation of heritage-related items – See separate report.

- EDG staff have worked with Urban Services staff on the proposals to relocate the Horse Trough and Mail, including considerations for positioning, presentation, interpretation (what story do the items tell), and requirements for effective marketing.

15. Visitor Accommodation Audit –

- The EDG team are undertaking an audit of privately operated tourism accommodation across the Shire. The audit will build a per-property database and culminate in a Shire-wide summary report on accommodation capacity, quality, pricing, occupancy and guest experience.

Data will be captured through two complementary streams:

- a) Desktop / open-source research — information that can be gathered remotely from council records, tourism bodies, booking platforms and review sites, and used to prepare each property's record before a site visit. – COMPLETED.
- b) Field capture at the property — information that can only be verified or obtained in person (physical counts, condition, direct operator input on pricing and occupancy), to be collected using an Esri Survey123 form built for this purpose – Forms and platform created/set up.

Next steps: Field visits to commence late August – September.



PLAN OF MANAGEMENT

Warrena Weir Recreation Reserve
Reserve No. 24511

October 2022

COONAMBLE
SHIRE COUNCIL

80 Castlereagh Street
PO Box 249
COONAMBLE NSW 2829
council@coonambleshire.nsw.gov.au
6827 1900

Warrena Weir Plan of Management | October 2022



Document Control

Project Report Details	
Document Title	Plan of Management
Responsible Officer	Executive Leader - Environment, Strategic Planning and Community
Organisation	Coonamble Shire Council
Reference No.	POM - Reserve 24511
Document Status	
Issue	A
Document Status	Draft
Date	October 2022
Author	Michael Carter, Currajong

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PART A

Introduction + General Information

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A.1

Introduction to the plan

A.1.1 Project overview

Coonamble Shire Council is required to prepare plans of management for all community land in accordance with the Local Government Act 1993. For Crown land managed by Council, Section 3.23 of the Crown Land Management Act 2016 requires the preparation of plans of management, as if they were community land under the Local Government Act 1993.

The Warrena Weir Recreation Reserve is Crown Land that has been managed by Coonamble Council under Crown Reserve No. 24511 since 1907. The subject land comprises Lot 701 DP 1030430, Lot 1 Section 14 DP 758282 and Lot 94 DP 44844. The area comprises 19.74 hectares of land. The land is currently subject to:

- + Reserve 24511 for the purpose of Public Recreation was first gazetted in 1896. Additions to Reserve 24511 vide Government Gazette dated 3 April 1980 and 18 June 1982.
- + Trustees appointed, being The Council of the Municipality of Coonamble, dated 13 February 1907.
- + Assigned a corporate name being Warrena Weir Recreation (R24511) Reserve Trust, dated 23 November 1990.

Upon commencement of the Crown Land Management Act 2016 on 1 July 2018, the above Reserve Trust was dissolved and Coonamble Shire Council was directly appointed as Crown Land Manager.

This Draft Plan of Management (POM) for Warrena Weir Recreation Reserve has been prepared by Coonamble Shire Council to comply with the requirements of the Crown Land Management Act 2016. The Draft POM has been prepared in accordance with Division 2 of Part 2 of Chapter 6 of the Local Government Act 1993 to provide clear direction as to the use, improvement and management of the recreation reserve. The Draft POM includes a Masterplan of the Warrena Weir Recreation Reserve and an Active Transport Plan for connections to reserve from Coonamble township. The Draft POM also includes the framework for Council to follow in relation to the ongoing administration and management of the park, including the issuing of any leases, licenses, permits or approvals over the land.

The Draft POM for Warrena Weir Recreation Reserve is intended to be placed on public exhibition for community comment and consideration of issues prior to the finalisation of the Plan for adoption by Council. Once adopted, the Plan of Management for the Warrena Weir Recreation Reserve will be reviewed as part of Council's Integrated Planning and Reporting Framework, including the preparation of works programs and budgets.

A.1.2 Project Introduction

Coonamble Shire Council is responsible for the care and control of many parcels of community land that are owned by the Crown. Council intends to manage these areas in accordance with the provisions of the Crown Land Management Act 2016 and the Local Government Act 1993.

This Plan of Management has been prepared in accordance with the provisions of the Crown Land Management Act 2016 and Local Government Act 1993 to provide a framework for the future management, use and improvement of Warrena Weir Recreation Reserve for the enjoyment of all residents and visitors in Coonamble Shire.

A.1.3 What is a Plan of Management?

A Plan of Management outlines how Community land is to be used, improved and managed. It consolidates information about the land and its users and clearly states what, why, how and by whom the values of the land will be managed. A plan of management considers the purpose for the reserve as well as other guidelines, policies and legal requirements that may apply.

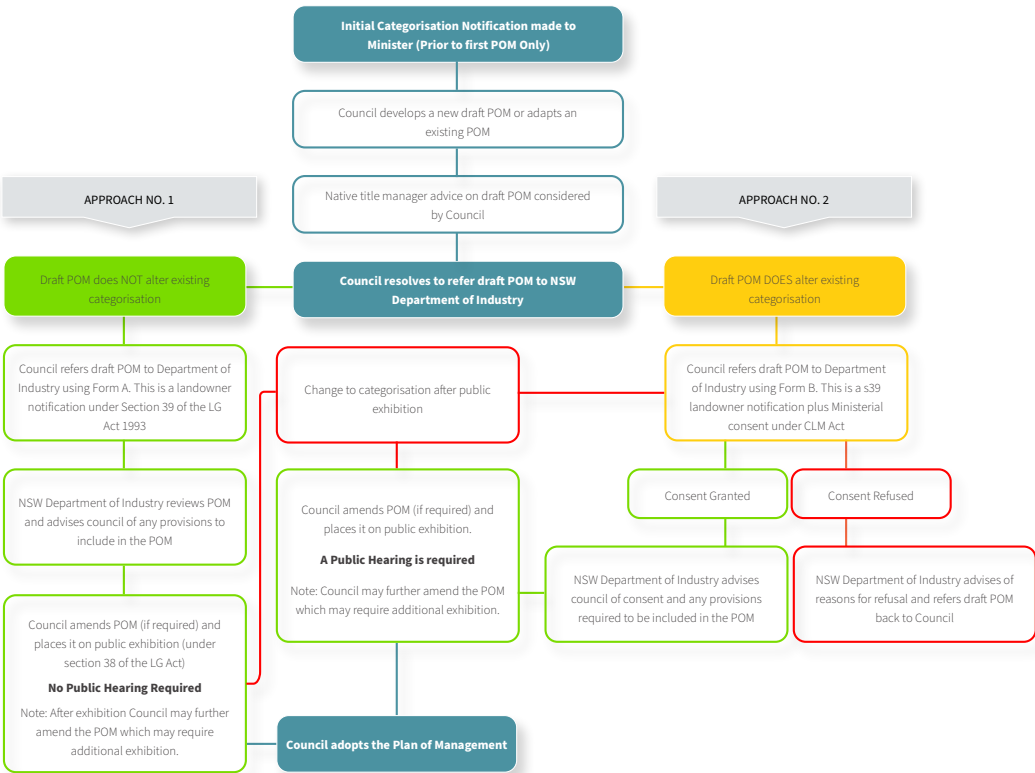




A.1.4 How is a Plan of Management made?

Division 2 of Part 2 of Chapter 6 of the Local Government Act 1993 sets out the process for making a Plan of Management. The main steps that a Council must follow before it adopts a Plan of Management are shown in Figure No. 1

Figure 1 - POM Process





A.1.5 About Country

The Castlereagh River catchment through Coonamble is home to the traditional custodians of the area, the Weilwan people. The Coonamble Local Aboriginal Land Council established in 1984 is a strong advocate on many issues in the Coonamble Shire, including land management, cultural development, housing, tourism and employment in Coonamble.

The riparian area of Warrena Creek that borders the northern boundary of present-day Coonamble is particularly important to Aboriginal people. In particular, an island settlement known as Tin Town and was home for many families during the early 1900s up to 1978 when the last family left the Island settlement. The Warrena Wier Recreation Reserve adjoins the north-eastern boundary of Tin Town and forms part of the riparian corridor associated with Country and historic settlement by local Aboriginal people.

The Coonamble LALC is interested and encouraging of Coonamble Shire Council to improve environmental management and access conditions at the Warrena Wier Recreation Area.

A.1.6 About Coonamble Shire

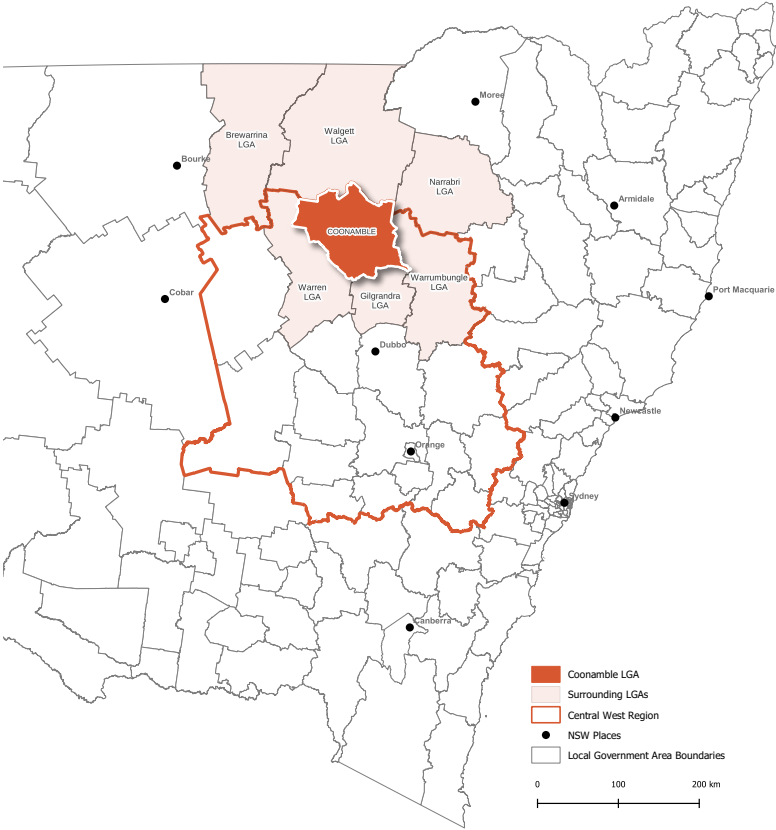
Coonamble Shire is a rural area located in the Orana Region of central northern New South Wales about 500-600km north-west of Sydney. The shire is known for its unique and diverse landscapes and rich biodiversity supported by the Castlereagh River, Macquarie Marshes, Piliga Forrest and Warrumbungle Ranges.

The shire also makes a strong contribution to the agricultural sector and is renowned for its fertile soils, bumper crops in right conditions and livestock production. Coonamble has a number of attractions, including its rich cultural history, expansive Main street and historic buildings, river and heritage walks and the Warrena Wier Recreation Area.

Coonamble is a rural service centre with a population of around 3,000 people. The Coonamble Shire stretches from the western slopes of the Warrumbungle Range to the alluvial plains on either side of the Castlereagh River.

Figure 2 shows the location of the Coonamble Shire Local Government Area.

Figure 2 - Location Map of Coonamble Shire Local Government Area



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A.1.7 About Warrena Weir

Warrena Weir Recreation Reserve is Crown Reserve 24511, with parts of the existing reserve (Section 14) being reserved from sale on 8th August 1986 for public recreation. An extract of the original government gazette notice of the reserve are shown in the extract below, sourced from the National Library of Australia:

1166]

Department of Lands,
Sydney, 8th August, 1896.
RESERVES FROM SALE FOR PUBLIC RECREATION.
[His Excellency the Governor, with the advice of the Executive Council, directs it to be notified that, in pursuance of the provisions of the 101st section of the Crown Lands Act of 1884, the land hereunder described shall be reserved from sale for public recreation, and is hereby reserved accordingly.
J. H. CARBUTHERS.
CENTRAL DIVISION.
LAND DISTRICT OF COONAMBLE.
No. 24,510. County of Leichhardt, parish of Mooramilla, town of Coonamble, containing an area of about 8½ acres. The Crown Lands within the following boundaries: Commencing at a point 1 chain 50 links north of the north-west corner of section 3; and bounded thence by a line bearing east to Coonamble or Magometon Creek; thence by that creek and by the old channel of that creek downwards to a point north of the point of commencement; and thence by a line bearing south to that point.
[Ms. 96-4,962 Dep.]
No. 24,511. County of Leichhardt, parish of Mooramilla, town of Coonamble, containing an area of about 6 acres. The Crown Lands within the boundaries of section 14, town of Coonamble.
[Ms. 96-4,962 Dep.]

The public recreation reserve has been expanded, with the addition of land to the north-east comprising a section of the Warrena Creek, as shown in the extract below sourced from the National Library of Australia:

[4073]

Department of Lands,
Sydney, 13th February, 1907.
It is hereby notified, for public information, that, in accordance with the provisions of the Public Trusts Act, 1897, His Excellency the Governor, with the advice of the Executive Council, has been pleased to approve of the appointment of the undermentioned bodies as Trustees respectively of the portions of land hereinafter particularized, namely:—
The portion of the General Cemetery at Albury, dedicated 6th December, 1897, set apart for addition to Church of England Burial Ground:—
The Church of England Property Trust, Diocese of Goulburn.
[Ms. 1907-2,352]
Reserves 24,507 for Drainage, 24,508 and 24,509 for Plantation, and 24,511 for Public Recreation, at Coonamble, county of Leichhardt, parish of Mooramilla, areas about 5 acres 1 rood, about 2 acres 3 roods, about 5 acres 3 roods, and about 6 acres, respectively, notified 8th August, 1896:—
The Council of the Municipality of Coonamble.
[Ms. 1907-2,351] **JAMES ASHTON.**

In 1982, notice of further additions to R24511 was given, including a map of the reserve, as shown in the extract below, sourced from the National Library of Australia.

(866)

Sydney, 18th June, 1982.
ADDITIONS TO RESERVES FROM SALE
IN pursuance of the provisions of section 28, Crown Lands Consolidation Act, 1913, I declare that the Crown lands described hereunder shall be added to the lands within the reserves specified in parentheses hereunder and such lands are added accordingly.
A. R. L. GORDON, Minister for Lands.
FOR PUBLIC RECREATION
Land District and Shire—Coonamble
Parish Warrena, County Leichhardt, 18.5 hectares, being lot 94, D.P. 44844. (R. 24511, notified 8th August, 1896—section 14, Town of Coonamble.) DB79 R 15.
FOR COMMONAGE
Land District and Shire—Coonamble
Parish Warrena, County Leichhardt, about 30.5 hectares (in 2 parts) shown by hatching on diagram hereunder. (R. 65624, notified 22nd November, 1935.) DB79 R 15.
DB 79 R 15

Coonamble Shire Council has categorized Warrena Weir as 'Park' as per the Local Government Act 1993 category guidance, in preparation of developing a Plan of Management for Warrena Weir.

In a letter dated 14 September 2022, the Department of Planning and Environment (DPE) provided advice on the status of Reserve 24511. The advice confirms Coonamble Shire Council have continuously managed the reserve since 1907 and there has been no other management of this reserve by any other party. Advice has also been provided that State government funding of infrastructure on Reserve 24511 has been previously granted via the former Public Reserves Management Fund for an amenity block, solar panels, lighting, and CCTV security cameras.



A.2

Community vision + corporate objectives

A.2.1 Overview

Warrena Weir Recreation Reserve R24511 is highly valued in the Coonamble community. The area forms part of a larger riparian corridor associated with the Warrena Creek on the northern and eastern outskirts of Coonamble. The reserve provides green relief and public access to some areas of the creek for passive recreation opportunities for residents and visitors to Coonamble.

At the centre of the reserve is the Warrena Wier Aquatic Centre, which is currently managed by the Coonamble Aquatic Club. The Aquatic Centre has a boat ramp, barbecue and amenities facilities.

Coonamble Shire Council has plans to upgrade the Warrena Weir Recreation Area with modern recreational facilities and services that meet the needs of residents and visitors. Council also has plans to improve access conditions to the recreational reserve from nearby Coonamble Township.

A.2.2 Community Vision

Coonamble Shire is a strong agricultural region in the Central West and Orana Region of central northern New South Wales, approximately 600km north-west of Sydney. The Coonamble Local Government Area comprises the towns of Coonamble and Gulargambone and the village of Quambone and the localities of Combara, Gilgooma and Wingadee. It is the traditional home of Weilwan Aboriginal communities.

In recent community engagement processes, Coonamble Shire Council and community members have come together to determine the vision for the LGA and to map-out the framework for achieving this vision. This vision recognizes Coonamble as the largest centre in the Shire and its important contribution as a service centre to Quambone, Gullargambone and nearby settlements and farming properties.

Coonamble 2032 is the long-term plan that identifies the vision for the Shire and identifies the following five key themes:

1. Our People.
2. Our Economy.
3. Our Infrastructure
4. Our Environment.
5. Our Leadership.

The following key objectives / strategies are proposed under Coonamble 2032 that relate to the Warrena Weir Recreation Reserve:

- + Develop Warrena Weir.
- + Share access to local facilities to fully realise the potential of local infrastructure.
- + Continue investment in levy management and utilise management techniques to investigate the potential for safe and appropriate expansion of water based recreational activities.
- + Investigate feasibility and potential for increased access to the levy for water based recreational activities.
- + Ensure process and procedure is in place for appropriate engagement of public facilities.
- + Ensure appropriate funding support is accessed.

A.1.3 Local Government Act Objectives

Section 35 of the Local Government Act 1993 states community land is required to be used and managed in accordance with the following:

- + The plan of management applying to the land.
- + Any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land.
- + Division 2 of Part 2 of Chapter 6 of the Local Government Act 1993.

The Local Government Act 1993 specify the core objectives for the management of community land categorized as 'park'. These core objectives are repeated below:

- + **36G** - The core objectives for management of community land categorised as a park are:
 - a) to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
 - b) to provide for passive recreational activities or pastimes and for the casual playing of games, and
 - c) to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.



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A.2.4 Warrena Weir Strategic Objectives

The Coonamble community has listed the development of the Warrena Weir Recreation Reserve as a key strategic objective under its Coonamble Shire 2032 Community Strategic Plan.

Coonamble Shire Council intends to further develop and maintain the public open facilities at the Warrena Weir Recreation Reserve to provide attractive and inviting public open spaces and community facilities for residents and visitors to enjoy.

Paramount to the development of the Plan of Management for Warrena Wier Recreation Reserve is the need to make facilities at reserve safe and accessible to all members of the public, including adults, parents with children, aged and disabled persons and visitors not necessarily familiar with the facility.

Council's strategic planning objectives for Warrena Weir Recreation Reserve are as follows:

- + To ensure a strategic approach to the use, improvement and maintenance of Warrena Weir Recreation Reserve through the implementation of the Warrena Weir Masterplan.
- + To support the continued operation of the Warrena Wier Aquatic Centre that helps to support the wider social and recreational needs of the Coonamble Shire community.
- + To provide high quality and accessible open spaces within the Warrena Wier Recreation Reserve, including new / upgraded toilets, storage shed, car park and picnic facilities.
- + To provide support infrastructure for parkland activities, including new / upgraded active transport links, access and parking, waste bins, signage and CCTV within the park.

- + To allow for other temporary uses, provided that Council is satisfied that the temporary use does not significantly affect the permanent use of the land.
- + To enhance biodiversity at the Warrena Weir Recreation Reserve and within the wider riparian spaces of Warrena Creek, north and east of Coonamble Township.
- + To introduce water safety measures, including controls separating boating and water-skiing activities, swimming, fishing and other such activities.
- + To support the conservation and interpretation of heritage values of the reserve.
- + To manage / minimise potential for flooding, bushfire, weeds, feral animals and other activities that might cause land degradation and / or physical disturbance.
- + To protect and enhance significant trees and other important landscape features in the park.

Image Source: Coonamble Aquatic Club Facebook





Figure 3 - Map of Warrena Weir Recreation Reserve

A.3

Description of the land

General Description

This Plan of Management applies to Crown Reserve 24511, also known as Warrena Weir Recreation Reserve. Coonamble Shire Council is the manager of the reserve.

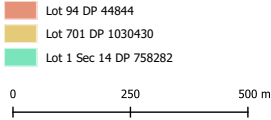
Description of Land Title

The Warrena Wier Reserve at Coonamble comprises the following land parcels:

- + Lot 701 DP 1030430
- + Lot 1 Section 14 DP 758282
- + Lot 94 DP 44844

The area comprises 19.74 hectares of land.

A maps of the Warrena Weir Recreation Reserve is shown in Figure No. 3



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Owner of the land

The Warrena Weir Recreation Reserve is owned by the Crown and is currently managed by Coonamble Shire Council under Crown Reserve 24511.

Current land-use

Warrena Weir Recreation Reserve is currently used as a park. The Warrena Weir Aquatic Centre is located on the reserve, which comprises an amenity building (kiosk and toilets), covered picnic tables, playground, sealed driveways, grassed areas and established shade trees.

Categorisation of Crown Reserve

Under section 3.23(2) of the Crown Land Management Act 2016, Coonamble Shire Council must assign to all Crown land under its management, one or more initial of the categories of community land referred to in Section 36 of the Local Government Act 1993.

As the first step in preparing a new Plan of Management for the Warrena Weir Recreation Reserve, Coonamble Shire Council has categorized land within the park as 'Park', using the Local Government Act 1993 category guidance.

Figure 4 is a map showing the categorisation of the land.

Figure 4 - Community Land Categories





Figure 5 - Warrena Weir Land Categorisation Map

A.4

Relevant legislation, policies + procedures

A.4.1 Overview

This POM for Warrena Weir Recreation Reserve has been prepared to guide the administration and management of Crown Land Reserve 24511, which is vested in the care and control of Coonamble Shire Council as Community Land and categorized as 'Park'.

Section 35 of the Local Government Act 1993 states community land is required to be used and managed in accordance with the following:

- + The plan of management applying to the land.
- + Any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land.
- + Division 2 of Part 2 of Chapter 6 of the Local Government Act 1993.

This section reviews Commonwealth, State and local government laws that apply to Warrena Weir Recreation Reserve.

A.4.2 Federal Legislation

Native Title Act 1993

All activities on public reserves must address the issue of native title. Native title rights are considered to pre-date official recognition of native title rights, so Native title can be relevant to activities carried out on the land even if no native title claim has been made or registered. To properly address Native title, the Native Title Act 1993 (NT Act) provides the framework for determining Native title claims in Australia. The native title process must be considered for each activity on the land and a native title assessment must be undertaken.

Warrena Weir Recreation Reserve 24511 was reserved from sale in 1896 and has expanded in size of consecutive public notices to form the present-day reserve area of 19.74 hectares. According to Crown Land records, Coonamble Shire Council have continuously managed the reserve since 1907, and there has been no other management of this reserve by any other party.

The site is included in the Barkandji 2015 Native Title Determination, with a determination that non-exclusive Native Title exists. As the Crown Land Manager for a number of Crown Reserves subject to this determination, Council will continue its role as Crown Land Manager and undertake public works without impacting Native Title interests.

Environment Protection and Biodiversity Conservation Act 1999

Part 3 of the Environment Protection and Biodiversity Conservation (EPBC) Act 1999 states that an action which has, will or is likely to have a significant impact on a matter of national environmental significance may not be undertaken without prior approval of the Commonwealth Minister for Environment and Heritage, as provided for under the provisions of Part 9 of the EPBC Act. The Act identifies the following as matters of national environmental significance for which Ministerial approval is required:

- + World heritage properties.
- + Wetlands of international significance.
- + Listed threatened species and communities.
- + Listed migratory species protected under international agreements.
- + National Heritage Places.
- + Protection of the environment from nuclear actions.
- + Commonwealth Marine environments.

All activities shown in the POM for the Warrena Weir Recreation Reserve have been considered against the EPBC Act Significant Impact Guidelines 1.1 - Matters of National Environmental Significance. The conclusions of these considerations confirms the Warrena Weir Recreation Reserve does not comprise an area of world or national environmental significance. An assessment of the flora and fauna impacts concludes no aspects of the Warrena Weir Recreation Reserve POM will likely have a significant impact on threatened, critically endangered, endangered or vulnerable species and ecological communities.



A.4.3 NSW Legislation

Local Government Act 1993

Under section 36(1) of the Local Government Act 1993 (LG Act) Plans of Management must be prepared for all community land. The minimum requirements for a Plan of Management are set out under section 36(3) of the LG Act. A Plan of Management must identify the following:

- + Category of the land.
- + Objectives and performance targets of the plan with respect to the land.
- + The means by which Council proposes to assess its performance with respect to the plans objectives and performance targets.

Section 36(3A) specifies that a Plan of Management for a specific area must also describe the condition of the land as at the adoption of the plan, including a description of buildings (condition and use) and the purposes for which the land will be allowed to be used (scale and intensity of use).

This Plan of Management for Warrena Weir has been prepared in accordance with the LG Act, including the application of approved land categories, condition assessments of parkland assets, Master-planning of the park to guide its future development and performance modelling under Council's Integrated Planning and Reporting Framework.

Crown Land Management Act 2016

The Crown Land Management Act 2016 (CLM Act) commenced on 1 July 2018, consolidating eight pieces of legislation into one Act.

The CLM Act introduced significant changes to the management of Crown land by Local Government Authorities. Councils are now required to manage their dedicated or reserved land as if it were public land under the LG Act. Section 3.23(6) of the CLM Act requires Council Crown Land Managers to adopt a Plan of Management for any Crown reserve for which it is appointed Crown Land Manager. Division 3.6 of the CLM Act deals with the requirements that Council must meet in relation to Plans of Management. The CLM Act also provides a transition period to have these plans in place. This Plan of Management for Warrena Weir has been prepared in accordance with the CLM Act.

Aboriginal Land Rights Act 1983

In NSW, Aboriginal Land Rights sits alongside native title and allows Aboriginal Land Council's to claim 'claimable' Crown land. Generally, the Aboriginal Land Rights Act is directed at allowing Land Council's to claim Crown land that is unlawfully used or occupied. Warrena Weir Recreation Reserve has been under the care and control of Coonamble Shire Council since 1907 when the Council was appointed the Trustee of the reserve.

Environmental Planning and Assessment Act 1979

The NSW Environmental Planning and Assessment Act 1979 (EP&A Act) forms the legal and policy platform for development assessment and approvals process in NSW. The objects of the EP&A Act are:

- a. to promote the social and economic welfare of the community and a better environment by the proper management, development and conservation of the State's natural and other resources,

- b. to facilitate ecologically sustainable development by integrating relevant economic, environmental and social considerations in decision-making about environmental planning and assessment,
- c. to promote the orderly and economic use and development of land,
- d. to promote the delivery and maintenance of affordable housing,
- e. to protect the environment, including the conservation of threatened and other species of native animals and plants, ecological communities and their habitats,
- f. to promote the sustainable management of built and cultural heritage (including Aboriginal cultural heritage),
- g. to promote good design and amenity of the built environment,
- h. to promote the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants,
- i. to promote the sharing of the responsibility for environmental planning and assessment between the different levels of government in the State,
- j. to provide increased opportunity for community participation in environmental planning and assessment.

All activities shown in the Warrena Weir Recreation Reserve POM have been considered in accordance with the objectives of the EP&A Act. Any new works requiring consent under the EP&A Act will be properly assessed against the requirements of the Act.

Biodiversity Conservation Act 2016

The Biodiversity Conservation Act 2016 (BC Act) outlines the framework for assessment and approval of biodiversity impacts associated with developments that require consent under the EP&A Act. All activities shown in the Warrena Wier Recreation Reserve POM have been against Part 7 of the BC Act, and there are no activities proposed in the POM that would likely significantly affect threatened species. The POM does not specifically propose any removal of native vegetation, as defined under the LLS Act that requires assessment under the BC Act.

Protection of the Environment Operations Act 1997

The Protection of the Environment Operations Act 1997 (POEO Act) regulates air, noise, land and water pollution. The Warrena Weir Recreation Reserve does not operate under an Environment Protection Licence (EPL) and Coonamble Shire Council is the Appropriate Regulatory Authority (ARA) for general pollution control matters in the Coonamble LGA.

The nature and scale of activities at the Warrena Weir Recreation Reserve do not fall under the threshold triggers that would require licensing by EPA under the POEO Act.

Contaminated Land Management Act 1997

Coonamble Shire Council is required to notify the EPA if contamination is discovered that presents a significant risk of harm. Guidelines on the Duty to Report Contamination under the Contaminated Land Management Act 1997 are available on the EPA website. EPA notification has never been an issue at Warrena Weir Recreation Reserve. Coonamble Shire Council intend to continue to manage the reserve in a manner that does not require intervention by EPA under the Contaminated Land Management Act 1997.



Water Management Act 2000

The aim of the NSW Water Management Act 2000 (WM Act) is the sustainable and integrated management of the State's water for the benefit of both present and future generations.

Warrena Weir Recreation Reserve requires only limited supplies of water for landscaping, toilets and drinking water purposes. An approval under the WM Act is not required to be obtained for continued / future operations at Warrena Weir Recreation Reserve in accordance with the WM Act.

Biosecurity Act 2015

The NSW Biosecurity Act 2015 (Biosecurity Act) outlines mandatory measures that persons are to take with respect to biosecurity matters including the management of weeds (Part 2, Division 8 including Weeds of National Significance (WoNS)).

Under the Biosecurity Act, the responsibilities for weed management by public and private landholders are consistent, reflecting that weed management is a shared community responsibility. The Biosecurity Act is administered by NSW Department of Primary Industries, which determines the weed species covered by regulatory tools including Prohibited Matters, Control Orders and Biosecurity Zones.

Coonamble Shire Council is the Local Control Authority responsible for enforcing weed legislation. Weed management has been included in Warrena Weir Recreation Reserve POM, consistent with current legislation and guidelines. Council staff are available to implement weed control measures to prevent the spread and occurrence of noxious weeds at the reserve.

Noxious Weeds Act 2003

The NSW Noxious Weeds Act 2003 provides for the identification and control of noxious weeds and specifies the duties of public and private landholders to control noxious weeds. The Act stipulates that an occupier of land must take steps to control noxious weeds on their land. Appropriate methods for controlling noxious weed species are defined under the control category or categories for particular species of weeds.

Coonamble Shire Council is the Local Control Authority responsible for enforcing weed legislation. Weed management has been included in the Warrena Weir Recreation Reserve POM, consistent with current legislation and guidelines. Council staff are available to implement weed control measures to prevent the spread and occurrence of noxious weeds at the reserve.

Local Land Services Act 2013

The NSW Local Land Services Act 2013 (LLS Act) includes the management of natural resources in the consideration of the principles of Ecological Sustainable Development (ESD).

Vegetation clearing provisions are considered under Part 5A of the LLS Act. The LLS Act regulates the clearing of native vegetation on all land in NSW mapped as Category 2 – Regulated Land as mapped on the Native Vegetation Regulatory Map. It does not include Excluded Land and Category 1 Exempt Land mapped on the Native Vegetation Regulatory Map. The Warrena Weir Recreation Reserve POM does not specifically propose any removal of native vegetation, as defined under the LLS Act.

Fisheries Management Act 1994

Under the NSW Fisheries Management Act 1994 (FMA Act) the Minister for Primary Industries is required to be consulted over any dredging or reclamation works carried out, or proposed to be authorised, by a public authority. The Department of Primary Industries must also be consulted regarding any activity that will result in the temporary or permanent blockage of fish passage within a waterway and a permit may be required for these activities. The FMA Act (through Fish Habitat Protection Plan No. 1) also requires notifying the Minister for Primary Industries of any proposal to remove or relocate snags, in particular fallen trees or rocks. The Warrena Weir Recreation Reserve POM does not specifically propose any specific works on or near a waterway.

Work Health and Safety Act 2011

The management and handling of hazardous substances and dangerous goods in NSW is controlled under the Work Health and Safety Act 2011 and the Work Health and Safety Regulation 2011. There are also Hazardous and Offensive Development Application Guidelines published by the Department of Planning and Environment that apply. An approval under this legislation and policy framework is not required to be obtained.

Roads Act 1993

Under Section 138 of the NSW Roads Act 1993 a person must not 'erect a structure or carry out a work in, on or over a public road, or dig up or disturb the surface of a public road' otherwise than with the consent of the appropriate roads authority. Coonamble Shire Council is the relevant authority for works on roads surrounding the Warrena Weir Recreation Reserve and will issue appropriate authorisations for any required road works.

Rural Fires Act 1997

A permit must be obtained for any open burning of cleared vegetation where required. No open burning will be allowed within Warrena Weir Recreation Reserve.

Companion Animals Act 1998

The Companion Animals Act 1998 provides for the identification, registration and control of companion animals (cats and dogs) and the duties and responsibilities of their owners for the purposes of the Act. Coonamble Shire Council is responsible for administering the Act in its local government area. Signage and the provision of adequate facilities to support companion animal owners in the park are important features of the administration / management of the reserve.



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A.5

Existing development and use

The use and management of Warrena Weir Recreation Reserve is currently regulated by the Coonamble Shire Council without the benefit of a Plan of Management.

Coonamble Shire Council proposes to adopt a Plan of Management (this draft document). Once adopted by Council, the use and management of Warrena Weir Recreation Reserve is to be regulated by this Plan of Management.

Coonamble Shire Council's ongoing commitment to the development and maintenance of Warrena Weir Recreation Reserve depends on financial resources and forward planning. The maintenance of existing assets and services within the reserve, as detailed in this Plan of Management, are generally able to be delivered within Council's annual Operational Plan and Budget. Council may seek to obtain funding from other sources to assist in delivering capital works projects, including large scale maintenance, wherever this is practical and fiscally responsible to do so.

A.5.1 Existing site conditions

A site analysis plan has been undertaken for the Warrena Weir Recreation Reserve. It is based off Council GIS data and site analysis of the main activity areas, pedestrian movement pathways, constraints and other opportunities.

A series of maps have been developed to show the locations of relevant site features and conditions at the Warrena Weir Recreation Reserve, including:

- + General location and spatial relationship to the adjoining urban area of Coonamble Township.
- + Location and description of vegetation and biodiversity resources.
- + Location and description of buildings and structures.
- + Location and classification of roads and access, both within and adjoining the Crown Reserve.
- + Location and description of recreation areas and facilities.

The maps are shown in Figures 5 to 10.



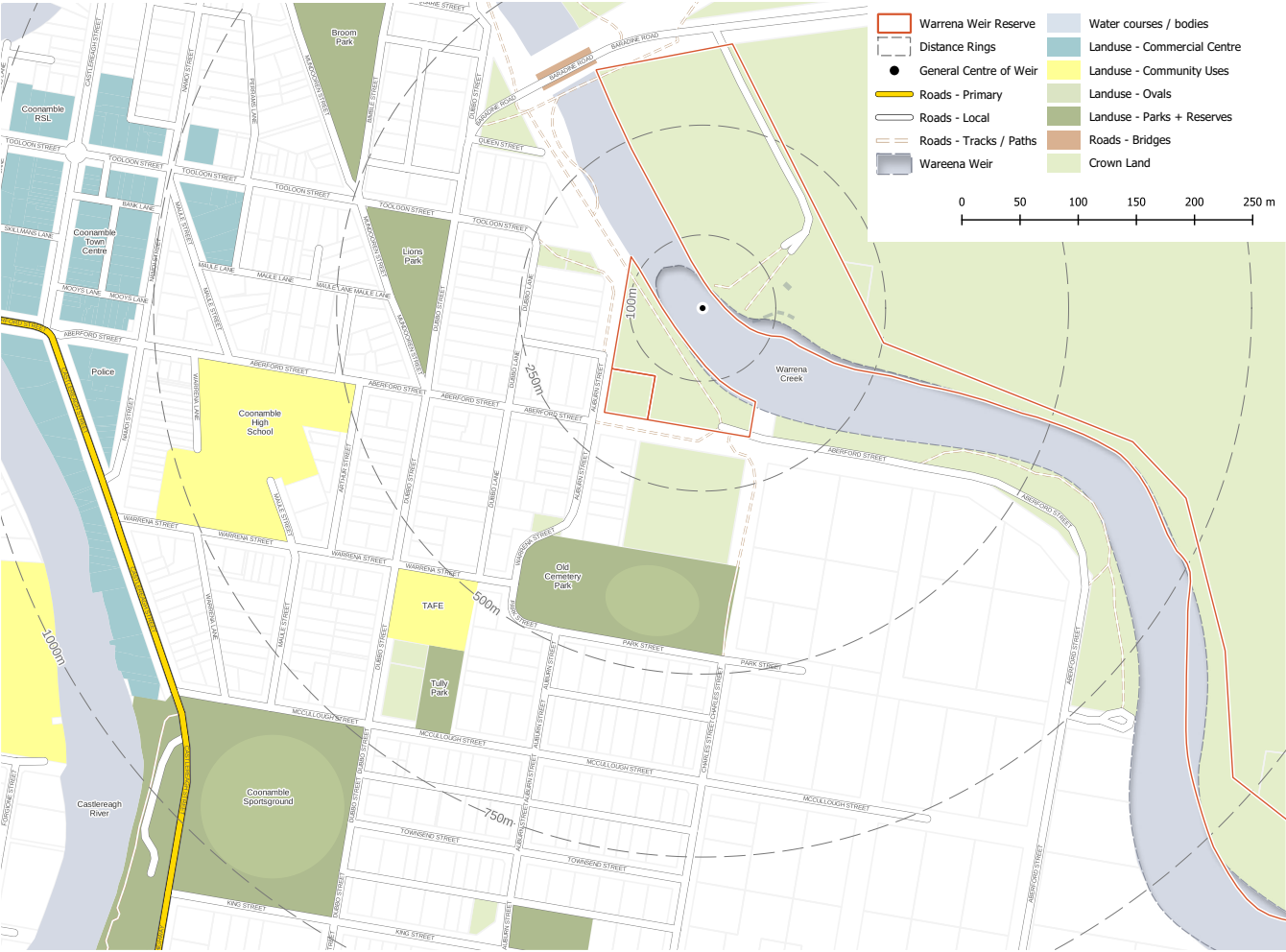
General location

The Warrena Weir is located on the eastern edge of the Coonamble Township and acts as a dam controlling the level of surface water in the Warrena Weir Recreation Reserve. The site is relatively flat and drains in a westerly direction

The proximity of the Warrena Weir to the Coonamble Township means that the land is highly accessible to the general population.

Figure 5 shows the general location of the Warrena Weir in relation to key land-use activities within Coonamble Township including commercial, community and recreation uses as well as land that is also under Crown Land ownership.

Figure 5 - Warrena Weir - Location & Site Context Map





Vegetation and Biodiversity Resources

The site analysis shows the Warrena Weir Recreation Reserve forms part of a larger riparian corridor associated with the Warrena Creek. The area contains pockets of important native vegetation and biodiversity resources. Most of the vegetation can be categorised as native riparian vegetation which are important to environmental functions within the reserve area.

Figure 6 shows the general locations of this vegetation, focused on the northern area of the reserve where primary reserve access and use occurs.



Figure 6 - Vegetation and Biodiversity Resources Map





Buildings and Structures

There are a number of existing buildings and structures located within the Warrena Reserve. These buildings are located wholly within the property boundary to Lot 94 DP 44844 and include:

- + A single amenities building (and associated rainwater collection tank).
- + Four separate free standing, open sided picnic shelters.
- + Fencing installations, including a gate located at southern end of reserve access road.
- + Boat ramp.

This infrastructure compliments the continued use of the reserve as a public recreation facility. Public use of these facilities is currently controlled by locked gates.

Figure 7 shows the general locations of structures.

Image Source: Coonamble Aquatic Club Facebook



Figure 7 - Warrena Weir - Roads and Access Map



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Road and Access

The proximity of the Warrena Weir Recreation Reserve to the north-eastern edge of the Coonamble Township makes it highly accessible to the local community by road and / or pedestrian paths.

Primary road access to the reserve is gained via an existing sealed road off Baradine Road, which is part of the local road network owned and maintained by Coonamble Shire Council.

At present, access to the boat ramp is controlled by a gate that is locked at the entrance to the Warrena Weir Aquatic Centre.

There are a number of informal tracks-in-use which also provide uncontrolled vehicle and pedestrian access to the western edge of the reserve.

Figure 8 shows the general access arrangements to the Warrena Weir Recreation Reserve under existing conditions.

Image Source: Coonamble Aquatic Club Facebook



Figure 8 - Roads and Access Map





Recreation Areas and Facilities

Warrena Weir Recreation Reserve comprises a large area of parkland that is used generally for outdoor recreational activities, including water skiing, swimming, fishing, walking, cycling, bird watching and the like.

Boating and skiing are the primary active recreation uses within the reserve area. These uses commence from the boat ramp located within Lot 94 DP 44844.

The Warrena Weir Recreation Reserve is also used for swimming by local residents and this is primarily occurring within the northern parts of the waterway closer to the physical weir location where access is proximal to Coonamble Township.

Figure 9 shows the general location of recreation areas and facilities within the reserve.

Image Source: Coonamble Aquatic Club Facebook



Figure 9 - Warrena Weir - Recreation Areas and Facilities



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Cultural Heritage

There are no known indigenous heritage sites located on the site or within close proximity of the site.

There is a likelihood of Aboriginal cultural heritage and non-Aboriginal heritage sites / artefacts along the riparian corridor north-east of Coonamble Township, including land within the Warrena Wier Recreation Reserve.

Prior to the adoption of the Warrena Weir Recreation Reserve POM it is recommended that a heritage study be undertaken.

Figure 10 shows the general location of the riparian corridor which should be investigated for cultural heritage importance.

Figure 10 - Cultural Heritage





A.5.2 Existing Building Asset Condition

The use and management of Warrena Weir Recreation Reserve is currently regulated by the Coonamble Shire Council without the benefit of a Plan of Management.

Coonamble Shire Council proposes to adopt a Plan of Management (this draft document). Once adopted by Council, the use and management of Warrena Weir Recreation Reserve is to be regulated by this Plan of Management.

