



ANNEXURES

Ordinary Council Meeting

Wednesday, 10 September 2025

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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:

I, the above-named Candidate hereby consent to the nomination.

(Signature of person
proposed for nomination)

Mr Paul Gallagher
General Manager
Coonamble Shire Council
PO Box 249
COONAMBLE NSW 2829

Email: council@coonambleshire.nsw.gov.au

Re: Applications for Local Public Holidays and Local Event Days for 2026 and 2027

Dear Mr Gallagher,

I refer to applications that may be made to the Minister for Industrial Relations under the *Public Holidays Act 2010* for the declaration of Local Public Holidays and Local Event Days for 2026 and 2027.

When making an application it is expected that a council will undertake a public consultation process in accordance with the attached *Guidelines for Local Public Holiday and Event Day Applications*. The Guidelines require councils to assess community sentiment as well as the costs and benefits to regional businesses and local communities of declaring a full or part-day Local Public Holiday or Local Event Day, including consultation with chambers of commerce, banks, major employers, schools and transport arrangements for students likely to be impacted by the declaration.

As usual, an application may request the declaration of a half day (12 hours from midnight or midday) or part of a day for a few hours (between specified times) as a Local Public Holiday or Local Event Day to accommodate the holding of an event that is recognised by the local community.

It is important that the application is accompanied by a copy of the council's resolution authorising the making of the application and a report on the consultation process. This includes a list of stakeholders consulted; a copy of notices published in newspapers and/or websites; and a summary of responses received. Failure to undertake the appropriate consultation or provide sufficient information may lead to delays in the processing of a declaration.

Applications for inaugural and transferred Local Public Holidays.

The Guidelines have been revised to require additional information to be provided in circumstances where an application is being made for the inaugural declaration of a new Local Public Holiday or to transfer a long-standing Local Event Day to a Local Public Holiday (see page 2 of the attached Guidelines).

Timeframe for applications

Should the council wish to make an application for a Local Public Holiday or Local Event Day in 2026 or a biennial application for 2026 and 2027, it will be necessary for the application to be forwarded to me by **Tuesday, 28 October 2025** to enable sufficient time for the application to be processed before the Christmas break.

Council's application may be lodged by email to PHapplications@industrialrelations.nsw.gov.au

Consistent with past practice, it is proposed to have an omnibus Order declaring the 2026 and 2027 Local Public Holidays and Local Event Days published on the NSW legislation website by early 2026.

Any enquiries you may have may be directed to the above email address or Mr Joseph Tizzone Industrial Relations Policy, Premier's Department on (02) 9228 5994.

Yours sincerely



Marina Rizzo
Executive Director – Industrial Relations
Premier's Department

Attached: Guidelines for Local Public Holiday and Local Event Day Applications

Public Holiday for Coonamble Show 2026 and 2027

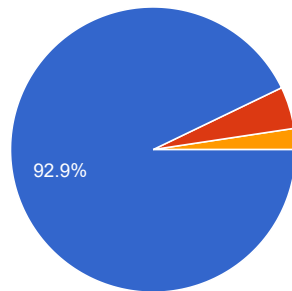
84 responses

[Publish analytics](#)

I prefer Council ask the NSW Government for:

[Copy](#)

84 responses

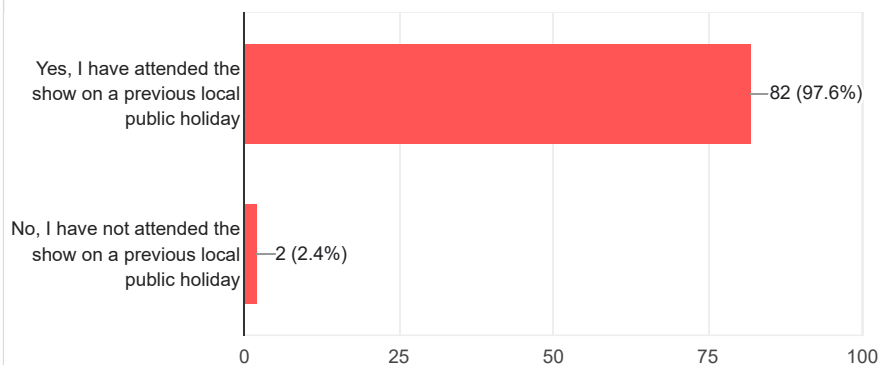


- A full-day public holiday for 27 May 2026 and 12 May 2027
- A half-day public holiday for the afternoon (from noon) of 27 May 2026 and 12 May 2027
- No public holiday for either year

I have attended the Coonamble Show on at least one previously gazetted local public holiday in past years

[Copy](#)

84 responses



My first and last name

84 responses

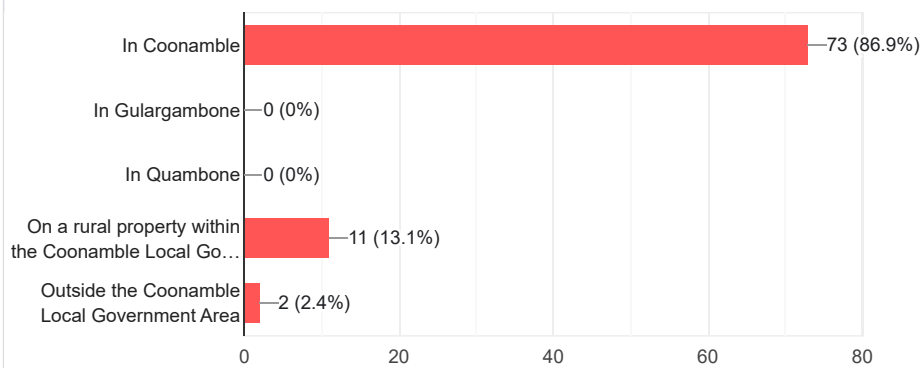
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RESPECT PRIVACY**



I live:

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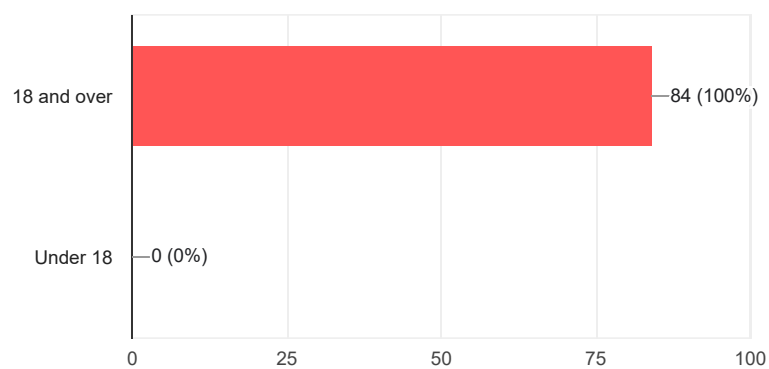
84 responses



I am in the following age group

 Copy

84 responses



The Coonamble Show is important to me because:

73 responses

Brings the community together

Great community celebration for all age groups

It's great for the community to have an event that brings everyone together!

I get to see all the local horses riders pony club children and local exhibits a great family day out

If gives businesses and employees (myself included) a "compulsory" holiday I think that is good as many people (including myself) would not take the time off to go to the show for a break, and that may have adverse effects on the mental health for the working class of the town.

It is a true community event where the committee works hard year round to present an event that appeals to many . Town and country people find common interests, and celebrate the best of country life and culture.

Making fun memories with my grandkids

Showcases the work of the community

It's celebrates pastoral and community connections with local and open exhibits great for mental health and well being and general family community event

It gives the locals an opportunity to come together and celebrate there talents

It showcases local organisations/ businesses, community groups, peoples interests and is a place to socialise including all ages and abilities of those in the community.

Fun for family and good opportunities for business

It brings out community together and showcases what we have to offer.

I work at the show and it's great for the kids

Good for the kids

It's a big community event, that brings people together and helps foster and maintain a strong rural community.

Community event showcasing local talents

It brings all of the community together

It is a vital community event.

Social event community made and grown products support local businesses nonprofit organisations fun exciting rides fireworks livestock events machinery motorbikes ice cream



pizza steak sandwiches delicious show food a day to get together and enjoy 🍕🍷

It showcases local talent in many differing skills

It's a waste of time and money

I'm a competitor and supporter.

It's a vibrant community event and it good for the town!!

It's the community coming together to be as one.

It's a local event run by local volunteers showcasing all of Coonamble

It's great for the town

The community all comes together to celebrate our talents and achievements

It's a great way bring the community together and not only showcase the agricultural talent but the local artists, photographers, bakers, gardeners plus the students and others through the pavilion section.

I Love to see the community involvement, everyone can take part and it's one of the reasons I moved here when I first went to one!

The school children and my own children showcase their work and their skills at the show every year. It is also a time for locals to come together.

As it brings people together and see what there is to offer

I have attended the Coonamble Show all my life

It is a local event where the whole town comes together.

It's a day the community gets together

It is a chance to showcase local skills whether it be horsemanship, cooking or quilting etc.

It gathers the community together to catch up with mates and have a fun time with your family.

Great time for the community to come together. Brings entertainment and rides to town that some people may never be able to afford travelling to see or participate in.

Gets community together.

I volunteer at the cwa kitchen. This is a major fund-raiser for our small community group and we rely on volunteers to run the kitchen. I also love the social interaction and engagement with others, particularly those i haven't seen for ages who come as it's a public holiday. A holiday means that everyone is able to attend, helping alleviate social isolation and ensuring that those who work, also get to go.

It is a 140 year old tradition to celebrate our community and its agriculture. It's the ONLY event we have that does this, and is so important to showcase and bring the community together.



Tradition

It brings the community together and is one of the most memorable annual events of my childhood!

It's a town tradition where many talents are showcased. It brings the community together. The kids love it. There's something for everyone.

I've been supporting and attending it for over 40 years

Traditional family day for the community

Great community day

It supports the local community and is a great way to showcase local talent.

Great day to see the pavilion, animals and catch up with everyone!

It brings my family together.

It brings the community together

It's been a local tradition for many years and it gives our community something to look forward to every year especially the kids!

Because it gives the kids something to do.

It's a time for my kids to have fun and make memories in the town they live

Shows bring communities together , provide education and entertainment opportunities and show case local produce and talent.

Involvement in competition and events

It's a great community event that has a long tradition

It is a major social gathering opportunity for all.

It is a fantastic community run event that showcases what local industry and citizens do best for both work and recreational pursuits. It brings our community and visitors together through the common interest of a passion and pride for our town.

It is a great day for the community to enjoy together. Showcases a lot of local talent and provides great entertainment and fun for the whole family.

Kids

Everything

My daughter and family live in Coonamble and I always visit for the Show

It is a chance for our community to come together



It's been a family tradition carried down from my parents to when we were little kids, our families would always attend the local year every year dating back from the 60s and it's now continued on with me and my kids , now it's their kids.

Because I have been involved with the Coonamble Show especially the Poultry Pavilion since I was 5 years old. Dad always took me to the first day to place the chooks in their cages then the 2nd day was for the Judging. It's been in my blood for over 69 years. Why change it after all this time, no need to fix it because it ain't broke :-)

Brings people together from all walks of life within the community. It contributes to the local economy and provides educational and entertainment opportunities for all ages.

It's one of the biggest social days in Coonamble

Fun for my grandkids

it is the only time that all of Coonamble can come together and participate in or enjoy the efforts of our community. Whether you put something in the pavilion, shows of your poultry in the chook shed, enter the horse events or set up market stalls. It is also a great opportunity for the kids to enjoy entertainment and rides that they would otherwise have to travel for and spend more money on.

It allows students to express their art and experience a new event in town

Community showcase



I think the community benefits from a public holiday on the second day of the show in the following ways:

69 responses

People can attend the show with family and friends

Allows families to stop work, and take their families to enjoy what the show has on offer

Engagment of all ages and exhibits great social event and money spinner for the town

Same answer as above.

The Show relies on many helpers and having a public holiday gives them the chance to be involved our well respected community event without taking time off work . It is a good opportunity to involve younger people in a succession plan to work with more experienced volunteers to ensure future workers too.

I think we need to support them for the full day as half a day isn't long enough and if I had to work half a day I wouldn't feel like going.

Children get the chance to attend the show with their families

Second day has been historically local and should be kept as such

Gives business owners and employees a chance to celebrate Coonamble show with there friends and family

Builds community.

It's a family day out

Good for town and people to catch up

People can really focus on contributing to the show as there's not as much pressure to see it all in the one day. People can take more time to stop and enjoy all the events and exhibitions that are on offer rather then a fly in and fly out approach.

Everyone can enjoy the day and not have to use a sick day and all children can enjoy the show

A half day public holiday is a fair compromise for employers/small business & employees.

So everyone can attend or volunteer

Greater engagement with the show. Improves community spirit.

Yes gives everyone the opportunity to spend the day out enjoying our community event a lot of hard work goes unseen by our local which we need to support for our future of Coonamble

It allows locals to appreciate the talent and skill of other locals

It does not benefit for any day



It's where the locals can have a fun day out and enjoy the atmosphere that our show is known for.

Because people go to the fireworks Tuesday night and spend the day at the show on the Wednesday.

To spend the morning together as a whole community before going home to their families to complete the afternoon.

Because it provides an opportunity for everyone to attend

Volunteers are able to dedicate their day to the show without taking time off work and attendees make the effort to go and support the community as they are given a dedicated day to do so.

It gives everyone the opportunity to come together on this day to celebrate and enjoy a family friends and community.

Allows people time off work, can enjoy themselves, get there to the show, encourages families to attend if they don't have to work

The show would have no one attend if it wasn't a holiday. Children would also skip school if it wasn't a holiday.

A half day of work to relax even if they don't go to the show

Time for Family get together

Allows everyone to attend.

Gives everyone opportunity to go with their family and have a family day out .

It creates a social outing for elder residents, it showcases local talent and skills. Gives the kids a chance to showcase local off their work.

Catch up with mates - taking a day out for fun family friends day out.

Parents are able to attend with small children and look at the work they contribute to the Pavilion and enjoy the entertainment that Coonamble Show provides.

Parents/ carers can enjoy the day with their kids

So parents can take their kids. Family fun.

It gives permission for full time workers to have the day off so they can attend. The social inclusion and engagement ensures a healthy mental well-being. It's also supporting a small rural agriculture show as well as the committee and those who rely on it fir fund-raising and to progress to the next level whether it's in cookery, sewing, poultry or livestock.

It allows us to really enjoy the Show, allows the volunteers to have time to make it happen, and shows the community we believe in the AgShows movement and the benefits it brings to our community's wellbeing.



Tradition

Encourages the community to socialise in a safe environment

Locals have the opportunity to attend the event without concern about taking leave.

So the whole family can attend the show together without the hassle of time off work. If people do not have annual leave they're willing to take, they simply wouldn't go.

As our show doesn't fall on a weekend I feel the community should be given the opportunity to at least attend their own show

To spend time with the family making memories

Families can attend

Because the show is based in the middle of the week it allows all families the chance to take their kids/themselves to the show without having to worry about work commitments. If people had to with you would not get the attendance to keep the show running.

More people can attend and not have to take time off work to enjoy it

It allows working people a day off to attend the show with their family. It gives school kids a day to attend the show and show off their art work, participate in events and enjoy a day out.

Improves mental health and celebrates our community

Everyone can attend without the stress of worrying about leave, it also supports our show society committee.

Because people work and kids attend school.

It allows families to attend the show without time restraints due to work/school. Also allows for social interaction again without having to be rushed to get everything in in the short time you would have if needing to go to work first

Enables families to enjoy the show together

A day to gather community and build spirit and resilience

This way everyone gets a chance to attend

More things open on the second day.

It is essential for this holiday to occur so those who cannot attend a mid week show for school or employment reasons are still able to participate. Families and groups of friends may be less inclined to attend for both days or at all if they do not have this holiday.

It allows so many more people to attend the show. In a rural area like Coonamble, we don't often get many family friendly events to bring the whole community together. The Coonamble show allows that and the public holiday is essential to ensure the community can continue to support the show.



Everyone attends and can't take kids because of work

Good for Community spirit and morale, to showcase the community , and promote pride in their community for the younger generation

It allows everyone to be able to have the chance to go

Because they are supporting the Local Show and It's a family get together

People from all over Coonambles District as well as else where come together as an outing for ALL ages for this community event.

offer opportunities for residents to come together, participate in local events, and celebrate what makes coonamble unique. It strengthens the community bonds, and promotes opportunities for those less fortunate to enjoy a fun filled day with family and friends.

It's a day off for all of Coonamble and district

It gives people no reason to not attend the show and support the locals involved and it takes pressure off parents having to work around jobs or after a school activities.

Night time is too late for kids. Allows different demographics to access the show at different times

Families can be together to enjoy a community event

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Guidelines for Local Public Holiday and Local Event Day applications

The following Guidelines are provided to assist councils when making **either annual or biennial applications** to the Minister for Industrial Relations for the declaration of local public holidays and local event days under the *Public Holidays Act 2010* (NSW). All public holidays and local event days (including part-days) must be declared by Order of the Minister and published on the NSW legislation website.

Section 5 of the *Public Holidays Act 2010* enables the Minister to declare a local public holiday for a full day or part day for a specified part of the State or the whole State.

Section 8 of the *Public Holidays Act 2010* enables the Minister at the request of a council to declare a local event day for a full day or part day in a particular local government area or a specified part of the local government area. The Minister is not to declare a local event day unless satisfied that the day or part-day is, and will be observed as, a day of special significance to the community in the area concerned.

The application process for local public holidays and local event days

- i. When considering an application to the Minister for a local public holiday or local event day, it is expected that the Council will consult with the affected community and other relevant stakeholders about the impact on businesses located in the relevant locality.
- ii. An application for an annual or biennial declaration of a local public holiday or local event day (including a part-day holiday or event day) must be made in writing to the Executive Director, NSW Industrial Relations, Premier's Department and contain the following information:
 1. a statement regarding the history of the event and whether it has traditionally been observed as a full or half-day public holiday or local event day.
 2. the date, the designated area and, if relevant, the hours during which the public holiday or local event day is to be observed.
 3. where an application is made for a public holiday or part-day holiday, details of:
 - alternatives considered by the Council including the declaration a local event day; and
 - arrangements for school students (including the provision of transportation for students attending schools on the day of a part-day public holiday).
 4. the extent of community consultation undertaken in respect of the proposal including demonstration of the economic benefits to the local community in terms of employment, business activity, tourism and industry promotion of the region.
 5. copies of advertisements seeking public comment and a summary of the public's responses.
 6. a summary of correspondence to, and responses from, relevant stakeholders, including bank managers; school principals; and chambers of commerce regarding the Council's proposal.
 7. internal reports or information prepared for consideration by the Council and a copy of the Council's resolution authorising the making of the application.

iv. Applications for inaugural and transferred local public holidays

v. When an application is being made for an inaugural declaration of a new local public holiday or to transfer a long-standing local event day to a local public holiday the Council must conduct a comprehensive consultation process as to the proposal and **provide the following additional information:**

1. conduct a survey within the relevant locality about the proposed application and provide results which accurately reflect the views of a significant proportion of the community to the council's application.
2. the level of support for and against the application from local businesses and other community stakeholders and submit copies of correspondence to and from the various stakeholders including schools and parents.
3. provide details of the importance of the event from a social and community perspective and the reasons why it is necessary to either declare a new public holiday or transfer the particular day from a local event day to a local public holiday.

vi.

vii. Further information about the declaration of a Local Public Holiday

viii. The public holiday provisions contained in the National Employment Standards of the *Fair Work Act 2009* (Cth) apply to local public holidays declared under the *Public Holidays Act 2010*. This means that all employees whose place of work is within a local public holiday area will be entitled to be absent from work for the day or part day declared to be a public holiday. In addition, employees who work on the day or part day may have an entitlement to penalty rates under a relevant award or enterprise agreement.

ix. In circumstances where a local public holiday is declared by the Minister, a bank located in the designated area will be required to close during the declared public holiday hours unless the bank is exempted from the requirement to close under Part 3A of the *Retail Trading Act 2008*. Shops located within the designated area are free to open without restriction.

x. Further information about the declaration of a Local Event Day

xi. The capacity for the Minister to declare a local event day or part day at the request of a local council is also available under the *Public Holidays Act 2010*. The Minister must be satisfied that the day or part day is, and will be observed as, a day of special significance to the community in the area concerned.

xii. The declaration of a local event day or part day does not preclude banks or shops located within the designated area from opening or trading on the day.

xiii. A declared local event day does not automatically mean that employers in the particular locality are compelled to treat the day as a public holiday. Entitlements to paid leave or penalty rates on a local event day will only arise where agreed to at the workplace level, usually in the form of an enterprise agreement or by contract.

xiv. Contact us

xv. **E:** PHapplications@industrialrelations.nsw.gov.au

xvi. **W:** www.nsw.gov.au/departments-and-agencies/premiers-department/nsw-industrial-relations

xvii.