Coonamble Shire Council's ongoing commitment to the development and maintenance of Warrena Weir Recreation Reserve depends on financial resources and forward planning. The maintenance of existing assets and services within the reserve, as detailed in this Plan of Management, are generally able to be delivered within Council's annual Operational Plan and Budget. Council may seek to obtain funding from other sources to assist in delivering capital works projects, including large scale maintenance, wherever this is practical and fiscally responsible to do so.

Table 1 - Warrena Weir Building Condition Rating Index

	New	Good	Average	Poor	Very Poor	
Building Description	Condition Rating					Category Listing / Comment
Amenities building – masonry walls with corrugate ion roof.			X			The building is occupied by the Coonamble Aquatic Club and is used for meetings, social activities and small events.
Shade shelters - Open sided steel structures with concrete peer foundations and corrugated iron roofing.		X				Park asset. Structurally sound steel construction.
Boat ramp – concrete slab.			X			Park asset. Structurally sound concrete foundation.
Gates - steel construction with concrete peer foundations			X			Park asset. Structurally sound steel construction.



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A.5.3 Heritage Assets

A.5.3.1 Indigenous Significance

The Warrena Weir Recreation Reserve is not declared as having Aboriginal significance under section 84 of the National Park and Wildlife Act 1974. There are no Aboriginal sites / artefacts currently identified on the site.

Coonamble Shire Council intends to develop an Aboriginal heritage study of the Warrena Creek riparian corridor in close proximity to Coonamble Township, including Tin Town and the Warrena Weir Recreation Reserve.

The Warrena Weir Recreation Reserve Masterplan has been developed as an interim strategy to assist with the management of riparian land east of the historic weir structure. Minor maintenance and construction works are intended to be undertaken with caution. If sub-surface or other Aboriginal heritage items are ever uncovered during the maintenance or construction works, all works in the vicinity of the find must cease and an archaeologist contacted immediately.

A.5.3.2 Non-indigenous Significance

There are no sites within the Warrena Weir Recreation Reserve that are listed as a heritage item under Coonamble Local Environmental Plan 2011. The Warrena Weir may have local heritage significance, given its connections to heritage theme – Building Settlements, towns and cities.

A heritage study is proposed to be developed for the Warrena Creek riparian corridor in close proximity to Coonamble Township, including the Warrena Weir Recreation Reserve.

The Warrena Weir Recreation Reserve Masterplan has been developed as an interim strategy to assist with the management of riparian land east of the historic weir structure. Minor maintenance and construction works are intended to be undertaken with advice from a suitably qualified heritage advisor.

A.5.4 Flora and Fauna Conditions

Warrena Weir Recreation Reserve is not land reserved under the NPW Act and does not affect land or development regulated by a State Environmental Planning Policy that aims to protect ecosystems.

The dominant vegetation community found at Warrena Weir Recreation Reserve and surrounds contains a high proportion of native vegetation.

A preliminary assessment of the likelihood of the proposed activities causing a significant impact on Matters of National Environmental Significance (MNES) has been carried out in accordance with the EPBC Act. The preliminary assessment also takes into account potential environmental constraints, including threatened flora and fauna species, populations and ecological communities listed under the BC Act. It is assessed the proposed activities in the Warrena Weir Recreation Reserve POM and Masterplan do not have any significant effects on:

- + Areas of Outstanding Biodiversity Value (AOBV).
- + Critical habitat' as defined by the Biodiversity Conservation Act 2016 (BC Act), and the
- + Fisheries Management Act 1994 (FM Act).
- + Species, populations or ecological communities, or their habitats (as listed under the BC Act and FM Act).
- + Other protected fauna or protected native plants listed under the NPW Act.

Consequently, a Species Impact Statement and Referral to the Minister is not required.



A.5.5 Other special site features

There are no other special site features that need to be considered in the Warrena Weir Recreation Reserve Plan of Management.





A.6

Proposed development and use

A.6.1 Overview

The management of Warrena Weir Recreation Reserve is currently vested with Coonamble Shire Council without the benefit of a Plan of Management. Crown land records show no management of this reserve by any other party.

Coonamble Shire Council proposes to adopt a Plan of Management (this draft document). Once adopted by Council, the use and management of Warrena Weir Recreation Reserve is to be regulated by this Plan of Management.

Council is willing to work with existing and potential users to expand the usage of Warrena Weir Recreation Reserve and this Plan of Management will provide an operational and strategic framework to effectively take advantage of those opportunities.

A.6.2 Warrena Weir Recreation Reserve Objectives

- Council's strategic planning objectives for Warrena Weir Recreation Reserve are as follows:
- + To ensure a strategic approach to the use, improvement and maintenance of Warrena Weir Recreation Reserve through the implementation of the Warrena Weir Masterplan.
 - + To ensure the continued use of passive recreation at the Warrena Weir Recreation Reserve, including fishing, boating, swimming, walking and cycling activities.
 - + To ensure the continued use and operation of the Warrena Weir Aquatic Centre for community events and / or services that help to support the recreation and social needs of the Coonamble community.
 - + To provide high quality and accessible open spaces within the Warrena Weir Recreation Reserve, including new / upgraded toilets, car park and picnic facilities.
 - + To provide support infrastructure for public recreation activities, including new equipment storage shed new / upgraded footpaths, irrigation, CCTV and signage within the park.
 - + To prevent land degradation and to minimise physical disturbance to the land.

- + To support the conservation and interpretation of heritage values of the Warrena Weir Recreation Reserve.
- + To protect significant trees and other important landscape features in the Warrena Weir Recreation Reserve.
- + To allow for temporary uses for private functions, provided that Council is satisfied that the temporary use does not significantly affect the permanent use of the land.

A.6.3 Warrena Weir Recreation Reserve Masterplan

A Masterplan for Warrena Weir Recreation Reserve has been prepared by Coonamble Shire Council as part of this Plan of Management. In developing the Masterplan for the proposed upgrades to Warrena Weir, the following aspects were considered:

- + Safety.
- + Stakeholders.
- + Active spaces of the park.
- + All weather vehicular access.
- + Heritage buildings / items.
- + Re-use of existing infrastructure.
- + Efficiency and flexibility.
- + Low maintenance.
- + Nearby land-uses.
- + Environmental performance.

The Warrena Weir Recreation Reserve Masterplan is provided in Figure 8.

The Masterplan provides a comprehensive site development plan and a landscape management plan to ensure a strategic approach to the development of Warrena Weir Recreation Reserve.



Figure 11 - Warrena Weir Recreation Reserve Master Plan

The Masterplan also shows the layout of the proposed facilities, including upgrades to public toilets, car park and pathways. Any works proposed in the Masterplan are subject to the provisions of the Environmental Planning and Assessment Act 1979 and other legislation.

Key features of the site layout plan are:

- + Public use of the reserve during daylight hours only.
- + Public access to the reserve is to be maintained via the existing access from Baradine Road.
- + Installation of a new gated entrance to the Warrena Weir Recreation Reserve, controlled by Coonamble Shire Council staff.
- + Installation of a new boom rope with floats that can be used to physically separate water skiing and swimming activities.
- + Installation of new warning, wayfinding and interpretation signage.
- + Widening of internal access road to form a new car park at the Warrena Weir Aquatic Centre.
- + Refurbishment of amenities building at the Warrena Weir Aquatic Centre.
- + Construction of a small council equipment storage shed (approximate dimensions 6 metres long x 6 metres wide x 3.5 metres high).
- + Installation of new shared paths linking attractions at Warrena Weir Recreation Reserve to existing active transport network in Coonamble Township.
- + Installation of security lighting, CCTV and other security measures at Warrena Weir Aquatic Centre.
- + No removal of significant mature trees or native vegetation is required.
- + No large excavations or earthmoving operations are required.



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A.6.4 Permitted use and future use

Warrena Weir Recreation Reserve will be used in the future for park use, with public right of access to all outdoor areas.

Council will issue a new lease to the Coonamble Aquatic Club to ensure their operations are in accordance with this Plan of Management.

Council will permit the erection of buildings and other structures in accordance with the Warrena Weir Recreation Reserve Masterplan and as permitted under relevant environmental planning instruments applying to the land.

A.6.5 Additional Matters

It is intended that leases will be granted / maintained for the use of the amenities and storage buildings by the Coonamble Aquatic Club.

There are no other matters that are particularly relevant to the use of Warrena Weir Recreation Reserve. All activities being carried out in the Park are confined within the boundaries of the site.



A.7

Plan of Management Overview

Strategic Planning Framework

The Draft Plan of Management for Warrena Weir Recreation Reserve forms part of Coonamble Shire Council's strategic planning framework for the provision of quality open spaces and community facilities within budgetary constraints. The Plan of Management will be referenced by Council in making important decisions on the day-to-day management of the park as well as new developments within the park, licence and leasing arrangements and to monitor and review performance.

Reclassification

At this stage it is not envisaged that the land categories will change from their current categorisation of 'park'. In the event that a reclassification of the land is required, Council will undertake a review of the Plan of Management in accordance with the relevant provisions of the Local Government Act 1993.

Review of this plan

Coonamble Shire Council's ongoing commitment to the development and maintenance of Warrena Weir Recreation Reserve depends on financial resources and forward planning. The maintenance of existing assets and services within the park, as detailed in this Plan, are currently able to be delivered within Council's annual Operational Plans and Budgets. Some capital works may be subject to external funding and longer time frames.

Council will undertake a review of this Plan as part of its Integrated Planning and Reporting Framework. The first review of this Plan of Management should take place in the 2024/25 Financial Year, to coincide with Council's 2025 Delivery Program.

Community Consultation

Consultation with the community is an important part of the preparation of this Plan of Management. Consultation gives Council a better understanding of the range of local issues affecting the use and enjoyment of the land to which this Plan of Management applies and gives all sectors of the community the chance to have an input into the direction of policy development being undertaken by Council.

All stakeholders are given the opportunity to express their opinions and provide relevant information in relation to the planned management of the land, however, as the land is Crown land, final approval for the Plan of Management rests with the Minister administering the Crown Lands Management Act 2016 as owner of the land.

Council is required to submit the Draft Plan of Management to the relevant Crown Land authority, as the representative of the owner of the land under Section 39 of the Local Government Act 1993. Approval of the land categories for Warrena Weir has already been granted by the Department, which has allowed the development of this Draft Plan of Management.

Council intends to place the Draft Plan of Management for Warrena Weir Recreation Reserve on public exhibition for a period not less than 28 days for comment. If after public consultation there is no change to categorisation and no additional purpose needs to be added to the reserve, no additional ministerial consent is required, and Council will proceed to adopt the Plan of Management for Warrena Weir Recreation Reserve.

If there is a proposed change to the categorisation of the land following public consultation the Plan of Management must again be referred to the Minister Administering the Crown Lands Act 2016 for further evaluation.

Leases, Licences and other estates

Leases, Licences and other estates formalise the use of community land by groups such as sporting clubs and non-profit organisations, or by commercial organisations and individuals providing facilities and services for public use. Occupation of the land other than by lease or licence or other estate or for a permitted purpose listed in the Local Government (General) Regulations 2021 is prohibited.

The terms of the authorisation for a lease licence or other estate should include Native Title assessment and validation under the Native Title Act 1994 and should include advice that the land is not subject to a claim under the Aboriginal Land Rights Act 1983. The authorisation should ensure the proper management and maintenance of the land and the interests of Council and the public are protected. A lease is normally issued where exclusive control of all or part of an area by a user is proposed. In all other instances a licence or short term licence or hire agreement will be issued.

Activities must be compatible with the zoning and reservation purpose of the land and provide benefits and services for facilities to the users of the land.

This Plan of Management expressly authorises the issue of Leases, Licences and other Estates over the Warrena Weir Recreation Reserve, provided that:

- + The purpose is consistent with the core objectives for the category of the land.
- + The lease, licence or other estate is for a permitted purpose listed in the Local Government Act 1993 or the Local Government (General) Regulations 2021.
- + The lease, licence or other estate is for a permitted use listed under the relevant Environmental Planning Instrument applying to the land / development.
- + The land is not subject to a claim under the Aboriginal Land Rights Act 1983.
- + The issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the Native Title Act 1993.
- + The lease, licence or other estate is granted and notified in accordance with the provisions of the Local Government Act 1993 or the Local Government (General) Regulations 2021.
- + The issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.

Areas held under lease, licence or regular occupancy shall be maintained by the user. The user will be responsible for maintenance and outgoings as defined in the lease or licence or agreement for use.

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PART B

POM
Administration



B.1

POM administration

B.1.1 Overview

A wide variety of management and administrative matters will be presented to Coonamble Shire Council in the day-to-day management of Warrena Weir Recreation Reserve. This section documents Council's general approach to administering the Draft Plan of Management for Warrena Weir Recreation Reserve.

B.1.2 Administration

Administrative issues have an important influence on the way in which the land is managed. Key focusing issues are presented below:

Staff Resources

Council shall seek to provide adequate staff resources for the management of the land in accordance with this Plan of Management. Staff shall have appropriate qualifications and/or experience.

Environmental Assessment of Activities

The environmental impact of activities carried out on the land will be assessed having regard to the requirements under the Environmental Planning and Assessment Act 1979.

Role of Other Authorities

Other government authorities may have responsibilities or involvement in the management of the land or of immediately adjacent land. This will be taken into account and, where appropriate, consultation will take place with relevant authorities.

Activities Carried Out by Other Authorities

Other government authorities may have responsibilities or involvement in the management of the land or of immediately adjacent land. This will be taken into account and, where appropriate, consultation will take place with relevant authorities.

Principles for the development on adjoining land

Council's development control practices aim to minimize the impacts upon adjoining land parcels. Council will consider the impacts of activities carried out on the reserve on adjoining land.

Community Involvement in Management

Where appropriate Council may undertake community consultation subsequent to the making of this Plan of Management and may give community groups a role in management.

Contract and Volunteer Labour

In managing the land Council may use contract and volunteer labour but shall ensure that supervisors have appropriate qualifications and/or experience and are made aware of the requirements of this plan.

Delegation of Management Responsibilities

Where management responsibilities are delegated by the Council a requirement of the delegation shall be that the provisions of this Plan of Management are complied with.

Easements

The Council may grant easements for the provision of services over, or on the land provided that a Native Title assessment has been carried out by Council's Native Title Manager, the land is not subject to a claim under the Aboriginal Land Rights Act 1983 and the provisions of the Local Government Act 1993 and the Crown Land Management Act 2016 have been complied with.

Existing Assets

Existing assets on the land shall be identified and measures taken to maintain them in a satisfactory manner. Council may make arrangement for community groups and users to undertake maintenance for specific facilities on Council's behalf.

Public Liability

Council will maintain public liability insurance for the land. All users of the land will be required to take out public liability insurance for a sum of not less than \$20m.

Commercial Activities

Commercial activities may be carried out on the land, provided that the activity is ancillary to the purpose of the land or for a purpose authorised under this Plan of Management. Any commercial activity is subject to prior Council consent.



B.1.3 Management Guidelines

Emergencies

This Plan of Management authorises necessary activities to be carried out during declared emergencies as may be decided by the General Manager or delegate. Following carrying out of any activities, periodic monitoring will be undertaken, and rehabilitation works undertaken if necessary.

Land Proposed for Future Development

Land proposed in any of Council's plans for future development for a specific purpose may be utilized for other purposes on an interim basis until required for that purpose.

Undeveloped Land

Land to which this Plan of Management applies that is undeveloped and unused for the purpose of the land may upon assessment be used for any activity that does not prevent or inhibit future use for the purpose of the land, including tree planting and mowing.

Information Monitoring and Research

Monitoring and collection of information relating to the land to which the Plan of Management applies are important to enable good management. Where a demonstrated need has been identified, an educational programme shall be developed to encourage use appropriate to the purpose to all or part of the land to which this Plan of Management applies. Management arrangements shall be implemented to regularly monitor the use of the land, environmental conditions and facilities. Surveys of visitation and / or satisfaction with the facilities may be undertaken to facilitate the management and use of the land.

Based on legislative and corporate goals, as well as community needs and expectations, the following Management Guidelines have been identified. The Guidelines apply to all areas and categories of Warrena Weir Recreation Reserve unless otherwise identified.

Alcohol

Warrena Weir Recreation Reserve is signposted as an alcohol free zone in accordance with Section 632 of the Local Government Act 1993.

Companion Animals

Companion Animals as defined under the Companions Animals Act 1998 may use Warrena Weir Recreation Reserve where authorised by signage, provided they are under the effective control by a competent person at all times. People wishing to bring pets or animals (other than cats and dogs) onto Warrena Weir Recreation Reserve must seek Council permission.

Dogs must be on a leash within the park areas of Warrena Weir Recreation Reserve. It is a requirement of the Companions Animals Act 1998 that dogs must be under effective control by a competent person. The competent person in charge of a dog must observe the following distances from other facilities in the park:

- + Set aside for the playing of organised games, or
- + 10 metres of a children's playing apparatus, or
- + 10 metres of cooking or eating facilities.

Dog clubs are required to seek Council permission to conduct dog obedience and training activities on all community land.

Parking

Warrena Weir Recreation Reserve attracts numerous user groups / individuals and car parking is required to be provided within the reserve. It is intended to improve car parking at the Warrena Weir Aquatic Centre.

Buildings and Amenities

Existing building assets at Warrena Weir Recreation Reserve are listed in Table 1. It is not intended to demolish any existing buildings located in Warrena Weir Recreation Reserve. Existing building assets are intended to be maintained to a good standard, as per the Building Condition Rating Index in Table 1.

The following new building upgrades are proposed:

- + Refurbishment of existing amenities building and toilet facilities (approximate dimensions 10 metres long x 7 metres wide x 4.5 metres high).
- + Maintenance equipment storage shed (approximate dimensions 6 metres long x 6 metres wide x 3.5 metres high) will be constructed near the car park.
- + Installation of lighting, CCTV and other security measures at Warrena Weir Aquatic Centre.

A Native Title assessment has been carried out by Council's Native Title Manager. The site is included in the Barkandji 2015 Native Title Determination, with a determination that non-exclusive Native Title exists. A search of the Aboriginal Land Claims register has been conducted and Warrena Weir Recreation Reserve is not subject to any undetermined Aboriginal Land Claims. As the Crown Land Manager for a number of Crown Reserves subject to the Barkandji 2015 Native Title Determination, it is Council's understanding that it is able to maintain and undertake new building works in support of its ongoing management of the parkland without impacting Native Title interests.

Infrastructure

Existing infrastructure assets at Warrena Weir Recreation Reserve have been identified and described in this plan. It is not intended to disconnect any of the existing utility services currently connected to the park. Existing infrastructure assets are intended to be maintained to the levels of service.

The following new infrastructure upgrades are proposed:

- + Installation of gated entrance is to be installed at the Warrena Weir Recreation Reserve, controlled by Coonamble Shire Council staff.
- + Installation of a new boom rope with floats that can be used to physically separate water skiing and swimming activities, controlled by Coonamble Shire Council.
- + Installation of new way finding and interpretation signage.
- + Widening of internal access road to form a new car park at the Warrena Weir Aquatic Centre.
- + Installation of new shared paths linking attractions at Warrena Weir Recreation Reserve to existing active transport network in Coonamble Township.

General Maintenance

General maintenance will match the level and type of use by Council staff. Areas held under lease, licence or regular occupancy shall be maintained by the user where appropriate. Council may make arrangements for community groups to undertake maintenance for specific facilities on Council's behalf.



Access

This Plan of Management seeks to facilitate access to the land to enable its use for the purposes of park use.

Development Activities

Development activities shall be properly assessed in accordance with the relevant provisions of the Environmental Planning and Assessment Act 1979 to ensure all necessary approvals are obtained, and to comply with any requirements of such approvals.

During any construction phase, all work involving the use of electric or pneumatic tools or other noisy operations shall be carried out only between 7am and 6pm on weekdays and 8am and 1pm on Saturdays. No work on Sundays or Public Holidays is permitted.

Pollution Control

Coonamble Shire Council is the Appropriate Regulatory Authority (ARA) for general pollution control matters in the Coonamble LGA as regulated under the Protection of the Environment Operations Act 1997 (POEO Act). The nature and scale of park activities proposed under the Plan of Management falls under the threshold triggers that would require licensing by EPA under the POEO Act.

Coonamble Shire Council is required to notify the EPA if contamination is discovered that presents a significant risk of harm. Guidelines on the Duty to Report Contamination under the NSW Contaminated Land Management Act 1997 are available on the EPA website. EPA notification is not required to be obtained for the proposed activities at the Warrena Weir Recreation Reserve.

No hazardous goods will be stored at Warrena Weir Recreation Reserve. Waste bins are to be established in the park. All litter is to be collected in suitable receptacles and disposed of appropriately.

Additional waste receptacles can be provided during any construction phase. The re-fuelling of plant and equipment will not occur on-site. Vehicle wash-down is not to occur on-site.

Public Safety

Reasonable measures will be taken by Coonamble Shire Council to ensure and maintain the public safety of persons using the land.

During any construction phase, adequate warning signage and safety fencing shall be installed around any work site where Council assesses a risk to worker / public safety. Machinery will be required to arrive on site in a clean and well-maintained condition. Any construction site is to be left safe, clean and tidy at the end of each workday.

Neighbour Notification

Council shall consult with adjoining landowners in respect of the development of new Plans of Management for community land.

Trees Vegetation and Landscape

Trees will be maintained, as will maintenance of appropriate growing conditions involving management of soil compaction and other encroachments, in accordance with Council's Tree Management Policy. Heavy vehicles are not to be parked under tree drip lines / leaf canopy to avoid compaction of soil, which is damaging to mature native trees and can cause dieback or tree mortality.

During any construction phase, Council's representative will identify and appropriately mark out any trees to be retained and protected in accordance with AS 4970-2009 Protection of Trees on Development Sites.

Weed Control

Weed control shall be by both taking preventative measures and active control measures. Prevention of weed infestation shall be by minimising actions that disturb the ground surface and discouraging the conditions that encourage weeds.

Measures shall be taken to prevent the dispersion of weeds by fill or the transport of seeds on machinery. All machinery and vehicles entering Warrena Weir Recreation Reserve (other than at the designated car park) are to be clean and inspected prior to arriving on-site to reduce the spread of weeds and disease.



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PART C

Management Framework

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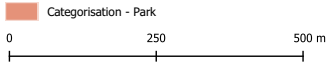
Figure 12 - Warrena Weir Land Category Map

C.1

Management Framework
‘Park’ Categorisation

C.1.1 Overview

Warrena Weir is categorized as ‘Park’ as shown in Figure 12. This section provides a more detailed examination of the management of the parkland.



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C.1.2 Core objectives for parkland

Sections 36G of the Local Government Act 1993 specifies the core objectives for the management of community land categorized as 'park'. These core objectives are repeated below:

- a. to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities, and
- a. to provide for passive recreational activities or pastimes and for the casual playing of games, and
- a. to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.

Council's specific objectives for Warrena Weir Recreation Reserve are as follows:

- + To ensure a strategic approach to the use, improvement and maintenance of Warrena Weir Recreation Reserve through the implementation of the Warrena Weir Masterplan.
- + To support the continued operation of the Warrena Wier Aquatic Centre that help to support the social and recreational needs of the Coonamble Shire community.
- + To provide high quality and accessible open spaces within the Warrena Wier Recreation Reserve, including new / upgraded playground, toilets, car park and picnic facilities.
- + To provide support infrastructure for parkland activities, including new / upgraded footpaths, irrigation, parking, CCTV and signage within the park.
- + To allow for temporary uses, provided that Council is satisfied that the temporary use does not significantly affect the permanent use of the land.

- + To enhance biodiversity at the Warrena Weir Recreation Reserve and within the wider riparian spaces of Warrena Creek, north and east of Coonamble Township.
- + To introduce water safety measures, including controls separating boating and water-skiing activities, swimming, fishing and other such activities.
- + To support the conservation and interpretation of heritage values of the reserve.
- + To manage / minimise potential for flooding, bushfire, weeds, feral animals and other activities that might cause land degradation and / or physical disturbance.
- + To protect and enhance significant trees and other important landscape features in the park.



C.1.1.3 General administration guidelines for Parkland

A wide variety of administrative matters will be presented to Coonamble Shire Council in the day-to-day management of parkland uses within Warrena Weir Recreation Area.

Table 3 documents Council's standard response to regular administration matters.

Table 3 - Administration Guidelines for Parkland

Key Focus Area	Management Control
Staff resources	Council shall seek to provide adequate staff resources for the management of the land in accordance with this Plan of Management. Staff shall have appropriate qualifications and / or experience.
Environmental assessment of activities	The environmental impact of activities carried out on the land will be assessed having regard to the requirements under the Environmental Planning and Assessment Act 1979.
On-site underground irrigation	Other government authorities may have responsibilities or involvement in the management of the land or of immediately adjacent land. This will be taken into account and, where appropriate, consultation will take place with relevant authorities.
Role of Other Authorities	Other government authorities may have responsibilities or involvement in the management of the land or of immediately adjacent land. This will be taken into account and, where appropriate, consultation will take place with relevant authorities.
Activities Carried Out by Other Authorities	Where activities are carried out on the land by other authorities, Council will make the authorities aware of the provisions of this Plan of Management and will seek to ensure that any activities are compatible with the objectives and guidelines of this Plan of Management.
Community Involvement in Management	Where appropriate Council may undertake community consultation subsequent to the making of this Plan of Management and may give community groups a role in management.
Contract and Volunteer Labour	In managing the land Council may use contract and volunteer labour but shall ensure that supervisors have appropriate.
Delegation of Management Responsibilities	Where management responsibilities are delegated by the Council a requirement of the delegation shall be that the provisions of this Plan of Management are complied with.
Easements	The Council may grant easements for the provision of services over, or on the land provided that the land is not subject to Aboriginal Land Claim under the Aboriginal Land Rights Act 1983 and a Native Title assessment has been carried out by Council's Native Title Manager. The provisions of the Local Government Act 1993 and the Crown Land Management Act 2016 must be complied with.
Existing Assets	Existing assets on the land shall be identified and measures taken to maintain them in a satisfactory manner. Council may make arrangement for community groups and users to undertake maintenance for specific facilities on Council's behalf.
Public Liability	Council will maintain public liability insurance for the land. All users of the land will be required to take out public liability insurance for a sum of not less than \$20m.
Public Safety	Reasonable measures will be taken by Council to ensure and maintain the public safety of persons using the land.



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Table 3 - Administration Guidelines for Parkland (cont.)

Key Focus Area	Management Control
Commercial Activities	Limited temporary commercial activities may be carried out on the land, provided that such is ancillary of the land for a purpose authorised under this Plan of Management and is subject to prior Council consent.
Emergencies	This Plan of Management authorises any necessary activities to be carried out during declared emergencies as may be decided by the General Manager or delegate. Following carrying out of any activities, periodic monitoring will be undertaken, and rehabilitation works undertaken if necessary.
Occupation by Adjoining Land Owners	Where Council is aware of occupation or encroachment by private landowners onto the land, measure will be taken to prevent this occurring.
Land Proposed for Future Development	Land proposed in any of Council's plans for future development for a specific purpose may be utilized for other purposes on an interim basis until required for that purpose.
Undeveloped Areas	Land to which this Plan of Management applies that is undeveloped and unused for the purpose of the land may upon assessment be used for any activity that does not prevent or inhibit future use for the purpose of the land, including tree planting and mowing.
Information monitoring and Research	Monitoring and collection of information relating to the land to which the Plan of Management applies are important to enable good management.
Education and Research	Where a demonstrated need has been identified, an educational programme shall be developed to encourage use appropriate to the purpose to all or part of the land to which this Plan of Management applies.
Monitoring	Management arrangements shall be implemented to regularly monitor the use of the land, environmental conditions and facilities.
Surveys	Surveys of visitation and/or satisfaction with the facilities may be undertaken to facilitate the management and use of the land.



**C.1.1.4 General Management
Guidelines for Parkland**

The management policies and guidelines applying to parkland are outlined in this section of the Plan of Management.

Some matters are subject to additional adopted policies and procedures and these are to apply where appropriate.

Table 4 documents Council's specific guidelines for the management of parkland within Warrena Weir Recreation Reserve.

Table 4 - General Management Guidelines for Parkland

Park Management Activity	Management Control
Mowing	Mowing shall be regularly undertaken as required in accordance with any adopted Council procedures manual.
Watering	Watering of the park areas shall be undertaken as required and according to any specific water restrictions.
Cleaning	Buildings and amenities will be regularly cleaned and maintained in a tidy condition in accordance with any adopted Council procedure manual.
Hours of Operation	Council may restrict the hours of operation of any area of the park at its discretion.
Alcohol	Warrena Weir Recreation Reserve is to be maintained as an alcohol free zone in accordance with Section 632 of the Local Government Act 1993.
Pets	Companion Animals, as defined under the Companions Animals Act 1998, are permitted, provided they are under the effective control by a competent person at all times. People wishing to bring pets or animals (other than cats and dogs) onto the park must seek prior written permission of Council.
Use of Playground Equipment	Use of playground equipment is subject to signage displayed by Council.



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C.1.1.5 Development and use of Parkland

The continued use of parkland within Warrena Weir Recreation Reserve will generally be guided by this Plan of Management.

Day-to-day parkland uses will be managed by signage displayed within Warrena Weir Recreation Reserve and directions of authorised officers administering various Acts and procedures. For example, The reserve will be subject to signage displayed within the park and the powers delegated to Council Rangers under the Companion Animals Act 1998. The onsite car park will be subject to signage and the Australian Road Rules. The consumption of alcohol within the park will be prohibited by alcohol Free Zone signage and the powers delegated to Police Officers under the Local Government Act 1993.

Proposed new developments / activities within Warrena Weir Recreation Reserve will generally be guided by the activities shown in the Warrena Weir Masterplan. However, any development / activity permitted under an environmental planning instrument applying to Warrena Weir may be granted approval by Coonamble Shire Council within the parkland. The Coonamble Local Environmental Plan 2011 and State Environmental Planning Policy (Transport and Infrastructure) 2021 are the current applicable environmental planning instruments.

No new development / activities are permitted within Warrena Weir Recreation Reserve without prior written approval from Coonamble Shire Council. All new development / activity proposals must comply with the provisions of relevant legislation.

Table 5 documents Council's specific guidelines for the management of buildings and other structures at Warrena Weir Recreation Reserve.

Table 5 - Management of Buildings and Structures at Warrena Weir Recreation Reserve

Parkland Buildings + Structures	Management Control
Public Buildings	Existing building assets at Warrena Weir Recreation Reserve are to be maintained in good condition, as per the Building Condition Rating Index in Table 1. Council will maintain parkland assets without impacting Native Title interests. Any changes to existing buildings / structures identified as having heritage significance must be approved by Council. Prior to any approval of new buildings, a Native Title assessment and validation under the Native Title Act 1993 is to be carried out by Council's Native Title Manager. Proposed new buildings must be generally in accordance with the Warrena Weir Masterplan and subject to the relevant approval(s) being granted, including assessment of Native Title and search of the Aboriginal Land Claims register to confirm the land can be further developed. All building work shall be in accordance with the Building Code of Australia.
Private Buildings	Private buildings may only be constructed where they are shown on the Warrena Weir Masterplan and there is a lease or licence from Council and that lease or licence specifically makes provision for the use or erection of a private building. Prior to any approval for new private buildings, a Native Title assessment and validation under the Native Title Act 1993 is to be carried out by Council's Native Title Manager. Prior to any approval for new buildings, a search of the Aboriginal Land Claims register must be undertaken to confirm that the land is not subject to an Aboriginal Land Claim. If a claim is registered on the land, no new building work can commence until the claim is resolved. No permanent residential occupation of private buildings shall be permitted. All building work shall be in accordance with the Building Code of Australia. Private buildings and the lease areas are to be fully maintained by the user.
Public Toilets and Amenities	New public toilets are proposed generally in accordance with the Warrena Weir Masterplan. All building work shall be in accordance with the Building Code of Australia.
Play Equipment and Recreation Equipment	New playground equipment and a new mini-railway are proposed to be installed in a new location as per the Warrena Weir Masterplan. Play equipment shall be constructed and maintained in accordance with the relevant standards and may be replaced or removed as required.



Table 5 - Management of Buildings and Structures at Warrena Weir (continued)

Parkland Buildings + Structures	Management Control
Outdoor Furniture	Outdoor furniture shall be provided as required by Council. Installation of outdoor furniture shall be in accordance with manufacturer's specifications. Furniture shall be maintained to a good standard
Removal of Buildings	Buildings or utilities that are no longer required may be demolished / removed by Council, and subject to the relevant approval(s) being granted. The land is to be rehabilitated following demolition / removal of any buildings or structures.



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C.1.6 Provision of Infrastructure and Services in Parkland

The continued investment in parkland infrastructure and public facilities that support the approved uses within Warrena Weir Recreation Reserve will generally be guided by the Plan of Management for Warrena Weir as well as the procedures documented by respective service authorities.

No new infrastructure or public facilities are permitted within Warrena Weir Recreation Reserve without prior written approval from Coonamble Shire Council.

All new infrastructure / public facility projects must comply with the provisions of the Environmental Planning and Assessment Act 1979, Local Government Act 1993, Crown Land Management Act 2016 and the Native Title Act 1993.

Table 6 documents Council's specific guidelines for the management of existing and proposed new infrastructure and services in Warrena Weir Recreation Reserve:

Table 6 - Guidelines for the management of existing and proposed new infrastructure and services at Warrena Weir Recreation Reserve

Park Infrastructure	Management Control
Infrastructure (generally)	Any necessary infrastructure to service purpose of the land may be constructed with Council approval.
Utility Services	Services and utilities such as water supply, sewerage, electricity supply, gas and telecommunications may be constructed, maintained or repaired on the land with Council approval.
General Maintenance	General maintenance will match the level and type of use and wherever possible users will be encouraged to help. Areas held under lease, licence or regular occupancy shall be maintained by the user. Existing assets on the land shall be identified and measures taken to maintain them in a satisfactory manner. The Council may make arrangements for community groups to undertake maintenance for specific facilities on Council's behalf.
Energy Efficiency	Measures shall be taken to improve the energy efficiency of all buildings and activities carried out on the land. Measures shall include use of energy efficient lighting, periodic auditing of energy use, and appropriate orientation of any new buildings to incorporate passive solar design principles.
Lighting	Where appropriate, adequate lighting shall be provided on the land to ensure public safety and security for buildings and amenities as far as possible. Lighting shall be designed and operated to minimize glare and spillage of light to adjoining properties and roads in accordance with Australian Standard AS1158: Lighting for Roads and Public Spaces and Australian Standard AS 4282: Control of Obtrusive Effects of Outdoor Lighting.
Fences	Fences may be constructed and shall be in accordance with any relevant standards.
Signs	Signs may be erected on the land by Council to advise parkland facilities, services and rules.



C.1.7 Site Management of Parkland

A wide variety of general management duties / issues will be presented to Coonamble Shire Council in the day-to-day management of parkland uses within Warrena Weir.

Table 7 documents Council's standard response to regular management issues:

Table 7 - Guidelines for the management of parkland at Warrena Weir Recreation Reserve

Key Focus Area	Management Control
Development Activities	Development activities shall be undertaken in a way that minimises the area, degree and duration of disturbance. All disturbed areas shall be restored to the greatest extent practicable.
Construction Works	Progressive site stabilisation and restoration shall be undertaken during the construction process.
Stockpiling of Materials	Works are to be completed in stages (clearing, topsoil stripping, relocation of topsoil, mulching, planting etc) and shall follow the principle of isolating stockpiles of different materials to prevent contamination. Materials and soil may be stockpiled but only on a temporary basis and provided that measures are taken to prevent adverse effects such as soil erosion, introduction of weed species, soil compaction and the like. Stockpiles are to be more than 5 meters from trees.
Nutrients Leached from vehicles	All machinery and vehicles are to be clean and inspected prior to arriving on-site to reduce the spread of weeds and disease.
Nutrients Leached from Building Materials	Materials (including concrete, gravel, topsoil, etc) shall be stockpiled in such a way as to prevent nutrients from leaching into watercourses or into ground water systems.
Protection of Trees	Trees to be protected shall be identified by Council prior to any construction and marked appropriately. Tree removal shall be subject to the provisions of Coonamble Shire Council's Development Control Plan No. 1 Township and Surrounds. Measures are to be taken to prevent damage and disturbance to tree roots by cutting of roots, loss of water, soil compaction or build-up of soil. Heavy vehicles are not to be parked under tree drip lines / leaf canopy to avoid compaction of soil, which is damaging to mature native trees and can cause dieback or tree mortality.
New Development Works	New development works such as construction or roads, parking areas and pathways may be undertaken where the works are consistent with the objectives of this plan of management and where any necessary approvals and assessments have been obtained.
Fill	No fill shall be deposited on the land unless it is certified VENM by the service provider.
Soil Compaction	Measures shall be undertaken to avoid soil compaction arising from construction works and earthworks. Any compaction will be relieved by appropriate methods which may include the use of soil aeration equipment.



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C.1.8 Access

The parkland spaces within Warrena Weir Recreation Reserve are generally open to the community to enjoy, with the exception of the amenities at the Warrena Weir Aquatic Club.

Table 8 documents Council's specific guidelines relating to public access to specific parkland areas in Warrena Weir:

Table 8 - Guidelines relating to public access to specific parkland areas at Warrena Weir Recreation Reserve

Parkland access	Management Control
Access and Occupation	The Plan of Management seeks to facilitate access to the land to enable its use for parkland use.
Public Access	Warrena Weir Recreation Reserve is generally open to public access for parkland activities. Public access to parkland can be denied by Council to assist rehabilitation or protection of special items of significance or where a lease has been granted.
Disability Access	Proposed new works shall comply with the Access to Premises Code.
Limiting Access	Access to the Warrena Creek east of the boat ramp is restricted when water skiing boats are operated on the water body by Coonamble Aquatic Club members. Access to other parkland may be limited by Council at times where this may interfere with works or may have an adverse effect on the land.
Occupation by Adjoining Land Owners	Where Council is aware of occupation or encroachment by private landowners onto the land, measures will be taken to prevent this occurring.
Roads and Parking	Access to existing car parking on-site and within adjoining streets shall be maintained where practical.



C.1.9 Pollution Control

Table 9 documents Council’s specific guidelines relating to minimising pollution from Warrena Weir:

Table 9 - Guidelines for pollution control at Warrena Weir Recreation Reserve

Key Focus Area	Management Control
Pollution Control	Management should seek to ensure that no pollution is generated on the land and that adequate measures are taken to prevent adverse impacts from adjoining land.
Soil Erosion and Sedimentation	All activities are to ensure adequate controls to prevent soil erosion and sedimentation and are to be inspected periodically.
Nutrients	Measures shall be taken to minimise and to control nutrients entering watercourses, water bodies or groundwater.
Environmental Protection (noise control, dust, chemicals etc)	Measures shall be taken during any construction or maintenance works on the land to ensure that normal environmental protection, pollution control and health guidelines are met.
Litter	Litter in parkland spaces shall be regularly collected and removed by Council. Provision shall be made for the provision of litter bins at various locations. It is the responsibility of all users to ensure that the area and surrounds are left in a tidy manner after use.
Rubbish Dumping	Rubbish dumping is not permitted. Grass clippings or garden waste is to be disposed of in a manner that does not affect natural vegetation or encourage the spread of weeds.
Irrigation	Irrigation is to be managed on any grassed or mown areas to avoid runoff and a raised water table.
Noise	Noise from events shall be required to comply with noise pollution control requirements in accordance the Protection of the Environment Operations Act 1997 and the Protection of the Environment (Noise Control) Regulation 2017.
Drainage	Drainage works by Council are allowed on the land to which this Plan of Management applies. Any works are to comply with any environmental management guidelines adopted by Council to minimise the flow of nutrients and pollutants into watercourses.
Fertilisers and Pesticides	The use of fertilisers and pesticides may be permitted on land to which this Plan of Management applies, but only where no suitable alternatives exist, and no adverse environmental impact is likely to occur. New landscape designs are to minimise the need for pesticides. Notification of use must be given in accordance with a Pesticide Use Notification Plan.
Removal of Silt	Silt shall be removed from drains and silt traps as necessary.



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C.1.10 Trees, Vegetation and Landscape

Table 10 documents Council's specific guidelines relating to managing the landscaped features of parkland in Warrena Weir Recreation Reserve:

Table 10 - Guidelines relating to trees, vegetation and landscape management at Warrena Weir Recreation Reserve

Key Focus Area	Management Control
Trees, Vegetation and Landscape	Proper management of landscaping measures, trees and vegetation is important to provide a high degree of amenity on the land.
Trees	Trees will be maintained, as will maintenance of appropriate growing conditions involving management of soil compaction and other encroachments, in accordance with Council's Tree Management Policy.
Tree Planting and Removal	Trees may be planted, removed or replaced by Council. In replacing trees, regard will be had to endorsed plans and policies outlining preferred species. Tree planting maintenance, removal and replacement shall be in accordance with adopted standards, codes, manuals or policies.
Tree Protection	Appropriate protection such as guards and barriers shall generally be provided for all new plantings as may be required.
Landscape Design	Landscape design will be subject to approval by Council.
Weed Control	Weed control shall be by both taking preventative measures and active control measures. Prevention of weed infestation shall be by minimizing actions that disturb the ground surface and discouraging the conditions that encourage weeds. Measures shall be taken to prevent the dispersion of weeds by fill or the transport of seeds on machinery. Control measures which are acceptable include physical removal or slashing, accepted biological control techniques, bush regeneration, or chemical spraying where Council is satisfied that there will be no adverse residual effects and no adverse effect on human health will occur.
Bushfire Hazard Reduction	Where a fire hazard is identified on the land measures shall be taken to reduce the hazard.