St Brigid's Catholic Primary School

PO Box 506
Coonamble NSW 2829
PH: (02) 6822 1511
Email: stbrigidschool@bth.catholic.edu.au

To Whom It May Concern,

RE: Support for Declaration of Public Holidays for the Coonamble Show – 2026 and 2027

I write to express our support for Coonamble Shire Council's application to the Premier's Department for the declaration of public holidays in line with the Coonamble Show in 2026 and 2027.

The Coonamble Show holds great value for our school community. As a regional Catholic primary school, we recognise the learning opportunities the show provides. Students are able to engage with hands on agricultural demonstrations, creative arts, local history and experiences that align with the learning outcomes of the NSW curriculum.

Having these days declared as public holidays ensures all students can fully participate without missing valuable classroom time.

Additionally, the Coonamble Show serves as an important social event that brings generations together. Many of our families, including grandparents and extended relatives, are involved either as contributors or attendees. A designated public holiday helps facilitate community-wide involvement and supports the continued vitality of this longstanding tradition.

We respectfully urge the Premier's Department to consider the educational and community benefits of this request. St Brigid's School strongly supports the application and would welcome the continued alignment of public holidays with the show dates in 2026 and 2027.

Yours faithfully,



Coonamble Youth Empowerment Program



Current Arrangements

In November 2023, Edraak Insights was selected through a tender process to deliver an 18-month youth empowerment initiative in Coonamble Shire, funded by the Regional Youth Investment Program of the NSW Department of Primary Industries and Regional Development.

Under this program, Coonamble Shire Council was awarded \$2.98 million over two years that comprised:

- Construction of youth crisis accommodation units – \$2 million
- Delivery of a Youth Empowerment Program (YEP) – \$0.98 million

The YEP program was developed in response to a growing need for structured, community-based support systems that equip young people in Coonamble—aged 12 to 24—with the attitudes, skills, and confidence to take ownership of their lives.

In response, Edraak's proposal, the Coonamble Youth Empowerment Program, charted a comprehensive educational and community building initiative.

The youth empowerment component began in November 2023 and has been developing momentum ever since. The progress of this empowerment component has given the Department confidence to continue the contract despite the slow pace of the youth accommodation build.

The contractual arrangement of the program comes to an end in August with the submission of our final milestone report. In light of the receptivity and progress experienced, Edraak Insights feels that it is a welcome investment to the future of the youth in Coonamble and it is prepared to continue the delivery of this program under a new arrangement.

For its part, it has secured a commitment from a philanthropic organisation to partially fund a continuation of the Youth Empowerment Program, amounting to \$250,000 each year for the next three financial years. This is equivalent to half the financial input required to sustain delivery and to expand the program year on year.

In the light of the success of the program highlighted below and detailed in the accompanying attachment, Edraak Insights proposes that Council makes a doable commitment to the delivery of this Delivery Program.

Community Need for Youth Programs in Coonamble

Coonamble Shire Profile

Coonamble faces critical socio-economic challenges, including:

- **High Crime Rates:** *Coonamble ranks in the 3rd percentile for safety, indicating that 97% of NSW suburbs are safer.*
- **Elevated Poverty Levels:** *Approximately 15% of residents live in poverty, exceeding the NSW average of 13%.*
- **Educational Attainment:** *Only 15.7% of Aboriginal residents aged 15 and over have completed Year 12, compared to 33.3% statewide.*

These factors contribute to an environment where youth are at increased risk of engaging in criminal or anti-social activities.

The Australian Bureau of Statistics ranks Coonamble Shire as either *Most Disadvantaged* or *Disadvantaged*. According to the 2021 Census, 43% of Coonamble's population identifies as Aboriginal - 12 times the national average. These socio-economic and demographic challenges heighten the likelihood of anti-social behaviour, vandalism, and petty crime among youth, compounded by limited educational attainment (typically Year 9 or below) and a lack of positive role models. This environment often leads to feelings of hopelessness and worthlessness among youth heightening the probability of engagement in crime.

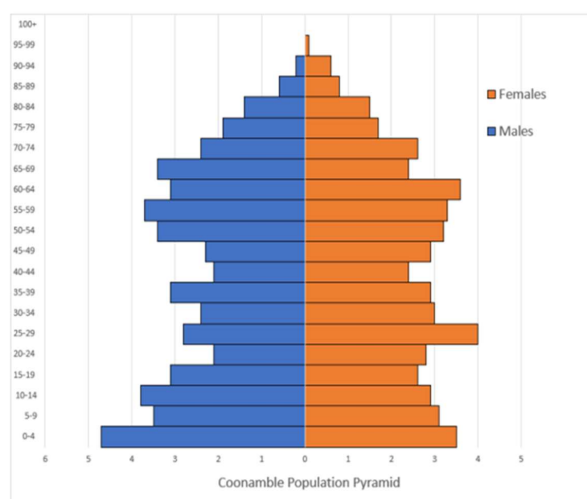
In 2016, juveniles under 18 were responsible for 75% of reported break-and-enter incidents in Coonamble. The region also records some of the highest rates of domestic violence assaults in NSW, creating an environment of risk and trauma that fosters anti-social behaviour, disengagement from education, and increased vulnerability to criminal activity.

The root causes of such issues appear to be an inability to identify pathways to improve one's socio-economic standing, a lack of self-esteem and self-respect, a lack of respect for others, an inability to express one's needs and aspirations with clarity, and a perception that there are roadblocks within the community or sections of the community.

Coonamble Shire Population Snapshot

Population	2732
Declining	13% since 2006
Aboriginal & Torres Strait Islander	33.9%
Area	9.916 km ²
Gross Value Ag. Commodities	\$266.17M
Median Weekly Household Income	\$1,231 (NSW \$1,829)
Community – Domestic Violence	4x State Av.
Population Profile	– as Below

Coonamble Shire's population pyramid demonstrates major distortions.



Coonamble's aged population clearly identifies the lack of adults between 20 and 50 years of age. This cohort of adults significantly impacts the sustainability and vibrancy of the community.

This challenge presents through a burgeoning young population that keeps reducing especially between 15 years of age and older steadily. This results in the lack of professionals living in Coonamble, lack of volunteers, lack of social vibrancy, limited educational and work opportunities, lack of residential housing, limited local retail businesses and professional services, export of jobs as well as disproportionately high poverty.

Categories of service providers for youth aged 12–24

Against this backdrop Coonamble has a number of services working to respond to the youth and their family's educational, social, physical, health, recreational and wellbeing needs. Here is a broad brush of categories of services and what they offer.

1

SERVICES ADDRESSING IMMEDIATE AND OBVIOUS CHALLENGES OF YOUTH CRITICAL TO THEIR WELLBEING

- Address the question: "I need this now!"
- Relieves immediate obvious, symptomatic outcomes of often-deeper issues and challenges.
- Focus on shorter-term situation improvement.
- Takes an interventionist approach of individual case management
- Clients see themselves as recipients of services.

REDI.E	•Support Aboriginal children, young people & families •Early Intervention for children 0-5, young families facing multiple hardships •Young people affected by mental health conditions •case workers assess levels of needs & refer to range of services •culturally safe crisis & ST accommodation for young people & individuals experiencing housing instability.
Interrelate	•Who - Youth aged up to 18 years old at risk of developing mental health or already affected by it •What - young people are referred if they are experiencing bullying, need healthier eating, seem down, other •How - youth and family support case worker meets at-risk young people in person or in fixed group sessions •Relationship & sexuality education - in primary and high schools - varied topics, fixed number of sessions e.g. 1 x 90 minute sessions for in-person Grade 7 - 10 on "Body Positivity"
Mission Australia	•Assists women and children who are homeless, in unsafe housing, at risk of being homeless as result of experiencing domestic & family violence
Elephant in The Room	•A disability consultancy business focusing on all residents including youth with a disability or those registered under NDIS
Headspace	•Who - The headspace Outreach Program (hOP) is a FREE confidential, for all but with a focus on First Nations people. Support for young people aged 12-25 years who may not have access to a headspace centre. •What - qualified Aboriginal Youth Workers work with each case one on one. It aims to make access to mental health support easier & to connect you to appropriate services.
Clontarf Foundation	•Who - Indigenous male students enrolled at Coonamble high School •What - Focuses on school attendance through sport, employability, wellbeing, life skills and leadership •148 Academies across Australia
NASCA	•Who - Aboriginal Girls at Coonamble High school. capacity 65 •What - Cultural Pride, Trust, Excellence, offers transport support, Food support, before /After school activity, 3 events per year, awards night annually •school retention and employability
Literacy for Life	•An Indigenous program aimed at improving literacy levels amongst the local population including young people. •structured 12 to 14 weeks modules
Verto	•A job provider service to youth 17 and up and registered for the dole •What - Apprenticeships, Financial Counselling
Coonamble Education Foundation	•a NFP helping rural regional youth access education training & scholarships e.g. providing money to CHS to purchase 10 laptops for students to borrow for use
David Liddiard group	•Verbal advice of \$560K funding over 2 years for youth not regularly attending school and at risk of long term unemployment or criminal activity. •aims are personal goal setting, connection to culture & LT employment •airport terminal bldg to be used for drop offs, arts and crafts @\$100 per week
RYIP Youth accommodation	•Leasing physical space to a community housing provider who sublets to an accredited service agency for youth transition accommodation

2

SERVICES THAT TACKLE THE HIDDEN STRUCTURAL OR SYSTEMS / POLICY CHALLENGES

- The challenge becomes apparent in addressing the statement: “This is what I want to do but I have been excluded, can’t get access, don’t qualify or don’t understand!”
- Relieve injustice case-by-case and through advocacy.
- Focus on medium-term improvement through changes to policy and systems, where possible.
- Clients see themselves as passive and insignificant against an immovable and often overwhelming ‘system’.

Western Women's Domestic
Violence Court Advocacy
Service

- supporting Women and Children
- DV justice

Western Women's Legal
Support

- Women and children
- DV justice

Coonamble Shire Council

- Advocacy for transport, accommodation, early childhood education, youth ongoing education

Department of education

- early childhood reform unit, home schooling Unit

Department of Community
justice

- child protection Team
- Out of home care Team

3

SERVICES THAT TACKLE THE MINDSET AND BELIEF SYSTEM THAT LIE BENEATH THE ABOVE CHALLENGES

- Foster the expression: “This is who I want to be, and this is how I can improve my surround with the help of those around me!” It embarks on a process of long-term capacity building.
- Posits that individuals, families, communities, and institutions are intricately connected, always influencing one another either positively or negatively. That is why; to see genuine transformation within the community, all need to work together to help the young people harness their unique talents and skills to unlock their potential.
- Empowers individuals through: appreciation of one’s own nobility and that of others’; development of one’s talents and capacities to serve one’s community.
- Participants see themselves as active agents of change.

Coonamble Youth Empowerment Program

- An educational approach directed towards personal growth and societal transformation, based on the belief that human beings are essentially noble. That capacity needs to be nurtured within a moral framework augmented by scientific knowledge and technological know-how to tap the roots of motivation and produce meaningful and lasting change
- The core philosophy of the program is the belief that individuals, families, communities, and institutions are intricately connected, always influencing one another either positively or negatively. That is why, to see genuine transformation within the community, all of us need to work together to help the young people of our town harness their unique talents and skills to unlock their potential. This preparation for the future will be instrumental in them navigating through life and them collectively working towards building a harmonious and peaceful community. The Youth Empowerment Program will allow us to create such spaces for us to work together.

Coonamble Shire Youth Services 'Map'

Where are **Coonamble Shire Council** and other **Service Providers** operating within the Shire?

	LEVEL OF SERVICE	PROVIDE SERVICES / PROGRAMS	PROVIDE PHYSICAL SPACE
1	SERVICES ADDRESSING IMMEDIATE AND OBVIOUS CHALLENGES OF YOUTH, CRITICAL TO THEIR WELLBEING - Address the question: "I need this now!" - Relieve immediate obvious, symptomatic outcomes of often-deeper issues and challenges. - Focus on shorter-term situation improvement. - Take an interventionist approach of individual case management - Clients see themselves as recipients of services.	REDI.e Interrelate Elephant In The Room Mission Australia Headspace Clontarf Foundation NASCA Literacy for Life VERTO CADEF Safer Coonamble David Liddiard Group	REDI.e ST Youth Accom Interrelate NASCA Mission Australia Clontarf Foundation Literacy for Life David Liddiard Group Literacy for Life Gular Youth Centre
2	SERVICES THAT TACKLE THE HIDDEN STRUCTURAL OR SYSTEMS / POLICY CHALLENGES - The challenge becomes apparent in addressing the statement: "This is what I want to do but I have been excluded, can't get access, don't qualify or don't understand!" - Relieve injustice case-by-case and through advocacy. - Focus on medium-term improvement through changes to policy and systems, where possible. - Clients see themselves as passive and insignificant against an immovable and often overwhelming 'system'.	Western Women's Court Advocacy Service Western Women's Legal support Department of Community Justice Department of Education Coonamble Shire Council	Youth Crisis Accom
3	SERVICES THAT TACKLE THE MINDSET AND BELIEF SYSTEM THAT LIE BENEATH THE ABOVE CHALLENGES - Foster the expression: "This is who I want to be, and this is how I can improve my surroundings with the help of those around me!" It embarks on a process of long-term capacity building. - Foster the interconnectivity between self, community and environment, with change coming about through simultaneous transformation of each. - Empower individuals through appreciation of one's own and others' inherent nobility and through development of one's talents and capacities to serve one's community. - Participants see themselves as active agents of change.	Coonamble YEP	No Neutral Community space

Distinct nature and long-term approach of CYEP

It engages the youth through a unique peer- and community-influenced approach rather than an isolated, individual casework approach, based on theories that indicate people feel safer to change their attitudes and values incrementally in group settings among trusted friends rather than when doing so alone. It is designed to address the root causes of at-risk behaviour among youth, including disengagement from education, anti-social behaviour, that in time may heighten the risk and exposure to criminal activity. By focusing on character and cognitive development, the program nurtures youth to develop resilience, purpose, and hope—essential elements for making thoughtful life choices. Its educational and group-based nature reduces the likelihood of youth engaging in anti-social behaviour by equipping them with the skills, values, and support networks needed to navigate challenges and to thrive.

Drawing on a globally recognised, community-building framework, the program has been locally adapted to meet the unique needs of Coonamble. It operates across two age groups:

- **Junior Youth (11–14 years)** – Early adolescents exploring identity, values, and purpose.
- **Youth Champions (15–21 years)** – Older youth preparing for adult responsibilities, leadership, and service.

During its operation to date, the program has engaged **74 young people**: 56 Junior Youth (ages 11–14) and 18 Youth Champions (ages 15–24), 55 families and 30 stakeholders across five interconnected components:

1. The Junior Youth Program
2. The Youth Champions Pathway
3. Vocational and life skills competency-building workshops
4. Systematic engagement with families
5. Structured collaboration with community stakeholders

To date, there have been **121 Junior Youth weekly sessions** and **6 intensive school holiday camps**. The program created structured spaces for character and cognitive development, guided by a specialised curriculum. These sessions were designed to strengthen core intellectual capacities—including literacy, numeracy, and scientific reasoning—while simultaneously fostering character development through exploration of themes such as integrity, fairness, justice, perseverance, and moral responsibility. In a group setting, the sessions promoted consultation, teamwork, and mutual support. Youth were encouraged to view learning not as an individual pursuit, but as a shared responsibility—developing the skills and mindset needed to contribute meaningfully to the well-being of their community.

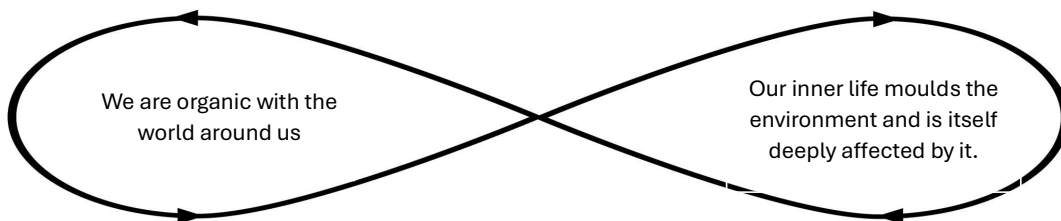
Youth Champions received targeted training in mentorship, communication, and work readiness through 51 Weekly session and 10 intensive camps (6 placement camps and 4 skill-building seminars and work readiness workshops), while the program engaged **55 families** through regular fortnightly and monthly home visits.

In addition, 7 dedicated family workshops provided meaningful spaces for parents and caregivers to explore how they can best support and accompany their children's growth—strengthening the home environment as a place where youth feel seen, supported, and empowered to thrive. Nearly **30 local stakeholders and organisations**—including schools, health services, and civic leaders—have actively contributed to the program, reinforcing a collective sense of purpose and shared responsibility. With its emphasis on unity, transformation, and grassroots empowerment, the program has laid the foundations for a lasting support structure for young people in Coonamble.

The program is inclusive and open to all young people in Coonamble who are willing to commit time and focus to their own development. It is structured across five interrelated components that work together to create a sustainable, community-rooted model of youth empowerment.

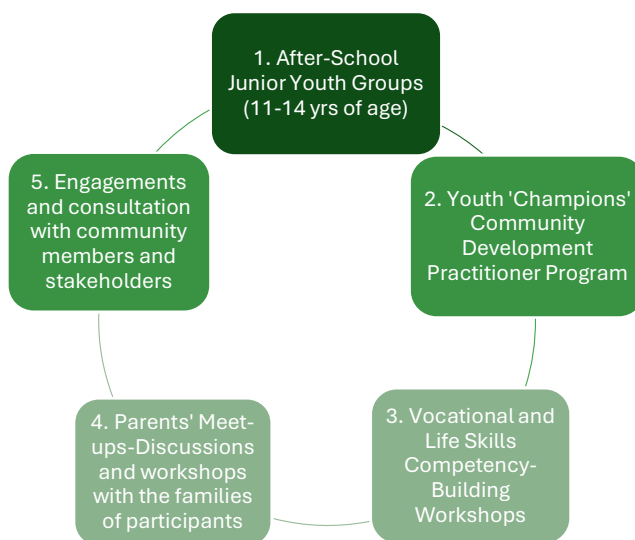
Program Overview

At its core, the program is founded on the belief that every young person is noble, capable, and essential to the transformation of their community. It is, above all, a **capacity-building initiative**—one that seeks to cultivate the intellectual, moral, and social capabilities of young people, while simultaneously strengthening the environments in which they live. Recognising that youth are profoundly influenced by their families, peer groups, and broader community structures, the program adopts a systems-based approach: it works not only with individuals, but also with the relationships and institutions that surround them. This belief in the **interconnectedness of personal and collective well-being** shapes all elements of the program's design.



Rather than imposing change from the outside, the program seeks to awaken the latent capacities **within young people and their environment**—helping participants develop their identity as responsible individuals who understand that their own growth is inseparable from the growth of their community and the health of their surroundings.

The program is structured around five interconnected components:



1. **Junior Youth Program (ages 11–14):** Offers weekly sessions for character and cognitive development through a 14-part curriculum rooted in scientific inquiry, moral reasoning, literacy, numeracy, and being of service to others.

2. **Youth Champions Pathway (ages 15–24):** Focused on leadership and mentorship development, enabling older youth to accompany younger peers while building a strong foundation of purpose, integrity, and responsibility.

3. **Vocational and Life Skills Competency-Building Workshops:** Equipped Youth Champions with practical tools for adulthood and

employment—including communication, planning, facilitation, and critical workplace competencies.