C.1.1.11 Information, Monitoring and Research

Table 11 documents Council's approach to monitoring activities and operations being carried on at Warrena Weir Recreation Reserve as well as Council's performance in managing the parkland:

Table 11 - Guidelines for the monitoring of activities and operations at Warrena Weir Recreation Reserve

Key Focus Area	Management Control
Information monitoring and Research	Monitoring and collection of information relating to the land to which the Plan of Management applies are important to enable good management.
Education and Research	Where a demonstrated need has been identified, an educational programme shall be developed to encourage use appropriate to the purpose to all or part of the land to which this Plan of Management applies.
Monitoring	Management arrangements shall be implemented to regularly monitor the use of the land, environmental conditions and facilities.
Surveys	Surveys of visitation and/or satisfaction with the facilities may be undertaken to facilitate the management and use of the land.





COONAMBLE
SHIRE COUNCIL

11.5 NAMING OF ARTESIAN BATHING EXPERIENCE FOR MARKETING PURPOSES

Author: Manager Economic Development & Growth
Authoriser: Director Sustainable Communities and Planning
Annexures: Nil

RECOMMENDATION

That Council adopt a name for the facility from the options provided.

EXECUTIVE SUMMARY:

Marketing for the artesian bathing facility should commence shortly to begin building awareness of the brand while the facility is under construction.

A carefully considered choice based on sound marketing principles is advisable to maximise the impact of any marketing investment and to provide the best opportunity to become part of promotional initiatives alongside other Local Government Areas and to generate interest among visitors, residents and potential partners.

Finalising a name at this point will allow staff to begin promotional activities.

BACKGROUND

The following is included in the Draft Marketing Plan component of the Business Operations Plan for the facility provided by Jenny Rand & Associates:

With the majority of travellers researching trips on-line, the use of key words in the facility name will maximise visibility. Most travellers search by locality name and by the type of activity they are seeking. The name serves as the first point of connection with visitors and impacts on marketing success.

For example, the name 'Lightning Ridge Hot Artesian Pool' incorporates the location, and the type and temperature of the water. In contrast 'The Great Artesian Spa' in Mitchell provides no location identifier. Travellers refer to the Spa as the hot and/ or artesian pools in Mitchell.

The keywords that need to be included in the facility name are 'Coonamble' (as the locality identifier) and 'Artesian'.

In North West NSW, the hot pools are linked and marketed under the 'Great Artesian Drive'. Of the eight public hot pools, seven now contain the word 'artesian', with 'artesian' added to the original names of the Lightning Ridge, Burren Junction and Pilliga bore baths. In positioning Coonamble as the southern gateway to the Great Artesian Drive, it will be crucial that 'artesian' is included in the name. Artesian waters are also recognised as being mineral-rich and having healing powers.

In Queensland the pools are marketed as the 'Wellness Way' with the tag-line being 'Outback Queensland's Hot Springs Trail'.

The name also needs to accurately portray the experience provided, so that visitors are not misled. Words like 'spa', 'sanctuary', 'retreat', 'oasis' can

create expectations of a high-end wellness experience with a variety of facilities and services, in a landscaped, attractive setting. 'Thermal' and 'hot' are good identifiers, however if the water at Coonamble is not heated, then the words will be mis-leading. 'Springs' sounds as though the water is rising naturally as occurs with the geo-thermal springs in other destinations.

REPORT:

A number of terms and combinations have been considered with the short-listed options developed in consultation with Jenny Rand and Coonamble Shire Council tourism staff.

Names need to be sufficiently differentiated from others in the region which include:

- Walgett Artesian Pool
- Pilliga Hot Artesian Bore Bath
- Goodooga Great Artesian Baths
- Lightning Ridge Hot Artesian Pool
- Collarenebri Artesian Hot Spring
- Burren Junction Artesian Bore Baths
- Boomi Artesian Pool
- Mungindi Hot Pool
- Moree Artesian Aquatic Centre
- Gwydir Thermal Pools; Moree Hot Springs Resort; Moree Artesian Spa Motel; Phoenix Artesian Spa Resort Moree;

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Recreation and Sport
Our Economy	Cultivating Our Wealth
Our Assets	Our Assets
Our Country	Sustainable Care for Country
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive

Governance	N/A
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Financial Resource Implications:

Selecting a name that aligns with existing co-operative marketing trails will enable Council to participate in shared advertising.

Policy / Legal and Statutory Implications:

Ensuring a slightly different naming will avoid confusion and potential trademark questions.

Risk Management – Business Risk/Work Health and Safety / Public:

Not applicable.

Options:

1. Coonamble Artesian Soak – modern and commonly used for hot spring experiences
2. Coonamble's Great Artesian Soak – the word 'great' has double meaning, hinting at quality experience and reminding people of the water source.
3. Coonamble Artesian Waters – simple and elegant
4. Coonamble Artesian Mineral Pool [CAMP] – straightforward, with added benefit of an engaging acronym that hints at the RV/camping available.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

11.6 CONNECTING WITH TAFE IN COONAMBLE SHIRE

Author: Manager Economic Development & Growth

Authoriser: Director Sustainable Communities and Planning

Annexures: 1. TAFE Connects with Coonamble, EDG Workshop Notes, 6.8.26 [↓](#)

RECOMMENDATION

That the General Manager be authorised to write to the Minister for Skills, TAFE and Tertiary Education on behalf of the Mayor regarding:

- 1. Council's concerns around TAFE NSW services to the community**
- 2. Suggested solutions for reactivating the local campus as a hub for lifelong local learning and skill development.**

EXECUTIVE SUMMARY:

This report and recommendation invites Council to take a proactive role in advocating for improvements to courses and other training opportunities delivered locally through the Coonamble TAFE Campus.

The Campus is seen as a valuable and currently under-utilised asset in the community which could be reactivated to take a primary role as the focal point for the delivery of TAFE courses, along with government-sponsored and private sector training.

A new collaborative and flexible approach is needed to meet the diverse needs of potential students, local industry and employers.

The General Manager would take local concerns and suggested solutions to the Minister responsible for TAFE NSW, currently the Hon. Steve Whan MP, Minister for Skills, TAFE and Tertiary Education.

BACKGROUND

Training and workforce development is a critical component of local economic prosperity. Despite relatively low general unemployment rates (4.3% at March 2026 quarter, just above state average of 4.1%), the Coonamble district currently suffers from significant skill gaps within the existing workforce.

Youth unemployment (18-24 years) also remains unacceptably high at 19.9%, much higher than the 10.1% NSW average. Similarly, Indigenous unemployment in Coonamble shire is 14.5%, substantially higher than the NSW rate of 9.8%.

While advertised vacancies are relatively low on a per capita basis, the actual situation is more complex due to persistent and severe staffing shortages in some sectors (e.g. health and local government) and an increasing reliance in other sectors on word-of-mouth referrals, temporary visa holders (such as backpackers) and sponsored overseas workers (e.g. agribusiness).

Local businesses report difficulties in contacting and working with TAFE to:

1. Initiate training for staff, and
2. Hiring classrooms for training offered by other providers.

Council representatives recently accepted an invitation to participate in a TAFE Connects with Coonamble workshop hosted by the TAFE Engagement Partnerships and Growth team at Coonamble TAFE Campus on 6 August 2026. **[See attached notes]**

REPORT:

Council staff are seeking opportunities to strategically tackle both internal workforce attraction/retention and skill development challenges, as well as the wider workforce gaps and shortages currently confronting local industry and hampering economic activity and growth.

Working to improve relationships with and local outcomes from TAFE NSW is just one component of a multi-pronged approach.

It is proposed to take locally identified issues to the NSW Minister responsible in hopes of achieving increased flexibility in existing systems and processes to enable better utilisation of both the physical campus and improved responsiveness in the delivery of TAFE training opportunities within the Coonamble LGA.

The proposed approach is through community-focused partnerships involving multiple agencies and including the private sector to improve local training and skill development.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Cultivating Our Wealth
Our Assets	N/A
Our Country	N/A
Our Leadership	Stepping up to Help

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive
Governance	N/A

Financial Resource Implications:

Not applicable.

Policy / Legal and Statutory Implications:

Not applicable

Risk Management – Business Risk/Work Health and Safety / Public:

Not applicable.

Options:

1. The General Manager is authorised to correspond and potentially meet with the NSW Minister responsible for TAFE.
2. The General Manager is not authorised to correspond or meet with the NSW Minister for TAFE.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

TAFE Connects with Coonamble

Workshop held 6 August 2026 @ Coonamble TAFE Campus

Notes from EDG

Background:

Council staff, local employers and businesses were invited to share their perspective and help influence what comes next for the Coonamble community.

It was framed as an open conversation about what is working—and what is not—when it comes to skills, training, and services in our community.

The workshop was billed as an opportunity to help shape how TAFE NSW supports local people and businesses, ensuring TAFE services and offerings better reflect local community needs.

1. **Robust discussions:** We will engage in targeted discussions to identify community needs, challenges and opportunities.
2. **Collaboration and Contribution:** We will work together to develop a clear picture of localised needs and explore impactful opportunities for change.
3. **Closing the loop:** Following the workshop, we will share a summary of key outcomes and insights and remain connected through ongoing consultation.

The workshop was facilitated by members of TAFE's Community Engagement Team including:

- Bianca Williams, Manager, Community Engagement - Central / Far West
- Veronica Keating, Associate Director, Engagement Partnerships & Growth, Central/Far West
- Michelle Weiss, Director, Engagement Partnerships & Growth

Local attendees were Greg Hill (CSC GM), Janelle Whitehead (CSC, Manager Waste Services & Employment Initiatives), Lee O'Connor (CSC, Manager Economic Development & Tourism), Laura Dent (Coonamble/Gular/Gilgandra MPS, Health Services Manager), Mim McKeown (Communications & Engagement, Outback Arts).

Issues raised regarding TAFE:

- Poor contactability – centralised contact point often doesn't result in any direct contact.
- Low visibility – TAFE does not advertise local courses locally. Campus Manager is not tasked with liaising directly with groups in the community.

- Low number of local course offerings –
- Campus spaces are not readily available or affordable to hire for other training
- No agriculture-related courses offered locally in a district where more than 30% of people are employed in agriculture.
- Centralised and online delivery of courses create extra barriers for local people to participate in training. Travel to other communities puts a financial burden on families and young people.

Update on TAFE:

- Based on statewide consultation in 2024 TAFE has moved to a ‘faculty model’ rather than a ‘place-based’ model. Faculties plan course delivery with an 18-month lead time.
- Each faculty works out where to direct their energy using ‘evidence-based decisionmaking’. Some are ‘hub’ model (eg. nursing); virtual; MTUs? Eg hair and beauty. Also moving more to a hybrid model.
- TAFE teachers need to have current industry experience.
- A recent tour of remote towns by Chloe Reid, new TAFE Managing Director – need to re-think minimum thresholds for student numbers to run courses.
- Kylie Astill is Coonamble TAFE Services Co-ordinator. What runs in Coonamble is outside Kylie’s control. There is no local contact number or email for Kylie or the campus. All contact is via 13 no. or online.
- EPG team members are not based locally but are available to engage with businesses to identify courses to run locally.
- Campus spaces are available to book or for short term lease. Hire fees are standard across the state. Feedback has been that they are not very affordable/realistic for country communities.
- TAFE has done MOUs with individual Country Universities with TAFE campus as hub.

Suggestions for improvement of TAFE performance in Coonamble:

- TAFE should aim to be an active partner with council, businesses and other organisations on the ground.
- TAFE campus could become a lifelong learning hub – VET courses, SBATs, micro credentials, available for non-TAFE workshops and courses, university hub, University of the 3rd Age.
- TAFE staff should liaise actively with business and other employers to identify skill gaps/training needs and respond in a timely way to deliver what is needed.
- There needs to be a clear way to contact locally-based TAFE staff for space bookings, course enquiries without going through centralised call centre.
- TAFE courses being offered locally need to be advertised locally across all available channels eg. community radio, newspaper, local social media. Not just on TAFE website.

Current training needs:

- Council needs: waste operations, rangers, asbestos, confined spaces, plumbing, civil construction.

- Initial survey of private business needs: plant operations, OHS/safe work, Livestock handling, admin/customer service, child care, First Aid, ag micro credentials (fencing, safe quad bike operations, sheep shearing, chemical handling, safe tractor operations, chainsaws, livestock handling); nursing (AIN, EN); refrigeration mechanics; diesel mechanics; plumbing; HR skills for employers; WHA; work at heights; basic mechanical/welding; painting; basic admin and secretarial skills; preparation for work (reliability, presentation, respectful relationships); safe food handling; RSA/RSG; security;
- Identified by attendees: nursing (AIN, EN); sound & lighting; photography & videography; [plus above] [TAFE to provide info from workshop]

Local Programs & Updates (shown on screen)

Local Programs & Updates

Coonamble

Training & Program Delivery Update

Current Program Activity

***TVET Construction** program continuing to support school students exploring construction career pathways.

***SEE Skills for Community Services** delivering foundation skills and employment-focused learning opportunities.

***Mining and Pathways** course commencing soon, providing participants with greater awareness of local career opportunities and entry pathways into the mining sector.

***Barista Training** currently being delivered to support employability skills and hospitality career pathways.

*Students are attending **fortnightly ESO support sessions**, helping to strengthen engagement, retention and learner success.

*Ongoing support and pathway development occurring within **Early Childhood Education and Care**.

Other Opportunities

Working towards the delivery of:

***Civil Construction** training programs aligned to local workforce demand.

*Commercial course expansion for **Barista Training** opportunities.

*Inclusion of industry-relevant short courses, including:

- * RSA (Responsible Service of Alcohol)
- * RCG (Responsible Conduct of Gambling)

11.7 REPORT ON PROPOSED RELOCATION OF HISTORIC HORSE TROUGH AND REPLICA MAIL COACH

Author: Manager Economic Development & Growth

Authoriser: Director Sustainable Communities and Planning

Annexures: Nil

RECOMMENDATION**That Council:**

- 1. Not proceed with the relocation of the Old Horse Trough from the roundabout at the intersection of Castlereagh and Tooloon Streets, Coonamble.**
- 2. Agree to an interpretive panel being installed in an appropriate location at the Tooloon/Castlereagh Street intersection to enhance the appreciation of the Old Horse Trough and its contribution to the current tourism offering.**
- 3. Undertake further investigation before making a final decision on the relocation of the replica Royal Mail Carriage from the Coonamble Museum to an area adjacent to the Visitor Information Centre in Smith Park.**

EXECUTIVE SUMMARY:

This report responds to the Notice of Motion presented to the May 2026 meeting seeking Council's consideration to:

1. Relocate the Old Horse Trough from its current position within the roundabout at the intersection of Castlereagh and Tooloon Streets to a more central and accessible location within the main street precinct.
2. Relocate the replica Cobb & Co carriage from the Coonamble Museum to Smith Park, adjacent to the Visitor Information Centre, to improve public visibility and accessibility.

As requested, initial investigations have been conducted to inform:

- The preferred location of both assets
- Costs of relocation
- Costs of suitable protection of the assets; and
- Perceived risks with relocation (outlined below).

It is not recommended to relocate the Historic Horse Trough to ensure the asset is stabilised and highlighted in its current location.

It is not recommended to relocate the Replica Coach. Further analysis of costs and benefits should be completed before any further consideration is given to this proposal.

BACKGROUND

Historic Horse Trough

Initial research reveals the Historic Horse Trough was originally located at the current site (corner of Tooloon and Castlereagh Streets) having been built 'in the early 1900s'. It is not clear how long it stood on that site. It was not until around 2000 that it was relocated to the Coonamble Showgrounds. Community members petitioned council to have it returned to the main street and it was subsequently returned by Council to the roundabout at the intersection of Castlereagh and Tooloon Streets in 2016.

Replica 'Royal Mail' Coach (referred to in the Notice of Motion as Cobb & Co Coach)

Initial investigations indicate that the coach was constructed for council in recent decades however not much more is known at this time. It is currently housed within a locked shed (3 sides colorbond, 1 side mesh) at the Coonamble Museum.

REPORT:

1. Historic Horse Trough

Preferred location: The trough is currently installed at or close to its original location. For tourism and heritage assets this adds context and value to the understanding and appreciation of its unique place in local history. It is also a potential tourism asset that (if promoted and interpreted) can help draw visitors down the length of the main street.

Community members actively lobbied to have the trough returned to this site and the trough is currently part of the Heritage Walk/Trail promoted by Council's tourism office.

It is not considered necessary or desirable for the public to be in close proximity to the trough due to risks to both the public and the object. A preferred alternative is an interpretive panel on a nearby footpath which may include close-up and historic images of the trough as well as its history.

Moving the trough to the Highway intersection would create several potential new issues including:

- Lack of cohesion with other nearby heritage and tourism items e.g. Brigidine nun sculptures, historic buildings.
- Safety for pedestrians and protection for the trough itself.

2. Replica 'Royal Mail' Coach

Preferred location: At the time of the Notice of Motion the Coonamble Museum precinct was closed to the public and the coach was inaccessible for viewing. Council now has a clear and achievable pathway to re-opening the Museum and surrounds.

The Museum grounds offer greater security due to perimeter fence, however, the location and aesthetic appeal of the coach shed in the centre of the museum grounds is not considered to be compatible with the existing historic museum and stable buildings.

The grounds would benefit from having the coach shed relocated either within museum grounds or to a separate site.

Not enough is yet known about the reasons for the purchase of the coach and council's previous decision to locate it in the Museum grounds.

Even in its current location the coach lacks interpretation – what is its story? Why is it branded Royal Mail? Why is it important to Coonamble? What makes it unique and marketable as a tourism asset? Further investigation is required to answer these questions, understand its story and determine whether the coach should be a priority tourism asset and what level of investment is appropriate for its display.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Celebrating Culture
Our Economy	Cultivating Our Wealth
Our Assets	Our Assets
Our Country	N/A
Our Leadership	Our Integrity

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive
Governance	Positive

Financial Resource Implications:

1. Historic horse trough:

Cost to relocate: Relocation is technically possible but would require extreme care due to the age, heritage value and unknown elements of its construction (e.g. condition, reinforcement, internal voids, centre of gravity, actual weight).

Required staffing could include:

- Crane operator
- Life supervisor
- Dogger
- Loader driver
- Escort vehicle

- Traffic controllers
- Site supervisor/WHS overseer
- Civil works for site preparation and installation.

Traffic management for the relocation would require at least two temporary public road closures. Given that the proposed site is the town's main highway intersection, additional approval and safety requirements are also likely to impact cost.

To minimise disruption to traffic and business, the move would need to be scheduled for weekend or after hours, significantly increasing labour costs.

Cost to ensure safety and security:

At the intersection site the trough would require barriers to prevent potential vehicle collision and barriers to prevent climbing/falls/vandalism by pedestrians. These barriers/fencing would further add to the cost.

A new hardstand would be required and would need to consider in-ground services at the site such as water mains and electricity.

Figure 1: Initial estimate of costs provided by Infrastructure staff.

Cost element	Preliminary allowance
Archival/heritage assessment and pre-move condition survey	\$6,000–\$14,000
Measured survey, services, geotechnical, non-destructive scanning and independent road safety/sight-distance audit	\$12,000–\$28,000
Structural engineering, temporary support/lift frame and foundation design	\$10,000–\$22,000
Planning/heritage/TfNSW-Council road approvals, TGS/TMP and notifications I doubt that heritage or planning approval is required.	\$6,000–\$15,000
Existing-site exposure, service isolation and release from foundation	\$8,000–\$20,000
Mobile crane, mats, operator and regional/weekend mobilisation	\$16,000–\$35,000
Dogging, rigging, lift supervision and specialist lifting gear/frame	\$7,000–\$16,000
Low loader, engineered transport support and escort for ≈600 m move	\$5,000–\$12,000
Traffic control crews, vehicles, signs and weekend road occupation	\$9,000–\$22,000
New engineered footing, concrete, curing protection and final setting	\$14,000–\$30,000
Diplomat-style 2.1 m security enclosure and maintenance gate allowance	\$18,000–\$35,000
Conservation repairs, finishes and interpretation allowance	\$8,000–\$20,000
Reinstatement of both landscapes/paths and minor services	\$7,000–\$16,000
Council project management, consultation, WHS coordination and contingency	\$22,000–\$45,000
Recommended preliminary project allowance (rounded)	\$150,000–\$335,000

2. Replica Royal Mail Coach

Cost to relocate:

Transporting the coach will require loading onto a tabletop truck capable of carrying the coach which is 2.15m wide and 4m long.

Further research and interpretation would be required, including installation of physical display boards/plinth telling the story of the coach and the connection with the district's history.

Costs to ensure safety and security:

The coach would need to be stored indoors. The new site would require a concrete slab and a shed enclosed on at least two (2) sides. The indicative footprint for a rectangular pavilion would be 8m x 6m, providing approx. 1.9m - 2 m clearance around each side.

Depending on materials used for the frame, roofing and walls, a basic pavilion structure could cost from \$75,000 to \$125,000 including site preparation, survey/Geotech, engineering and approvals.

Heavy duty doors, hinges, latches, locks and potential CCTV camera/s could also be required. If fully enclosed with transparent polycarbonate sheeting and with wall treatment to ensure the building is complementary to the existing Visitor Information and Exhibition Centre building, construction costs could increase to \$220,000. A contingency of at least \$10,000 would be needed and power connection and lighting would also be required costing upwards of \$6000.

An access pathway from VIEC building 1.8m – 2m wide, is estimated to cost up to \$15,000.

Figure 2: Initial estimate of costs provided by Infrastructure staff.

Cost element	Prelim est.
Transportation approx.	\$2000
Basic: Site works, slab plus basic shed (e.g. 2 x colorbond walls, 2 x black matt heavy duty mesh)	\$75,000
Fully enclosed:	\$120,000+
Lighting, security, interpretation	\$12,000
Approvals, contingency @ 10%	

Policy / Legal and Statutory Implications:

1. Horse trough – Transport for NSW approval will be required for intersection site.
2. Replica Mail Coach – No implications apart from alignment with Council heritage and tourism strategies.

Risk Management – Business Risk/Work Health and Safety / Public:

1. Historic horse trough:

Perceived primary risks of relocation include:

- Potential damage to the trough due to brittle historic fabric/unknown construction
- Site visibility – obstructed sight lines for vehicles/pedestrians at intersection
- Loss of heritage value and reduced appeal to tourists by being taken out of context
- Potential damage to the trough from vandalism
- Ongoing WHS burden/safety risks if trough accessible for climbing

- Reputational damage to council for relocating only 10 years after it was relocated, without community consultation, and without reference to CBD, tourism or heritage plans.
- Cost escalation if commitment is made without full investigation and firm costings.

2. Replica Royal Mail Coach:

Identified risks of relocation include:

- Increased risk of vandalism at Smith Park site. No perimeter fence increases risk of shed being broken into.
- Risk of creating areas of low visibility (behind shed) for antisocial behaviour
- Underestimate of costs
- Financial investment in displaying an object without fully understanding its heritage value e.g. uniqueness, connection/contribution to local history e.g. Do neighbouring shires have similar items on display? i.e. how valuable is it as a tourism attraction? How does the investment correlate with the item's importance to the district?

Options:

1. Relocate the historic horse trough to the proposed site; allocate budget and arrange relevant approvals, suitable transportation, site preparation, interpretation and security/safety measures.
2. Retain the trough in its current location, ensure a stable base and arrange a design, manufacture and install an appropriate interpretive panel within existing tourism budget.
3. Retain the trough in its current location and take no further action.
4. Relocate the replica Royal Mail Coach to Smith Park; allocate budget, arrange suitable transportation, and design and deliver site preparation, weather protection and security, access path, lighting, and interpretation.
5. Retain replica Royal Mail Coach in its current location until further investigation can be undertaken.

Council Seal Required:

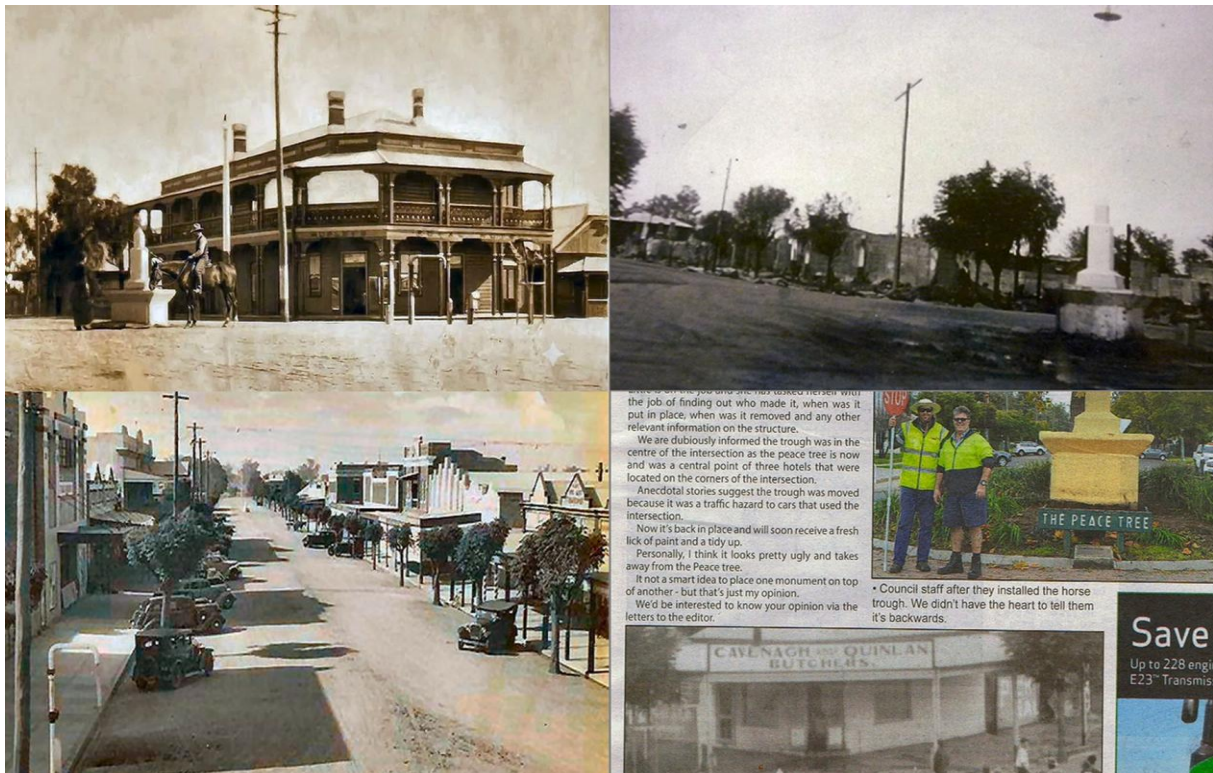
No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

1. Historic horse trough:



ABOVE: Historic images showing original site of trough and occasion of its return to the current site.



2. Replica Mail Coach

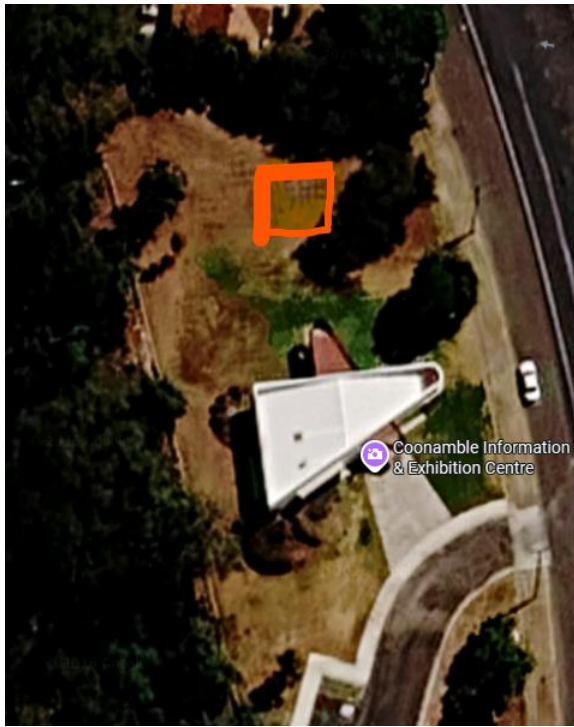


ABOVE: Replica Royal Mail Coach in its current location at Museum.

BELOW: Proposed new site north of VIEC.

View 1: looking north [top left]

View 2: looking west from Castlereagh Hwy [bottom left]



11.8 DRAFT DISABILITY INCLUSION ACTION PLAN

Author: Director Sustainable Communities and Planning

Authoriser: General Manager

Annexures:

1. DIAP consultation [↓](#)
2. Draft DIAP [↓](#)
3. Key DIAP messages [↓](#)

RECOMMENDATION**That Council:**

1. **Endorses the Draft Disability Inclusion Action Plan 2026-2030 (Attachment 1) for public exhibition for a period of 28 days.**
2. **Invites submissions from the community and key stakeholders during the exhibition period.**
3. **Receives a further report following the exhibition period detailing any submissions received and recommending adoption of the final Disability Inclusion Action Plan 2026-2030.**

EXECUTIVE SUMMARY:

The Disability Inclusion Act 2014 (NSW) requires all NSW local councils to prepare and implement a Disability Inclusion Action Plan (DIAP). The current Disability Inclusion Action Plan is overdue for review and replacement.

The Coonamble Shire Council Draft Disability Inclusion Action Plan 2026-2030 has been developed following community consultation with people with disability, carers, service providers, disability advocates, community organisations, and Council staff. The draft plan outlines Council's commitment to improving access, inclusion and participation for people with disability across all aspects of community life.

The purpose of this report is to seek Council's endorsement to place the Draft Disability Inclusion Action Plan 2026-2030 on public exhibition prior to consideration of the final plan for adoption.

BACKGROUND

Under the Disability Inclusion Act 2014 (NSW), public authorities, including local councils, are required to develop Disability Inclusion Action Plans setting out measures to support people with disability to access services, participate in community life and contribute to decision-making.

The NSW Disability Inclusion Plan identifies four focus areas that must be addressed within local Disability Inclusion Action Plans:

- Developing positive community attitudes and behaviours.
- Creating liveable communities.
- Supporting access to meaningful employment.

- Improving access to mainstream services through better systems and processes.

Council's existing Disability Inclusion Action Plan 2017- 2021 is overdue for renewal. A review of actions undertaken against the previous plan, demographic trends, and emerging community needs has informed the development of the Draft Disability Inclusion Action Plan 2026-2030. Actions contained in the draft plan are more specific than the previous plan and will guide disability inclusion initiatives across the organisation and community.

REPORT:

Discussion

The Draft Disability Inclusion Action Plan 2026-2030 establishes Council's strategic framework for disability inclusion over the next four years.

The plan has been informed through:

- Advise from disability advocacy organisations.
- Community consultation activities.
- Engagement with people with disability and carers.
- Feedback from community organisations and service providers.
- Internal feedback from Council staff across several departments.
- Desktop review of demographic trends.
- Review of Council policies, strategies and service delivery practices.
- Alignment with relevant State and Federal legislation and policy frameworks.

The draft plan identifies a series of actions across the four mandatory focus areas established under the Disability Inclusion Act 2014 (NSW).

Key outcomes include:

Positive Community Attitudes and Behaviours

- Building awareness of disability inclusion
- Supporting community participation and leadership opportunities.
- Promoting accessible and inclusive events and programs.

Liveable Communities

- Improving accessibility of community facilities and public spaces.
- Supporting universal design principles.
- Enhancing accessibility within transport and infrastructure planning.

Meaningful Employment

- Promoting inclusive recruitment and workplace practices.
- Increasing employment opportunities for people with disability.
- Supporting staff capability and disability confidence.

Systems and Processes

- Improving accessibility of Council information and communications.
- Enhancing customer service accessibility.
- Embedding inclusion considerations into Council planning and decision-making processes.

The public exhibition process will provide the wider community and stakeholders with an opportunity to review the draft plan and provide feedback before the final document is presented to Council for adoption.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Building our Social Capital
Our Assets	Our Assets
Our Country	N/A
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	Positive
Economic	Positive
Governance	Positive

Financial Resource Implications:

Implementation of the Disability Inclusion Action Plan will be undertaken through a combination of existing operational budgets, future budget allocations and external funding opportunities where available. Note that community-identified actions that would require additional external funding have been labelled 'aspirational'.

The public exhibition process can be undertaken within existing budget allocations.

Policy / Legal and Statutory Implications:

The Draft Disability Inclusion Action Plan supports Council's compliance with:

- Disability Inclusion Act 2014 (NSW).
- Local Government Act 1993 (NSW).
- Anti-Discrimination Act 1977 (NSW).
- Disability Discrimination Act 1992 (Commonwealth).
- United Nations Convention on the Rights of Persons with Disabilities.

Risk Management – Business Risk/Work Health and Safety / Public:

Failure to maintain a current Disability Inclusion Action Plan may result in:

- Non-compliance with legislative requirements.
- Reduced access and inclusion outcomes for people with disability.
- Reputational risk to Council.
- Missed opportunities to improve service delivery and community participation.

Exhibiting the draft plan provides an opportunity to validate proposed actions and ensure community expectations are reflected in the final document.

Options:**Option 1 (Recommended)**

Endorse the Draft Disability Inclusion Action Plan 2026-2030 for public exhibition and receive a further report following the exhibition period.

Advantages

- Meets legislative requirements.
- Provides opportunity for community feedback.
- Supports transparent decision-making.
- Ensures the final plan reflects community needs.

Option 2

Adopt the Draft Disability Inclusion Action Plan without public exhibition.

Advantages

- Expedites adoption of the plan.

Disadvantages

- Limits community input.
- Does not demonstrate best practice engagement.
- May reduce community ownership of the final plan.

CONCLUSION

The Draft Disability Inclusion Action Plan 2026-2030 provides Council with a strategic framework to advance disability inclusion across its services, facilities, programs and

workforce. Public exhibition of the draft plan will ensure the community and stakeholders have an opportunity to provide feedback prior to final adoption.

Council endorsement of the draft plan for exhibition is therefore recommended.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

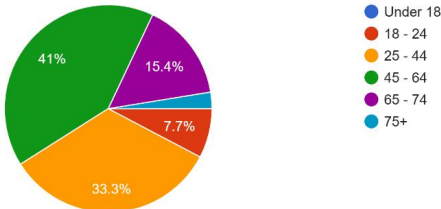
External Exhibition: Yes

ADDENDUM A- CONSULTATION FEEDBACK

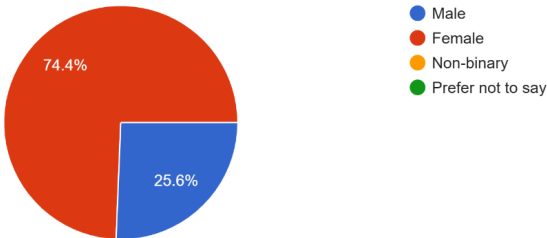
1. CSC DIAP 2026 ORIGINAL SURVEY- collated responses

(39 respondents)

1. What is your age group?
39 responses

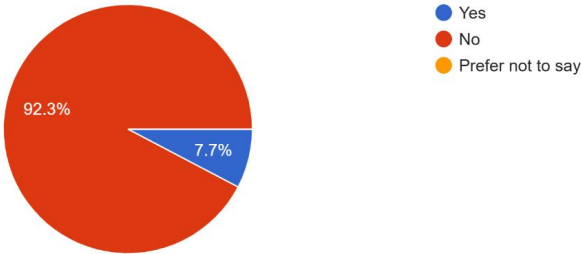


2. How would you describe your gender?
39 responses

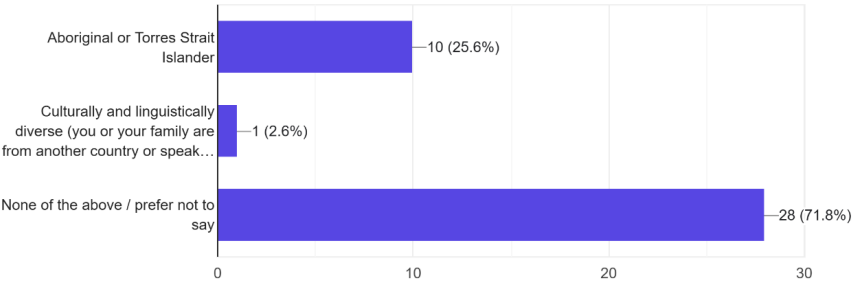


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3. Do you belong to the LGBTIQA+ community?
39 responses

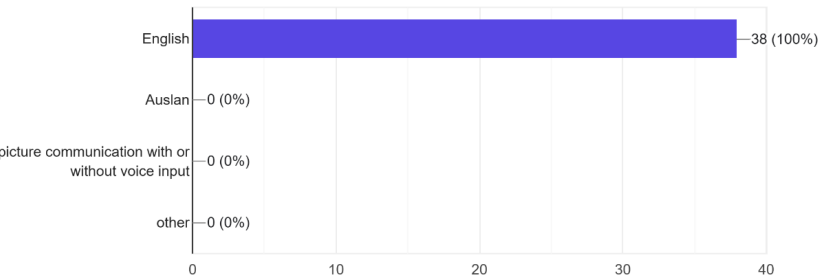


4. Are you
39 responses



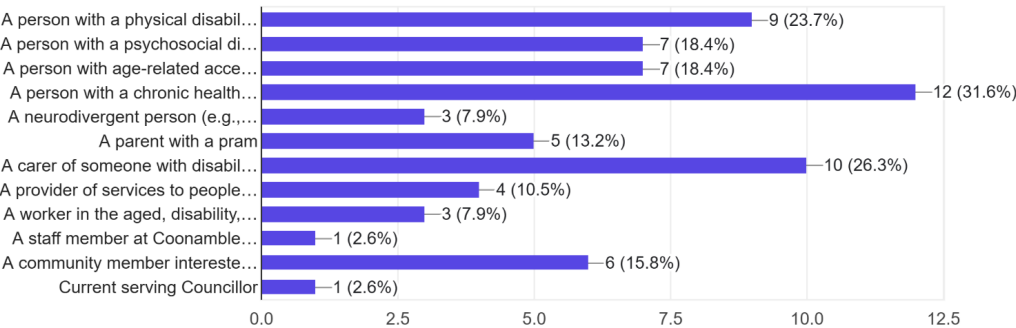
5. How do you communicate at home?

38 responses



6. Do you identify as any of the following? (Select all that apply)

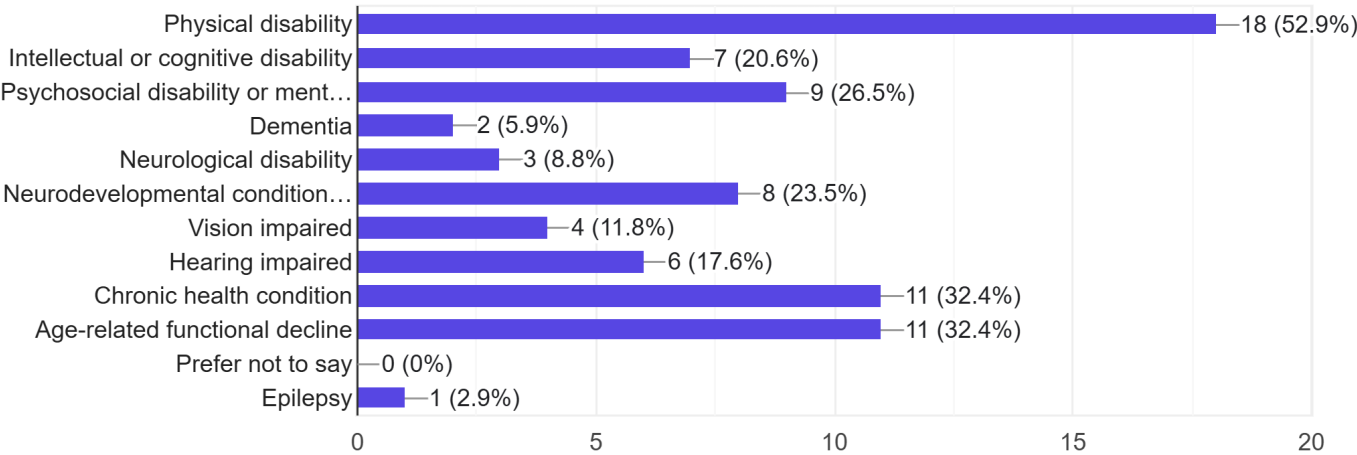
38 responses



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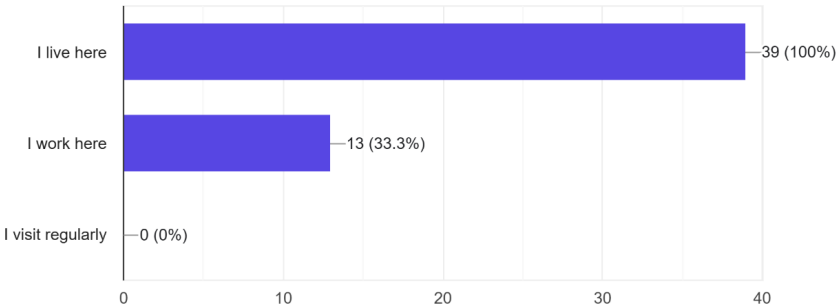
7. What type of disability or condition do you, or the person you care for, have? (please select all that apply)

34 responses



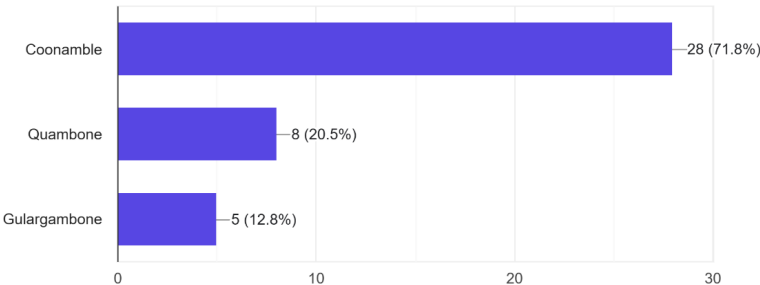
8. What is your connection to the Coonamble region?

39 responses



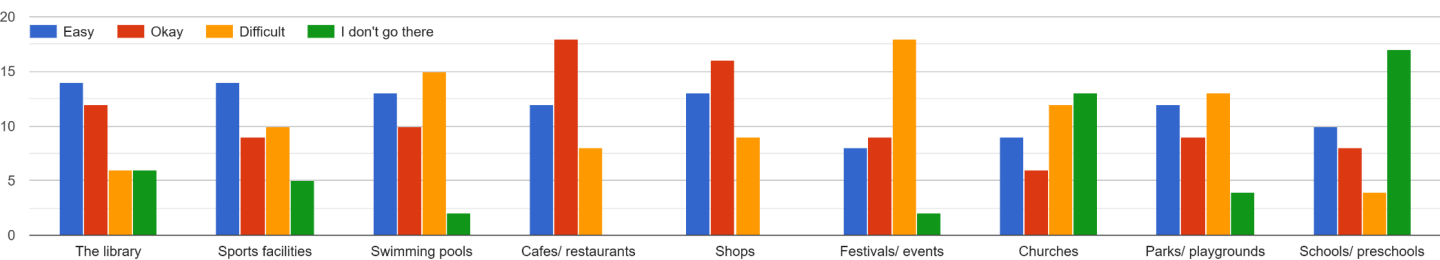
9. If you live in the Coonamble region, which town do you live in or closest to?

39 responses

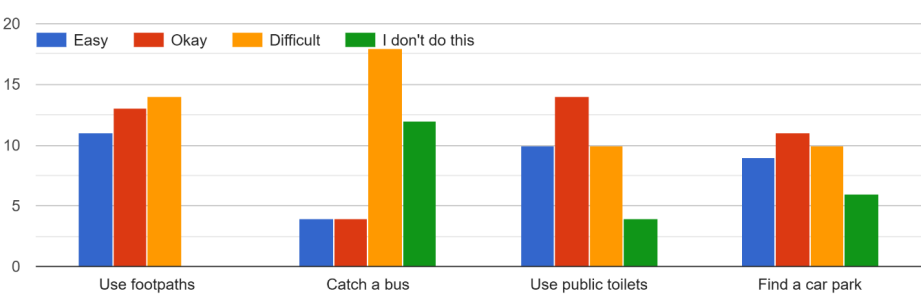


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10. How easy is it for you to go to

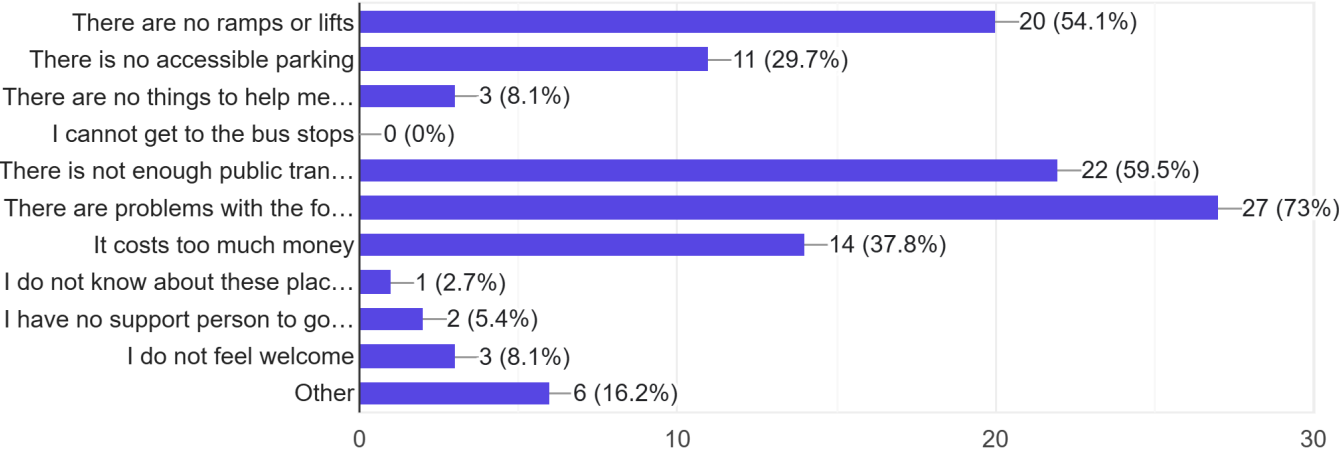


11. How easy is it for you to

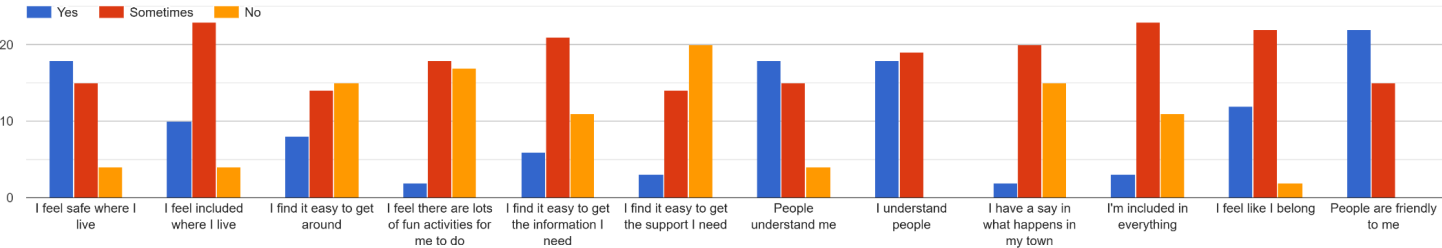


12. Tell us what makes it hard to go to places in your community? (tick all that apply)

37 responses

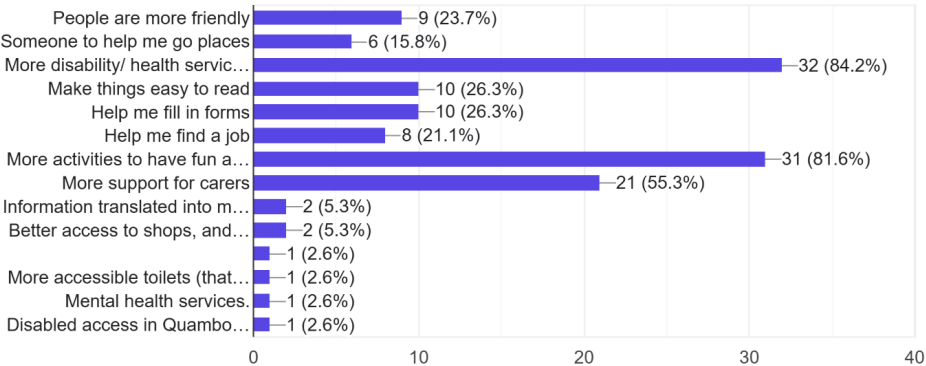


13. Tell us how you feel about living in the Coonamble Shire



14. What would you like to see more of? (tick all that apply)

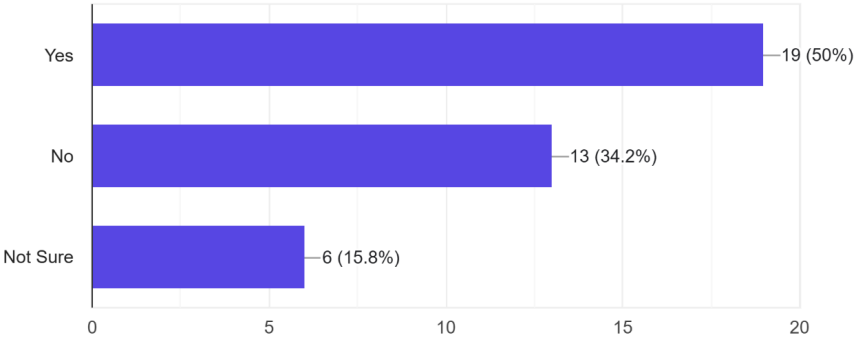
38 responses



Coonamble Shire Council 2026 DIAP Consultation

15. Have you ever felt discriminated against, or left out?

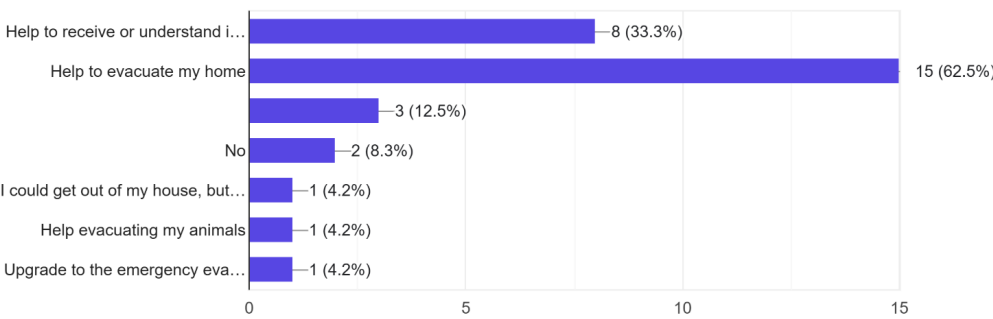
38 responses



If you answered yes to question 15, why were you left out? (16 responses)

- As a parent in a wheelchair, I am unable to participate in many activities like going to the park as it's not wheelchair accessible, many shops like the chemist I cannot get in due to the steps, the IGA isn't very safe to get out of a car as there is no designated disabled parking.
- I feel misunderstood because of my mental health struggles. I feel included and at my best when I have a job and have support, but it's hard to get both of those things here.
- People don't understand enough about autism so it's hard to take my son some places. They think he's just being naughty.
- Sometimes I can't hear what people are saying.
- I wasn't considered for a job I think I would have been good at. I would have liked the chance to talk to someone about the adjustments I might need.
- Council is reluctant to hire someone with a disability.
- Not intentionally left out, but it's getting harder for me to see, hear and move about independently, so it's not easy to join in.
- Haven't been able to get my husband into some shops and also some friends' houses. Thank goodness we can go to the bowling club.
- When I haven't been able to get inside the café to meet my friend. Some people lifted my chair to get me in and out, and I thanked them, but really, I felt humiliated.
- Left out. If we had a disability friendly playground and pool my daughter would be able to join in.
- Because I can't even get in the building so many places.
- There are no sports for people with disability. Sports are competitive inclusion is not very good
- Due to mobility restrictions, it is difficult to access all shops and buildings.
- I don't have much opportunity to socialise or to relax around my work and my caring duties.
- Often discriminated against as a Female working in a male-dominated environment.

16. In an emergency or natural disaster, is there any additional support you would need to stay safe? (Tick all that apply)
24 responses



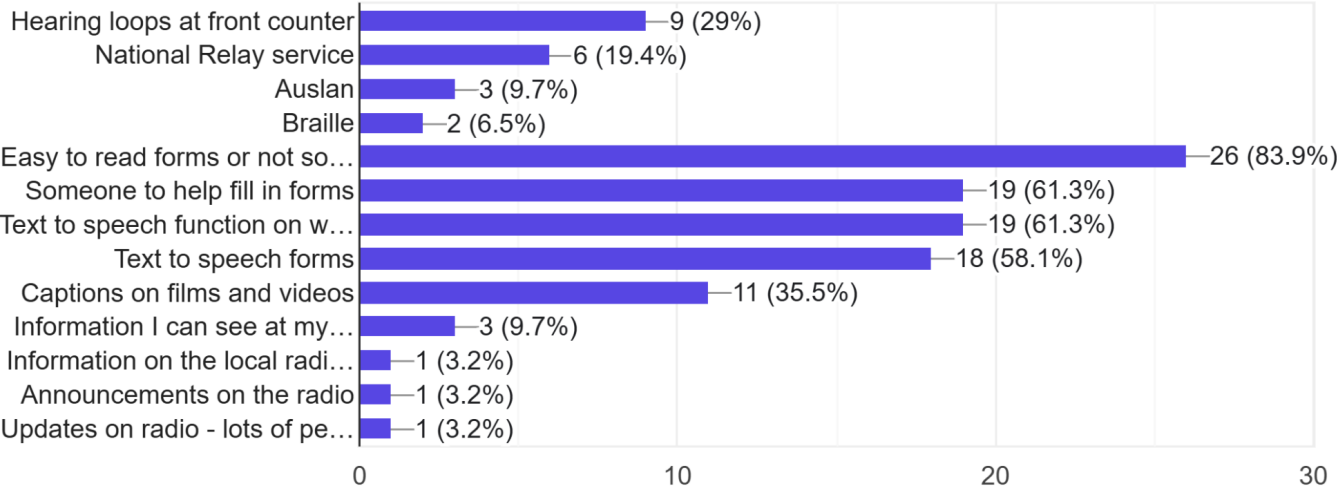
If you answered Other to question 16, what other support might you need? (6 responses)

- A quiet space for my son to evacuate to so I can keep him calm. And a lift because I don't have a car at the moment.
- Transport.
- Hopefully the place I evacuate to is accessible!
- Help with my animals
- I care for someone with early-stage dementia, and she gets very dysregulated and upset in unfamiliar situations. It would be good to have a quiet room to keep her calm. Or to go to a friend's house she knows.
- Upgrade to the emergency evacuation point in Quambone (which is the War Memorial Hall) to be an all-weather structure (the hall needs to be externally clad with Colorbond) & have an emergency power supply installed for the safety of the Quambone Village & surrounding areas.

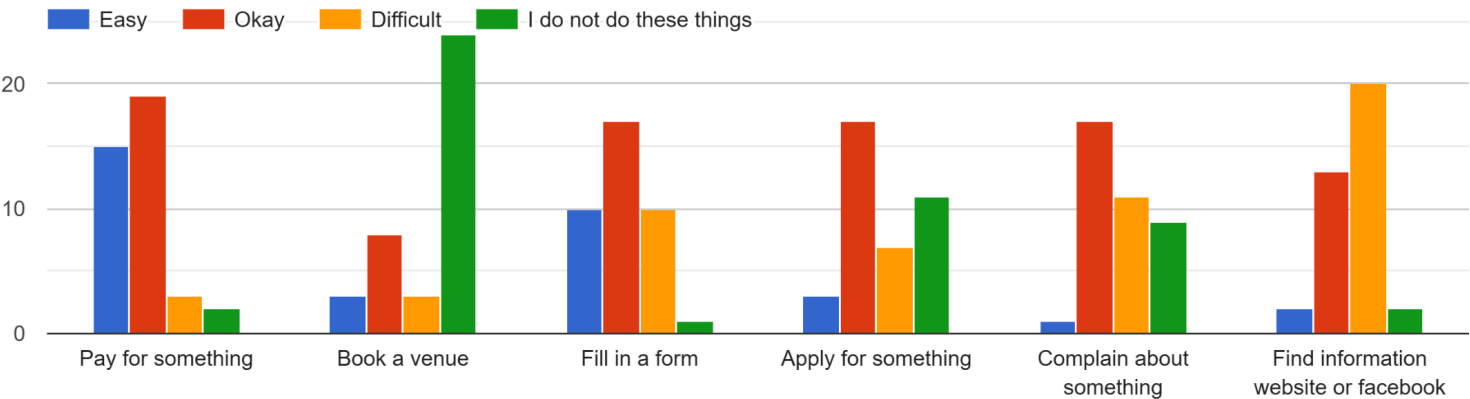
Coonamble Shire Council 2026 DIAP Consultation

17. What could Council do to make information easier to understand? (Tick all that apply)

31 responses

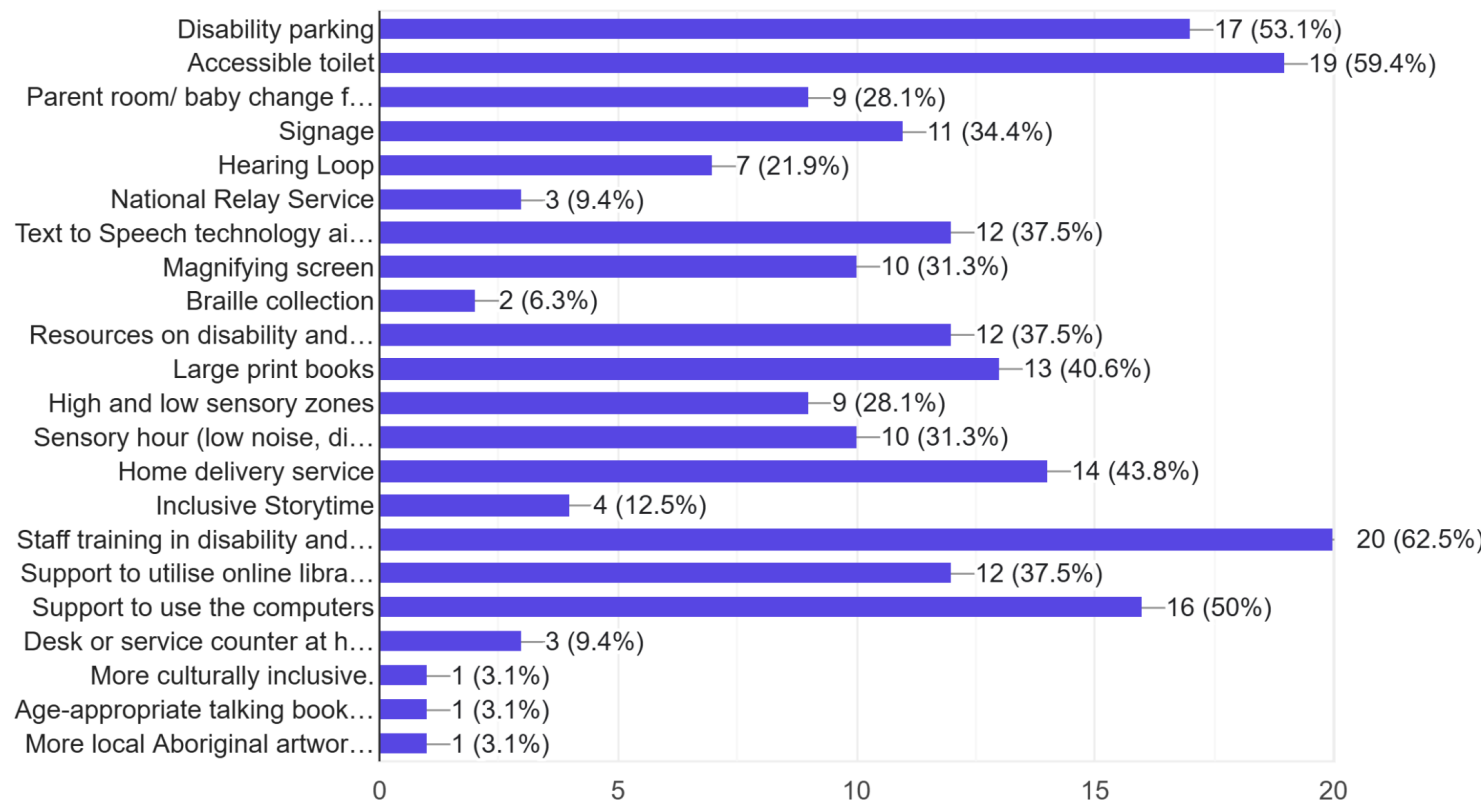


18. How easy is it for you to use these Council services?

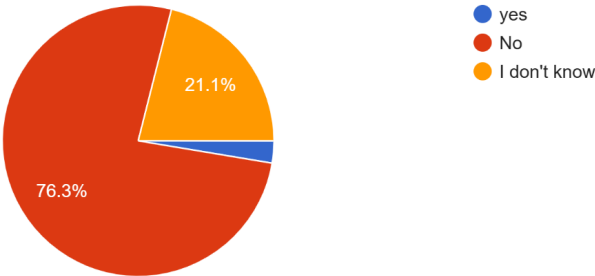


19. Is there anything that Council could do to make the library easier for you to use? (Tick all that apply)

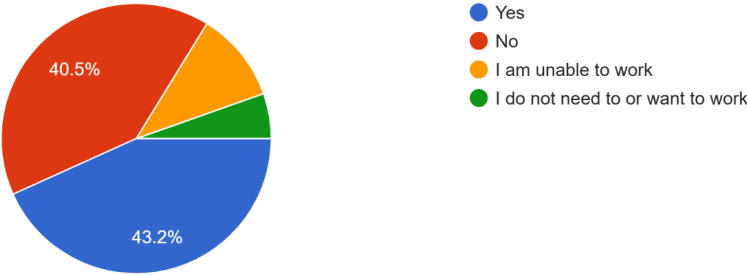
32 responses



20. Do you think there are enough jobs in the Coonamble Shire for people with disabilities?
38 responses



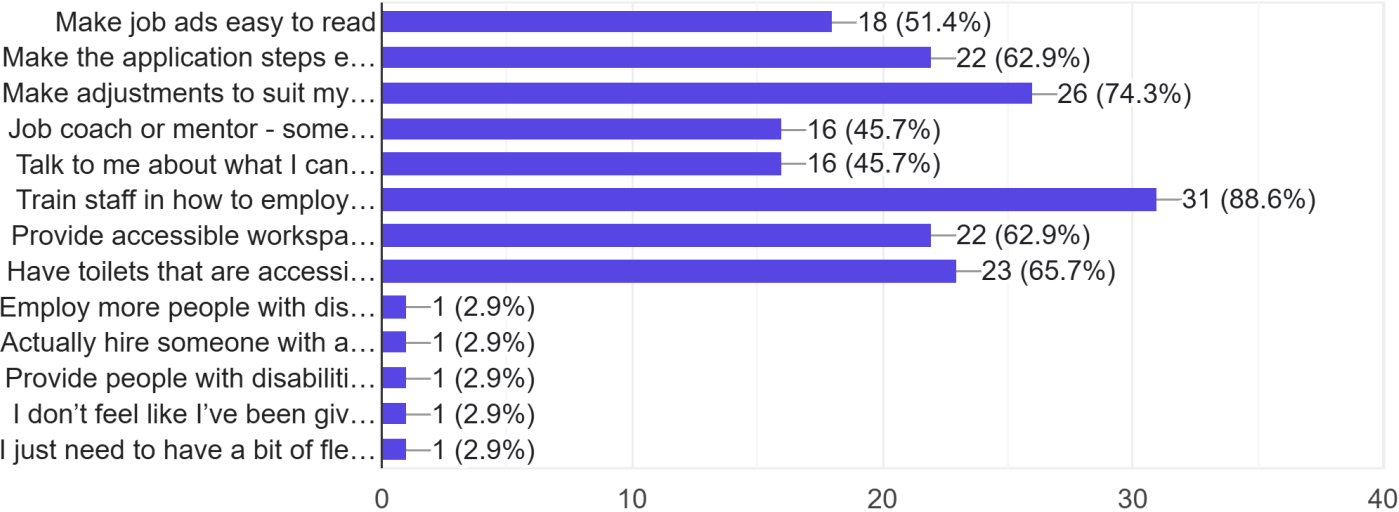
21. Have you found it hard to find or keep a job in the Coonamble Shire?
37 responses



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22. What could Council or other employers do to help people with a disability find or keep a job?
(Tick all that apply)

35 responses



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23. What else would you like to see? Tell us what you think would make Coonamble Shire a more inclusive community which supports people with disability to participate and achieve their goals. (25 responses)

- Probably easy access into shops down the Main Street, disabled parking at the grocery store, better access at sporting grounds, playgrounds could be more accessible, the pool I can't swim in because there isn't a chair lift to help me in. As a parent to a young child, I'd love nothing more than to be able to feel like a normal parent as much as I can, accessibility to places will be life changing.
- More public transport. Better access to mental health services. Help to get a job.
- Footpaths and ramps so I can get around with my pram more easily. And activities or story times for autistic children.
- Support for carers.
- All of the wall of fame characters are all white, able-bodied people. Let's also see some more diverse representation please!
- More employment opportunities for people with disabilities. Better access to services, especially specialist medical services.
- Accessible amenities at local pool, including a suitable adult changing room (needs space for another person to assist), and a hoist to get in and out of the pool.
- I would like to see better accessibility to parks, town pools, sporting facilities and local shops throughout Coonamble Shire. Many of the shops in the main street are currently not wheelchair accessible, which makes it difficult for people with disabilities to participate fully in the community. I would also like to see local grocery stores provide wheelchair-accessible shopping trolleys to improve independence and accessibility for people with mobility challenges.
- Disability friendly Toilets, car parks, and children's playgrounds. Better access to medical services - I have to travel to Dubbo, or sometimes even to Sydney to see my specialists.
- At the Anglican Church we are always seeking funding to restore the Anglican hall. Currently we have a meeting room & kitchen that is available for use by community groups. Our aim is to have the whole hall restored so it can be used by all groups within our community.
- Better access to shops, steps are hard for the elderly and people in wheelchairs
- You need to make things more accessible for people with prams and wheelchairs like better footpaths, ramps to enter in shops and facilities. Parking. Access for wheelchairs around the Coonamble region is really poor and there should be more

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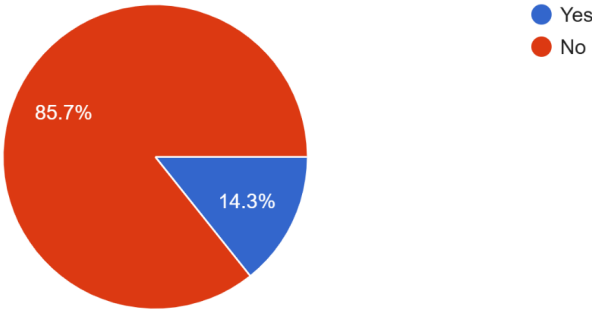
done to help around the area. A lot of facilities don't have pram or wheelchair access. In Quambone, the general store & pub & racetrack don't have wheelchair access.

- Pathways for after school
- More opportunities to socialise- as a carer, I don't get out too much. And help for young people with disabilities to get jobs.
- Footpaths, ramps, accessible parking.
- Make the chemist remove their front step or put ramp access in
- Accessible playgrounds and toilets please!!!
- I haven't had trouble getting work, but I would like to see more people with disability get jobs around here, especially at Council or one of the bigger employers.
- Accessible playgrounds!!
- Being realistic.
- I wish people knew more about mental health and other invisible disabilities so they could be more understanding if the challenges I face.
- More of the local culture. Aboriginal murals.
- kindness and patience from staff at the front counter of the shire, I have experienced eye rolling from staff when I didn't understand a process.
- Improve footpaths in the Coonamble main street
- Paint buildings in the main street, this would be a great opportunity for people with disabilities to assist.

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24. Are you interested in talking more to Coonamble Shire Council about the DIAP?

35 responses



5 respondents answered Yes (contact details retained but not published here).

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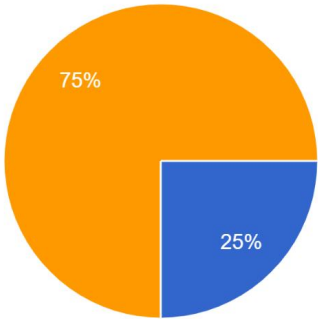
2. CSC DIAP 2026 EASY ENGLISH SURVEY- collated responses

(5 responses)

1. How old are you? (4 responses)

43, 18, 48, 25

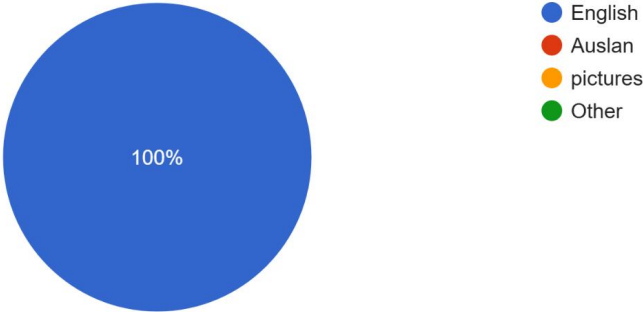
2. Are you
4 responses



- Aboriginal or Torres Strait Islander?
- From another cultural background
- Neither, or I don't want to say

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3. What language do you speak at home?
5 responses



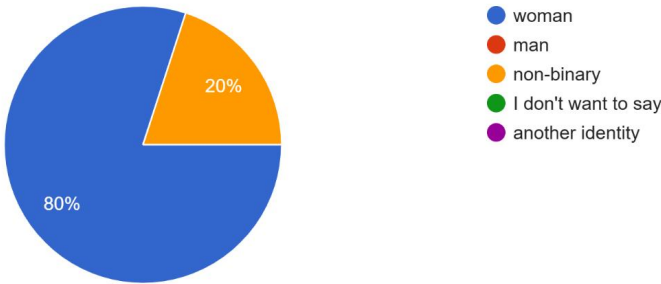
4. What is your sexuality? (Sexuality means how you feel about other people in a sexual or romantic way.)
(3 responses)

- heterosexual - 2
- binary – 1
- no response - 2

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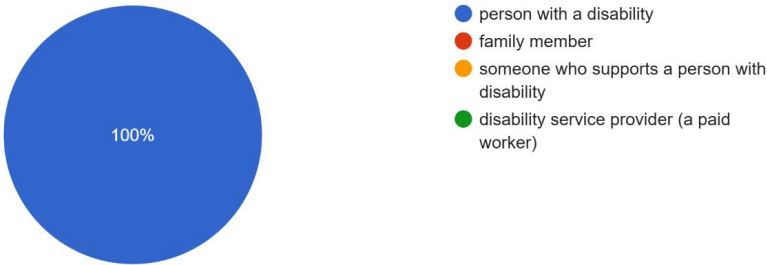
5. What is your gender? (Gender means how you feel about the way you are.)

5 responses



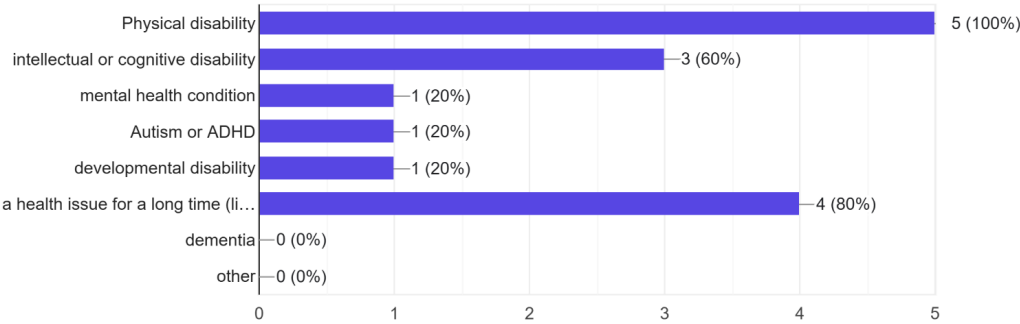
6. Are you a

5 responses



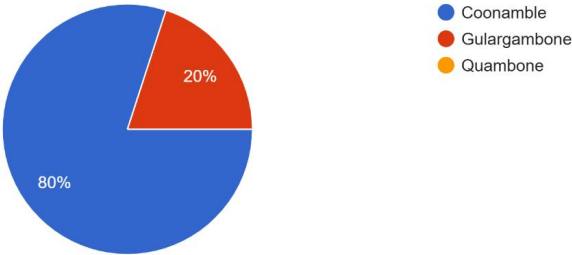
7. What type of disability do you have?

5 responses



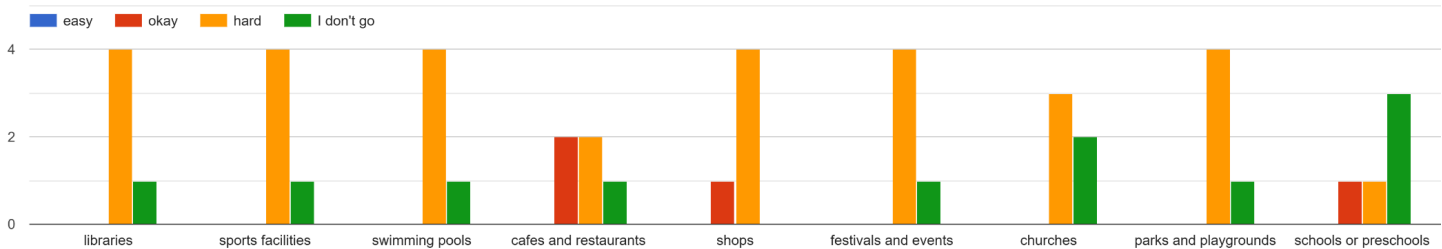
8. If you live around here, which town do you live in

5 responses

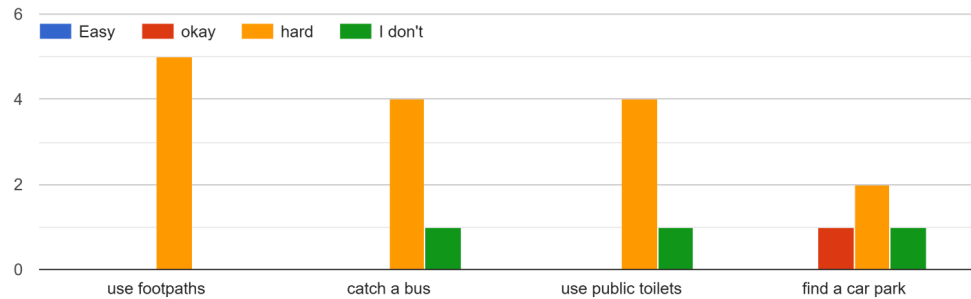


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9. How easy is it for you to go to



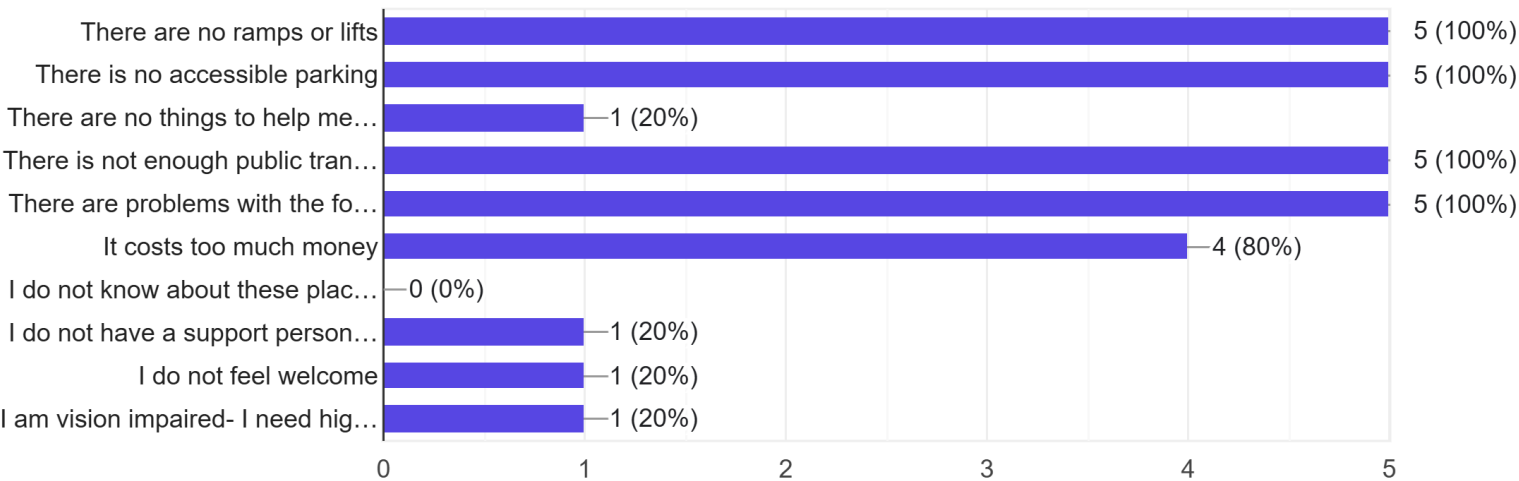
10. How easy is it for you to



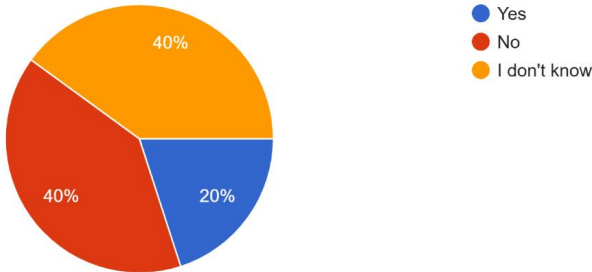
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11. Tell us what makes it hard to go to places in your community?

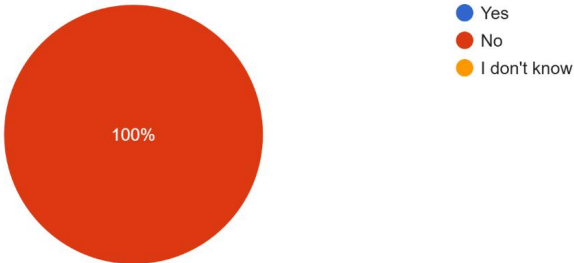
5 responses



12. Do you feel respected in the community?
5 responses



13. Do you feel you are included in the Coonamble area?
5 responses



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14. Have you ever felt discriminated against or left out?
5 responses



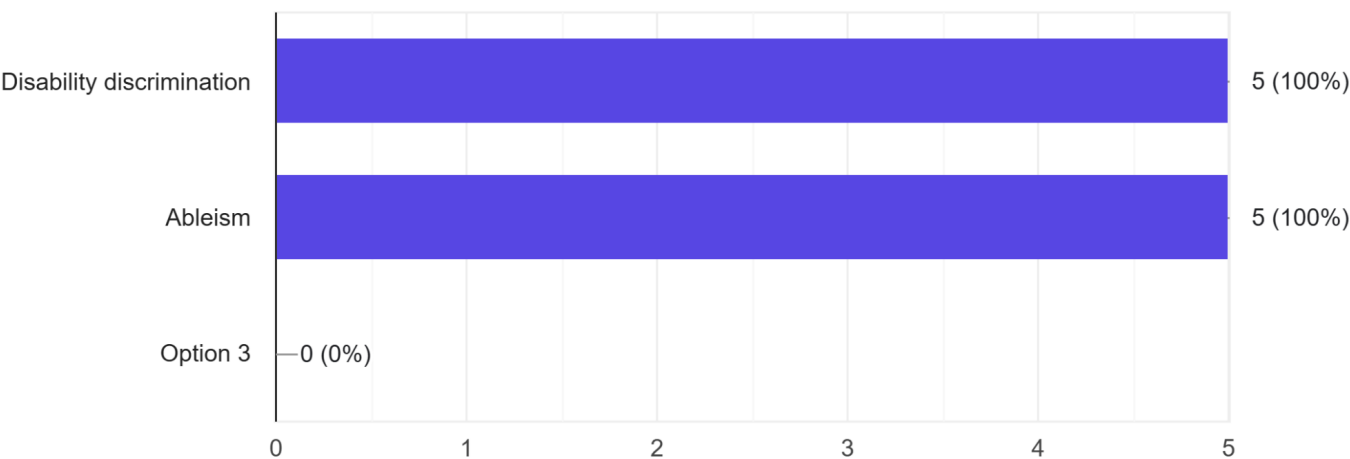
If you answered yes, why were you left out? (5 responses)

- I have a physical disability, but I was treated like I couldn't understand what others were saying. I can hear and understand everything just fine.
- Most people are kind, and I don't think they mean to leave me out, but it's not an easy place for blind or vision impaired people to live.
- Because I can't join in on any social events.
- Not enough support, nor was it accessible.
- I feel left out all the time.

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15. Have you ever had any of these things happen to you in the Coonamble Shire?

5 responses

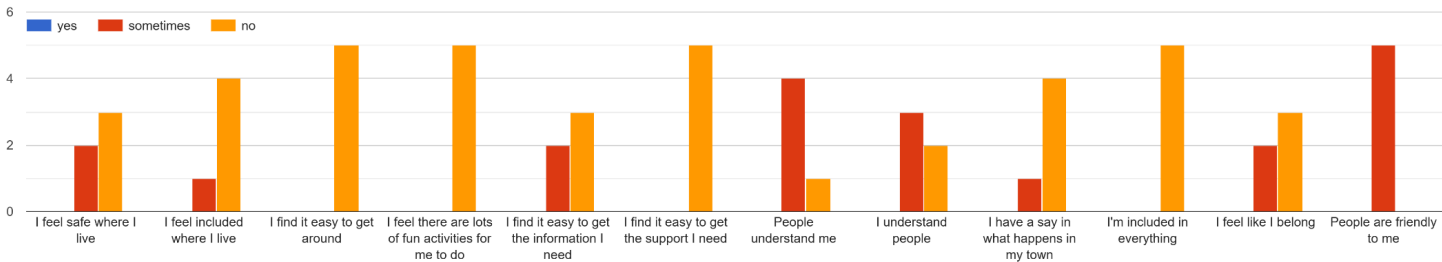


If yes, how were you treated differently? (2 responses)

- Not able to physically get into a bus, the town pool, and some shops. People seem to think it's a problem I have to solve on my own, but really, it's up to everyone.
- Shops are inaccessible and shops make you feel unable to do anything. Footpaths are not suitable for wheelchairs. You can't do anything on your own.