4. **Systematic Engagement with Families:** Strengthened trust, communication, and shared commitment through regular home visits and seven dedicated family gatherings, involving 55 families.
5. **Community and Stakeholder Collaboration:** Fostered deep partnerships with nearly 30 local stakeholders to ensure youth were surrounded by a web of support, recognition, and real-world opportunities.

Core Objectives and Capacities the Program Seeks to Develop:

At the heart of the Coonamble Youth Empowerment Program is a commitment to nurturing three essential capacities—capacities that enable youth to take charge of their lives and contribute meaningfully to society:

1. **Enhancing the Power of Expression:**

This capacity develops literacy and numeracy skills alongside the ability to communicate with clarity, sincerity, and purpose—empowering youth to engage in meaningful dialogue, articulate their aspirations, and advocate for what matters most to them and their communities.

2. **Sharpening Analytical Thinking:**

This capacity strengthens the ability to reflect, consult, and make thoughtful life decisions. Youth learn to analyse their realities, recognise social and personal challenges, and to identify constructive pathways forward.

3. **Strengthening the Capacity to Serve:**

This capacity cultivates a deeper understanding that our personal growth is intimately linked with the well-being of others. Service is framed not as charity, but as a means of mutual upliftment—a way of building unity, exercising moral courage, and embodying purpose in action.

Together, these objectives form the moral, intellectual, and practical foundation of the program. They ensure that the journey of empowerment is not transactional, but **transformational**—enabling youth to become protagonists of change within their families, their town, and beyond.

Why This Program Benefits the Community – Ongoing Impact

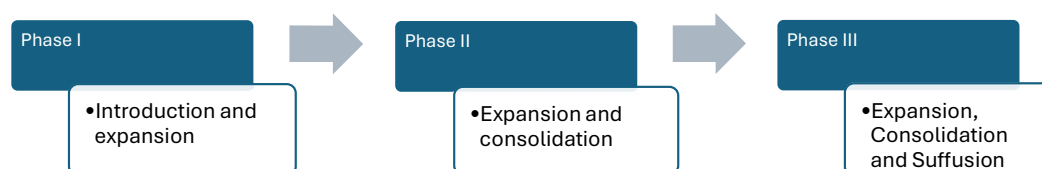
The Coonamble Youth Empowerment Program addresses core challenges in young people’s lives, including disengagement from school, the perception of limited development opportunities, and rising social vulnerability. It promotes a dual responsibility for personal development and societal contribution, creating spaces where youth develop resilience, leadership skills, and a sense of purpose.

It addresses the root causes of anti-social behaviour by nurturing resilience, clarity of purpose, and a commitment to service. The structured, group-based approach fosters belonging and support, reducing isolation and the likelihood of harmful behaviours. Through moral education, leadership, and hands-on experience, young people begin to see themselves not as passive recipients of help, but as active agents of change.

A key feature of the program’s **sustainability** lies in the Youth Champions’ progression from participants to co-facilitators. As they accompany Junior Youth and train to lead future groups, a locally led and self-sustaining cycle comes to be established. Combined with the steady engagement of families and community partners, the program is becoming an embedded, community-owned process of transformation—built by the people of Coonamble, for the benefit of all.

By focusing on the intellectual, ethical, and practical development of youth, the program acts not merely as an intervention but as a long-term investment in Coonamble’s future.

Proposed Future Arrangements



To continue building on the momentum and impact already achieved, Edraak Insights seeks financial support from Coonamble Shire Council.

Recommendations:

1. That Council contributes \$192,000 or as close to as possible / viable to the initiative
This support as outlined below will be a slice of what will be required to sustain delivery of sessions, intensives, and service activities, and cover operational needs.
2. That Council is intentional to partner in the pursuit of relevant future and recurring grants. Given the positive track record and the immense social capital created as part of the collaboration in this 0.9K initiative, the Council can leverage its position for amazing pathways into the future.
3. That the Council celebrates the achievements of the program to date

Council's commitment will ensure that young people in Coonamble Shire continue to access meaningful long term developmental opportunities—and that the broader community continues to benefit from a generation of youth growing into capable, purpose-driven contributors and young leaders.

Name	Edraak					
Project Name	Coonamble Youth Empowerment Program					
Total Funding Requested	\$192,100.00					
Total Project Budget	\$547,600.00					
PROPOSED BUDGET - FIRST LIGHT COONAMBLE YOUTH EMPOWERMENT PROGRAM						
Activity to be delivered	Item / Activity / Task (examples)	Quantity	Rate	Total Cost \$	Costing method	Comments (E.g. Service Provider name if applicable)
Project Management						
Salaries						
	0.7 FTE Manager Training and Program design	1	\$ 90,000.00	\$90,000.00	Actual Exp	Edraak Insights
Accommodation						
Transport						
Junior Youth and Youth Champion School Holiday Activities						
	Camps / excursions / intensives (accommodation / catering) 30 participants @\$120 x 5	2	\$ 18,000.00	\$36,000.00	Actual Exp	Edraak Insights
	Family Camps / excursions / Intensives (accommodation / catering)	2	\$ 7,000.00	\$14,000.00		Edraak Insights
	Transport - Bus hire / travel	4	\$ 3,250.00	\$13,000.00	Actual Exp	Edraak Insights
				\$63,000.00		
Vocational and Life Skills Workshops						
	work readiness training - external trainers (e.g. nutrition, first aid, CPR, financial mgt, other skills of choice e.g. photography, podcast production etc.) / term	4	\$ 5,000.00	\$20,000.00	Actual Exp	Edraak Insights
Junior Youth and Youth ChampionTerm activities						
	Catering costs (after school) x 5 days / week	42	\$ 200.00	\$8,400.00	Actual Exp	Edraak Insights
	Materials (during term/week)					
	6 (books) * 30 (youth) * 10 (price per book) = \$7000			\$1,800.00	Actual Exp	Edraak Insights
	Resources /week)	42	\$ 50.00	\$2,100.00	Actual Exp	Edraak Insights
				\$12,300.00		
Parent Meet-ups, workshops						
	Parent Meet ups / workshops	6	\$ 300.00	\$1,800.00		
	End of the year celebrations			\$5,000.00		
	Sub-Total			\$6,800.00		
Solicited Budget				\$192,100.00		
Other - In kind Support						
	Junior Youth and Youth Champion Venue - Agency facilities usage by REDLe (Youth Empowerment Program)			\$0.00	Actual Exp	
	Office space offered by Coonamble Shire			\$0.00		
	Parent Meet ups, Workshop venues offered by MacKillop Family Services			\$0.00		
	In Discussion with Primary School and TAFE for a venue to hold the sessions					
Total Project Cost				\$547,600.00		

BACKGROUND

Council seeks one-off or recurring grant monies to offset costs, from its standard revenue streams, for the provision of new infrastructure, upgrades and programs or to maintain or improve current assets, such as roads. Well-substantiated justification is required to be awarded such grants.

Success in winning competitive grants come from presenting applications based on fully scoped and fully costed projects or programs that are 'shovel ready', that is, ready for immediate implementation, without the need for further time to negotiate and make decisions in relation to its scope, budget or timeframe; that is, the fewer the 'unknown' variables, the more likely an application will be awarded funding.

How well such projects and programs fit within Council's own adopted strategies, its Delivery Program, Community Strategic Plan, regional, State and Federal strategies and Masterplans and Plans of Management also impacts the success of a grant application; the better the fit, the more likelihood of success in winning the grant.

The window for grant applications is often only one month, meaning that significant preparation work is needed in the lead-up to the opportunity in order to have a rigorously prepared application ready for submission that will have a strong chance of success.

Conversely, grant applications are often unsuccessful when their preparation is triggered by a knee-jerk reaction to a submission opportunity for which a suitable project or program has not been identified, developed, designed in detail, costed and its financial and strategic implications considered.

1. PURPOSES

The purpose of this policy is to develop a proactive approach by Council to grant opportunities, thus optimising the likelihood of success for Council's grant applications and to enhance its reputation in delivering grant-funded projects / programs such that this positively impacts consideration of future grant applications.

2. POLICY OBJECTIVES

The objectives of the Grant Policy are to implement organisational processes that result in:

- Preparation of detailed, 'shovel-ready' project / program proposals, for potential funding through a grant, with their documented justification (or business case in

more complex projects / programs) that clearly identify their scope, duration (Gantt chart), resource requirements and detailed cost, and that place their need within the context of local, regional, State and Federal strategies and plans current at the time, and

- The elected Council being informed of these 'shovel-ready' projects / programs and the operational pursuit of grant funding for their implementation, where such funding does not exceed Council's risk appetite and does not require any in-kind or cash co-contribution.
- A resolution of Council to support those grant applications requiring a cash or in-kind co-contribution as a condition of the grant (where that value is >\$10,000), and
- Accountability authority being given to the relevant Directorate's grants team (through its Director) to ensure the timely delivery of grant-funded project / program milestones and for securing the evidence to demonstrate their completion, and
- The acquittal of grant-funded projects / programs within 30 days of receipt of the final contractor/supplier invoice.

3. LEGISLATION AND RELATED DOCUMENTS

This policy is to be read in conjunction with the following:

Local Government Act 1993

Community Strategic Plan

Delivery Program

Operational Plan

Coonamble Shire Council's suite of strategies and plans (including masterplans and plans of management)

Regional strategies and plans

State and Federal strategies and plans

The Office of Local Government's Capital Expenditure Guidelines

Community Engagement Policy

Project Management Framework

Contract Management Framework

Grant Management Framework and procedures (draft grant application procedure and draft grant-funded project / program reporting and acquittal procedure – also attached)

Risk Management Framework and Risk Appetite Statement

4. APPLICATION/SCOPE

This policy applies to the elected Council, Council directorates and departments and individual Council officials in relation to projects / programs that cannot currently be fully funded through Council's operational funds.

5. POLICY

In preparing to apply for grant funding, Council develops fully scoped, planned and fully costed projects / programs that deliver prioritised Actions of its Operational Plan and Delivery Program that are substantiated by:

- A rational justification (or for more complex projects / programs a business case) that includes:
 - A description of the project / program, its scope and deliverables.
 - A rationale to contextualise and justify the project / program and its deliverables as the satisfier of a need or needs within Council's suite of strategy documents (including the Integrated Planning and Reporting set of documents, Masterplans, Plans of Management, strategies and other plans), and within regional, State and Federal strategies and plans.
 - Current costings (that is, a quantity survey whose details are no more than six months old) for initial development and for ongoing lifecycle costs (and an explanation of how these are to be funded or sustained by Council).
 - A draft project schedule (Gantt chart) with required resource types allocated to tasks.
- A determination by Council's Executive Leadership Team to pursue the grant, based on the above rational justification / business case and Council's Risk Appetite Statement, with the elected Council being informed of the decision.
- A resolution of Council supporting the application where a cash or in-kind co-contribution is required (where the value of that co-contribution is greater than \$10,000).
- A Capital Expenditure Review, where required.