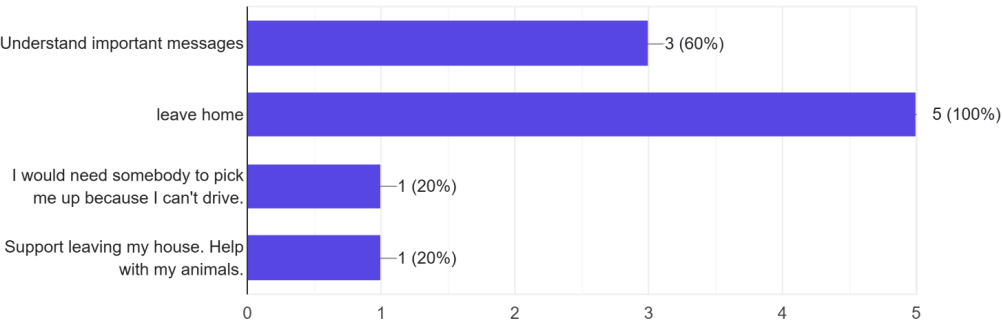
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16. Tell us how you feel about living in the Coonamble Shire



17. In an emergency, like a fire or flood, what help would you need to stay safe?

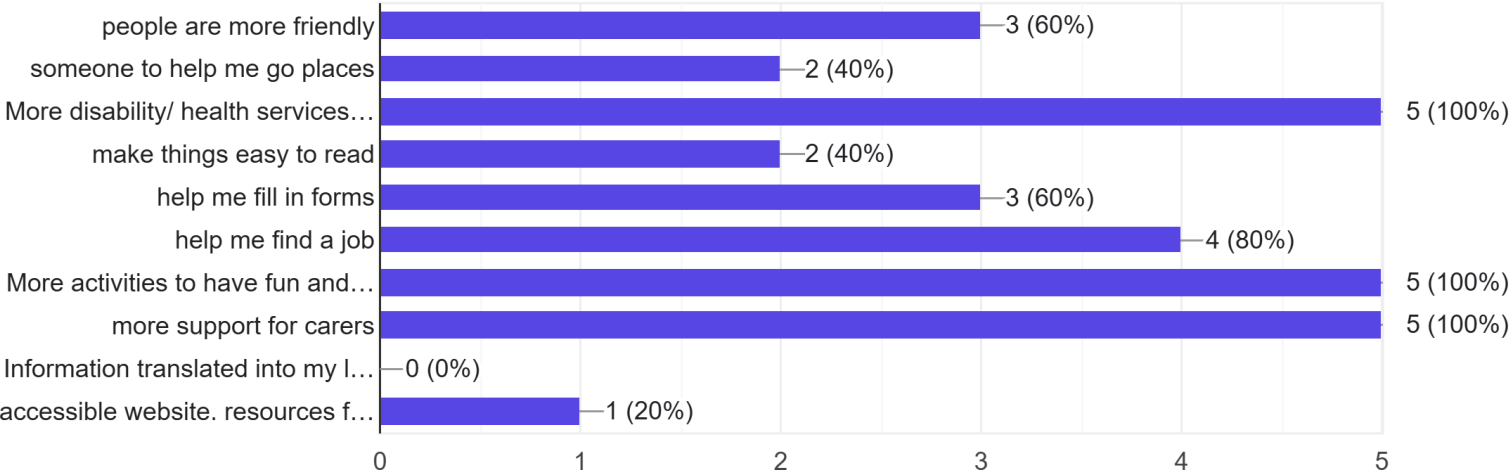
5 responses



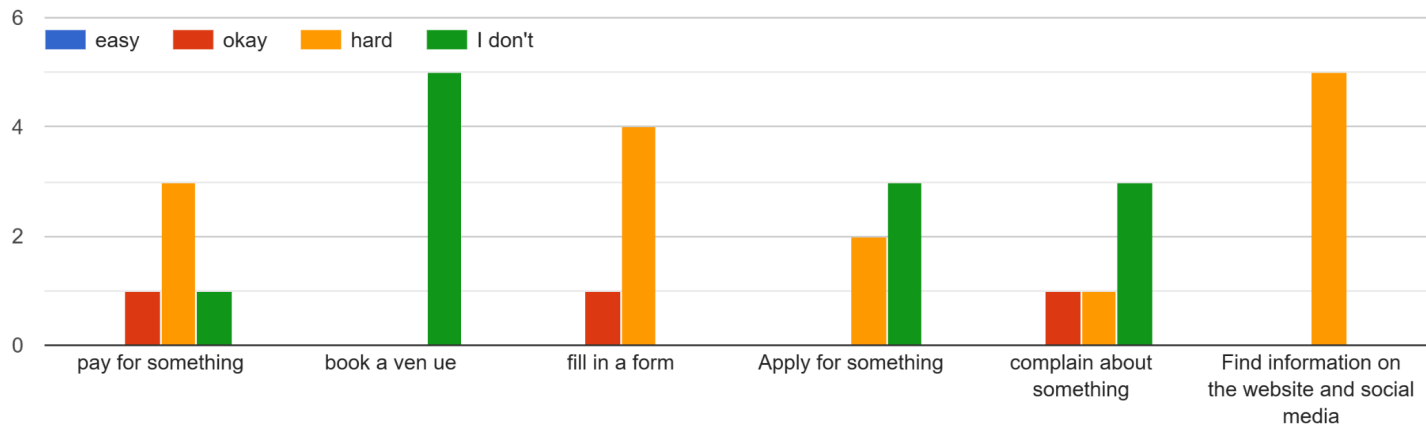
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18. What would you like to see more of?

5 responses

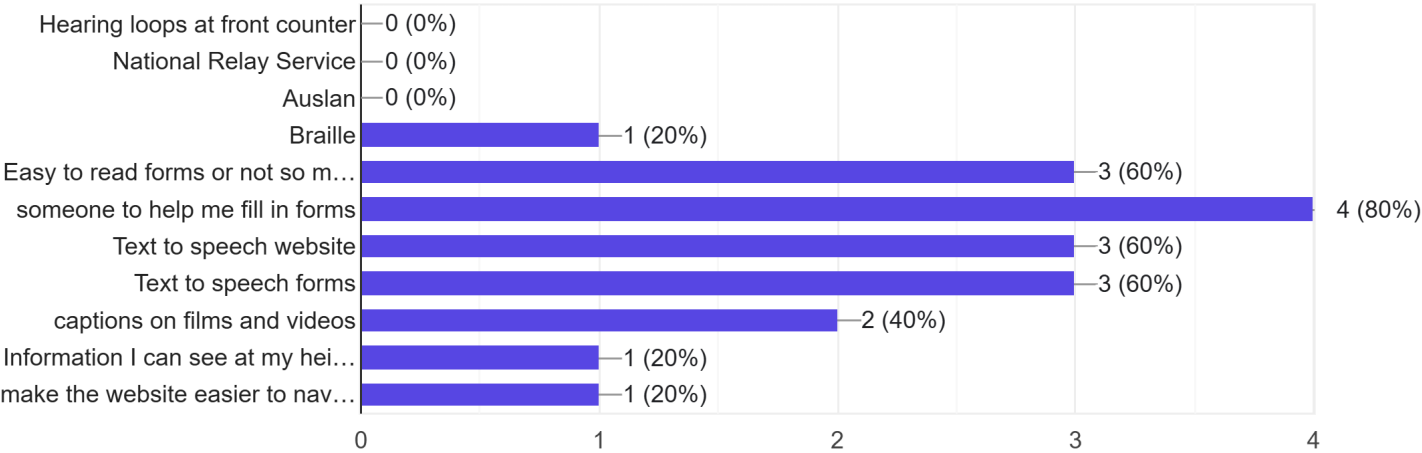


19. How easy is it for you to use these Council services?



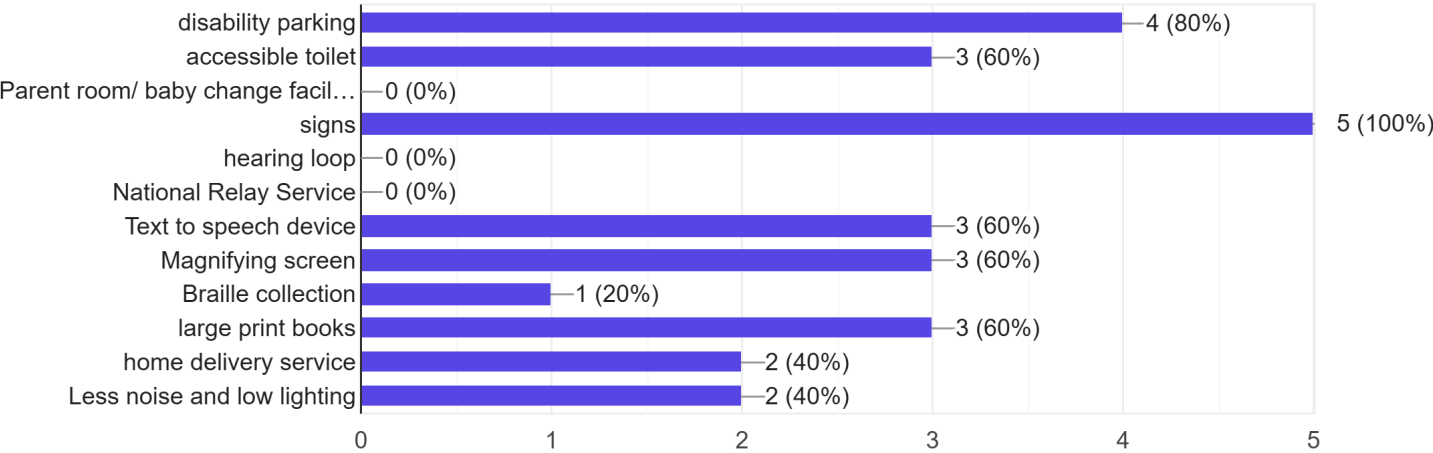
20. How can we make our information easier to understand?

5 responses

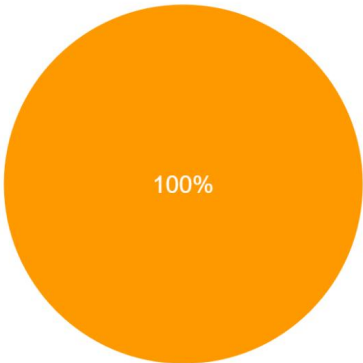


21. How could we make it easy to use the library?

5 responses



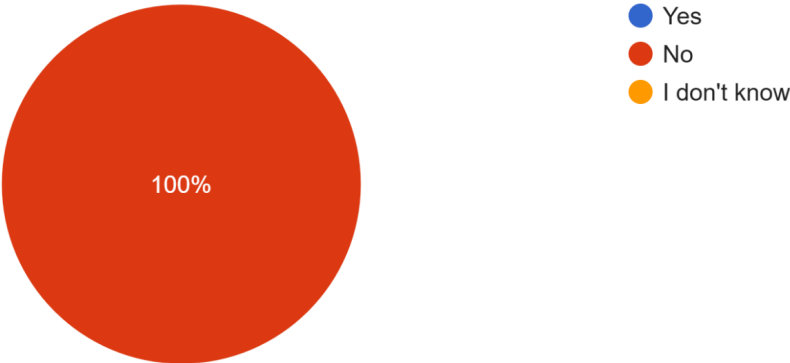
22. JOBS: Are you
3 responses



- In a job you get paid for
- In a job you do not get paid for
- not able to work
- retired
- I do not need or want to work

23. Do you think there are enough jobs here for people with disabilities?

5 responses



24. Have you had any problems when looking for a job? (5 responses)

- Yes. I would like to have a job. It's hard to find an accessible workplace.
- yes.
- Yes. I need adjustments to account for my vision loss, but I have a lot to offer as an employee. I'm not sure I'm ever seriously considered.
- Yes
- Yes, due to being in a wheelchair.

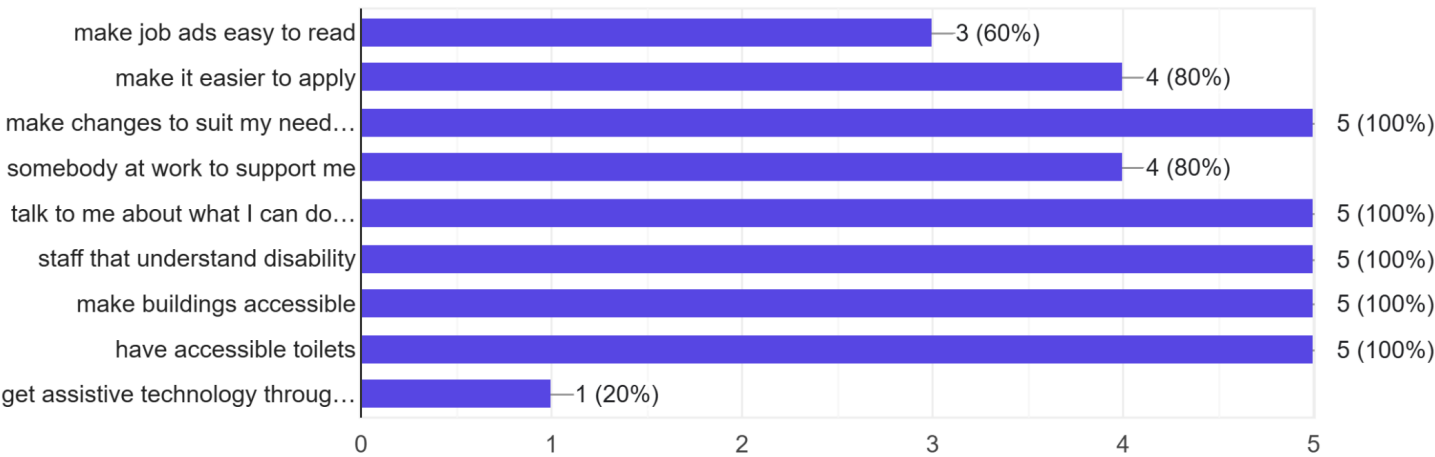
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25. Have you had any problems when working at a job? (4 responses)

- Yes. The toilets weren't properly accessible, and I had to leave my job, which was embarrassing and disappointing.
- yes.
- Yes.
- Yes. The employer could not make the changes I needed to make the job easier for me.

26. What could we do to help people with a disability get a job?

5 responses

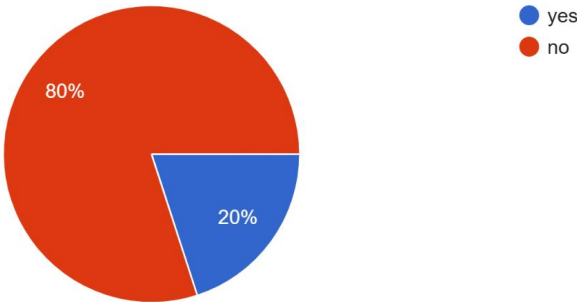


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27. Final thoughts- do you have any other ideas for how we can do things better for people with disability? 5 responses

* Accessible playgrounds for kids. Accessible toilets. Changing places for adults.
an accessible playground. I couldn't easily play with the other kids much when I was smaller.
Yes. Ask us what we might need to do the job, or even to get through the recruitment process. Please don't just assume that we couldn't do the job.
a map of accessible toilets, including if they are open.
Better footpaths. Accessibility to pools and bus stops. Access to shops for those with wheelchairs and mobility equipment.

28. Do you want to be told when Council needs your opinion again?
5 responses



(Contact details retained but not shared here.)

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3. COMMUNITY / SERVICE PROVIDER ENGAGEMENT- what you told us

POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS
<i>The Coonamble Shire Council is a strong, resilient and caring community:</i> • “We are a proud community, and we go out of our way to help our own.” • "Coonamble is a safe, welcoming place for people with disability.” • "The Coonamble community is very supportive of people with disabilities- it’s a unique aspect of our town." • "The Coonamble community are very supportive of the disability community- there is always someone looking out for others." <i>However, persons with lived experience of disability (including caring for a person with disability), add:</i> • “There is a general lack of understanding about invisible disabilities, like Autism.” • “I’m a carer and I feel a bit left out. Everyone is friendly enough to me, but there aren’t many social activities I can participate in around my caring duties. It’s a bit lonely in that sense.” • “Community events are often not designed with disability access in mind, which can exclude people from participating socially and culturally.” • “There is a very narrow perception within the community about what constitutes a disability, or even what access and inclusion means. It’s a very individual experience and no two people with disability are the same.” • “There is limited support available for carers and people living with disabilities within the community.” • “People living with disabilities should be included directly in Council’s planning and decision-making processes, as they are the people most affected by accessibility barriers and service limitations... As a wheelchair user living (here), I can provide real-

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world insight into the challenges faced daily within the community, including transport, accessibility, healthcare access, and social inclusion.” • “I know everyone is just being kind when they offer to lift my chair up steps or into doorways, but I do wish I could do it by myself. I wish those barriers weren’t there, so I could feel more independent.”
CREATING LIVEABLE COMMUNITIES
<i>General feedback:</i> • "I've seen older people fall over the gutter stoppers in the main street. It's hard for mothers with prams too." • “The Coonamble Bowling Club has accessible parking and facilities, but it is the only venue in town that's properly accessible and inclusive.” • “Apart from the bowling club, the one disabled park in the main street is the only one in town. And somebody without a sticker is always parked there!” • “Some local businesses, including shops, cafes, and the post office, are not fully accessible to people with mobility needs.” • “Being in a wheelchair leaves you pretty much stuck at home and unable to go anywhere.” • “I just saw an older gentleman almost slip on the wet ramped entry to the CSC front office.” • “The metal ramps at the Coonamble main street roundabout are very slippery. Two people have slipped this week.” • “For many people, living with a disability in a rural area can mean becoming isolated and effectively confined to the home due to inaccessible infrastructure, lack of transport, and limited support services. Improving accessibility, healthcare access, transport, community inclusion, and disability support services would significantly improve quality of life and independence for people living in rural communities.” • “Small business owners would like to fix the entries to their building, so everyone can get in, but it costs too much.”

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- “The Anglican Church (in Quambone) has a concrete ramp that the community built about 20 years ago, but it’s very steep.”

Accessible parking spaces:

- Re the accessible parking space outside the pharmacy on Coonamble’s main street- "there is no ramp or no rail up onto the footpath. Even without a ramp, a rail would help older people step up onto the footpath. Lots of older people have fallen over there."
- "There is a disabled parking spot out the front of the chemist, but then a step up onto the footpath and another step at the chemist door."
- "The nearest wheelchair accessible ramp (to the accessible park in Coonamble) is down the road near the park- you need to go out onto the road near the busy roundabout to get to the ramp, or across the road."
- “We need more disability parking spots.”
- “We need able-bodied people to stop parking in the disabled parking space!”
- “There’s always somebody parking in the accessible parking spot (In Coonamble’s main street), even when there are spare parks down the street a little.”

Accessible toilets:

- "There is a good accessible toilet in Quambone (next to the hall) but the path leading up to it isn't accessible. It would be easy for someone in a wheelchair to tip off the side of the path. And the hall isn’t accessible either, as there is a step or a steep ramp to get in."
- "The accessible toilet in Skillman's Lane (Coonamble) is good, and I rely on being able to use it, but it’s often vandalised."- wheelchair user

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- “I can use the disability toilet in Skillman’s Lane but I’m sometimes reluctant too, as there’s nobody around back there. I feel a bit vulnerable going into the lane by myself sometimes.”
- "There is a suitable accessible toilet at the Coonamble showground, inside the pavilion, but it’s almost always locked, and I have to phone someone to come and unlock it for me" - wheelchair user.
- “There is an accessible toilet in Quambone in the park, opposite the General Store, at the bus stop for the children that travel to Coonamble for school. Its perfect except when it rains- then a giant puddle forms in front of the toilets which makes it impossible for anyone to access. The Council lay bitumen down last year in this spot, but the problem has not been fixed. It still requires a culvert/ pipe/ bridge/ or similar.”
- “The Quambone Racecourse and Showground precinct desperately needs an accessible toilet. Several significant local community events and activities are held there each year, and a local person in a wheelchair needs to be transported in a car 2km back into town to the accessible toilet in the park if they require use of the facilities. All facilities/ buildings in the precinct have steps and are located on difficult terrain for a wheelchair or other mobility device to navigate, so essentially the entire precinct is physically inaccessible. I suggest a portable disabled toilet pod for the precinct.”
- “Most men’s toilets do not have bins suitable for the disposal of continence products.”

Footpaths:

- “The footpaths could be improved. It’s difficult for us oldies. Mothers with prams and people in wheelchairs would also benefit from better footpaths.”
- “There are not many footpaths in Quambone, and the road edges have crumbled away, so it is difficult for people in wheelchairs or walkers.”
- Footpaths and public spaces are not suitable for wheelchairs or mobility equipment in many areas. Poor accessibility limits independence and makes daily activities difficult or unsafe.”

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Local swimming pools:

- “Local recreational facilities are not always accessible. For example, the local pool lacks accessible toilets and change rooms, pool access systems such as lifts, and adequate support for people requiring assistance. This limits opportunities for exercise, social interaction, and wellbeing.”
- “The Quambone pool has no accessible toilets or changing facilities on the premises. The toilet and shower facilities are grossly inadequate, even for able-bodied persons, and very old. Most of the facilities there have not seen any improvements in approximately 30 years. Even though 27 local children participated in the seasonal swim club, and there is an active adult water fitness group over Summer, there is no hot water, and no shower on the premises. There is a hole in the wall where the shower once was.”

Public transport:

- “Access to transport is a major issue for people with disabilities and carers. Many residents struggle to attend medical appointments, access essential shopping, or travel to nearby towns for services.”
- “The cost of fuel and travel can make appointments and daily activities financially impossible for some individuals and families. Limited transport options also increase social isolation and dependence on carers.”
- “There isn’t much public transport in this area, but there is NO public transport that’s accessible here. I couldn’t even get from the footpath up onto a bus.”
- I need to get to Dubbo sometimes for medical appointments. There aren’t enough bus services to and from Coonamble/ Dubbo.”

Accessible housing:

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• "There isn't much suitable housing in the area for wheelchair users, or even older people with walking sticks or walking frames."- wheelchair user. <i>Internet speed/ connectivity:</i> • "Internet and technology issues contribute to social isolation and reduced access to online services, telehealth, education, and support networks." • "Reliable internet access is essential in rural communities, particularly for people with disabilities who may already face barriers leaving home." • "I may not be able to get work here, but I could continue to live here and work remotely online, if I was more confident in our internet service." <i>Accessible playgrounds/ play spaces:</i> • "We desperately need an inclusive playground in the Shire. Just somewhere we can meet other families where our own children can also participate." • "We go on family holidays to a town that has a disability-friendly playground. It makes such a difference for my daughter to be able to play with other children."
SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT <i>The lived experience perspective:</i> • "I have a disability, but I want a job. There are lots of things I'm good at. I just need the opportunity." • "People living with disabilities in rural communities deserve equal opportunities for inclusion, employment, independence, and participation in community life."

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- "It's difficult for people here with psychosocial disability- it can be difficult to find or keep a job if you have fluctuating mental health challenges and need flexibility in your work."
- "It's great that Lifeline and Castlereagh Industries offer employment opportunities for people with disability. But that type of job might not suit everyone that has a disability. I'd like to see some other employment opportunities as well."
- "Employment opportunities can also be difficult to access due to physical accessibility barriers and limited understanding of disabilities in workplaces."

Recruitment and employment processes:

- "I'm a primary carer and I have struggled to keep a job. I need a job with more flexibility."
- "Council should lead by example and employ more people with disability."
- "I would apply for more jobs, but I might need some adjustments. I haven't felt comfortable asking employers if that would be okay."
- "Council could improve its recruitment process to make it more inclusive."

From the business community:

- "Small businesses can't always afford to employ someone with a significant disability unless there is financial support or the person has a carer with them. The challenge is about safety as well as financial sustainability"
- "I feel like I need some guidance and support when employing a person with disability. Like can I be supplemented to buy any special equipment the person needs? How do I negotiate adjustments sensitively? I don't want to accidentally say or do the wrong thing, but I'm still learning about this, like many of us."

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From employment agencies:

- “We’ve had a lot of success placing young people with a variety of disabilities into jobs around here. Sometimes we help the job seeker have those conversations with the employer up front, or if issues arise. It tends to be quite successful as the young person builds some confidence.”
- “People with a disability also have a lot of ABILITY, and a lot to offer as an employee. We need to get better at just asking people what their skills and interests are, instead of making assumptions.”

IMPROVING ACCESS TO MAINSTREAM SERVICES THROUGH BETTER SYSTEMS AND PROCESSES

Access to health services:

- "We desperately need a speech therapist here."
- “There are so many kids here that should have an assessment of ADHD or Autism, but they can’t, because it costs too much.”
- "There seems to be a lot of people with dementia, mental health issues, or older people with mobility issues. I don’t know if they can access services very easily."
- "Preschools and schools need help accessing diagnostic and therapeutic services for the kids."
- "Hardly any services go to Quambone."
- “There is a major lack of local mental health support services, leaving many people without appropriate care.”
- "It is difficult to access aged care assessment and provision services in Quambone"- Anonymous, Quambone resident.
- “Not only do we desperately need more specialist medical services coming to Coonamble, but we need culturally safe services, or our people just won’t feel welcome to go.”

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- "Even if you get on the NDIS, it's hard to access many of the types of supports you need here, like OT or speech therapy."
- "It's hard to get an assessment for Autism. And it's hard to get support without a diagnosis."
- "Healthcare access is extremely limited in rural areas. Specialist services are either unavailable or only accessible through long-distance travel."
- "Hospital care and emergency treatment can be difficult to access due to transport limitations and the distance required to travel for care. Delays in emergency services can place vulnerable people at additional risk."
- "People living with disabilities in rural communities face significant barriers that affect independence, health, safety, employment, and quality of life. In Gulargambone, many residents experience ongoing challenges due to limited services, inaccessible infrastructure, and lack of local support systems."

Transport:

- "Distance is a major barrier to accessing many services. Some people don't have their own vehicle or can't afford the fuel to travel into Dubbo. The bus service doesn't run often enough to be a practical option."

From service providers- Council's role as an advocate, enabler and partner

- "It would be good if Council could help us advocate for the services we need. The trust factor in community has suffered from services pulling out of the region or only providing service for the duration of a short funding cycle."
- "We need greater access to services- can Council help identify service gaps to help with not-for-profits' advocacy efforts?"
- "Do the Council still have anyone in the Wellbeing unit, doing Living Skills, etc?"

- “The ‘Together Partnership Group’ was a pilot program funded by DCJ. It was a useful program as it made all the managers come to Coonamble themselves every month, so we got a lot more buy in from the organisations that service our region by outreach. Disappointed it does not run anymore.”- local service provider
- “Many services say they outreach to our region, and are funded to provide service here, but they tend to only come here occasionally and eventually drop off.”

Disability/ aged care facilities:

- “There appears to be no places left in the aged care facilities in Coonamble”- anonymous, Quambone resident.
- “There aren’t enough places locally in Supported Independent Living and Residential Aged Care Facilities for people with significant disability or older people. Young people with disability should never have to live in an aged care home to get the level of care they need. And older people shouldn’t need to leave their own communities to get a place in a home.”
- “If more money were invested in improving our current housing stock (to make it fit for purpose for people with additional needs), then more older people could age in place in their homes.”

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Disability Inclusion Action Plan 2026 - 2030



When something is ***accessible***, everyone can use it.

When something is ***inclusive***, everyone can take part.

When everyone is included, everyone feels ***welcome***.

Access and inclusion are for everyone.

Coonamble Shire Council

Disability Inclusion Action Plan (DIAP) 2026-2030

Coonamble Shire Council

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ABN. 19 499 848 443

Council Department Sustainable Communities and Planning

Contact Officer Director- Sustainable Communities and Planning

Draft to Council 9/09/26

Exhibition period Sept - Oct 2026

Revision required 2030

Policy review

This policy shall be reviewed at four (4) yearly intervals at least, to ensure it meets all statutory requirements and the needs of council. It may also be reviewed at other times as determined by council.

Revision history

Version	Adopted by Council	Resolution No.	Responsible Officer
1	8/02/2017		
2			Tony Payne, Carmen Falvey

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Acknowledgement of Country

Coonamble Shire Council acknowledges the Wailwan and Gamilaraay peoples of the lands on which it meets and operates, and recognises their continuing connection to lands, waters and Country. Council pays its respect to Elders past, present and emerging.

Acknowledgement of Contributions

Coonamble Shire Council wish to acknowledge and thank all contributors that have led and supported the development of our Disability Inclusion Action Plan 2026 - 2030 (referred to hereafter as the DIAP, or the Plan). Your contribution ensures that the DIAP responds in the best possible ways to the needs of people with disability in our communities.

Among those who generously provided their expertise, lived experience, local knowledge, and hopes for the future were: people with disability and their families, carers, and friends; providers of formal disability and aged care services; disability advocacy organisations; human and community service providers; and Council staff.

Moving forward, the implementation and review of this and future DIAPs will be led and supported by Council's Internal Working Group (IWG), which is composed of staff with specific technical and functional expertise from across the organisation. Council will continue to build inclusive participation mechanisms into our consultation process, to ensure our work remains relevant and responsive to local needs.

Acronyms

DIAP – Disability Inclusion Access Plan

CSC – Coonamble Shire Council

IWG – Council's Internal Working Group

CSP – Community Strategic Plan

DIP – NSW Disability Inclusion Plan

ADS- Australia's Disability Strategy

NDIS – National Disability Insurance Scheme

IP&R – Council's Integrated Planning and Reporting Framework

ABS – Australian Bureau of Statistics

DCJ – NSW Department of Communities and Justice

Coonamble Shire Council

Disability Inclusion Action Plan (DIAP) 2026-2030

A message from the General Manager

Welcome to Coonamble Shire Council's Disability Inclusion Action Plan (DIAP) 2026 – 2030.

I am pleased to share our updated DIAP with you — a plan that reflects Council's commitment to growing a more inclusive, connected, and accessible Coonamble Shire. It is a promise to keep working with our community and business partners to build a Shire where everyone belongs, where everyone is welcomed, and where everyone can thrive. There is much to be done, but we have a strong community spirit, and we know that even small changes can have a big impact.

This plan was shaped with the generous contributions of community members who shared their time, insights, lived experiences, and aspirations for the future of our community. To each of you: thank you.

Australia's Disability Strategy ultimately aims to improve the planning, design and delivery of policies, services and infrastructure at every level of government, but the DIAP goes one step further. This plan seeks to build on our existing strengths, to foster and advocate for a community and environment that supports people with disability of all ages so that they can be included in social and economic life to the extent of their ability; to be able to contribute as valued members of their community; and to achieve liveable outcomes. It is an opportunity for Council to work with our community partners to provide innovative solutions to respond to local challenges.

Put simply, when something is accessible, everyone can use it. When something is inclusive, everyone feels that they belong. And when we design with the principles of inclusion, everyone benefits. It's how we make sure every person can be part of our vibrant community life.

Warmly,

Greg Hill

General Manager, Coonamble Shire Council

(Suggested text only- Greg is welcome to write something else!)

See key project messages for prompts)

(Add signature and photo of GM)

Policy and legislative context

International context

The *United Nations Convention on the Rights of Persons with Disabilities* (UNCRPD), ratified by Australia in 2008, acknowledges that people with disability have the same human rights as those without disability. The Convention commits participating governments to ensure these rights can be exercised and that barriers are removed. It requires mainstream services to be provided in a way that does not directly or indirectly prevent people with disability fully participating.

National context- the Australian government

In line with Australia's commitments under the UNCRPD, *Australia's Disability Strategy 2021-2031 (ADS)* is Australia's national disability policy framework. The Strategy outlines a plan for continuing to improve the lives of people with disability in Australia.

The strategy's vision is for an inclusive Australian society that ensures people with disability can fulfil their potential as equal members of the community. The strategy is based on the social model of disability, which recognises that societal attitudes, practices and structures can be disabling and act as barriers to full participation. These can prevent people from fulfilling their potential and exercising their rights as equal members of the community. The social model of disability is described in more detail on page 12.

The strategy is based on improving seven outcome areas:

- Employment and financial security
- Inclusive homes and communities
- Safety, rights and justice
- Personal and community support
- Education and learning
- Health and wellbeing
- Community attitudes

The *National Disability Insurance Scheme (NDIS)* is an Australian Government initiative that provides funding and support to individuals aged 8 – 64 years with permanent and significant disabilities, helping them participate in everyday activities and improve their quality of life. The Scheme goes some way to addressing several of the outcomes at an individual level, but more needs to be done to address the broader societal barriers to inclusion.

All levels of government play a role in the provision of services, supports and infrastructure for people with disability. Governments are obliged to provide services to all citizens. They also need to make reasonable adjustments to ensure people with disability can access those systems and services.

The following additional pieces of federal legislation and strategic plans provide a framework and basis for disability inclusion action planning:

- *National Disability Insurance Scheme Act 2013*
- *Disability Discrimination Act 1992*
- *National Autism Strategy 2025 - 2031*
- *Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability 2023*
- *Australian Standard (AS 1428) – Design for Access and Mobility (Access to Premises Standards Buildings) Standards 2010*
- *Disability Standards for Accessible Public Transport 2002*
- *Web Content Accessibility Guidelines 2.0*

NSW state government

The NSW Disability Inclusion Plan (DIP) 2026–2029 is a four-year, whole-of-government strategy to promote inclusion, accessibility, and social and economic participation for people with disability across New South Wales.

The NSW DIP sets the priority areas for government action which are reflected in the DIAPs of NSW government departments and other public authorities in NSW, including local councils. This ensures a unified purpose and clear goals across all levels of government.

The Disability Inclusion Act 2014 focuses on the accessibility of mainstream services and facilities to promote community inclusion for people with disability. It mandates all NSW Councils to have a DIAP that outlines the specific actions each will take at a local level to improve access and inclusion for people with disability.

Other relevant state legislation includes:

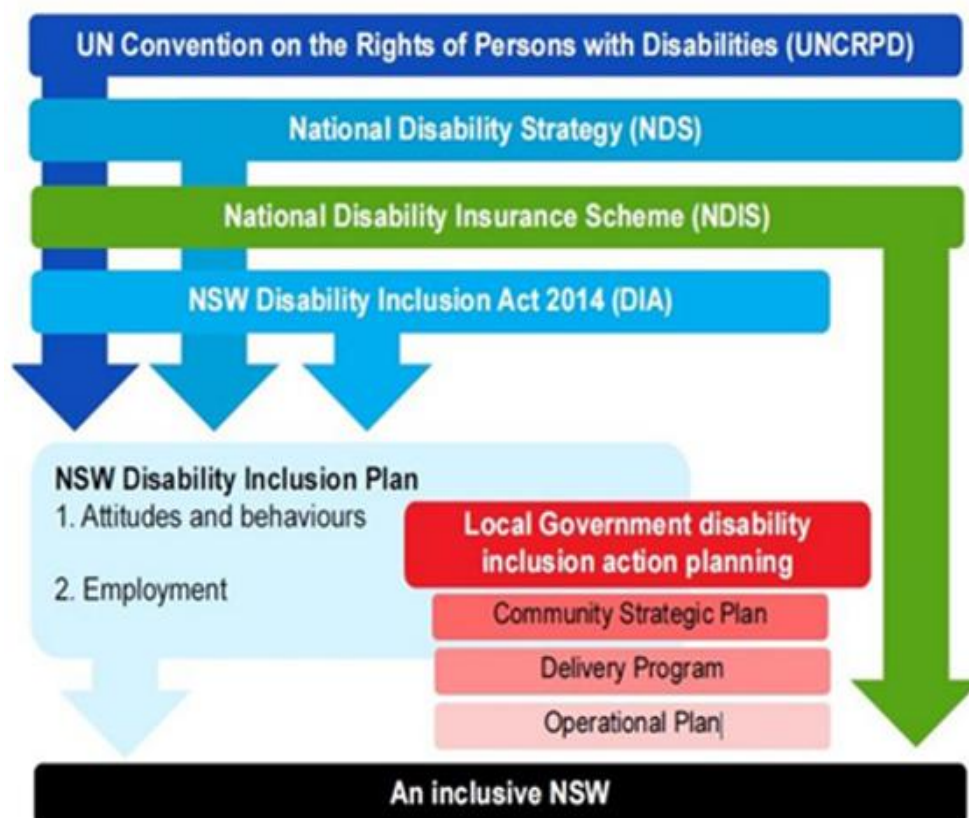
- *NSW Anti-Discrimination Act 1977*
- *NSW Government Sector Employment Act 2023*

Diagram 1 on page 8 demonstrates where this Plan fits within the state, national and global legislative and policy context for disability action planning.

Coonamble Shire Council

Disability Inclusion Action Plan (DIAP) 2026-2030

Diagram 1: Legislative and policy context for Disability Inclusion Action Planning



Local government

Council's Integrated Planning and Reporting Framework

Local Government plays an important role in creating an environment which is inclusive of all people, through its planning role and through its involvement in many community activities and services. Communities look to local government to provide innovative solutions to respond to local issues.

A Disability Inclusion Action Plan (DIAP) can be considered a tool for councils to set inclusion priorities and goals in partnership with their communities, and to put a disability lens over all planning and activities, conscious that even small changes can have a big impact on people with disability. Planning for disability inclusion benefits not only people with disability but councils themselves, as organisations and employers, as well as the wider community.

The DIAP forms part of Council's Integrated Planning and Reporting (IP&R) Framework (see Diagram 2, page 9). The IP&R Framework guides the way councils plan, document and report on their activities. In addition to developing a DIAP, local councils are required to consider disability action planning in the development of their other IP&R documents. Central to the IP&R Framework are the Community Strategic Plan (CSP), Delivery Program, and Operational Plan.

Other plans and strategies that typically sit within a council's IP&R structure include:

- Community consultation and engagement strategies
- Local strategic planning statements
- Environmental strategies
- Tourism development strategy
- Economic development strategy
- Workforce management strategy
- Long-term financial plan
- Asset management plan

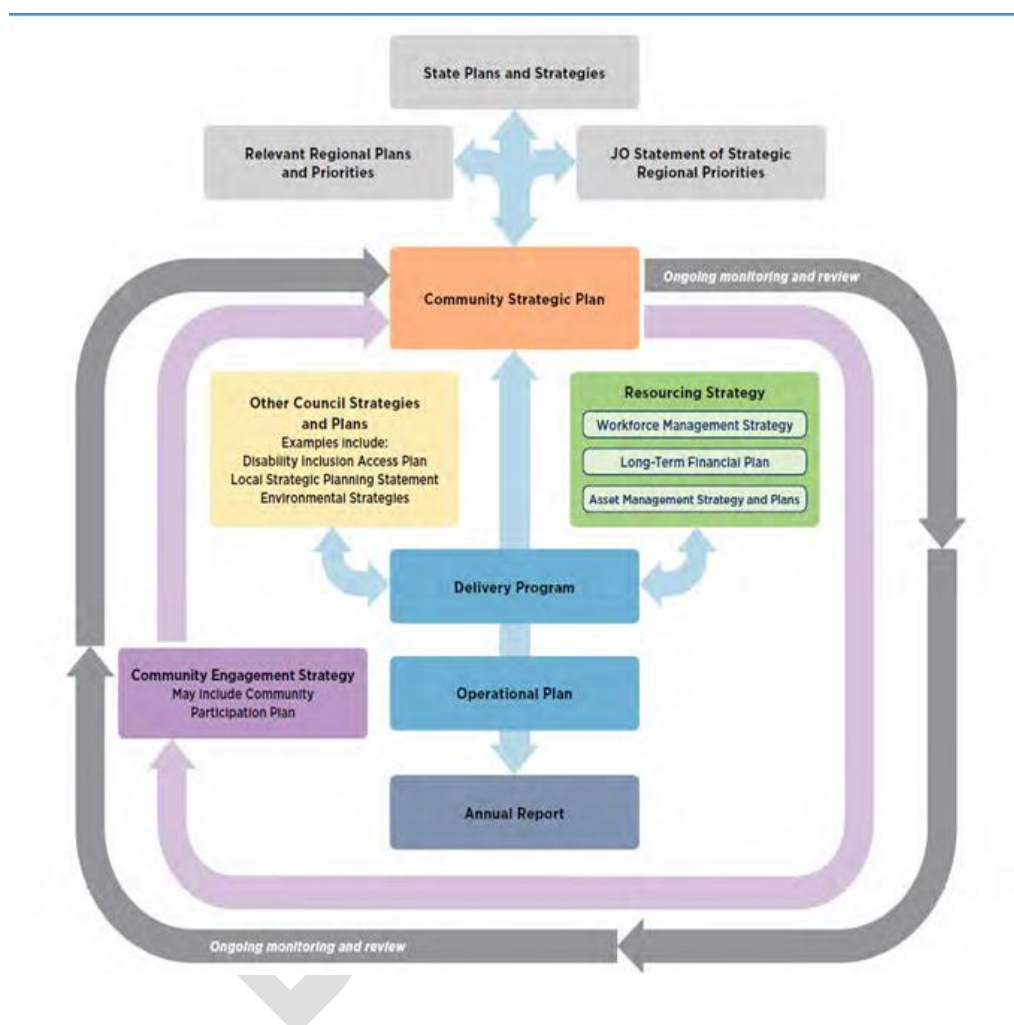
Coonamble Shire Council's DIAP outlines the actions that Council will take to support the fundamental rights of people with disability to live full, meaningful lives and to participate fully in our community.

Our DIAP Internal Working Group (IWG) will lead the implementation of our Plan and report against its progress. Implementation and review of the Plan is discussed in further detail on page 49.

Coonamble Shire Council

Disability Inclusion Action Plan (DIAP) 2026-2030

Diagram 2: Coonamble Shire Council's Integrated Planning and Reporting (IP&R) framework



Guiding Principle- Social Justice

The NSW State Government requires that each Council in NSW, develop its own Community Strategic Plan (CSP). This Plan sits above all other Council plans and policies in the IP&R framework.

The Vision for Coonamble Shire Council's 2035 CSP is *"we are a united, vibrant and capable community, focused on caring for each other and our Country, now and into the future"*. The CSP identifies the community's main priorities and aspirations for the future, to promote a positive lifestyle and improve liveability for our residents and visitors. It guides Council's activities for the next ten years and is based on the following principles of social justice:

- **Equity** - Fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of our community. Care should be taken to involve and protect the interests of people in vulnerable circumstances.
- **Access** - All people should have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.
- **Participation** - Everyone should have the maximum opportunity to genuinely participate in decisions which affect our lives.
- **Rights** - Equal rights should be established and promoted, with opportunities provided for people with diverse linguistic, cultural and religious backgrounds to participate in community life.

Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. We promote and strive to achieve an environment of respect and inclusion for all.

Our DIAP has been informed by the principles of social justice and the social model of disability (see page 12). Where DIAP actions align with the CSP's strategic directions and goals, this is indicated within the Plan on pages 30 – 48.

What is disability?

Disability is a natural part of human diversity and almost everyone at some point in their life will either experience some form of disability or will care for a person with disability. Over 5.5 million people—more than one in five people in Australia—have a disability and this proportion is increasing with an ageing population.

Persons are considered to have a disability if they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts their ability to do everyday activities.

People with disability are a very diverse group. The term encompasses people with varying types and levels of disability across all socioeconomic and demographic groups. It includes not only people with physical disabilities but also people with less visible disabilities including mental health conditions, sensory, neurodevelopmental, intellectual, physical, psychosocial, head injury, stroke or acquired brain injury.

Every person with disability is unique and will experience their disability in their own way. There can be wide variations of impact on daily living. A disability may affect mobility, the ability to learn things, or the ability to communicate easily. Some people may have more than one disability. A disability may be visible or hidden, permanent or temporary, or have a minimal or substantial impact on a person's abilities. Knowing this can improve our understanding of how experiences of people with disability vary.

Disability may be present from birth, acquired due to illness or accident, or come about with time as a person ages. There is a strong relationship between age and disability: as people grow older there is a greater tendency to develop conditions that cause disability. In the Australian population, 15% of people aged up to 64 live with disability and more than half of the population aged 75 and over is affected by disability.

A disability may affect mobility, the ability to learn things, or the ability to communicate easily. Some people may have more than one disability. A disability may be visible or hidden, permanent or temporary, or have a minimal or substantial impact on a person's abilities.

Disability and Intersectionality

An intersectional approach considers how race, gender, sexuality and ability interact to shape and inform a person's life experiences. It is a way of understanding how multiple forms of inequality or disadvantage can compound themselves and create further barriers to participation and inclusion. Compounding disadvantage can expose people with disability to overlapping forms of discrimination, marginalisation, and exclusion.

The social model of disability

The *Federal Disability Discrimination Act 1992 (DDA)* defines the **medical model of disability** in relation to a person who has:

- total or partial loss of the person's bodily or mental functions
- total or partial loss of a part of the body
- the presence in the body of organisms causing disease or illness
- the presence in the body of organisms capable of causing disease or illness
- the malfunction, malformation or disfigurement of a part of the person's body
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction, or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour

Notice that this outdated model treats disability as an impairment or a deficiency, the responsibility for which sits solely with the individual.

The **social model of disability** is now the internationally recognised way to view and address 'disability', as per the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). This marks a significant paradigm shift in attitudes towards people with disability and approaches to disability issues.

The social model states that *disability is the result of the interaction between people living with impairments and an environment filled with physical, attitudinal, communication and social barriers*. In this context, disability is the result of the interaction between people living with impairments and the barriers they face in their environment.

Consider this: People with disability purchase consumer goods, have jobs, go on holidays, eat out at restaurants, access information and contribute to society in the same way as those without disability. The difference is that people with disability often come up against significant barriers while trying to do the things many of us take for granted. If the physical, attitudinal, communication and social barriers in the environment are removed, persons living with impairments can participate in society on an equal basis with others.

Disability Inclusion Action Plans can assist councils, along with their communities, to identify and remove barriers to participation.

Inclusion is everyone's responsibility.

Access and Inclusion

Access means you can go where you need to in the community: into buildings, on transport, in parks and to events.

It means there are toilets you can find and use.

It also means you can find and understand information about important things going on in the local community.

Inclusion means you feel part of the community and are treated with dignity and respect as a valued and equal member of society.

It means you feel welcome in your community and can enjoy the same experiences as others.

The Case for Inclusion

The National Disability Strategy (NDS) has changed the way we look at disability. At the very heart of the NDS is the belief that people with disability should be supported to maximise their individual potential, but that there is also a need for a community-wide shift in attitudes towards people with disability.

By setting an expectation that disability is a natural part of human diversity, communities can be expected to fully include people with disability in all aspects of life.

Inclusion is everyone's responsibility. And the case for an inclusive community is strong:

- Community inclusion isn't just important for wellbeing; it is a human right.
- Persons with different backgrounds, abilities, and interests all bring something unique and can contribute to the richness of society. As a community, we are richer with a diverse range of viewpoints and individual perspectives.
- Increased employment opportunities and outcomes unlock improved economic security, independence and well-being for people with disability and their families. Meaningful employment can provide independence, reduce reliance on benefits and improve the living standards of people with disability. This can have positive health impacts and contribute to a greater sense of self-worth.
- Improved physical access to businesses benefits people with disability, older people, parents or carers with prams and business owners themselves by expanding their business reach.

Conversely, *exclusion* leads to disadvantage and discrimination, which have far-reaching negative impacts across all aspects of life, including health, welfare, education and employment. These impacts are felt beyond the individual, with families and the broader community being negatively impacted by a non-inclusive community.

Carers

A carer is a person who provides unpaid care and support to someone (usually a family member or friend) who has a disability, mental illness, drug or alcohol dependency, chronic condition, terminal illness or who is frail due to age.

Carers play a vital role in supporting and assisting individuals with a disability to live their best life. The type of support that carers provide can vary from occasional help to regular care, to emotional and administrative support.

Carers make a significant contribution to Australian communities and families and to the economy. They are sometimes referred to as the 'hidden workforce' because:

- There are approximately 958,500 carers in NSW
- Carers provide 11.8 million hours of care per week in NSW
- To replace the care provided by carers in NSW, governments would have to spend more than \$25 billion each year

In Australia, in 2022:

- 1.2 million people in Australia were primary carers
- 391,300 carers were under the age of 25, up from 235,300 carers in 2018
- Females (12.8%) were more likely to be carers than males (11.1%)
- 43.8% of primary carers had disability themselves

(ABS 2024; Deloitte 2020; ABS 2022)

Caring for a family member or friend can be very rewarding, but it also has its challenges. Carers are more likely than other Australians to experience a range of health, wellbeing and socioeconomic issues, and many cannot access the support they need.

It is important to recognise the challenges of caring so that carers can seek support when they need it. It is also important for families, communities, service providers, governments and employers to understand the challenges of caring so that the support options available can be continually expanded and improved.

Common challenges that carers experience include health and wellbeing challenges, social isolation and financial hardship.

Carers may require counselling, coaching or respite care to support them in their caring role. Many carers appreciate peer support groups to recognise common issues, feel understood by each other and experience a greater sense of belonging and reduced isolation.

Our DIAP considers the need to improve access and inclusion for carers in our community, and to recognise the contribution they make to our community.

Abuse, neglect and exploitation

Data from the Ageing and Disability Commission (ADC) shows a continued rise in reports of abuse, neglect and exploitation of older people and adults with disability across the state. Many of the reports made to the ADC involve domestic and family violence, including coercive control, and can be driven by factors such as economic and housing pressures and social isolation. Worryingly, the abuse often occurs in places where our most vulnerable people should feel safest – in their family, home and community.

The ADC received 707 reports of alleged abuse, neglect or exploitation of an older person or adult with disability from the Western NSW region in 2019-2024 (note that data specific to Coonamble Shire was not available).

- 79% of reports received in this region related to an older person
- 21% related to an adult with disability
- Of reports relating to adults with disability, 55% were female
- Of reports relating to older people- 60% were female
- Of reports about adults with disability, 65% were made by a paid worker
- Of reports about older people
 - 38% came from a paid worker
 - 23% came from the child of the older person
 - 9% were from an older person experiencing abuse
- 76 reports were about an adult who identified as Aboriginal or Torres Strait Islander
- Reports about adults with disability most commonly involved a parent as the subject of allegation
- 46% of reports about older people involved family members, mainly adult children followed by the adult's spouse or partner, as the subject of allegation
- The most commonly reported types of abuse towards older people (OP) were verbal abuse, financial exploitation and failure to meet support needs
- The most commonly reported types of abuse towards adults with disability (AWD) were failure to meet support needs, preventing or restricting access to supports or services and verbal abuse.

(Western NSW LGA Stats 2019-2024)

Everyone deserves to feel safe and respected in their home and community. This means having the freedom to make decisions, know what is happening with your finances, staying connected to family and friends, and accessing support when needed. However, the abuse of older people and adults with disability is often poorly recognised and there is a need for increased awareness among the broader community.

Who are we? Our Coonamble Shire Community

The Coonamble Local Government Area (LGA) is in the Orana Region of Central Northern NSW, approximately 400 km north-west of Greater Sydney and 600 km south-west of Greater Brisbane. It is bounded by the Shires of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Coonamble Shire covers approximately 9,916 square kilometres of rural land, including natural landscapes, farmland, and small communities. Our Shire includes the township of Coonamble and the smaller villages of Gulargambone and Quambone. Most of the LGA's residents live in these settlements, with residents of rural properties accounting for the remaining 11% of the population.

Coonamble is situated on the Castlereagh River, which runs through the town. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Coonamble functions as a service centre for surrounding rural areas. Its main industries are sheep, cattle, and grain farming, as well as local services including in teaching, health, and administration, according to the 2021 ABS Census.

The area experiences extreme weather conditions including drought, flooding and extreme heat and cold.

The LGA is situated on the traditional lands of the Wailwan and Gamilaraay peoples.



Population characteristics

The Coonamble LGA has a total population of 3,732 persons (ABS, 2021):

- Coonamble - 2,666 (71.4%)
- Gulargambone - 528 (14.1%)
- Quambone - 128 (3.4%)
- Remainder of LGA, surrounding rural land - 412 (11%)

Coonamble Shire's population has experienced long-term decline, particularly in townships and villages, while rural areas have grown. There are early signs of an emerging demographic renewal driven by younger families, alongside an ageing population with its inherent implications for increasing support needs and accessible homes and public spaces.

Indigenous profile

In 2021 (ABS Quick Stats), Coonamble LGA had a significantly higher proportion of Aboriginal and/or Torres Strait Islander residents (33.9%) compared to Regional NSW (6.6%), while the non-Indigenous population was much lower (52.3% versus 87.7%).

This highlights the strong cultural presence of Indigenous communities in Coonamble Shire and the need for community involvement in the design and provision of services, programs and physical assets to ensure cultural safety, access and inclusion.

Motor vehicles

8.1% of households did not have a registered motor vehicle, whilst 35% of households had 1 vehicle. Coupled with the inflated cost of living and the physical distance from many specialist health services, this has implications for access.

Wellbeing / Need for Assistance

In the 2021 Census, 7% of residents reported the need for assistance with core activities (self-care, mobility, or communication). This may be due to a disability, long term health condition (lasting six months or more), or old age, but does not include those requiring care for a profound or severe disability.

Coonamble LGA had a marginally higher proportion of residents needing assistance with core activities compared with the Regional NSW and a lower share of people reporting no need for assistance, which suggests a relatively higher prevalence of disability or support needs.

35.1% of residents reported having one or more significant chronic health conditions (for example, heart disease, COPD, dementia, mental health conditions, arthritis, etc.).

Disability and carers

ABS Health and Disability data for Coonamble Shire (2018) gives us a more accurate picture:

- Persons with disability- 27.8%
- Persons with profound/severe core activity limitation- 8.8%
- Persons with moderate/mild core activity limitation- 13.2%
- Persons who are carers- 20.2%
- Persons aged 15 years and over who are primary carers- 5.9%
- Persons who are non-primary carers- 10%
- Persons with disability aged 15 years and over who need assistance or have difficulty with household chores, meal preparation or property maintenance (accommodation support)- 11.7%
- Persons with disability who need assistance or have difficulty with personal/health care- 15.4%
- Persons with disability aged 16 years and over who need assistance or have difficulty with private transport- 10.2%
- Persons with disability aged 0-64 years whose need for assistance with core activities is fully met- 4%
- Persons with disability aged 0-64 years whose need for assistance with core activities is partly met or not met at all- 1.5%

CSC's **Urban Housing Strategy** (2026) identified a demand for housing that incorporates liveable design features and offers good access to shops, transport, and services, and for housing that can accommodate varying levels of support. The strategy suggests that aligning local housing provision with accessible, adaptable, and supported housing options will help ensure the needs of residents requiring assistance with everyday activities are met. The significant proportion of older homes across the Shire are unlikely to meet current accessibility standards, with modifications likely required.

What this tells us

- The increased proportion of young families has increased the need for early access to quality childcare and early childhood education. It also implies an increased requirement for allied health therapies such as speech therapy and occupational therapy, as well as early years diagnostic/ assessment services.
- There is a high proportion of carers in the community, indicating a need for formal and informal support services and networks to address the challenges that carers commonly face.
- The increased prevalence of people with disability, and particularly those requiring assistance, creates an increased demand for accessible shops, transport, services, public spaces and amenities.
- There is inadequate suitable housing for older people and adults with disability.

Developing the Disability Inclusion Action Plan

This Plan seeks to build upon Council's previous Disability Inclusion Action Plan. It provides information on how we are going to make Coonamble Shire a more inclusive and accessible place to live.

This new plan includes some new actions which address emerging issues identified by the community, whereas others are existing actions from the previous plan which have been carried forward, depending on the stage of implementation.

The DIAP is a living document that will have further actions added to it during its four-year life. This will ensure that Council continues to recognise and respond to the rights, needs and values of people with a disability.

Consultation and engagement strategy

Development of this Plan was informed in the first instance by research and available quantitative data.

However, to better understand the barriers to access and inclusion in a local context, and how disability is experienced in the local community, Council undertook a process of community engagement and mixed method consultation to seek feedback about specific issues that affect people with a disability, their families and communities in the local area.

Our commitment to undertaking meaningful consultation and engagement provided a range of opportunities for our communities to engage via surveys, topic-based consultations and many targeted consultations with people with disability, their families and carers, advocacy organisations, community groups, service providers, employment services, and Council staff.

The voices of people with lived experience, representative and advocacy organisations have been critical to the development of this plan.

The survey was available on Council's website, as well as in hard copy from several key community access points across the Shire. An Easy Read/ Plain English adaptation of the survey was also available online or in hard copy. Engagement activities took place in Coonamble, Quambone and Gulargambone. Consultations were conducted in person, over the telephone and via video conferencing. Both formal and informal engagement strategies were utilised to increase accessibility and comfort in participation. Submissions were received by mail, email, and via the electronic surveys.

For the purposes of this project, Council invited the community to consider a broad definition of disability, beyond visible physical presentations, and including chronic physical or mental health conditions, age-related functional decline, neurodevelopmental disorders, etc. Persons did not require a formal diagnosis of disability or to be eligible for the NDIS to identify as having a disability. Several community members expressed their appreciation for the inclusion of these conditions, pointing out that there was still a lack of general lack of

awareness and understanding of less visible disabilities including: people living with mental health conditions, people on the Autism spectrum and people with an intellectual disability.

Care was taken during the consultation process to acknowledge the challenges that councils inevitably face in developing and delivering upon a Plan that is realistic and achievable, given timeframe and budgetary restraints. Where community-identified projects are included in the Plan that do not currently have an allocated budget, they are listed as *grant-dependant* or *aspirational* goals.

Consultation snapshot (May - June 2026)

- **39** community members responded to the primary survey
 - **23** – online surveys
 - **16** – physical surveys
- **5** community members responded to the adapted Easy Read survey
- **12** community members submitted feedback via email
- **3** community members submitted feedback via telephone
- **11** informal community conversations
- **16** service provision staff* provided feedback in group discussion
- **18** service provision staff* provided feedback individually (via phone, videoconferencing, or in person)
(*Note that this included staff from disability and ageing services, in addition to broader human and community organisations servicing the Coonamble Shire region.)
- **4** persons representing local community groups provided feedback individually (via phone, videoconferencing, or in person)
- Internal targeted (function-specific) consultations with a selected staff from the following CSC teams:
 - Human resources/ recruitment/ training
 - Communications
 - Community Services/ community development
 - Libraries- Coonamble & Quambone
 - Customer service
 - Economic Growth and Development
 - Outdoor maintenance crew

Overall, we have captured over 120 individual pieces of feedback, which have been de-identified and summarised in this report according to the four DIAP themes. For a more in-depth look at the feedback from the surveys, please see **Addendum A**.

Additionally, six community members with lived experience of disability indicated an interest in participating in Council's consultation process in the future.

What you told us

Community survey

Survey respondents

- Indigenous persons accounted for 25.6% of respondents (25% for adapted survey)
- The most represented age groups were 25- 44 years and 45- 64 years
- Approx. 75% were women, 25% men (80% and 20% for adapted survey)
- 26.3% of respondents were carers
- All respondents spoke English at home

Types of disability

Original survey respondents had (or cared for someone with) the following disabilities:

- Physical disability – 52.9%
- Age-related functional decline – 32.4%
- Chronic health condition – 32.4%
- Psychosocial disability or mental health condition – 26.5%
- Neurodevelopmental condition (including Autism, ADHD) – 23.5%
- Intellectual or cognitive disability – 20.6%
- Hearing impaired – 17.6%
- Vision impaired – 11.8%
- Neurological disability – 8.8%
- Dementia – 5.9%
- Epilepsy – 2.9%

The adapted Plain English survey showed a different pattern:

- Physical disability – 100%
- Chronic health condition – 80%
- Intellectual or cognitive disability – 60%
- Psychosocial disability or mental health condition - 20%
- Neurodevelopmental condition (including Autism, ADHD) – 20%
- Intellectual or cognitive disability – 20%

(Note that respondents of both surveys could nominate multiple conditions.)

Respondents that completed the Plain English survey reported greater levels of co-morbidity and more significant barriers to participation in community life across all four key action areas.

Positive community attitudes and behaviours

Living in the Coonamble Shire

General consultation told us that the *Coonamble Shire is a strong, resilient and caring community*:

- "We are a proud community, and we go out of our way to help our own."
- "The Coonamble community are very supportive of the disability community- there is always someone looking out for others."

However, some persons with lived experience of disability (including caring for a person with disability), added:

- “There is a general lack of understanding about invisible disabilities, like Autism.”
- “People living with disabilities should be included directly in Council’s planning and decision-making processes, as they are the people most affected by accessibility barriers and service limitations... As a wheelchair user living [here], I can provide real-world insight into the challenges faced daily within the community, including transport, accessibility, healthcare access, and social inclusion.”
- “I know everyone is just being kind when they offer to lift my chair up steps or into doorways, but I do wish I could do it by myself. I wish those barriers weren’t there, so I could feel more independent.”
- “Community events are often not designed with disability access in mind, which can exclude people from participating socially and culturally.”
- “There is a very narrow perception within the community about what constitutes a disability, or even what access and inclusion means. It’s a very individual experience and no two people with disability are the same.”

When survey respondents were asked how they felt living in the Coonamble Shire:

- Most people with a lived experience of disability found it difficult to find the support services they need, to find fun activities to participate in, and found it difficult to get around.
- Most reported that people were friendly to them, however there were mixed responses about feelings of safety and inclusion.

Notably, respondents of the adapted survey reported much higher levels of concern for their personal safety and more pronounced feelings of exclusion. They reported greater difficulty getting around, participating in community activities, and finding adequate support.

Inclusion and discrimination

Most respondents reported having felt discriminated against, or left out, at some time, though this was often attributed to barriers to participation in the physical environment, and not necessarily considered to be a deliberate act of discrimination.

The following examples of perceived inclusion or discrimination were given:

- “When I haven’t been able to get inside the café to meet my friend. Some people lifted my chair to get me in and out, and I thanked them, but really, I felt humiliated.”
- “Left out. If we had a disability friendly playground and pool my daughter would be able to join in.”
- “I wasn’t considered for a job I think I would have been good at. I would have liked the chance to talk to someone about the adjustments I might need.”
- “I feel misunderstood because of my mental health struggles. I feel included and at my best when I have a job and have support, but it’s hard to get those things here.”
- “People don’t understand enough about autism so it’s hard to take my son some places. They think he’s just being naughty.”
- “Sometimes I can’t hear what people are saying.”

100% of Easy Read survey respondents reported both ableism & disability discrimination.

Creating liveable communities

Barriers to access and participation

According to survey respondents, the hardest places in the Shire to access were:

- Festivals and events
- Swimming pools
- Parks and playgrounds
- Churches
- Public toilets

The biggest barriers to going places in the community were:

- Footpath condition (or lack of paths) – 73%
- Lack of public transport – 59.6%
- Lack of ramps or lifts – 54.1%
- Cost – 37.8%
- Lack of accessible parking – 29.7%

Feedback from the general consultation echoed those concerns:

- “For many people, living with a disability in a rural area can mean becoming isolated and effectively confined to the home due to inaccessible infrastructure, lack of transport, and limited support services. Improving accessibility, healthcare access, transport, community inclusion, and disability support services would significantly improve quality of life and independence for people living in rural communities.”
- “Being in a wheelchair leaves you pretty much stuck at home and unable to go anywhere.”

Community members and service providers consulted placed particular emphasis on:

Accessible public toilets

- Many of the toilets are often locked
- Safety concerns for some locations, e.g., in Skillman’s Lane when lane is empty
- Risk of vandalism when toilets left unlocked
- Location of accessible public toilets isn’t included on town maps
- Some toilets were marked wheelchair accessible but had a hinged door opening outward rather than a sliding door to enter, which is difficult for a wheelchair user to manage on their own
- Accessible toilet near Quambone town hall has an unsuitable path leading to its entry
- Accessible toilet in the park opposite Quambone General Store has a natural drainage area at its entry, which fills with mud when in wet weather
- “There is a suitable accessible toilet at the Coonamble showground, inside the pavilion, but it’s almost always locked, and I have to phone someone to come and unlock it for me”- wheelchair user.
- Many male public toilets lack suitable disposal facilities for continence products.

Accessible parking spaces

- More disability parks are needed across the Shire, particularly close to accessible toilets, health care services, shops and public facilities such as the swimming pools and libraries
- Some people also indicated a need for marked parking for parents with prams
- The Coonamble IGA does not have an accessible parking space and some people with disability felt it wasn't easy or safe to exit the car there during busy times
- The parking space in front of the pharmacy in Coonamble was raised multiple times due to the difficulty accessing the footpath from the street for those in a wheelchair or with restricted mobility

Footpaths and entry to shops/ businesses

- Footpaths were reported to be in poor condition in some places and non-existent outside of the townships' main precincts
- "Footpaths and public spaces are not suitable for wheelchairs or mobility equipment in many areas. Poor accessibility limits independence and makes daily activities difficult or unsafe."
- "There are not many footpaths in Quambone, and the road edges have crumbled away, so it is difficult for people in wheelchairs or walkers."
- "Some local businesses, including shops, cafes, and the post office, are not fully accessible to people with mobility needs."
- "Small business owners would like to fix the entries to their building, so everyone can get in, but it costs too much."

Children's playgrounds

- Several parents caring for a child with disability stressed the importance of having at least one accessible, disability-inclusive playground in the Shire
- "We desperately need an inclusive playground in the Shire. Just somewhere we can meet other families where our own children can also participate."

Swimming pools

- Residents spoke of the need for the need for accessible facilities to be installed at each of the town swimming pools, e.g., hoist, toilets, changing space (that could accommodate an adult). Facilities at the Quambone pool were said to be not only inaccessible, but in urgent need of repair.
- "Local recreational facilities are not always accessible. For example, the local [Coonamble] pool lacks accessible toilets and change rooms, pool access systems such as lifts, and adequate support for people requiring assistance. This limits opportunities for exercise, social interaction, and wellbeing."

Transport

- "Access to transport is a major issue for people with disabilities and carers. Many residents struggle to attend medical appointments, access essential shopping, or travel to nearby towns for services. There are limited public transport options."
- "The cost of fuel and travel can make appointments and daily activities financially impossible for some individuals and families. Limited transport options also increase social isolation and dependence on carers."

Accessible housing

- "There isn't much suitable housing in the area for wheelchair users, or even older people with walking sticks or walking frames." - wheelchair user.

Internet speed/ connectivity

- "Internet and technology issues contribute to social isolation and reduced access to online services, telehealth, education, and support networks."
- "Reliable internet access is essential in rural communities, particularly for people with disabilities who may already face barriers leaving home."

We also asked the community about accessing Council information, our library services, and what support they would need in the event of an emergency.

Accessible information and services

Survey respondents said the following changes would make Council services easier to use and our information easier to understand:

- Easy Read forms and documents (83.9%)
- Assistance to complete a form (61.3%)
- Text to speech function on website and online forms (61.3%)
- Captions on videos (35.5%)
- Hearing loops at the front counter (29%)
- A small number of respondents indicated that Auslan, Braille or the National Relay Service would be helpful
- Wheelchair users unanimously agreed that a counter at their height would help
- Training in disability and inclusion was suggested for staff across all departments of Council, including public-facing staff
- Some residents suggested Council utilise the community radio more often
- Several respondents found the Council website difficult to navigate

Library services

Survey respondents said the following would make the library easier to use:

- Staff training in disability & inclusion (62.5%)
- Accessible toilet and parking spaces (59.4%)
- Mobility parking (53.1%)
- Signage (34.4%)
- Magnifying screens (31.3%) and text to speech adaptive technology (37.5%)
- Hearing loop (21.9%)
- Resources on disability and inclusion (37.5%)
- Dedicated sensory zones (28.1%) and times (31.3%)
- Artwork or other resources to make the space more culturally inclusive
- Surprisingly, suggestions were made for several items that the library already offers, such as a baby change table, a home delivery service, and a collection of large print books
- Many people indicated they would like support to use the online library ordering system and support to use the computers, a program which library staff have previously offered and found quite popular

Emergency evacuations

In the event of an emergency or natural disaster, primary survey respondents indicated they would need the following assistance:

- Help to evacuate their home – 62.5% (100% for respondents to the Plain English survey)
- Help to receive and understand important emergency messages – 33.3%
- Other suggestions for assistance included:
 - Help to evacuate animals
 - Transport to place of evacuation
 - A quiet space in evacuation centre to limit dysregulation

Supporting access to meaningful employment

Finding and keeping a job

76.3% of respondents in the primary survey felt there weren't enough jobs for people with disability in the Coonamble Shire, and 43.2% have had trouble finding or keeping employment.

For respondents of the Plain English survey, those figures were both 100% and the following explanations were offered for difficulty maintaining employment:

- "Yes, due to being in a wheelchair."
- "The toilets weren't properly accessible, and I had to leave my job, which was embarrassing and disappointing."
- "The employer could not make the changes I needed to make the job easier for me."

Persons with lived experience offered the following perspectives:

- "I would like to have a job. It's hard to find an accessible workplace."
- "I need adjustments to account for my vision loss, but I have a lot to offer as an employee. I'm not sure I'm ever seriously considered."
- "I'm a primary carer and I have struggled to keep a job. I need a job with more flexibility."
- "People living with disabilities in rural communities deserve equal opportunities for inclusion, employment, independence, and participation in community life."
- "It's difficult for people here with psychosocial disability- it can be difficult to find or keep a job if you have fluctuating mental health challenges and need flexibility in your work."
- "It would be good to have more opportunities to volunteer, or do work experience, to test out what types of jobs might suit us."
- "Council could improve its recruitment process to make it more inclusive."

Survey respondents made the following suggestions for employers:

- Training for staff on how to recruit and manage people with disability
- Accessible workplaces, including toilets and personal workstation/ equipment
- Negotiate flexibility and adjustments according to need, including during the recruitment process
- "Work with job mentor/ agency to match my skills to a job"

- Or simply this: "Ask us what we might need to do the job, or even to get through the recruitment process. Please don't just assume that we couldn't do the job."

Some potential employers also offered this feedback:

- "I feel like I need some guidance and support when employing a person with disability. Like, can I be supplemented to buy any special equipment the person needs? How do I negotiate adjustments sensitively? I don't want to accidentally say or do the wrong thing, but I'm still learning about this, like many of us." – business owner
- "Small businesses can't always afford to employ someone with a significant disability unless there is financial support or the person has a carer with them. The challenge is about safety as well as financial sustainability." – business owner

Improving access to mainstream services through better systems and processes

The community identified the following priorities regarding access to mainstream services:

Access to health services

- "Healthcare access is extremely limited in rural areas. Specialist services are either unavailable or only accessible through long-distance travel."
- "Hospital care and emergency treatment can be difficult to access due to transport limitations and the distance required to travel for care. Delays in emergency services can place vulnerable people at additional risk."
- "There is a major lack of local mental health support services, leaving many people without appropriate care."
- "Hardly any services go to Quambone."
- "People living with disabilities in rural communities face significant barriers that affect independence, health, safety, employment, and quality of life. In Gulargambone, many residents experience ongoing challenges due to limited services, inaccessible infrastructure, and lack of local support systems."
- "There are so many kids here that should have an assessment of ADHD or Autism, but they can't, because it costs too much."
- "It's hard to get an assessment for Autism. And it's hard to get support without a diagnosis."
- "Even if you get on the NDIS, it's hard to access many of the types of supports you need here, like OT or speech therapy."
- "Not only do we desperately need more specialist medical services coming to Coonamble, but we need culturally safe services, or our people just won't feel welcome to go."
- "It is difficult to access aged care assessment and provision services in Quambone"

Transport

- "Distance is a major barrier to accessing many services. Some people don't have their own vehicle or can't afford the fuel to travel into Dubbo. The bus service doesn't run often enough to be a practical option."

Disability/ aged care facilities

- "There appears to be no places left in the aged care facilities in Coonamble"- anonymous, Quambone resident
- "There aren't enough places locally in Supported Independent Living for people with significant disability or Residential Aged Care Facilities for older people. Young people with disability should never have to live in an aged care home to get the level of care they need. And older people shouldn't need to leave their own communities to get a place in a home"
- "If more money were invested in improving our current housing stock (to make it fit for purpose for people with additional needs), then more older people could age in place in their homes"

Service providers on Council's role as an advocate, enabler or partner

- "It would be good if Council could help us advocate for the services we need. The trust factor in community has suffered from services pulling out of the region or only providing service for the duration of a short funding cycle."
- "We need greater access to services- can Council help identify service gaps to help with not-for-profits' advocacy efforts?"
- "The 'Together Partnership Group' was a pilot program funded by DCJ. It was a useful program as it made all the managers come to Coonamble themselves every month, so we got a lot more buy in from the organisations that service our region by outreach. Disappointed it does not run anymore."
- "Many services say they outreach to our region, and are funded to provide service here, but they tend to only come here occasionally and eventually drop off."



Our Disability Inclusion Action Plan 2026-2030:

- continues to build upon the work of our previous DIAP
- was developed alongside people with lived experience of disability, ensuring its strategies reflect real needs and priorities
- outlines Council's continuing commitment to consider the needs of people with disability in all aspects of our planning and operations
- provides Council with a strategic framework to support people with disability to participate in community life and access Council services and facilities within our Shire
- provides realistic, but challenging goals Council can lead, influence or deliver as part of our core business, in line with our Community Strategic Plan, and the specific actions we will take to achieve these goals
- nominates aspirational projects identified by community as priority projects, which would require additional external funding to deliver
- meets our legislative responsibilities as outlined in the NSW Disability Inclusion Act 2014



Coonamble Shire Council

Disability Inclusion Action Plan (DIAP) 2026-2030

Disability Inclusion Action Plan 2026 – 2030**Focus area 1. Promoting positive community attitudes and behaviour**

Outcomes	Action	CSP goal link	What we will do	Target population or audience	Year(s)				Responsibility	Outputs & Measures
					1	2	3	4		
Improved disability awareness and organisational capability.	1.1	1, 3	All Council staff, including leaders and Councillors, receive training on the principles of disability, diversity and inclusion, including the social model of disability.							
			1.1.1 Update internal 'Diversity and Inclusion' module of induction training and include a component on a range of disability types, the social model of disability & the DIAP.	New Council staff		X			HR	Diversity & Inclusion orientation module is updated.
			1.1.2 New staff & Counsellors complete updated Diversity & Inclusion induction module.	New Council staff & Counsellors		X	X	X	HR	% of new staff and Councillors that have undertaken updated diversity & inclusion induction module in reporting year.
			1.1.3 All staff undertake annual Diversity & Inclusion training.	All Council staff		X	X	X	HR	% of staff and Councillors that have undertaken diversity & inclusion training in reporting year.
			1.1.4 Continue to identify opportunities for staff to access disability, access & inclusion training specific to their roles (management, HR, customer service, compliance officers, planners, will all have specific considerations), including visible & invisible disabilities.	Council staff		X	X	X	HR	Opportunities for further training have been investigated (if provided, provide details).
Improved disability awareness and organisational capability.	1.2	1, 3	Council staff are aware of inclusive and appropriate language regarding disability and diversity.							

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Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.			1.2.1 Distribute resources to all staff on inclusive language and communicate its importance.	All Council staff		X	X	X	HR	All staff have received resources on inclusive language.
Improved disability awareness and organisational capability.	1.3	3, 17	Improve internal processes for identifying, managing & responding to disability, access and inclusion issues in the workplace.							
Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.			1.3.1 Form an internal Workplace Cultural Improvement and Psychosocial Risk Committee, with representation from across Council departments.	All Council staff		X			HR, WHS	Workplace Cultural Improvement & Psychosocial Risk Committee has been formed.
			1.3.2 Ensure all staff are made aware that issues of discrimination, access & inclusion can be taken to the Committee.	All Council staff		X			HR	Staff are aware of the Committee's functions and how to engage.
Improved disability awareness and organisational capability.	1.4	1, 3	Improve accessibility of Council information and services.							
Residents have equitable access to Council information & services.			1.4.1 Identify barriers to navigating Council services (phone/website/ in person). Investigate potential ways to improve accessibility and navigation of Council services (e.g., website accessibility, Easy Read forms, Hearing Loops, Auslan, etc.).	General public		X	X	X	Admin	Systems/ processes Investigated. Barriers & potential improvements identified.
			1.4.2 Implement identified improvements where feasible & update procedures for use. Train relevant staff to assist customers to navigate Council services.	Public-facing Council staff		X	X	X	Admin	# & type of improvements implemented in reporting year.
			1.4.3 Communicate service & information accessibility updates to community.	General public		X	X	X	Comms	Accessibility improvement has been communicated to community.

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Disability Inclusion Action Plan (DIAP) 2026-2030

Improved disability awareness and organisational capability.	1.5	1, 3	Council programs & grants consider accessibility & inclusion. 1.5.1 Ensure that 'accessibility and inclusion' is incorporated into relevant Council Grant Program Guidelines and that funding applications are assessed in accordance with this requirement.	Comm orgs & services		X			Comm Services	Grant guidelines are updated.
Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.	1.6	1, 4	Council recognises & celebrates disability and diversity. 1.6.1 Continue to celebrate the International Day of People with Disability (IDoPWD) at least every two years. 1.6.2 Comms activity (media release/ social media post) re IDoPWD (e.g. advertise event, photos of event, profile local person with disability & their achievements, etc.).	General public, persons with disability			X		Comm Services	Council participated in IDoPWD celebration in reporting year.
				General public, persons with disability			X		Comms	Council has promoted IDoPWD.
Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.	1.7	1, 4	Council recognises & celebrates carers in the community. 1.7.1 Council celebrates National Carers' Week at least every 2 years (e.g., morning tea/ lunch/ outing, etc.- <i>funding dependant</i>). 1.7.2 Comms activity (media release/ social media post) re National Carers' Week (e.g. advertise event, photos of event, profile local carer, publicly acknowledge & thank carers for the important contribution they make to our community.	General public, carers		X		X	Comm Services	Council participated in National Carers' Week celebration in reporting year.
				General public, carers		X		X	Comms	Council has promoted National Carers' Week.
Promotion of inclusion and positive community attitudes towards people with disability and mental health	1.8	1, 3	Support the formation of a local Carers Support Group. 1.8.1 Provide local carers with Carers NSW information. Gauge interest in forming a local social/ support group & identify local champion(s).	Carers		X	X		Comm Services	Council has engaged with Carers to gauge interest in support group. # Carers engaged.

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Disability Inclusion Action Plan (DIAP) 2026-2030

conditions, and their carers.			1.8.2 Provide in-kind support (e.g. venue, FTE, promotion, morning tea) to form local group during establishment phase, pending sufficient interest.	Carers		X	X	X	Comm Services, Comms	Council has promoted group. Provide details of support provided & project traction.
Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.	1.9	1, 3, 4	Council participates in initiatives that increase knowledge of & decrease stigma about mental health. 1.9.1 Council participates in at least one event/ initiative per year that raises awareness and decreases stigma associated with mental health conditions (e.g., mental health month, RU OK day, Movember, Push Up Challenge, etc.). 1.9.2 Comms activity (media release/ social media post) re purpose & importance of the event/ initiative.	General public General public		X	X	X	Comm Services	Council participated in a MH awareness event/ initiative in reporting year. Council has promoted importance of the initiative.
Increased awareness of the importance of inclusion and diversity in our community. Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.	1.10	1, 3, 4	Promote awareness of invisible disabilities. 1.10.1 Promote 1 awareness raising campaign per year that focuses on awareness, diversity & inclusion for persons with hidden or invisible disabilities (e.g., autism or dementia awareness, Hidden Disabilities Sunflower initiative, etc.). 1.10.2 Explore feasibility of delivering a youth week activity more inclusive of neurodiverse children/ young people (e.g., Lego club, coding workshop, D&D tabletop day). <i>Activity is funding dependant.</i>	General public, persons with hidden disabilities. General public, persons with hidden disabilities.		X	X	X	Comms, Comm Services	# & name of hidden disability campaign Council has promoted via website/ social media. Feasibility of running activity has been explored. Grant applied for. Program details & engagement numbers. Activity promoted.
Promotion of inclusion and positive community attitudes towards people with disability and mental health	1.11	1, 4	Council recognises and celebrates seniors in our community. 1.11.1 Council celebrates NSW Seniors' Festival at least every 2 years (e.g., morning tea/	Seniors			X	X	Comm Services/ library	Council participated in a Seniors' Week

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Disability Inclusion Action Plan (DIAP) 2026-2030

conditions, and their carers.			lunch/ outing, etc. <i>Activity is funding dependant</i>). 1.11.2 Comms activity (media release/ social media post) re NSW Seniors' Festival activity (e.g. advertise event, photos of event).	Seniors			X	X	Comms	initiative in reporting year. Council has promoted the initiative.
Improved accessible transport options. Promotion of inclusion and positive community attitudes towards people with disability and mental health conditions, and their carers.	1.12	3, 8, 10	Ensure existing accessible parking spaces are available for those who need them-improve education and enforcement of the rules relating to mobility parking. 1.12.1 Work with local radio and local newspaper to deliver education campaign on the rules of mobility parking & provide information on how eligible persons can obtain a mobility permit. Campaign repeated as necessary. 1.12.2 Enforce mobility parking rules.	General public, vehicle users in town centres General public, vehicle users			X		Comms Rangers	Awareness campaign has been delivered in reporting year. # of fines for parking in accessible parking without a permit in reporting year.
Disability and diversity are more visible in our community. Inclusion is incorporated into Council's communication and engagement strategies.	1.13	1, 4	Increase the diversity of representation on Council's website and in our communication materials. Ensure language is inclusive. 1.13.1 Audit Council's communication materials (newsletters, marketing material, publications, digital platforms, etc.) for visual diversity of representation & inclusive language. 1.13.2 Develop bank of photo stock with greater range of diversity in age, ability & cultural background for use in future communications. 1.13.3 Images with more diverse representation are used where appropriate as resources are updated and new material developed.	General public General public General public			X		Comms Comms Comms	Printed material audited. Digital platforms audited. Photo/ resource bank developed & available for use. Council's website & communication materials show greater diversity in representation & language as appropriate.

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Disability Inclusion Action Plan (DIAP) 2026-2030

			1.13.4 Publicise and promote everyday stories of people of all abilities and share stories that showcase inclusion in our community in a range of formats.	General public			X	X	Comms, Comm Services	People of all abilities and their stories have been shared, as appropriate.
			1.13.5 Consider diversity of representation for future (<i>grant dependent</i>) community / public art projects, as appropriate.	General public		X	X	X	EGD, Comm Services	Diversity of representation has been considered in any public art projects.
Increased awareness of accessible features and services.	1.14	1, 3	Promote community awareness of accessibility improvements. 1.14.1 Communicate accessibility improvements across the Shire via social media, newsletters, local radio or newspaper to inform the community.	General public		X	X	X	Comms, relevant dept.	Accessibility improvements are communicated to public as they are implemented.
Increased awareness of disability, access and inclusion in the business and tourism industries.	1.15	6, 7	Encourage and support local businesses to improve access and inclusion, including to encourage tourism opportunities. 1.15.1 Deliver education campaign to promote value of improved access & inclusion within the local business & tourism industry (<i>note- scale of campaign is grant dependent</i>). 1.15.2 Update local version of missed business guide & distribute to local businesses.	Business & tourism community			X		EGD	# & details of education campaign(s) delivered. Grant opportunities explored.
				Business & tourism community			X		EGD	Guide updated & distributed.
Events are accessible, inclusive and encourage greater participation of people with disability.	1.16	1, 3	Promote Council activities, events and opportunities to encourage participation and inclusiveness. 1.16.1 Council activities and events are promoted across a variety of platforms and include details of accessibility features (e.g. location of ramps, accessible parking & amenities, etc.).	General public		X	X	X	Comms	Activities & events have been promoted and include details of accessibility features.