In applying for grants, Council officials be satisfied that Council's fully scoped and fully costed project / program aligns with the grant assessment criteria and has a strong chance of success, thus justifying the allocation of the human and other resources to prepare a grant submission.

In discharging a grant-funded project, the relevant Directorate's grants team be accountable for, and have the authority (through its Director), to ensure the timely delivery of grant-funded project / program milestones, and to obtain the evidence required to demonstrate their completion.

In acquitting grant-funded projects / programs, Council officials submit all required documentation to the funding body within 30 days of receipt of the final contractor / supplier invoice.

6. DEFINITIONS

Action	The means by which a Strategy of the Community Strategic Plan, Delivery Program or Operational Plan is delivered.
Business case	The justification and rationale for a proposed project / program, including: a modular or staged scope of works, detailed design, draft schedule (Gantt chart) and a quantity survey; along with strategic context that places its need within the context of local, regional, State and Federal strategies and plans current at the time.
Capital Expenditure Review	A Capital Expenditure Review enables the financial impact of projects and programs on Council to be determined methodically, taking into account costs for immediate development or implementation and ongoing lifecycle costs to maintain the outputs of the project or program, such that Council can consider its capacity to sustain such costs.
Council official	Councillors, members of staff, contractors, volunteers, those undertaking work experience with Council, and delegates of Coonamble Shire Council, including members of committees that are delegates of the Council.
Grants team	Those Council officials, within a Directorate, responsible for reporting to the funding body and whom that body holds accountable for this reporting.
Program	A medium- to long-term investment in people that enhances their qualities, attitudes, skills and capacities to collaborate and be active leaders and contributors to their community – thus building the Shire's social capital.
Project	An activity defined and limited by time, scope and budget that delivers a tangible output: eg. a business case, a masterplan or a piece of infrastructure.
Quantity survey	A detailed list of components required to deliver a project / program, along with the cost per item and number of items required, in spreadsheet format, so that costs can be updated and totals calculated; a quantity survey older than six months is considered out of date.

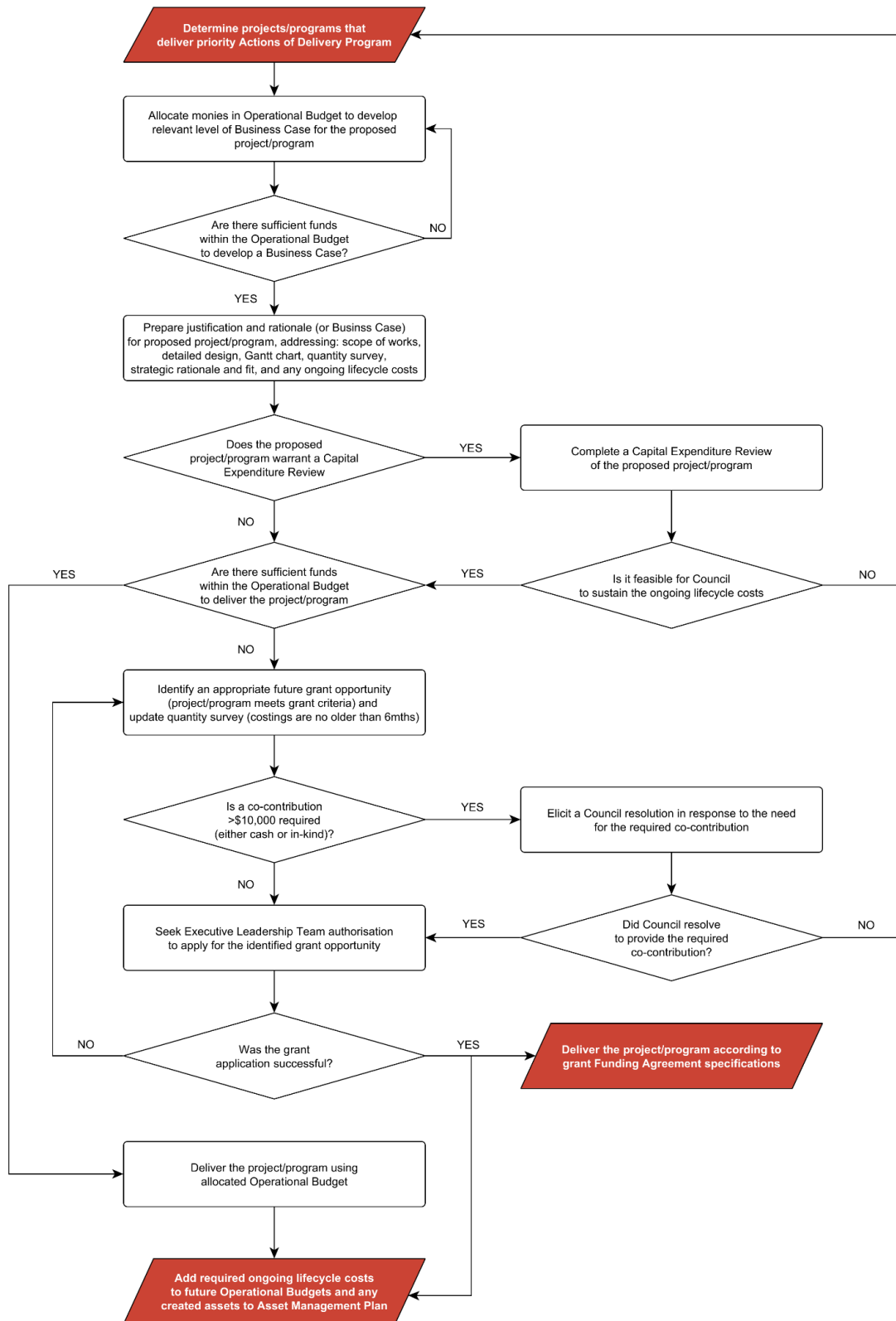
Title: Grant Policy		
Department: Community, Planning, Development and Environment		
Version	Date	Author
1.0	September 2025	David Levick
Review Date: February 2028		
Amendments in the release:		
Amendment History	Date	Detail
Annexure Attached:		
Phillip Perram Interim General Manager		

Draft Grant Application Procedure

Preparing a shovel-ready project / program business case (see process flow chart on following page)

1. Directorates determine their priority Actions (and projects / programs that would deliver them) from the current Operational Plan and Delivery Program.
2. Directorates determine whether there are sufficient funds budgeted in the Operational Budget to deliver the proposed projects / programs.
3. If intending to seek grant funding, Directorates either find within their current budget monies to develop a level of business case sufficient to justify their proposed project / program (including a modular or staged scope of works, detailed design, draft schedule (Gantt chart) and a quantity survey, along with a strategic rationale), or seek grant funding to develop a business case for the proposed project / program if such business case development is allowed (eg. Active Transport grants allow this).
4. If the project / program is of significant scope or cost that it is expected to have ongoing lifecycle costs beyond the grant parameters, the Directorate will seek advice from the Director of Corporate Services as to the need for the preparation of a Capital Expenditure Review, and organise funding for such a review, if required.
5. The grants team (and Directorates with completed business cases and any required Capital Expenditure Review) seek grants appropriate to their priorities and confirm that the proposed projects / programs meet the grant consideration and assessment criteria.
6. Directorates identifying an upcoming grant opportunity immediately commission the updating of the quantity survey of the business case such that its update is within six months of the grant submission date.
7. In collaboration with the grants team, Directorates determine whether a Council co-contribution of more than \$10,000 is required, either in cash or in kind, and in consultation with the Executive Leadership Team, determine a recommendation to Council to resolve to support the intended project and grant funding with the level of in-kind or cash co-contribution required. Directorates should be mindful that some grant submission 'windows' are only of three weeks' duration, while our Council meeting cycle is four weeks, so readiness and vigilance are required.
8. As an input to a grant submission application, Directorates provide to the grants team an updated Business Case, the strategic rationale, and Council's assessment of the Capital Expenditure Review, with documentation that demonstrates that Council can sustain the ongoing lifecycle costs of the proposed deliverable.
9. The grants team prepares and submits the grant application.

Grant Application Process Flow



Draft Grant-funded Project / Program Delivery and Reporting Procedure and Acquittal Procedure

In-Progress Delivery and Reporting (see process flow chart on following page)

In general, the relevant Directorate's grants team is accountable (through its Director) for the timely delivery of grant-funded projects / programs and for milestone reporting to funding bodies. The relevant Directorate's grants team will work collaboratively with other departments for the timely reporting of each milestone achievement and evidence of the required deliverables by its contracted due date. This team, through its Director, has the authority to require responsibilities for this delivery to be completed, within identified timeframes, by other departments delivering the work (in collaboration with that department's Director).

The relevant Directorate's grants team is responsible for the formal request of a variation to project / program scope, budget or contracted due date, supported by evidence from the Council team delivering the project and requiring the variation, with as much notice as possible given, where practicable.

Specifically, the procedure for the delivery and in-progress reporting of grant-funded projects / program is:

1. Council is advised of the success of a grant application.
2. The grants team advises the Council department, who has been determined to be responsible for the grant's delivery, of the grant deliverables and milestone dates (and deliverables by those dates, including the need for photographic evidence).
3. The grants team and relevant department responsible for delivery will determine and agree on the feasibility of the milestone dates and deliverables and the requirement to report progress towards these milestones, and photographic evidence, to the grants team.
4. The relevant department will be responsible for the ongoing delivery of the project / program, in line with the grant's Funding Agreement, recording periodic progress in a written report and providing photographic evidence.
5. The grants team will be responsible for formal milestone reporting to the funding body according to the Funding Agreement milestone dates.
6. Concerns about the ability to meet progress milestones and their deliverables, or the contracted due date, within scope and budget, are to be dealt with, in the first instance, by the development and implementation of a project recovery plan (by committing more resources, at Council's expense, from elsewhere), and, failing the success of the recovery plan, be passed to the grants team, who will consult with the funding body. If it is deemed impossible to meet one of the milestones and any of its deliverables, the grants team will be responsible for filing a formal variation request.
7. The relevant department delivers the project / program through to its completion by the contracted due date.

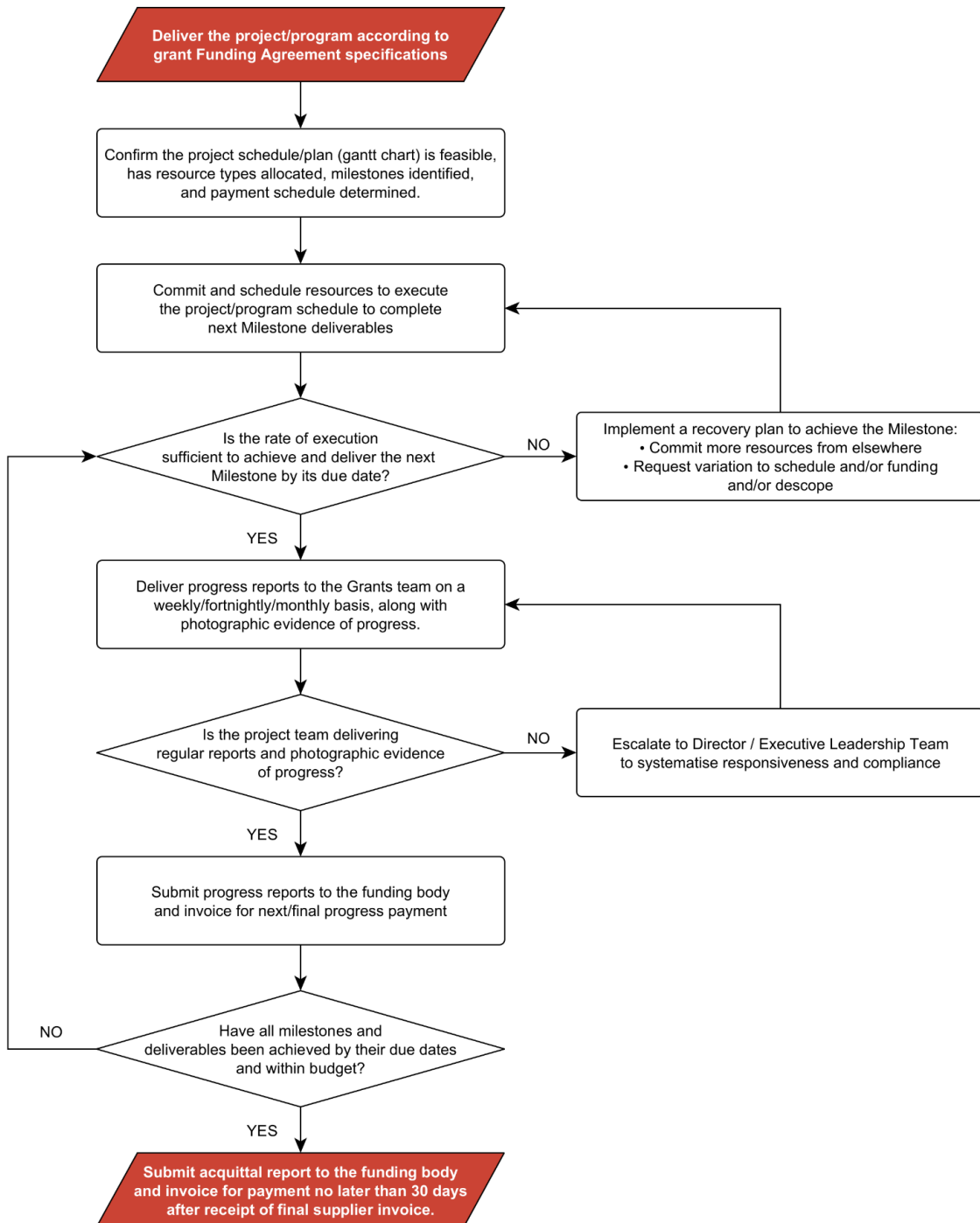
Acquittal

The relevant grants team and finance teams will collaborate to complete any required grant acquittal documentation – within 30 days of the payment of the final invoice from a supplier to the project or program (or sooner depending on the deadline imposed by the relevant funding body) – including the preparation of:

- A Costing Report.
- A body of evidence of completion, including photographs.
- Evidence of Funding Acknowledgement, where required.

The Council department responsible for the delivery of the project / program is responsible for ensuring the timely delivery of all invoices from suppliers, particularly any final invoices at the completion of the project.

Grant Delivery and Acquittal Process Flow



BACKGROUND

Council's role in economic development is to provide leadership and direction in order to foster, encourage and maximise sustainable development opportunities within Coonamble Shire. Council's Community Strategic Plan 2025-2035 has the goal that "we support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business."

Council facilitates business partnerships, participates in local and regional networks and assists with research and planning in the identification of business opportunities.

In order to encourage diverse and innovative business initiatives across Coonamble Shire, Council may offer incentives and support through the Business Activation Policy.

1. PURPOSES

The purpose of the Business Activation Policy is to systematically and methodically incentivise small business development and expansion in the three urban areas of Coonamble Shire – Coonamble, Gulargambone and Quambone – through the provision of a business activation payment to eligible enterprises meeting the required criteria, while sufficient funding remains in Council's Business Activation Fund.

2. POLICY OBJECTIVES

The objective of the Business Activation Policy is to provide a limited financial incentive to:

- An existing small business, located within Coonamble Shire, to expand its operations or relocate to a more appropriate area.
- An existing small business, located outside Coonamble Shire, to relocate or establish within the Shire.
- A new small business to establish within Coonamble Shire.

The expectation is that the business will directly or indirectly provide increased employment opportunities to the residents of Coonamble Shire or introduce an additional or unique service or range of products for which there is proven demand.

3. LEGISLATION AND RELATED DOCUMENTS

This policy is to be read in conjunction with the following:

Local Government Act 1993

Privacy and Personal Information Protection Act 1998

Privacy Management Plan

Local Government Record-Keeping Rules GA28, GA39 and FA450

Community Strategic Plan

Delivery Program

Operational Plan

Coonamble Shire Council's suite of strategies and plans (including masterplans and plans of management)

Regional strategies and plans

State and Federal strategies and plans

Risk Management Framework and Risk Appetite Statement

Business Activation Policy Procedure

Business Activation Funding Application

EFT Bank Account Details Form

4. APPLICATION/SCOPE

This policy applies to businesses currently operating in Coonamble Shire or new businesses who demonstrate their establishment within an appropriate zoning of one of the three urban areas of the Shire – Coonamble, Gulargambone or Quambone.

5. POLICY

Coonamble Shire Council provide a one-off business activation payment, limited to \$5,000 (inc. GST if the applicant entity is registered for GST) to any single eligible small business operating or intending to establish within Coonamble Shire, where it is shown by the applicant business that such a payment will result in increased employment and/or provision of an additional or unique service, product or range of products proven to be of demand by residents of and visitors to Coonamble Shire.

Each Financial Year, Council will budget for a maximum number of business activation approvals (to be set at its discretion) to be made available through this Policy.

Eligibility is determined according to the criteria specified below.

Determination of any application for assistance through the Business Activation Policy will be made by the full membership or a quorum of the (elected) Council or by a committee whose membership it appoints, with determinations made several times each year in

alignment with the timing of the determination of submissions under Council's Donations Policy.

Each Business Activation Payment will be made in two instalments of \$2,500 (inc. GST, if the approved business is registered for GST); with Instalment 1 paid at the time of determination of the application for assistance under the Business Activation Policy, and then between six months and one year from the date of the first payment, dependent on verified evidence of the continued viability of the business, as determined by the Coonamble Shire Mayor and Coonamble Shire Council's General Manager and Director of Corporate Services. Where verified financial viability is not demonstrated or where the business owner fails to submit an invoice between 6 and 12 months of the date of payment of Instalment 1, the business forfeits the second instalment.

6. ELIGIBILITY CRITERIA

To be eligible for consideration under Council's Business Activation Policy, an entity must provide documentary evidence that it meets the following criteria. Evidence will be treated confidentially by Council.

- ☐ The applicant is a recognised business entity, with a current Australian Business Number, registered with the Australian Securities and Investments Commission.
- ☐ The applicant is a "small business" employing fewer than 20 people and/or has an aggregated annual turnover (excluding GST) of less than \$AU 10 million.
- ☐ The applicant business is a private, commercial enterprise.
- ☐ The applicant business is not a franchisor.
- ☐ The applicant is not an enterprise operating under Existing Use Rights in a zoning in which that enterprise is now prohibited, unless applying to relocate the business to a zoning where that enterprise is permitted.
- ☐ The applicant business and/or directors have no outstanding debts with Coonamble Shire Council.
- ☐ The applicant business has not received Business Activation funding under this policy previously.
- ☐ The applicant business has no outstanding payments to the Australian Superannuation Guarantee Charge.
- ☐ The applicant business currently operates or has committed to operate within Coonamble Shire (eg. a lease of one year or more has been signed and executed for operation within a land use zoning allowing such an operation, in Coonamble, Gulargambone or Quambone).
- ☐ The applicant business has current Public Liability, Workers Compensation and/or Professional or Product Liability insurances relevant to the type and size of operation.
- ☐ The business owner has submitted with the application a Business Plan, substantiating the financial viability of the expansion of its operations or of its relocation to an appropriate area within Coonamble Shire.
- ☐ The applicant business demonstrates, in the Business Plan, the provision of a new service or product offering unique to Coonamble or of an increase in the number of employees.