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Older people and adults with disability are safe from abuse, neglect and exploitation.	1.17	2, 3	Build the capability of community members to identify signs of abuse and respond appropriately. 1.17.1 Make the Australian Disability Commission's resources and online modules available in the library, front counter and on CSC website.	General public		X	X	X		
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Focus area 2. Creating Liveable Communities

Outcomes	Action	CSP	What we will do	Target population or audience	Year(s)				Responsibility	Measures
					1	2	3	4		
Public toilets are well maintained and accessible to everyone.	2.1	9, 10	Identify opportunities to undertake accessible amenity upgrades in the townships, including safety elements. 2.1.1 Conduct audit of public toilets across Shire (condition, safety & accessibility elements, signage, open hours, baby changing facilities, etc.).	Whole Shire		X	X	X	DIAP project officer	Shire-wide public toilet audit has been conducted & facilities & areas identified as priority for upgrades/ installation.
			2.1.2 Investigate grant funding opportunities for upgrades.	Whole Shire		X	X	X	?	# Grants applied for.
			2.1.3 Where feasible, identified accessible public toilets are included in works schedule and installed or upgraded.	Whole Shire		X	X	X	?	# amenities installed or upgraded per reporting year.
Public toilets are well maintained and accessible to everyone.	2.2	9, 10	Ensure clear access to amenities and incorporate improvements into the works schedule. 2.2.1 Conduct annual Shire-wide audit of toilets (as per 2.1.1) & consider accessibility of entry (sliding automatic vs manual hinged door, drainage, size & suitability of entry platform and pathway, etc.).	Whole Shire		X	X	X	DIAP project officer	Annual Shire-wide public toilet audit conducted.
			2.2.2 Improve path access to Quambone Town Hall accessible toilet.	Quambone		X			Works	Identified improvements have been made to

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			2.2.3 Improve wet weather access to Quambone Park accessible toilet.	Quambone		X			Works	Quambone Town Hall toilet entry. Improvements made to facilitate drainage in front of Quambone Park accessible toilet.
			2.2.4 Existing baby change table replaced with wall mounted table in Coonamble Library.	Coonamble		X			Works	Change facility improvements made to Coonamble Library toilet.
			2.2.5 Further 'clear entry' barriers identified, and upgrades delivered as necessary (funding dependant).	Whole Shire		X	X	X	Works	# 'clear entry' improvements/upgrades made to toilets per reporting year.
Public toilets are well maintained and accessible to everyone.	2.3	9, 10	Ensure existing accessible toilets are available when they are needed.							
			2.3.1 Investigate the installation of MLAK locks on accessible public toilets.	Residents, visitors with disability		X			DIAP project officer	Feasibility of installing MLAK locks has been investigated.
			2.3.2 If feasible, install MLAK locks on accessible toilets across Shire.	Residents, visitors with disability		X			Works	# & % of accessible toilets across Shire with MLAK locks.
			2.3.3 Develop internal procedure for the use of MLAK toilets, including access to Council-owned keys & have relevant staff trained.	Residents, visitors with disability		X			Admin	Procedure developed for residents & visitors to access MLAK toilets.
			2.3.4 Work with local newspaper & community radio to raise awareness of the initiative & provide information on how to obtain a MLAK key.	Whole Shire		X			Comms	Evidence of MLAK awareness/promotion campaign.
Public toilets are well maintained and accessible to everyone.	2.4	9, 10	Ensure public toilets are accessible to persons who require continence aids.							
			2.4.1 Investigate the installation of bins4blokes disposal bins in men's & unisex public toilets for the safe and discreet disposal of continence products (<i>grant dependant</i>).	Whole Shire			X		DIAP project officer	Feasibility of installing continence bins has been investigated.

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			2.4.2 If feasible, install bins4blokes bins across Shire.	Whole Shire			X		Works	# bins4blokes bins installed in public toilets across Shire.
			2.4.3 Promote the initiative to the public.	Residents & visitors			X		Comms	Evidence of public awareness campaign.
Public toilets are well maintained and accessible to everyone.	2.5	9, 10	Ensure updated information on the accessible features of our public toilets are publicly available.							
Increased awareness of accessible features and services.			2.5.1 Annually review, update and maintain information about toilets on the National Public Toilet Map (include accessibility details, opening hours, gender, MLAK locks, RH/ LH access, etc.).	Whole Shire, residents & visitors.		X	X	X	DIAP project officer	National Public Toilet Map is reviewed & updated annually.
			2.5.2 Annually review & update accessible toilet details on CSC's town maps.	Whole Shire, residents & visitors.		X	X	X	DIAP project officer	Town maps are reviewed and updated annually.
			2.5.3 Location and accessibility details of public toilets are made available on CSC website & updated annually.	Whole Shire, residents & visitors.		X	X	X	Comms	Location and accessibility details of public toilets are made available on CSC website & updated annually.
Improved accessible transport options.	2.6	3, 8, 10	Increase accessible parking to ensure appropriate and safe loading space.							
			2.6.1 Conduct audit of accessible parking spaces across Shire (clear access to curb, traffic safety, signage, etc.).	Whole Shire		X			DIAP project officer	Shire-wide audit of accessible parking has been conducted & priority spaces identified for upgrades/ installation.
			2.6.2 Investigate grant funding opportunities for upgrades.	Whole Shire		X	X	X	?	# grants applied for.
			2.6.3 Identified parking spaces are included in works schedule and installed or upgraded, where feasible.	Whole Shire		X	X	X	Works	# of accessible parking spaces delivered in reporting year.
			2.6.4 Install an additional accessible parking space in Castlereagh St, Coonamble.	Coonamble residents		X			Works	Additional parking space installed in Coonamble's main street.

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			2.6.5 Improve access to footpath and shops from existing accessible park on Castlereagh St, Coonamble.	Coonamble residents			X	Works	Upgrades have been made to existing park in Coonamble's main street to improve access to footpath.
			2.6.6 Install accessible parking space near accessible toilets in Skillman's Lane, Coonamble.	Coonamble residents			X	Works	Accessible parking space has been installed in Skillman's Lane.
			2.6.7 Install accessible parking space near entry to Coonamble library, as part of library upgrade.	Coonamble residents			X	Works	Accessible parking space has been installed at Coonamble library.
			2.6.8 Continue to identify opportunities to undertake further accessible parking upgrades in the townships.	Whole Shire	X	X	X	?	Further opportunities for improvement are identified.
Improved accessible transport options.	2.7	8, 10	Ensure updated information on the location of accessible parking spaces are publicly available.						
			2.7.1 Annually review & update information about the location of accessible parking spaces across the Shire.	Whole Shire, residents & visitors	X	X	X	DIAP project officer	Annual review of Shire-wide accessible parking spaces has occurred.
			2.7.2 Include location of accessible parking spaces on CSC's town maps. Maps updated as necessary.	Residents & visitors	X	X	X	DIAP project officer	Town maps have been reviewed and updated.
			2.7.3 Location of accessible parking spaces are available on CSC website & updated as required.	Residents & visitors	X	X	X	Comms	Location and accessibility details of public toilets are made available on CSC website & updated annually.
Improved accessible transport options.	2.8	3, 15	Council advocates for improved accessible public transport options.						
			2.8.1 Council will continue to advocate for the expansion of public transport services and inclusion of accessible public transport features at a regional and state level.	Residents & visitors	X	X	X	Exec	Advocacy undertaken (included in regional forums, plans & strategies) as appropriate.

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Footpaths and open spaces are accessible to everyone.	2.9	10	Deliver footpath / ramp upgrade and renewal program across Shire.							
			2.9.1 Continue to identify priority areas for footpath installation or upgrades in township centres & high pedestrian areas across Shire. <i>(Aspirational project-upgrades are subject to funding availability.)</i>	Whole shire		X	X	X	Works	Priority upgrades are identified.
			2.9.2 Investigate grant funding opportunities to deliver footpath/ ramp upgrades.	Whole shire		X	X	X	EGD	# grants applied for.
			2.9.3 Where feasible, identified upgrades are included in works schedule and installed or upgraded.	Whole shire		X	X	X	Works	#/ metres of footpath delivered in reporting year.
Public swimming pools are accessible to everyone. Increased awareness of disability, access and inclusion in the business and tourism industries.	2.10	5, 10	Identify opportunities to undertake accessible amenity upgrades at local swimming pools.							
			2.10.1 Conduct an audit of local pools' accessibility features for a range of mobility needs.	Whole Shire, visitors & residents.			X		?	Audit undertaken.
			2.10.2 Subject to outcomes of the audit, identify features for priority improvements <i>(upgrades are aspirational-delivery subject to grant funding)</i> .	Whole Shire, visitors & residents.			X		?	Priority pool accessibility features have been identified.
			2.10.3 Investigate grant opportunities to fund identified upgrades.	Whole Shire, visitors & residents.			X		?	# grants applied for.
			2.10.4 Pool accessibility upgrades are delivered where feasible.	Whole Shire			X			#/ type of upgrades delivered in reporting year.
			2.10.5 Ensure Artesian Bore Bath project is accessible.	Residents, tourists			X		?	Details re accessibility features of bore bath project.
Increased awareness of disability, access and inclusion in the business and	2.11	6, 7	Encourage the business community to improve physical access to their premises.							

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tourism industries.			2.11.1 See actions for 1.15.1 & 1.15.2	Business community					EGD	As per 1.15.1 & 1.15.2
Events are accessible, inclusive and encourage greater participation of people with disability.	2.12	1, 3, 4, 7	Public events accommodate a range of visible and invisible disabilities. 2.12.1 Event organisers consider a range of access & inclusion accommodations, including physical access, hearing and vision related considerations. 2.12.2 Details of accessibility features are available with event information (e.g. location of ramps, accessible parking & amenities, etc.).	Event organisers. Residents, tourists		X	X	X	EGD	#/ types of accommodations.
The design, maintenance and management of our parks & playground facilities enable people with disability to fully participate in community life.	2.13	5, 10	Improve accessibility of parks, playgrounds and recreation facilities, including adequate seating and accessible play equipment. 2.13.1 Conduct an audit of local parks' & playgrounds' accessibility features for a range of mobility & sensory needs. 2.13.2 Subject to outcomes of the audit, identify features for priority improvements (<i>upgrades are aspirational-delivery subject to grant funding</i>). 2.13.3 Investigate grant opportunities to fund identified upgrades. 2.13.4 Playground accessibility upgrades are delivered where feasible.	Whole Shire			X		?	Park & playground accessibility audit has been conducted. Priority features for upgrades identified in audit. # grants applied for. # of accessible parks or playground upgrades delivered in reporting year. Provide details of upgrades & status of projects.
The design, maintenance and management of our public spaces enable people with disability to fully participate	2.14	5, 10	The design and management of our public spaces consider the Disability Inclusion Action Plan. 2.14.1 Ensure that reviews of existing Place Plans and	Whole Shire		X	X	X	Planning	Evidence that Plans have considered

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in community life.			Masterplans, and the design of new plans, consider how they support the outcomes of the Disability Inclusion Action Plan.							the outcomes of the DIAP.
Council facilities and processes are accessible and support inclusive participation.	2.15	1, 10	Improve access to Council-owned buildings and public facilities. 2.15.1 Identify barriers to accessing Council-owned buildings (<i>upgrades are aspirational- delivery subject to grant funding</i>). 2.15.2 Investigate grant opportunities to fund identified upgrades. 2.15.3 Priority accessibility upgrades are incorporated into the Works schedule & delivered where feasible.	Staff, public		X			DIAP project officer	Barriers to accessing Council-owned buildings have been identified.
						X	X	X	?	# grants applied for
							X	X	?	# access upgrades delivered.
Council facilities and processes are accessible and support inclusive participation (CUSTOMER SERVICE).	2.16	1, 7, 10	Our customer service area is accessible & supports inclusive participation. 2.16.1 Install a Cross-the-Counter Hearing Loop system at the customer service counter. 2.16.2 Offer several information resources in large print &/ or Easy Read format. 2.16.3 Offer assistance with communication via the National Relay Service. 2.16.4 Offer in-person communication via Australian Auslan by appointment (also available via Relay Service). 2.16.5 Consider feasibility of adjusting forms for readability and/ or availability of staff member to assist with understanding & completing forms.	Hearing impaired Residents Vision impaired residents Vision-, hearing-impaired, Communication difficulties, Hearing impaired residents Whole Shire		X			Admin	Hearing Loop purchased, available at service counter.
						X	X	X	DIAP project officer, Comms	# print resources (posters, brochures) available in modified format.
						X	X	X	Admin	Communication via the National Relay Service is available
						X	X	X	EA, admin	Communication via Australian Auslan is offered by appointment.
							X	X	Admin	If feasible, describe adjustments offered.

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			2.16.6 Install a wheelchair-suitable (lower) bench at one customer service queue when due for redesign.	Wheelchair users			X	X	Works	Wheelchair suitable bench installed (give status on project if delayed)
			2.16.7 Continue to identify features for priority improvement in customer service area (consider signage, colour contrast, tactile indicators, lighting, sensory factors, door width entry to chambers, etc.).	Whole Shire		X	X	X	DIAP project officer, Admin team.	Improvement areas are identified & considered for improvement where feasible.
			2.16.8 Promote the improved accessibility features to the public (Council website, social media, etc.)	Whole Shire		X	X	X	Comms	Details of improved accessibility features have been promoted.
Council facilities and processes are accessible and support inclusive participation (LIBRARY).	2.17	1, 7, 10	Our libraries are accessible & support inclusive participation.							
			2.17.1 Install a Cross-the-Counter Hearing Loop system at the Coonamble library counter.	Hearing impaired Residents		X			Library	Hearing Loop purchased, available at library counter.
			2.17.2 Purchase magnifying screen.	Vision impaired residents		X			Library	Magnifying screen purchased & available for use.
			2.17.3 Purchase text-to-speech pen.	Vision impaired residents		X			Library	Text-to-speech pen purchased & available for use.
			2.17.3 Increase existing range of resources in large print, Easy Read & braille format.	Vision impaired residents			X	X	Library	# / type of print resources available in modified format.
			2.17.4 Increase existing range of audiobooks.	Hearing impaired Residents			X	X	Library	# audiobooks available.
			2.17.5 Improve community awareness of existing accessible library features, e.g. home delivery service, online ordering system, range of modified resources, sensory wall.	Whole Shire		X	X	X	Comms	Library services & resources have been promoted Via Council's website, social media.
			2.17.6 Promote the new/ improved accessibility features to the public (Council website, social media, etc.)	Whole Shire		X	X	X	Comms	New accessibility features are promoted as they become available.

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			2.17.7 Investigate feasibility of running Tech Savvy Seniors community program.	Older people		X			Library	Seniors' tech savvy program run in reporting year (if feasible)
			2.17.8 Investigate opportunity to offer an increased range of programs and resources for people with Autism.	People with Autism		X	X	X	Library	#/ type of programs or resources delivered targeting neurodiversity.
			2.17.9 Continue to identify physical access features for improvements in libraries. Consider signage, colour contrast, tactile indicators, lighting, sensory factors, hall/ door width entry to toilet, ramp entry, height of service bench, etc. (<i>Library upgrade is aspirational & dependant on significant grant funding.</i>)	Whole Shire		X	X	X	Library	Opportunities for access improvements are identified. Provide details of any upgrades.
			2.17.10 Investigate funding opportunities for library upgrades.	Whole Shire		X	X	X	?	# grants applied for (or provide status of project)
Council facilities and processes are accessible and support inclusive participation (WEBSITE).	2.18	1, 3	Council's website is accessible and supports inclusive participation.							
			2.18.1 Covered in 1.4.1 & 1.4.2.	Whole Shire		X	X	X	Comms Admin	As per 1.4.1 & 1.4.2

Focus area 3. Supporting access to meaningful employment

Outcomes	Action	CSP	What we will do	Target population or audience	Year(s)				Responsibility	Measures
					1	2	3	4		
Improved disability awareness and organisational capability. Council supports access to meaningful employment opportunities for people with disability.	3.1	1, 3, 17	Council fosters a vibrant, diverse workforce, including people with disability. 3.1.1 Review and update workforce development strategy to include current guidelines for inclusion.	People from diverse backgrounds, including PwD.		X			HR	Workforce management/ development strategy is updated.

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Improved disability awareness and organisational capability. Council supports access to meaningful employment opportunities for people with disability.	3.2	1, 3, 17	Council has inclusive recruitment & onboarding processes.							
			3.2.1 Review recruitment processes, forms & language for accessibility.	Persons with disability (PwD)		X			DIAP project officer	Recruitment processes, forms & language reviewed for accessibility.
			3.2.2 Update recruitment processes as recommended, including a clear opportunity for candidates to indicate a disability and request suitable adjustments/ accommodations in recruitment & onboarding process.	PwD, staff		X			HR	Recruitment processes have been updated to increase accessibility & inclusion.
			3.2.3 Develop a process for existing employees to indicate a disability and discuss accommodations with their manager.	PwD, staff		X			HR	Current employees have a pathway for declaring a disability and discussing accommodations. # employees with disability.
			3.2.4 HR & hiring managers are provided with information regarding financial support & advice regarding provision of reasonable adjustments/ accommodations.	PwD, staff		X			DIAP project officer, HR	HR & hiring managers are aware of financial supports for reasonable adjustments.
			3.2.5 Redesign onboarding and induction programs to reflect culture, safety, diversity and inclusion (covered by action 1.1.1)	Staff			X		HR	Onboarding and induction program reviewed and updated (as per 1.1.1)
Council supports access to meaningful employment opportunities for people with disability across the Shire.	3.4	1, 3, 17	Council supports local businesses to increase employment opportunities for people with disability.							
			3.4.1 Share Inclusive employment information distributed to local businesses.	Business community			X		EGD	Evidence of promotion of inclusive employment to local businesses.
			3.4.2 Encourage local businesses to increase employment opportunities for people with disability.	Business community			X		EGD	#/ type of awareness activities

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			3.4.3 Investigate opportunities to provide local businesses with training re employment of people with disability (<i>training opportunities may be subject to grant funding</i>).	Business community			X	X	EGD	# of training activities supported (subject to grant funding)
Council supports access to meaningful employment opportunities for people with disability across the Shire.	3.5	1, 3, 17	Council provides opportunities for meaningful employment for persons with disability.							
			3.5.1 Work with local schools to provide opportunities to offer work experience placements within Council for young people with disability.	School-aged PwD		X	X	X	HR	# work experience placements Diversity in roles for placements.
			3.5.2 Work with local Job Access agency to promote Council job vacancies to persons with disability.	PwD, job seekers		X	X	X	HR	Council vacancies are promoted to Job Access clients.
			3.5.3 Investigate feasibility of employment project with Council's Waste department.	PwD, job seekers			X	X	DIAP project officer, HR	If feasible, provide details of employment project. # PwD employed.

Focus area 4. Improving access to mainstream services through better systems and processes.

Outcomes	Action	CSP link	What we will do	Target population or audience	Year(s)				Responsibility	Measures
					1	2	3	4		
Residents have equitable access to Council information and services. Improved disability awareness and organisational capability	4.1	3, 7	Ensure information can be read and understood by our community regardless of their level of education, language spoken, lived experience of disability. 4.1.1 Train key staff in developing Plain English documents and in web content accessibility.	Comms staff, whole Shire	X	X	X		Comms HR	Key staff have been trained in developing Plain English documents.
			4.1.2 Adapt key documents to Plain English format as feasible.	Comms staff		X	X		Comms	# of Plain English versions of key documents made publicly available.
			4.1.3 Continue to improve accessibility of online	Comms		X	X		Comms	Describe work to improve

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			information and systems, including effective search function.							accessibility of Council information.
People with disability are informed, consulted and actively participate in Council decision-making processes. Residents have equitable access to Council information and services.	4.2	3, 7	Persons with disability and their carers are included in emergency preparedness planning. 4.2.1 Emergency messages are communicated in accessible formats. 4.2.2 Investigate feasibility of supporting a disability inclusive Person-Centred Emergency Planning project. <i>(Aspirational project requiring external grant funding.)</i>	PwD		X	X	X	Comms	If emergency arises, important and urgent community messages have inclusive & accessible.
				PwD, carers			X	X	Commy Services	# grants applied for. If feasible, disability-inclusive emergency planning project delivered in reporting period. # of residents that have a person-centred emergency plan.
People with disability are informed, consulted and actively participate in Council decision-making processes	4.3	7, 17	Ensure that people with lived experience of disability are consulted and engaged on relevant Council Plans. 4.3.1 Develop mechanism for consulting persons with disability on key Council projects and Plans (e.g., working group). 4.3.2 Update community engagement guidelines to include best practice inclusive engagement & consultation recommendations.	PwD			X	X	IWG, Comm Service	Mechanism for consultation has been developed. # and type of consultations.
				PwD		X	X	X	Comm Services	Guidelines have been updated and utilised in community engagement activities.

Delivering the new Plan

Governance

The implementation of the Disability Inclusion Action Plan 2026–2030 will be overseen by the General Manager and Executive Leadership Team. The Senior Management Team will sponsor and promote the Plan.

Relevant departments will be required to report on progress of implementing actions as part of their regular business reporting. This will inform reports to the Executive team and annual progress reports.

Monitoring and evaluation

The success of our DIAP will be evaluated through qualitative and quantitative measures, including:

- clear outputs and outcomes for each initiative to ensure progress can be tracked and actions successfully completed
- regular engagement with employees who contributed to the development of our DIAP to gather feedback and guide future directions
- feedback on customer satisfaction
- analysing measures and other workforce data to identify trends, areas for improvement and actions needed.

We will regularly review and monitor the progress of the Plan using these indicators.

Ongoing engagement with the community and the IWG will occur as required. In the fourth year of the Plan Council will measure community satisfaction through a community survey and through consultation with community.

Reporting

We will regularly measure and report against the actions in this plan. Progress and outcomes will be reported annually as part of Council's Annual Report, which is endorsed by Council and published on Council's website. A copy will be provided to the NSW Minister for Families, Communities and Disability Services as required under the NSW Disability Inclusion Act, 2014.

The Plan will be reviewed and updated, alongside our Operational Plan, to ensure that it remains relevant and that appropriate resourcing can be allocated from the annual budget and responsible staff members allocated to each action.

Together, Council will work collaboratively with community, government and our Access Consultative Working Group (*or alternative arrangement?*) to ensure that they continue to play an important role and support this Plan's progress and reporting.

Funding the Plan

Some of the actions in this plan are about continuing what we do, and some are about implementing new ideas. Some actions won't cost anything, while others will require additional funding. The money to do this will be allocated through the annual budget where possible. However, sometimes it will be necessary to apply for external funding to assist in achieving the desired outcome. Actions that require external funding to deliver are listed in the Plan as *aspirational goals*.



RESOURCES**Relevant legislation, policies and conventions**

- The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)
[Convention on the Rights of Persons with Disabilities \(CRPD\) | Division for Inclusive Social Development \(DISD\)](#)
- Australia's Disability Strategy 2021-2031
[Australia's Disability Strategy | Australian Government Department of Health, Disability and Ageing](#)
- National Disability Insurance Scheme Act 2013
[National Disability Insurance Scheme \(NDIS\)](#)
- Disability Discrimination Act 1992
[Disability Discrimination Act 1992 - Federal Register of Legislation](#)
- National Autism Strategy 2025 – 2031
[National Autism Strategy 2025–2031 | Australian Government Department of Health, Disability and Ageing](#)
- Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability- Final Report 2023
[Final Report | Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#)
- Australian Standard (AS 1428) – Design for Access and Mobility (Access to Premises Standards Buildings) Standards 2010
[Disability \(Access to Premises — Buildings\) Standards 2010 - Federal Register of Legislation](#)
- Disability Standards for Accessible Public Transport 2002
[Disability Standards for Accessible Public Transport 2002 - Federal Register of Legislation](#)
- Web Content Accessibility Guidelines 2.0
[WCAG 2 Overview | Web Accessibility Initiative \(WAI\) | W3C](#)
- NSW Disability Inclusion Plan 2026 – 2029
[NSW Disability Inclusion Plan 2026-2029 | Communities and Justice](#)
- Disability Inclusion Act 2014
[Disability Inclusion Act 2014 No 41 - NSW Legislation](#)
[Disability Inclusion Regulation 2014](#)
- NSW Anti-Discrimination Act 1977
[Anti-Discrimination Act 1977 No 48 - NSW Legislation](#)
- NSW Government Sector Employment Act 2013
[Government Sector Employment Act 2013 No 40 - NSW Legislation](#)

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REFERENCES

- Australian Bureau of Statistics; 2022; *Survey of Disability, Ageing and Carers*, [Survey of Disability, Ageing and Carers, 2022: key findings in plain language | Australian Bureau of Statistics](#)
- Australian Bureau of Statistics; 2025, *Health and Disability Data by region* [ABS Health and disability \(Data by region\) LGA November 2025 | Digital Atlas of Australia](#)
- Ageing & Disability Commission; 2024, *Reports of abuse, neglect or exploitation of an older person or adult with disability from the Western NSW region in 2019-2024*. [Western NSW LGA Stats 2019-2024](#)
- Carers NSW: 2025, *Carers Wellbeing Survey*. [Carer Wellbeing Survey - Carers Australia](#)

Key DIAP project messages

- “We are inviting you to tell us what you think would make Coonamble Shire a more inclusive community which supports people with disability to participate and achieve their goals.”
- In the first instance, we can think of the DIAP (the Plan) as a guide to helping the community to increase everyone’s quality of life.
- It increases **liveability**-
Liveability basically refers to the quality of life in a community, Liveability refers to the quality of life in a community, encompassing various factors that contribute to a comfortable and enjoyable living environment. It includes aspects such as health, social cohesion, safety, security, and access to amenities like public transport, parks, and educational facilities. A liveable community is characterized by its affordability, accessibility, and the overall well-being of its residents.
- “**Access** means you can go where you need to in the community: into buildings, on transport, in parks and to events. It means there are toilets you can find and use. It also means you can find and understand information about important things going on in the local community.
- “**Inclusion** means you feel part of the community and treated with dignity and respect as a valued and equal member of society.
- Anything that improves the lives of people with disability and allows them to fully participate, ultimately improves everyone’s lives.
- Concept of **social capital**-
Social capital is the benefits derived from sociability. Social capital can be described most simply as the aspects of social context (the “social” bit) that have productive benefits (the “capital” bit). Social capital arises from the human capacity to consider others, to think and act generously and cooperatively. It relates to social relationships and social structures. It involves people knowing each other and having positive relationships based on trust, respect, kindness, and reciprocity. It involves supportive social structures that encourage prosocial actions and discourage exploitive behaviours.
- Yes, the plan is legislated (that is, every Council in NSW is required to have a DIAP in place). However, it’s not a tick-a-box activity, or a once-off conversation. There will some short-term impacts and improvements resulting from gaps we identify during the process, but the plan will also be there as a tool to improve local events, services, and infrastructure in the future.
- Ideally, the DIAP is designed to build awareness and understanding of inclusion, in the local community and indeed, across all areas of the Council. From the

planners to the outdoor teams, to the managers and engineers, to the librarians (and more). Ideally, over time, it should bring us to a point where diversity, access and inclusion is considered in every decision that is made.

- The DIAP can be considered a strategic tool to attract future funding opportunities for the community, or to advocate at a higher level for enhanced access to priority services.
- “Disability Inclusion Planning is instrumental in reducing barriers that hinder access to government services, employment opportunities, and the promotion of rights for individuals with disabilities. By developing a comprehensive DIAP, Coonamble Shire Council aims to outline clear intentions and actionable steps that will drive positive change throughout our community. Residents are encouraged to participate in shaping the future and contribute toward a more inclusive Shire and create a community where everyone can thrive”,
- The DIAP will provide Council with a clear set of actions and strategies to be undertaken over the next four years to improve inclusion for the whole of community.
- This plan aims to create a more accessible and welcoming community, ensuring that everyone can participate fully in everyday life.
- Coonamble Shire already has a strong, resilient community identity -> this is an opportunity for our community to be transformed into something even more special.
- This next chapter is all about creating a space where everyone – across all ages and stages of life – feels welcome, included and connected.
- With growing demand for inclusive employment pathways and places for connection, it's time to expand. This transformation will allow us to do just that – bringing together inclusive employment, community programs, and social connection in one beautifully designed space.
- This is a great opportunity to be recognised in your community as a champion of inclusion. A chance to be part of something that will last for many generations to come. A community asset that will change many lives. After all, it is only by working together that we can strive for a more inclusive world.
-brings people together to help someone to live a more connected life, support people to do what matters to them.
- We use the findings from the consultation to inform future inclusive work and enable us to better advocate for our fellow Australians.
- *How do we turn these goals into effective policies and practical realities?*
- We can advocate at a higher level for improved access to services, for example, or we can try to form partnerships with service providers, but how do we chip away at this on a local level? And let's be realistic, most Shire Councils are feeling the pinch, like many of their residents. We would likely have to access

external funding to implement bigger infrastructure projects.... (aspirational projects).

- What is the role of community members/ groups? How can we partner with other services to bridge identified gaps?
- The reality is that Council will not immediately be able to deliver every upgrade project that the community identify. But the DIAP can act as a guiding document to help inform future work. It can help us get to where we want to go over time.
- We are not going to be able to solve all these problems quickly or easily, or on our own. We may need to start small. But the idea is that over time, we will all learn to consider disability, diversity, and inclusion, in all aspects of our work and our community life. From the planners, engineers, outdoor crews, recruiters and managers, and customer service staff...

The social model of disability- an explanation

There is an opinion that the problem, or the barrier to participation, is a person's own physical or psychological impairment; or that disability is somehow a strange or unnatural occurrence. But disabled or not, all of our bodies shift and change and experience varying degrees of function and limitation- our mobility, our sight, our hearing, our mental health. Almost all people experience vulnerability and dependency to different degrees at some stage in our lives; its part of being human. And I would argue that disability is part of the human experience and variation, a normal part of life. The much bigger issue is that often our society doesn't actually meet the needs of people with disability. And when we meet the needs of people with disability, everybody reaps the benefits.

I know it can be difficult to distinguish being limited by one's own body from being limited by society's barriers but stay with me here... Society's attitudes to the disabled have certainly evolved a lot over the years but we're not quite there yet. There's actually a long history of people with disability being disempowered and dehumanised. From being seen as cursed or contaminated, to being institutionalised due to being seen as requiring protection... to being hospitalised and medicalised when viewed as in need of a cure... or being seen as tragic and requiring charity. With the introduction of the NDIS, PwD are now considered consumers...

The old medical model saw disability as an individual defect, which needed to be cured or eliminated. The social model of disability emerged from Britain in the 70s and it really redefined disability. It argued that disability is structural and caused by barriers and discrimination in society. This new model was essentially saying that the problems faced by PWD are the result of exclusion and social and environmental barriers, rather than individual deficits. For example, discriminatory attitudes or policies, inaccessible

buildings or transport, an unaccommodating legal system, inadequate disability support services, or inflexible work arrangements. So, instead of the onus being on an individual that they need to overcome their disability to be included, the idea is that we all have a responsibility to help remove some of these barriers.

Connection, inclusion, respect. I think that's what most of us ultimately want. To participate on an equal basis in economic, social and cultural life.

The NDIS, for all its teething problems, has assisted many people with significant disability to access individualised supports, but we all hold a responsibility to prevent discrimination and social exclusion.

Those living in remote and regional areas and those who have complex needs requiring specialist services are most affected by shortage of services.

The consultation

We will be asking questions like:

- Do you encounter businesses in Coonamble Shire where you do not feel welcome?
- Do community services and facilities in Coonamble Shire meet your needs?
- Have you ever been refused work due to your identity, beliefs or disability?
- Do you feel positive about living in Coonamble Shire?
- Are there any essential services in the Coonamble Shire that you are not able to access?

Scenario 1: what does it mean to have access to meaningful employment?

- Catch 22- because working is often what helps people to stay well and to stay connected. ... feel worthwhile, valued and part of the community when engaged in meaningful employment.
- Everyone benefits, including our local economy.

Scenario 2- What does it take to travel or even go out for the day, for persons with disability?

- Arrange accessible transport, disability support worker, ring ahead to find business they can eat at and accessible public toilets along the way...
- To boost tourism and business, access and inclusion is key (and facilities marked as accessible need to be truly accessible!)
- What do we already offer? What could we improve on? How could we remove barriers for this person?

- What if visitors with disability are coming to enjoy the Artesian Bore Baths? Hydrotherapy is wonderful for a variety of disabilities... how can we ensure it is accessible? (think accessible toilets/ change rooms, pathways around facility, signage, parking close to entrance, how to get in and out of pools, able to access cafes/ shops/ toilets in town)
- Importantly, involve people with disability in the planning!

Scenario 3- Coonamble Main Street Master Plan (upgrade):

- What is already great about the street?
- What could we do better?
- How could everyone access the street and storefronts?
- What would make all people feel welcome and included?
- How could we activate the precinct? Murals, public art, events, etc.

Scenario 4- Inclusive playgrounds/ play spaces:

- Give every Australian the right to play, side by side, without discrimination or prejudice; and
- Facilitate social and community inclusion for people with disability as well as their families and carers.
- What would it feel like to not be able to take your child to play at the playground with the other children? Would it also be isolating for parents and carers?

Scenario 5- finding culturally appropriate services for Indigenous people:

- Some reports of services being not culturally appropriate or safe for Indigenous people
- Some FN people have had to leave their homes and communities to live in larger towns to access support.
- How could existing services/ facilities be made more culturally safe?

We will use all of the feedback to develop an action plan based on the following four categories:

1. Developing positive community attitudes and behaviours.
2. Creating liveable communities.
3. Supporting access to meaningful employment.
4. Improving access to mainstream services through better systems and processes.

The reality- Focus on high impact, low-cost actions in the first instance

- Current strengths – what Council is already providing or committed to
- Stretch actions – initiatives achievable with minimal additional resources
- Aspirational actions – future opportunities that may be pursued if funding becomes available
- This tiered approach provides clear direction for staff, avoids raising unrealistic community expectations, and positions the DIAP as a strategic tool to attract future funding opportunities

DIAP talking points:

- What does Council already do well?
 - *An enabler and partner of the community*
 - *Advocate for community*
 - *Builds on community strengths...?*
- What has Council already committed to? (looking for a good news story here!)
 - *E.g., main street upgrade, Artesian Bore Bath Experience...?*
 - *Additional accessible car park on Coonamble's main street.*
- Stretch areas for Council?
 - *E.g. looking at ways the library may be able to better support all community members to visit.*
 - *E.g., how can we become a more inclusive workplace...?*
 - *An infrastructure project- accessible toilets, play spaces, accessible upgrades to swimming pools (these are aspirational goals, i.e., would require additional grant funding)*
- Hidden costs of a project- Council need to factor in more than the purchase and installation costs.
 - *The need to stage infrastructure installation and upgrades over the life of the DIAP and beyond*
 - *Cost of maintaining resources and infrastructure to standard beyond purchase/ installation*
 - *Cleaning, maintenance*
 - *Potential repairs or replace parts*
 - *Upgrades (sometimes due to item becoming outdated technology)*
- Specific areas/ projects/ issues:

- Coonamble Main Street Masterplan
- Accessible parking (Where are more parking spaces needed? What works? What doesn't?)
- Accessible toilets (Where are more needed? What works? What doesn't?)
- Pedestrian activity (how easy is it to get around? What about for those with mobility/ balance issues? What improvements are needed?)
- Open spaces
- Playgrounds
- Sports and rec facilities
- Physical access to shops, cafes, pools, banks, post office, health care services, places of worship, etc.
- Access to Council buildings
- Accessibility & inclusion of library services
- Transport
- How user-friendly are Council services? How easy is it to understand Council's communications, navigate website, receive important messages?
- Signage (interpretive signage, infographics, high-low contrast, etc.)
- Tactile indicators for vision impaired people. Other specific challenges for vision impaired persons?
- Specific challenges for hearing impaired persons?
- Access to health care services, including specialist care
- Access to community-based disability supports (ranging from core supports to specialist care)
- Concept of social capital
- Representation/ visibility of people with a disability
- Access to community-based aged care supports (core supports to more specialised care)
- Access to assessment & diagnostic services for disability and aged care
- Accessible housing
- Community attitudes to disability & inclusion
- Access to internet, mobile phone coverage
- Employment- is there enough suitable, meaningful employment available in the area for persons with disability? If not, how can we work together to improve this?

12 INFRASTRUCTURE

12.1 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE

Author: Acting Director Infrastructure

Authoriser: General Manager

Annexures: 1. Tooraweenah Road Upgrade [↓](#)
2. August 2026 - Monthly Client Report [↓](#)

RECOMMENDATION

Receive and note the Tooraweenah Road Upgrade Monthly Status report.

EXECUTIVE SUMMARY:

Council resolved to appoint MAAS Civil Pty Limited as the successful contractor at their extraordinary meeting held on 22 January 2026.

Works commenced in May 2026.

BACKGROUND:

Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungle National Park.

The section of road to be upgraded commences from the end of the sealed section at Coonamble and continues to the boundary with Gilgandra Shire Council.

The 56.8 km road currently consists of 30.1 km sealed pavement of varying width, followed by 26.7 km of unsealed road with an average width of 7m. The unsealed section includes two short-sealed sections that total 1.3km.

This project is to seal the remaining unsealed section of the road.

REPORT:

The following work has been undertaken since Council's previous update at their Ordinary meeting of Council on 12 August 2026:

Proactive community consultation regarding resident access and impacts is ongoing.

Escalation / Complaints Procedure implemented at Council and will be communicated to residents. A fridge magnet with key contact information is to be circulated.

Changes to road closures and detours are communicated in advance through direct resident emails via the project specific email. The wider community is notified through posts on Facebook via the Coonamble Shire Council facebook page and media releases as appropriate.

Consultation with residents to proactively maintain appropriate access is ongoing.

Monthly meetings are held with the Department of Infrastructure (DOI) and Transport for NSW (TfNSW) are ongoing as part of the funding agreement.

Council has received funds for the May 2026 payment claim for “Commencement of construction” of \$2,500,000.

On 24 July 2026 the Council submitted claim for payment of scheduled July 2026 project milestone "*Commencement of 14 Reinforced Concrete Box Culverts - Site Wide*" for a value of \$8,000,000. The claim has been approved by DOI delegate. Funds are yet to be released by the DOI to TfNSW to be released to Council.

Works undertaken in August 2026:

- Continuation of earthworks in Segment 1 and 2.
- Commencement of box culverts in Segments 5 to 1. A total of 19 box culverts have been commenced as of this report.

Works Planned for September 2026:

- Continuation of earthworks in Segment 1, 2, and 3. Focus of generating cut material to construct embankments as required.
- Continuation of Box Culverts in Segments 1 to 5. Placement of precast culvert units has commenced with backfill commencement anticipated.
- Commencement of stabilisation of pavement.

Key Upcoming Milestones within the Program include:

- Commencement of stabilisation and placement of subbase in Segment 1 (eastern end of works) September/October 2026.



**Coonamble Shire Council - Tooraweenah Road Upgrade
Executive Summary Report
August 2026**

Active Summary

Completed This Month (August)	Planned for Next Month (September)
- Continuation of earthworks in Segment 1 and 2. - Commencement of box culverts in Segments 5 to 1. A total of 19 box culverts have been commenced as of this report.	- Continuation of earthworks in Segment 1, 2, and 3. Focus of generating cut material to construct embankments as required. - Continuation of Box Culverts in Segments 1 to 5. Commencement of placement and backfill of precast culvert units. - Commencement of subbase placement. - Commencement of stabilisation of pavement.

Activity Status

Item	Units	Total Quantity	Quantity Commenced	% In Progress	Comments
Reinforced Concrete Box Culverts	Each	39	19	49%	Reinforced concrete box culverts are in progress with base slabs and blindings poured and commencement of placing precast units.
Reinforced Concrete Pipe Culverts	Each	22	0	0%	Not yet commenced - works required to progress to achieve suitable levels to commence pipe culvert construction.
Earthworks (Cut/Fill of Formation)	KM	27	3.4	13%	Earthworks commenced. Priority has been in last 2.5km of project at the

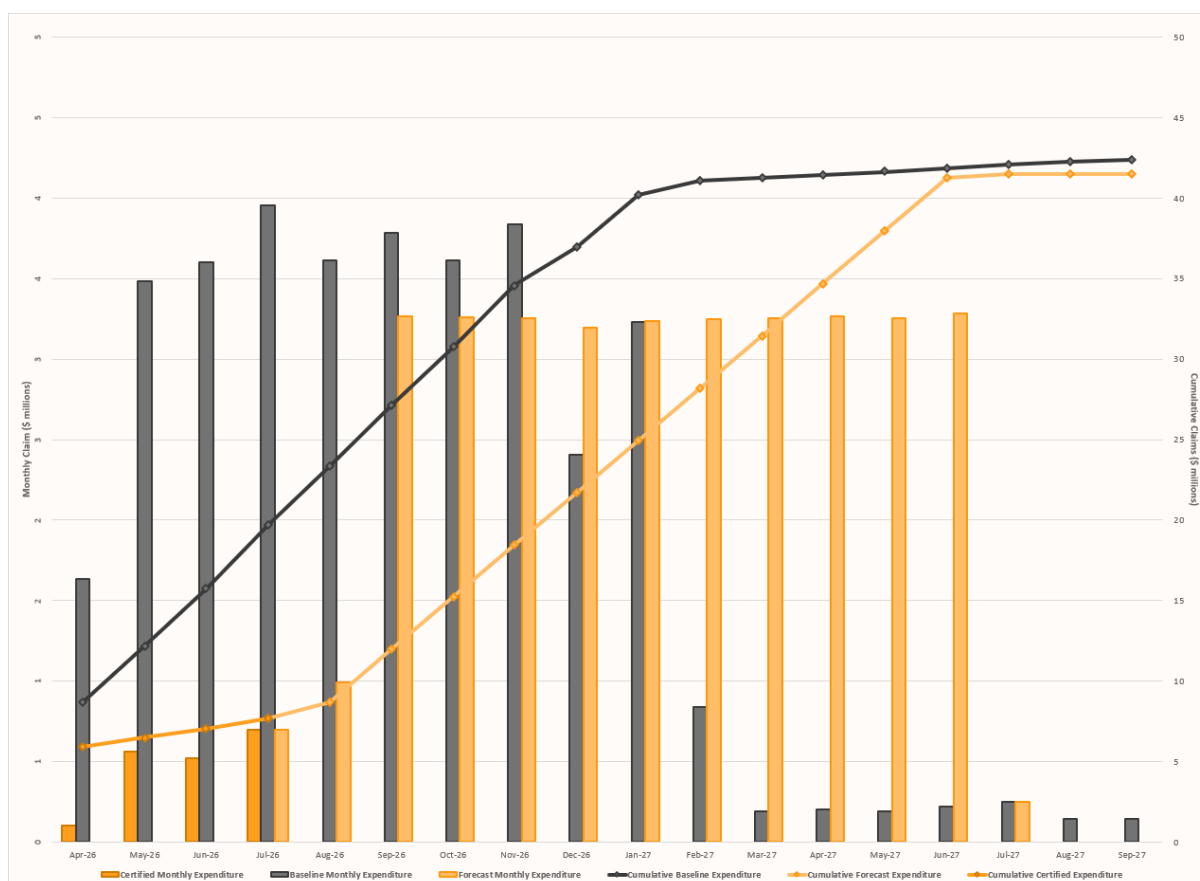
					eastern extent of works.
Subbase	KM	27	0	0%	Not commenced.
Basecourse	KM	27	0	0%	Not commenced.
Spray Seal	KM	27	0	0%	Not commenced.

CSC – Tooraweenah Road Upgrade – Project Budget Summary
Report as at the end of August 2026

Cost Item			Current Approved	Certified to Date	Forecast Final Cost (FFC)	Variance
						From Current Approved Budget
			A	D	F = B + C	J = A - F
CSC - Tooraweenah Rd Upgrade						
1	Pre-Construction Costs					
	1.1	Pre-Planning & Development	5,039,002	5,039,002	5,039,002	0
	Total Pre-Construction Costs		5,039,002	5,039,002	5,039,002	0
2	Client-Side Project Management					
	2.1	Projence - Project Manager	3,316,320	674,596	2,979,565	336,755
	2.2	Rigore - Design	0	0	0	0
	2.3	Access Environmental Planning - Environmental Consultant	0	0	0	0
	2.4	Western Survey - Surveying	0	0	0	0
	Total Client-Side Project Management		3,316,320	674,596	2,979,565	336,755
3	Contractor					
	3.1	Maas Civil - Contractor	32,146,618	1,333,612	32,771,169	(624,551)
	Total Contractor		32,146,618	1,333,612	32,771,169	(624,551)
4	Council Delivered Works					
	4.1	PM & Contract				

	Management	50,586	0	50,586	0
4.2	Final Seal of the Works	0	0	0	0
4.3	Guide posts	22,500	0	22,500	0
	Total Council Delivered Works	73,086	0	73,086	0
C	Contingency				
C.1	Contingency	596,963	0	309,166	287,797
	Total Contingency	596,963	0	309,166	287,797
Total CSC - Tooraweenah Rd Upgrade Cost Summary		41,171,989	7,047,210	41,171,988	0

The Summary extract of the Project Cost Report has been provided above. Please note above cost summary consists of Actual Costs to 30 June 2026 with forecast figures for August 2026.



Comments:

- Forecasted cashflow is to be adjusted based on the Contractor's submission of revised program and forecast cashflow to complete.
- Shift in project cashflow is evident due to wet weather impact to works progress in April, May and June 2026.

This report has been provided in a new format and is a work in progress which will be added to, providing council with additional information as the project progresses.

Local Spend Summary

Local Spend Summary				
Criteria	Contract Requirement	Contractor's Commitment	Status as of this report	Comments
Minimum Local Spend	20% of final contract value	46%	Local Spend to Date 48.16% \$546,363.41 of \$1,134,481.26	Complies with contract commitment.
Full Time Equivalent (FTE) Employment	Contractor To Nominate	30%	Local Employment 1.7% (as a % of cumulative project employee hours)	It is anticipated local FTE will increase as the project progresses with the engagement of local subcontractors likely for construction of pavement layers and material stabilisation.

Aboriginal Participation Summary

Aboriginal Participation Summary				
Criteria	Contract Requirement	Contractor's Commitment	Status as of June 2026	Comments
Minimum Aboriginal Spend	1.5% of final contract value	6%	Aboriginal Spend 3.77% \$42,750.61 of \$1,134,481.26	It is anticipated Aboriginal spend will increase through subcontractor engagement of aboriginal businesses as the project progresses.
Full Time Equivalent (FTE) Employment	29%	29%	Aboriginal Employment 43% (as a % of cumulative project employee hours)	Complies with contract commitment.



Placement of Earthworks Layer 1 Segment 1



Placement of Earthworks Layer 1 Segment 1



Pour of Box Culvert DT30



Pour of Box Culvert DT34



Placement of Precast units at DT39

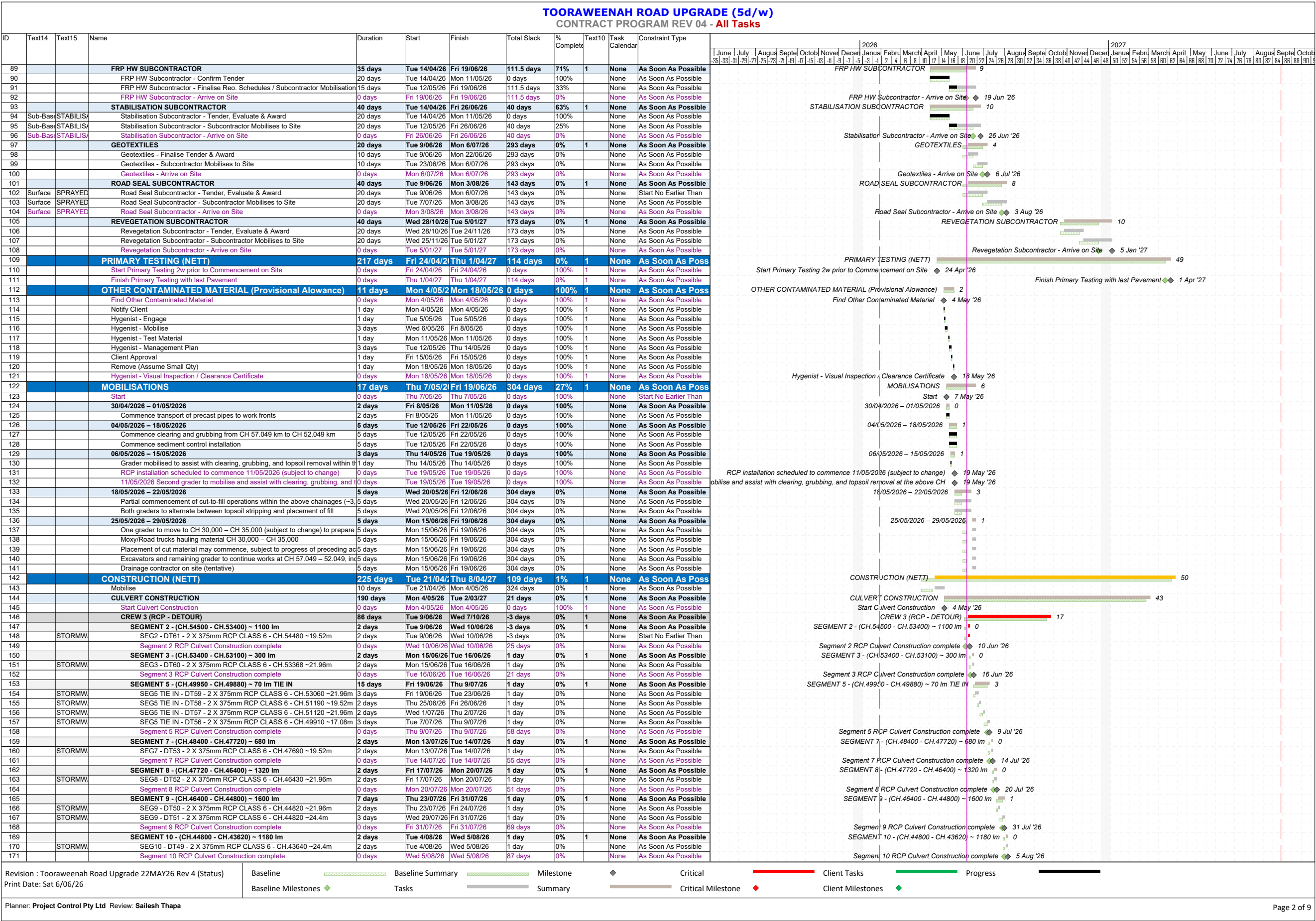


Pour of Box Culvert DT17

TOORAWEEAH ROAD UPGRADE (5d/w)

CONTRACT PROGRAM REV 04 - All Tasks

ID	Text14	Text15	Name	Duration	Start	Finish	Total Slack	% Complete	Text10	Task Calendar	Constraint Type	2026 JuneJulyAugustSeptOctNovDecJanFebMarchAprilMayJuneJulyAugustSeptOctNovDecJanFebMarchAprilMayJuneJulyAugustSeptOct 2027 JuneJulyAugustSeptOctNovDecJanFebMarchAprilMayJuneJulyAugustSeptOct																							
1			TOORAWEEAH ROAD UPGRADE (5d/w)	389 days	Fri 30/01/26	Fri 10/09/27	0 days	13%	1	None	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
2			KEY DATES	389 days	Fri 30/01/26	Fri 10/09/27	0 days	11%	1	None	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
3			CONTRACT DATES	421 days	Fri 30/01/26	Fri 10/09/27	0 days	15%	1	5day	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
4			Contract Award (30JAN26) - First Task	0 days	Fri 30/01/26	Fri 30/01/26	0 days	100%	1	5day	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
5			Overall Contract Duration - 80w (5d/w)	400 days	Fri 30/01/26	Thu 12/08/27	0 days	20%	1	5day	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
6			Commence Work on Site (01APR26) - Original	0 days	Wed 1/04/26	Wed 1/04/26	0 days	100%	1	5day	Start No Earlier Than	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
7			Overall On-Site Duration on Site (Excluding Inclement Weather)	303 days	Wed 1/04/26	Fri 28/05/27	0 days	13%	1	5day	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
8			Inclement Weather Allowance (54d - Client Directive)	54 days	Mon 31/05/27	Thu 12/08/27	0 days	0%	1	5day	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
9			Practical Completion GROSS (12AUG27) - Original	0 days	Thu 12/08/27	Thu 12/08/27	-21 days	0%	1	5day	Must Finish On	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
10			NOD01 - Delay to "Commence on Site"	12 days	Fri 13/08/27	Mon 30/08/27	9 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
11			Practical Completion GROSS (30AUG27) - Adjusted	0 days	Fri 10/09/27	Fri 10/09/27	0 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
12			CURRENT DATES	402 days	Fri 30/01/26	Fri 10/09/27	-21 days	4%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
13			Site Denial Period for SEG23 CH.48340 & CH.49140	120 days	Fri 30/01/26	Tue 21/07/26	113.5 days	0%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
14			Site Denial Period for CH.48340 & CH.49140 complete	0 days	Tue 21/07/26	Tue 21/07/26	113.5 days	0%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
15			Preconstruction & Mobilisation complete / Ready for Site Access	0 days	Wed 25/03/26	Wed 25/03/26	0 days	100%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
16			CONSTRUCTION DURATION (GROSS)	292 days	Wed 1/04/26	Mon 28/06/27	-21 days	7%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
23			Inclement Weather Allowance (54d - Client Directive)	54 days	Tue 29/06/27	Fri 10/09/27	-21 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
24			Practical Completion (GROSS) - Last Task	0 days	Fri 10/09/27	Fri 10/09/27	-21 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
25			EOT / NOD	39 days	Wed 1/04/26	Fri 5/06/26	0 days	100%	1	QLD 5.0	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
26			EOT (Inclement Weather)	15 days	Mon 18/05/26	Fri 5/06/26	0 days	100%	1	QLD 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
27			EOT01 - 5d	5 days	Mon 18/05/26	Fri 22/05/26	0 days	100%	1	QLD 5.0	Start No Earlier Than	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
28			EOT02 - 4d	4 days	Tue 26/05/26	Fri 29/05/26	0 days	100%	1	QLD 5.0	Start No Earlier Than	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
29			EOT03 - 5d	5 days	Mon 1/06/26	Fri 5/06/26	0 days	100%	1	QLD 5.0	Start No Earlier Than	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
30			NOD	12 days	Wed 1/04/26	Tue 21/04/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
31			NOD01 - Delay to "Commence on Site"	12 days	Wed 1/04/26	Tue 21/04/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
32			NOD01 - Commence Work on Site (01APR26) - Original	0 days	Wed 1/04/26	Wed 1/04/26	0 days	100%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
33			NOD01 - Overall Delay	12 days	Wed 1/04/26	Mon 20/04/26	0 days	100%	1	NSW 5.0	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
34			NOD01 - Commence Work on Site (21APR26) - Adjusted	0 days	Tue 21/04/26	Tue 21/04/26	0 days	100%	1	NSW 5.0	Must Start On	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
35			PRE-CONSTRUCTION	39 days	Fri 30/01/26	Wed 25/03/26	0 days	100%	1	None	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
36			Start Pre-Construction after Contract Award	0 days	Fri 30/01/26	Fri 30/01/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
37			Contractor Deliverables	30 days	Fri 30/01/26	Thu 12/03/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
38			Dilapidation Report	2 days	Wed 11/03/26	Thu 12/03/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
39			Client Deliverables	10 days	Thu 12/03/26	Wed 25/03/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
40			Pre-Construction complete / Ready for Site Access	0 days	Wed 25/03/26	Wed 25/03/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
41			PRELIMINARIES & MOBILISATION	32 days	Thu 5/03/26	Tue 21/04/26	0 days	100%	1	None	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
42			Mobilisation	15 days	Thu 5/03/26	Wed 25/03/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
43			Site Establishment	17 days	Thu 26/03/26	Tue 21/04/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
44			Site Establishment complete / Ready for Site Access	0 days	Tue 21/04/26	Tue 21/04/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
45			PRECAST CULVERT DELIVERY SCHEDULE - REQUIRED ON SITE DATES	177 days	Fri 17/04/26	Wed 27/01/27	46 days	0%	1	None	As Soon As Poss	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
46			1200mm X 450mm (26 off)	153.5 days	Wed 6/05/26	Mon 11/01/27	56.5 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
47			First 1200mm X 450mm Required on Site	0 days	Wed 6/05/26	Wed 6/05/26	0 days	100%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26 28 Apr '26 14 Jul '26 28 Sep '26 11 Nov '26 10 Dec '26 27 Jan '27																							
48			Last 1200mm X 450mm Required on Site	0 days	Mon 11/01/27	Mon 11/01/27	56.5 days	0%	1	None	As Soon As Possible	Contract Award (30JAN26) - First Task 30 Jan '26 1 Apr '26 21 Jul '26 30 Jan '26 25 Mar '26 21 Apr '26 30 Jan '26 17 Apr '26</																							



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TOORAWEEAH ROAD UPGRADE (5d/w)

CONTRACT PROGRAM REV 04 - All Tasks

ID	Text14	Text15	Name	Duration	Start	Finish	Total Slack	% Complete	Text10	Task Calendar	Constraint Type	
338			CREW 1 (SEGMENT 14 & 6 - HALF & HALF)	153 days	Tue 14/07/26	Tue 2/03/27	-4 days	0%	1	None	As Soon As Possible	
339			Start Crew 1 Culvert Construction after Segment 1 Culvert Construction complete	0 days	Tue 14/07/26	Tue 14/07/26	-4 days	0%	1	None	As Soon As Possible	
340			SEGMENT 14 - (CH.38820 - CH.30000) ~ 8820 lm	129.5 days	Wed 15/07/26	Thu 28/01/27	-4 days	0%	1	None	As Soon As Possible	
341			SEGMENT 14 - (CH.31000 - CH.30000) ~ 1000 lm	12 days	Wed 15/07/26	Thu 30/07/26	-4 days	0%		None	As Soon As Possible	
342		STORMWV	SEG14 - DT01 - 1 X 600mm X 450mm - CH.30707.2 ~14.64m - First	6 days	Wed 15/07/26	Wed 22/07/26	-4 days	0%		None	As Soon As Possible	
343		STORMWV	SEG14 - DT01 - 1 X 600mm X 450mm - CH.30707.2 ~14.64m - Second	6 days	Thu 23/07/26	Thu 30/07/26	-4 days	0%		None	As Soon As Possible	
344			SEGMENT 14 - (CH.32000 - CH.31000) ~ 1000 lm	15 days	Tue 28/07/26	Mon 17/08/26	-4 days	0%		None	As Soon As Possible	
345		STORMWV	SEG14 - DT02 - 2 X 1200mm X 450mm - CH.31628.41 ~14.64m - First	7.5 days	Tue 28/07/26	Thu 6/08/26	-4 days	0%		None	As Soon As Possible	
346		STORMWV	SEG14 - DT02 - 2 X 1200mm X 450mm - CH.31628.41 ~14.64m - Second	7.5 days	Thu 6/08/26	Mon 17/08/26	-4 days	0%		None	As Soon As Possible	
347			SEGMENT 14 - (CH.33000 - CH.32000) ~ 1000 lm	21 days	Tue 11/08/26	Wed 9/09/26	-4 days	0%		None	As Soon As Possible	
348		STORMWV	SEG14 - DT03 - 1 X 600mm X 450mm - CH.32057.92 ~14.64m - First	6 days	Tue 11/08/26	Wed 19/08/26	-4 days	0%		None	As Soon As Possible	
349		STORMWV	SEG14 - DT03 - 1 X 600mm X 450mm - CH.32057.92 ~14.64m - Second	6 days	Wed 19/08/26	Thu 27/08/26	-4 days	0%		None	As Soon As Possible	
350		STORMWV	SEG14 - DT04 - 1 X 600mm X 450mm - CH.32554.209 ~14.64m - First	6 days	Mon 24/08/26	Tue 1/09/26	-4 days	0%		None	As Soon As Possible	
351		STORMWV	SEG14 - DT04 - 1 X 600mm X 450mm - CH.32554.209 ~14.64m - Second	6 days	Tue 1/09/26	Wed 9/09/26	-4 days	0%		None	As Soon As Possible	
352			SEGMENT 14 - (CH.34000 - CH.33000) ~ 1000 lm	21 days	Fri 4/09/26	Tue 6/10/26	-4 days	0%		None	As Soon As Possible	
353		STORMWV	SEG14 - DT05 - 1 X 600mm X 450mm - CH.33170.96 ~14.64m - First	6 days	Fri 4/09/26	Mon 14/09/26	-4 days	0%		None	As Soon As Possible	
354		STORMWV	SEG14 - DT05 - 1 X 600mm X 450mm - CH.33170.96 ~14.64m - Second	6 days	Mon 14/09/26	Tue 22/09/26	-4 days	0%		None	As Soon As Possible	
355		STORMWV	SEG14 - DT06 - 1 X 900mm X 450mm - CH.33407.262 ~14.64m - First	6 days	Thu 17/09/26	Fri 25/09/26	-4 days	0%		None	As Soon As Possible	
356		STORMWV	SEG14 - DT06 - 1 X 900mm X 450mm - CH.33407.262 ~14.64m - Second	6 days	Fri 25/09/26	Tue 6/10/26	-4 days	0%		None	As Soon As Possible	
357			SEGMENT 14 - (CH.35000 - CH.34000) ~ 1000 lm	0 days	Fri 25/09/26	Fri 25/09/26	-4 days	0%		None	As Soon As Possible	
358			No Culvert Work	0 days	Fri 25/09/26	Fri 25/09/26	-4 days	0%		None	As Soon As Possible	
359			SEGMENT 14 - (CH.36000 - CH.35000) ~ 1000 lm	33 days	Wed 30/09/26	Tue 17/11/26	-4 days	0%		None	As Soon As Possible	
360		STORMWV	SEG14 - DT07 - 1 X 900mm X 450mm - CH.35112.96 ~14.64m - First	6 days	Wed 30/09/26	Fri 9/10/26	-4 days	0%		None	As Soon As Possible	
361		STORMWV	SEG14 - DT07 - 1 X 900mm X 450mm - CH.35112.96 ~14.64m - Second	6 days	Fri 9/10/26	Mon 19/10/26	-4 days	0%		None	As Soon As Possible	
362		STORMWV	SEG14 - DT08 - 1 X 1200mm X 450mm - CH.35622.99 ~14.64m - First	6 days	Wed 14/10/26	Thu 22/10/26	-4 days	0%		None	As Soon As Possible	
363		STORMWV	SEG14 - DT08 - 1 X 1200mm X 450mm - CH.35622.99 ~14.64m - Second	6 days	Thu 22/10/26	Fri 30/10/26	-4 days	0%		None	As Soon As Possible	
364		STORMWV	SEG14 - DT09 - 2 X 1200mm X 450mm - CH.35962.85 ~14.64m - First	7.5 days	Tue 27/10/26	Thu 5/11/26	-4 days	0%		None	As Soon As Possible	
365		STORMWV	SEG14 - DT09 - 2 X 1200mm X 450mm - CH.35962.85 ~14.64m - Second	7.5 days	Fri 6/11/26	Tue 17/11/26	-4 days	0%		None	As Soon As Possible	
366			SEGMENT 14 - (CH.37000 - CH.36000) ~ 1000 lm	0 days	Fri 6/11/26	Fri 6/11/26	0 days	0%		None	As Soon As Possible	
367			No Culvert Work	0 days	Fri 6/11/26	Fri 6/11/26	0 days	0%		None	As Soon As Possible	
368			SEGMENT 14 - (CH.38000 - CH.37000) ~ 1000 lm	45.5 days	Wed 11/11/26	Thu 28/01/27	0 days	0%		None	As Soon As Possible	
369		STORMWV	SEG14 - DT10 - 2 X 1200mm X 450mm - CH.37179.479 ~14.64m - First	7.5 days	Wed 11/11/26	Fri 20/11/26	0 days	0%		None	As Soon As Possible	
370		STORMWV	SEG14 - DT10 - 2 X 1200mm X 450mm - CH.37179.479 ~14.64m - Second	7.5 days	Fri 20/11/26	Tue 1/12/26	0 days	0%		None	As Soon As Possible	
371		STORMWV	SEG14 - DT11 & DT12 - Construct Side Track	5 days	Wed 18/11/26	Wed 25/11/26	9 days	0%		None	As Soon As Possible	
372		STORMWV	SEG14 - DT11 - 4 X 2400mm X 750mm - CH.37439.82 ~14.64m - Side	30 days	Wed 25/11/26	Wed 20/01/27	0 days	0%		None	As Soon As Possible	
373		STORMWV	SEG14 - DT12 - 4 X 2400mm X 750mm - CH.37696.684 ~14.64m - Side	30 days	Wed 25/11/26	Wed 20/01/27	9 days	0%		None	As Soon As Possible	
374		STORMWV	SEG14 - DT11 & DT12 - Remove Side Track	5 days	Wed 20/01/27	Thu 28/01/27	44.5 days	0%		None	As Soon As Possible	
375			SEGMENT 14 - (CH.38820 - CH.38000) ~ 820 lm	10 days	Mon 30/11/26	Mon 14/12/26	9 days	0%		None	As Soon As Possible	
376		STORMWV	SEG14 - DT13 - 1 X 600mm X 450mm - CH.38027.255 ~14.64m - First	5 days	Mon 30/11/26	Mon 7/12/26	9 days	0%		None	As Soon As Possible	
377		STORMWV	SEG14 - DT13 - 1 X 600mm X 450mm - CH.38027.255 ~14.64m - Second	5 days	Mon 7/12/26	Mon 14/12/26	9 days	0%		None	As Soon As Possible	
378			Segment 14 Culvert Construction complete	0 days	Thu 28/01/27	Thu 28/01/27	44.5 days	0%		None	As Soon As Possible	
379			Site Denial Period for CH.48340 & CH.49140 complete	0 days	Tue 21/07/26	Tue 21/07/26	113.5 days	0%	1	None	As Soon As Possible	
380			SEGMENT 6 - (CH.49880 - CH.48500) ~ 1380 lm	52.5 days	Thu 3/12/26	Tue 2/03/27	18 days	0%	1	None	As Soon As Possible	
381		STORMWV	SEG6 - DT27 & DT29 - Construct Side Track	5 days	Thu 3/12/26	Thu 10/12/26	33 days	0%		None	As Soon As Possible	
382		STORMWV	SEG6 - DT27 - 3 X 2400mm X 600mm - CH.48615.99 ~19.52m (Side Tr)	20 days	Thu 10/12/26	Thu 21/01/27	13 days	0%		None	As Soon As Possible	
383		STORMWV	SEG6 - DT28 - 2 X 1200mm X 450mm - CH.48817.648 ~14.64m - First	7.5 days	Mon 11/01/27	Wed 20/01/27	21 days	0%		None	As Soon As Possible	
384		STORMWV	SEG6 - DT28 - 2 X 1200mm X 450mm - CH.48817.648 ~14.64m - Second	7.5 days	Thu 21/01/27	Tue 2/02/27	21 days	0%		None	As Soon As Possible	
385		STORMWV	SEG6 - DT29 - 3 X 1800mm X 600mm - CH.49036.53 ~14.64m (Side Tr)	20 days	Wed 27/01/27	Tue 23/02/27	21 days	0%		None	As Soon As Possible	
386		STORMWV	SEG6 - DT27 & DT29 - Remove Side Track	5 days	Wed 24/02/27	Tue 2/03/27	21 days	0%		None	As Soon As Possible	
387			Segment 6 Culvert Construction complete	0 days	Tue 2/03/27	Tue 2/03/27	21 days	0%		None	As Soon As Possible	
388			Crew 1 Culvert Construction complete	0 days	Tue 2/03/27	Tue 2/03/27	21 days	0%	1	None	As Soon As Possible	
389			ROAD WORKS	212 days	Mon 4/05/26	Fri 2/04/27	113 days	2%	1	None	As Soon As Possible	
390			CREW 2 - OFF ROAD	203 days	Fri 15/05/26	Fri 2/04/27	113 days	2%	1	None	As Soon As Possible	
391	Civil		Start Road Works	0 days	Fri 15/05/26	Fri 15/05/26	0 days	100%	1	None	Start No Earlier Than	
392			SEGMENT 2 - (CH.54500 - CH.53400) ~ 1100 lm	22 days	Fri 15/05/26	Fri 3/07/26	294 days	15%	1	None	As Soon As Possible	
393	Civil		Start Segment 2 Road Works	0 days	Fri 15/05/26	Fri 15/05/26	0 days	100%		None	As Soon As Possible	
394	Civil	CLEARING	SEG2 - Topsoil Strip @ 600m3/d	4 days	Fri 15/05/26	Tue 9/06/26	312 days	50%		None	As Soon As Possible	
395	Civil	EARTHWO	SEG2 - Bulk Earthworks (Cut/Fill) @ 1000m3/d	8 days	Fri 15/05/26	Mon 15/06/26	9 days	25%		None	As Soon As Possible	
396	Sub-Base		SEG2 - Foundation Treatment	1 day	Tue 16/06/26	Tue 16/06/26	9 days	0%		None	As Soon As Possible	
397	Sub-Base	CONSTRU	SEG2 - Supply & Place Sub-Base @ 400m3/d	4 days	Wed 17/06/26	Mon 22/06/26	9 days	0%		None	As Soon As Possible	
398	Sub-Base	STABILIS	SEG2 - Insitu Stabilisation of Sub-Base @ 600m3/d	4 days	Tue 23/06/26	Fri 26/06/26	9 days	0%		None	As Soon As Possible	
399	Base	CONSTRU	SEG2 - Supply & Place Base @ 500m3/d	4 days	Mon 29/06/26	Thu 2/07/26	9 days	0%		None	As Soon As Possible	
400	Surface	SPRAYED	SEG2 - Seal @ 1000m/d	1 day	Fri 3/07/26	Fri 3/07/26	164 days	0%		None	As Soon As Possible	
401	Surface		Segment 2 Road Works complete	0 days	Fri 3/07/26	Fri 3/07/26	164 days	0%		None	As Soon As Possible	
402			SEGMENT 3 - (CH.53400 - CH.53100) ~ 300 lm	9 days	Tue 21/07/26	Mon 3/08/26	-4 days	0%	1	None	As Soon As Possible	
403	Civil		Start Segment 3 Road Works	0 days	Tue 21/07/26	Tue 21/07/26	-4 days	0%		None	As Soon As Possible	
404	Civil	CLEARING	SEG3 - Topsoil Strip @ 600m3/d	1 day	Wed 22/07/26	Wed 22/07/26	-4 days	0%		None	As Soon As Possible	
405	Civil	EARTHWO	SEG3 - Bulk Earthworks (Cut/Fill) @ 1000m3/d	3 days	Thu 23/07/26	Mon 27/07/26	-4 days	0%		None	As Soon As Possible	
406	Sub-Base		SEG3 - Foundation Treatment	1 day	Tue 28/07/26	Tue 28/07/26	-4 days	0%		None	As Soon As Possible	
407	Sub-Base	CONSTRU	SEG3 - Supply & Place Sub-Base @ 400m3/d	1 day	Wed 29/07/26	Wed 29/07/26	-4 days	0%		None	As Soon As Possible	
408	Sub-Base	STABILIS	SEG3 - Insitu Stabilisation of Sub-Base @ 600m3/d	1 day	Thu 30/07/26	Thu 30/07/26	-4 days	0%		None	As Soon As Possible	
409	Base	CONSTRU	SEG3 - Supply & Place Base @ 500m3/d	1 day	Fri 31/07/26	Fri 31/07/26	-4 days	0%		None	As Soon As Possible	
410	Surface	SPRAYED	SEG3 - Seal @ 1000m/d	1 day	Mon 3/08/26	Mon 3/08/26	144 days	0%		None	As Soon As Possible	
411	Surface		Segment 3 Road Works complete	0 days	Mon 3/08/26	Mon 3/08/26	144 days	0%		None	As Soon As Possible	
412			SEGMENT 3 - (CH.53100 - CH.53000) ~ 100 lm TIE IN	7 days	Fri 31/07/26	Tue 11/08/26	-4 days	0%	1	None	As Soon As Possible	
413	Civil		Start Segment 3 Tie In Road Works	0 days	Fri 31/07/26	Fri 31/07/26	-4 days	0%		None	As Soon As Possible	
414	Civil	CLEARING	SEG3 Tie In - Topsoil Strip @ 600m3/d	1 day	Mon 3/08/26	Mon 3/08/26	-4 days	0%		None	As Soon As Possible	
415	Civil	EARTHWO	SEG3 Tie In - Bulk Earthworks (Cut/Fill) @ 1000m3/d	1 day	Tue 4/08/26	Tue 4/08/26	-4 days	0%		None	As Soon As Possible	
416	Sub-Base		SEG3 Tie In - Foundation Treatment	1 day	Wed 5/08/26	Wed 5/08/26	-4 days	0%		None	As Soon As Possible	
417	Sub-Base	CONSTRU	SEG3 Tie In - Supply & Place Sub-Base @ 400m3/d	1 day	Thu 6/08/26	Thu 6/08/26	-4 days	0%		None	As Soon As Possible	
418	Sub-Base	STABILIS	SEG3 Tie In - Insitu Stabilisation of Sub-Base @ 600m3/d	1 day	Fri 7/08/26	Fri 7/08/26	-4 days	0%		None	As Soon As Possible	
419	Base	CONSTRU	SEG3 Tie In - Supply & Place Base @ 500m3/d	1 day	Mon 10/08/26	Mon 10/08/26	-4 days	0%		None	As Soon As Possible	
420	Surface	SPRAYED	SEG3 Tie In - Seal @ 1000m/d	1 day	Tue 11/08/26	Tue 11/08/26	139 days	0%		None	As Soon As Possible	

Revision : Tooraweenah Road Upgrade 22MAY26 Rev 4 (Status)

Print Date: Sat 6/06/26

Baseline

Baseline Milestones

Baseline Summary

Tasks

Milestone

Summary

Critical

Critical Milestone

Client Tasks

Client Milestones

Progress

Planner: Project Control Pty Ltd Review: Sailesh Thapa

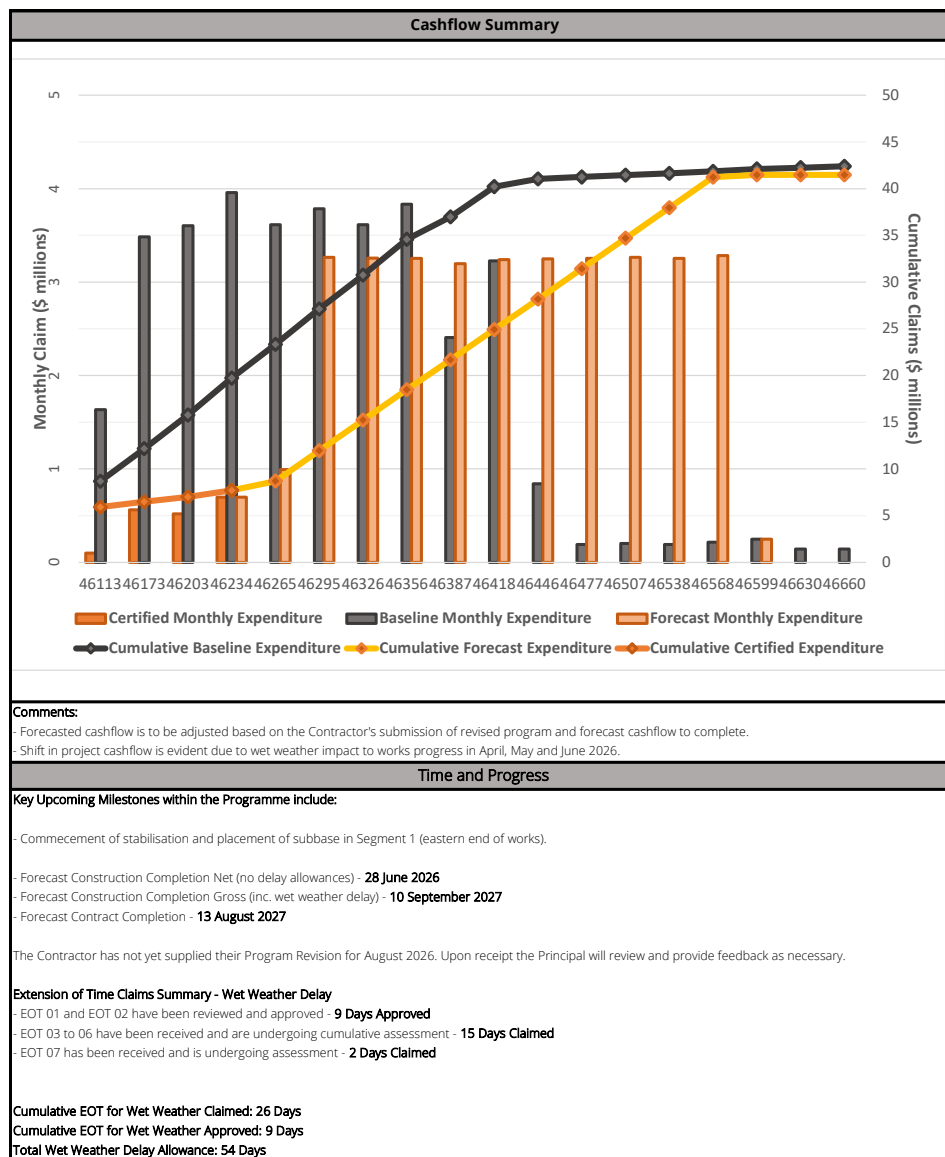
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Item 11.8 - Annexure 3

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Risks & Opportunities				
Description	Control Measures			
RISK				
Agreement of federal milestone revision for appropriate timing of payments.	Updated milestones have been submitted to the Funding body. Ongoing review of these milestones and claim amounts is ongoing.			
Reduction in earthworks quantities due to design level discrepancy.	Reduction in earthworks quantities has been confirmed via survey. Item closed August 2026.			
Contract value escalates due to rise and fall and/or quantities or provisional items.	Sound project governance, and awareness and contractual provisions and their implementation and interpretation. Avoidance of unnecessary delays to the contractor. Accurate estimates of rise and fall provisions and the impact they may have on the contract value.			
Impact to Community from works. Access to properties adjacent to the works. Seasonal Harvest generating significant increases in traffic, particularly HV or OSOM movements.	Maintain resident access throughout construction as practicable possible AC to provide liaison with communicate. Provide continual updates and likely land user access requirements and harvest haulage.			
OPPORTUNITIES				
Possible reduction in earthworks cut quantities due to level discrepancy. Should cut quantity be reduced this may present a cost saving to the Principal. Although noted in risks above, this presents an opportunity should fill not be required based on current forecasted earthworks surplus.				
Stakeholder Coordination	Engagement with Department of Infrastructure/TfNSW			
- Proactive community consultation regarding resident access and impacts is ongoing. There have been no community complaints received to date regarding the undertaking of the works from key stakeholders. - Escalation / Complaints Procedure implemented at Council and will be communicated to residents. A fridge magnet with key contact information to be circulated. - Changes to road closures and detours is communicated in advance through direct resident emails via the project specific email. The wider community is notified through posts on Facebook via the Coonamble Shire Council facebook page and media releases as appropriate. - Consultation with residents to proactively maintain appropriate access is ongoing. - Council will hold a sod turn event on 9 September 2026 with Elected Council	- Monthly meetings with Department of Infrastructure (DOI) and TfNSW are ongoing. Next meeting is scheduled 10 September 2026. - Council has received funds for May 2026 Payment Claim for Commence Construction of \$2,500,000. - On 24 July 2026 the Principal submitted claim for payment of scheduled July 2026 project milestone "Commencement of 14 Reinforced Concrete Box Culverts - Site Wide" for a value of \$8,000,000. Claim has been approved by DOI delegate. Funds are yet to be released by the DOI to TfNSW to be released to Council. - A further \$8,500,000 is proposed to be claimed from the DOI in September 2026 for "Commencement of Subbase (Gravel) Placement (Segments 1 and 2)". This claim is subject to site progress being acheived.			
Local Spend Summary				
Criteria	Contract Requirement	Contractor's Commitment	Status as of this report	Comments
Minimum Local Spend	20% of final contract value	46%	Local Spend to Date 48.16% \$546,363.41 of \$1,134,481.26	Complies with contract commitment.
Full Time Equivalent (FTE) Employment	Contractor To Nominate	30%	Local Employment 1.7% (as a % of cumulative project employee hours)	It is anticipated local FTE will increase as the project progresses with the engagement of local subcontractors likely for construction of pavement layers and material stabilisation.

Aboriginal Participation Summary				
Criteria	Contract Requirement	Contractor's Commitment	Status as of June 2026	Comments
Minimum Aboriginal Spend	1.5% of final contract value	6%	Aboriginal Spend 3.77% \$42,750.61 of \$1,134,481.26	It is anticipated Aboriginal spend will increase through subcontractor engagement of aboriginal businesses as the project progresses.
Full Time Equivalent (FTE) Employment	29%	29%	Aboriginal Employment 43% (as a % of cumulative project employee hours)	Complies with contract commitment.
Progress Photos				
				
Placement of Earthworks Layer 1 Segment 1		Placement of Earthworks Layer 1 Segment 1		
				
Pour of Box Culvert DT30		Pour of Box Culvert DT34		

	
Placement of Precast units at DT39	Pour of Box Culvert DT17

12.2 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

Author: Acting Director Infrastructure

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

Receive and note the Infrastructure Services - Works in Progress report.

EXECUTIVE SUMMARY:

This report provides Council with an update of the works in progress in the Infrastructure Directorate. Updates are provided for each Departmental area which includes Utilities, Urban Services and Roads.

BACKGROUND:

Coonamble Shire Council's Infrastructure Department is responsible for the following services and facilities:

- Roads and Bridges
- Kerb and Guttering
- Stormwater
- Water
- Sewer
- Recreation and Open Spaces
- Swimming Pools
- Facility Cleaning
- Cemeteries
- Workshop
- Depots
- Aerodrome
- Plant and Fleet
- Buildings
- Emergency Management

REPORT:**UTILITIES**

The Utilities team have undertaken the following work since the August Council meeting:

- Several water main breaks and leaking services have been repaired in and around Coonamble, Gulargambone and Quambone.
- Sewer Pump station blockages continue in Coonamble,

- Drilling of bore 5 has been completed.
- New chlorination system has been installed and commissioned at the Water Treatment Plant.
- **Upcoming works:**
- *Chlorination system to be installed at Bores 3 and 5.*
- *Removal of vegetation at Gulargambone Sewer plant.*
- *Gulargambone sludge pond to be desilted and banks reconstructed due to erosion.*
- *Installation of flow meter at head of sewer treatment plant works in Coonamble.*
- *Renewal of water main in Quambone.*
- *Investigation into Bore three casing renewal.*

URBAN SERVICES

- Handrails completed Quambone pool
- Obtaining quotes for shade sail lions park gular
- Main street annual planting
- Spraying around town
- Broadleaf weed killer on oval and parks
- Getting pools ready for openings.
- General maintenance.
- Damaged skate park components have been replaced in Gulargambone.

Aerodrome

- Slashing and vegetation control.
- Regular inspections.

ROADS

Regional and Local Roads Maintenance

Maintenance grading has been carried out on the following roads.

Urawilkie, Merri Merri, Back Gular, Beanbah, Bullagreen, Collie and Gulargambone roads.

- *Maintenance grading of other Shire roads will continue to provide a safe road travelling surface for the public.*
- *Grading will continue Gulargambone Road.*

RMCC

Maintenance is being completed in accordance with the Routine Maintenance Annual Plan (RMAP), (agreed schedule with TfNSW). This includes potholes patching, rest area cleaning, routine inspections, sign repairs and roadside slashing.

- Work has commenced on the Castlereagh Highway intersection with Warren Road.
- *Heavy Patching on Pilliga Road.*
- *Pothole patching across the network as reported.*
- *Dish drain maintenance and vegetation control in various town streets.*

Upcoming works:

- *Maintenance grading and shoulder grading on local and regional roads where conditions and resources permit.*

13 CONFIDENTIAL MATTERS

RECOMMENDATION

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

13.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 12 August 2026

13.2 Tender RFT260820ML Supply and Delivery of Tipper Truck and Plant Trailer

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

13.3 Expressions of Interest to Purchase Sons of the Soil Hotel

This matter is considered to be confidential under Section 10A(2) - c, d(i) and f of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business, commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property.

14 CONCLUSION OF THE MEETING