7. DEFINITIONS

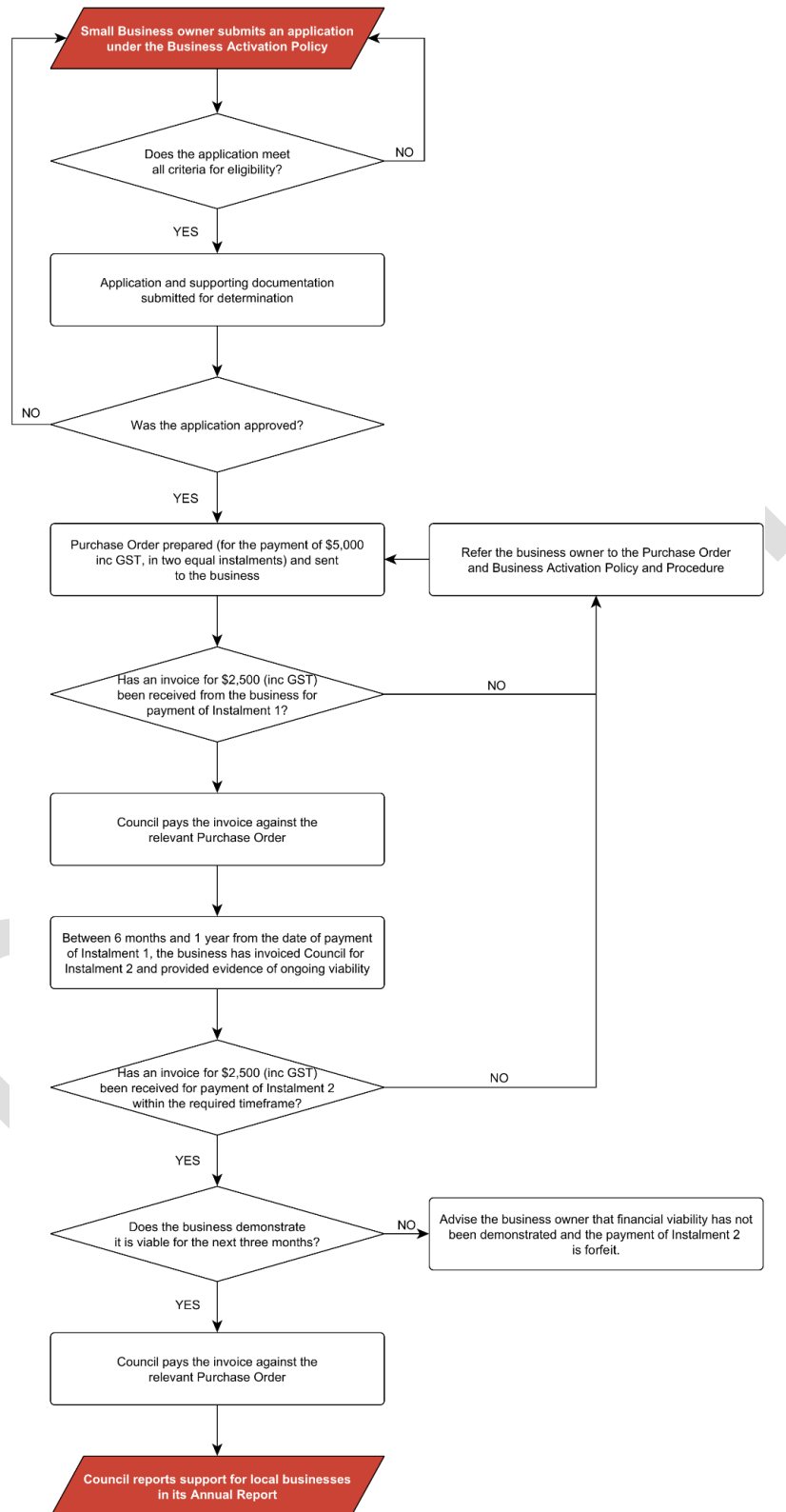
Business Plan	A written document that substantiates and justifies the financial viability of an enterprise, usually comprising a Legal and Management Plan, a Marketing Plan, an Operational Plan and a Financial Plan.
Financial Viability	Financial Reporting shows sufficient cashflow to cover all anticipated debts, without further revenue, for the next three calendar months (inclusive).
GST	Goods and Services Tax, established under <i>A New Tax System (Goods and Services Tax) Act 1999</i>
Small Business	A business that employs fewer than 20 people and/or that has an aggregated annual turnover (excluding GST) of less than \$10 million.

Title: Business Activation Policy		
Department: Community, Planning, Development and Environment		
Version	Date	Author
1.0	September 2025	David Levick
Review Date: February 2028		
Amendments in the release:		
Amendment History	Date	Detail
Annexure Attached:		
Phillip Perram Interim General Manager		

Business Activation Policy Procedure

1. An eligible small business submits to Council a completed Business Activation Application, along with required documentation. Documentation is treated confidentially.
2. The application and supporting documentation is checked to confirm it meets all criteria of eligibility under the Business Activation Policy; the business owner is advised that further documentation is required if the application is to proceed.
3. The application and supporting documentation are submitted for determination by the full membership or a quorum of the elected Council or a committee whose membership it appoints.
4. Determinations are made in alignment with the timing of the determination of submissions under Council's Donations Policy.
5. All business owners are notified of the determination of their application. Successful applicants confirm they understand and agree to abide by the criteria of the Business Activation Policy and conditions of the Business Activation Policy Procedure.
6. Successful applicants are sent a Purchase Order to the maximum value of \$5,000 (including GST if the business is registered for GST), valid for one year, showing two instalments of \$2,500.
7. Successful applicants will be invited to submit an invoice for \$2,500 (including GST, if the entity is registered for GST) as Instalment 1 of 2, quoting the Purchase Order number.
8. Council pays the invoice in the course of its normal creditor payment schedule.
9. The successful business applicant will submit a financial report (prepared and verified by an accountant or bookkeeper), showing the ongoing viability of the venture, along with an invoice for \$2,500 (including GST, if the entity is registered for GST) as Instalment 2 of 2, no sooner than six (6) months and no later than 12 months after receiving payment of Instalment 1; submission of the invoice for Instalment 2 is the sole responsibility of the business; Instalment 2 will be forfeit if the financial report and invoice is not received within the timeframe specified in this Step of the procedure.
10. Council pays the invoice for Instalment 2 of 2 in the course of its normal creditor payment schedule, provided it was received within the timeframe specified in the above Step of this procedure and that Council is satisfied the business demonstrates ongoing viability.
11. Council reports support for local businesses in its Annual Report.

Business Activation Policy Process Flow



Business Activation Funding Application

Name of Business: _____

ABN: _____

Current Business Address: _____

Proposed Business Address: _____
(If different from current)

Nature of enterprise: _____

Proposed shift in nature: _____

Name of Director/Owner (1): _____
(Please Print First and Last Name)

Name of Director/Owner (2): _____
(Please Print First and Last Name)

Name of Director/Owner (3): _____
(Please Print First and Last Name)

Name of Director/Owner (4): _____
(Please Print First and Last Name)

Are there other Directors? ☐ NO ☐ YES (Attach details to this application)

Person completing this form: _____
(Please Print First and Last Name)

Email contact: _____

Mobile contact: _____

Please print, complete all parts of the form, sign and have the signature witnessed by a director/owner of the applicant business and submit all attachments as required (see check list on next page).

Check list of attachments

- ☐ A Business Plan for the expansion, establishment or relocation of the business (named above) in or to Coonamble, Gulargambone or Quambone is attached.
- ☐ The Business Plan substantiates the financial viability of the expansion of its operations or of its relocation to an appropriate area within Coonamble Shire.
- ☐ The Business Plan demonstrates the provision of a new service or product offering unique to Coonamble or of an increase in the number of employees within the enterprise.
- ☐ A 'Bank Details for EFT Payments from Coonamble Shire Council' form is completed and attached.
- ☐ The applicant business (named above) is a recognised business entity, with a current Australian Business Number, registered with the Australian Securities and Investments Commission.
- ☐ The applicant is a "small business" employs fewer than 20 people and/or has an aggregated annual turnover (excluding GST) of less than \$AU 10 million (attach Annual Financial Statements).
- ☐ The applicant business is a private, commercial enterprise.
- ☐ The applicant business is not a franchisor.
- ☐ The applicant is an enterprise operating under Existing Use Rights in a zoning in which that enterprise is now prohibited and is applying to relocate the business to a zoning where that enterprise is permitted.
- ☐ Neither the applicant business nor any of its individual directors have any outstanding debts with Coonamble Shire Council.
- ☐ The applicant business has not received Business Activation funding under this policy previously.
- ☐ The applicant business has no outstanding payments to the Australian Superannuation Guarantee Charge (eg. attach the most recent superannuation clearance house statement).
- ☐ The applicant business currently operates or has committed to operate within Coonamble Shire (eg. a lease of one year or more has been signed and executed for operation within a land use zoning allowing such an operation, in Coonamble, Gulargambone or Quambone; attach lease or land Title deed).
- ☐ The applicant business has current Public Liability, Workers Compensation and/or Professional or Product Liability insurances relevant to the type and size of operation (attach Certificates of Currency for each).

Agreement between the Business Entity and Coonamble Shire Council

As a Director of the company applying for this Business Activation assistance, I hereby agree, on behalf of the business entity and each of my fellow directors (if any):

1. To provide all documentation specified in this form and otherwise requested by an officer of Council in order for this application to be assessed in relation to its eligibility for consideration of the Business Activation funding, and

(initials)

2. To receive a maximum payment of \$5,000 (including GST where applicable), under this Business Activation Policy, and to utilise the financial assistance provided by Council to offset costs associated with the expansion, establishment or relocation of my business to an appropriate land-use zoning in Coonamble, Gulargambone or Quambone, and

(initials)

3. To provide required financial reports, between six and 12 months after receiving the first instalment of any Business Activation assistance, demonstrating the current degree of financial viability of the business, acknowledging I will forfeit the second and final instalment of the Business Activation assistance where I fail to provide these reports or where they show the business – in the majority opinion of Coonamble Shire Council's Mayor, General Manager and Director of Corporate Services – not to be financially viable, and

(initials)

4. To provide Coonamble Shire Council with appropriate invoices for each of the two instalments (maximum \$2,500, including GST if applicable) – the first invoice after receiving a Purchase Order for the Business Activation assistance, and the second between six and 12 months after the date of the Purchase Order – and acknowledge that the second instalment will be forfeit if the invoice for it is not received by Coonamble Shire Council within this timeframe, and

(initials)

5. To Coonamble Shire Council's treating my personal and business information confidentially and for the purposes only of administering the Business Activation Policy, application and procedure, and

(initials)

6. To Coonamble Shire Council's making public only my business name and the nature of the business during the course of the administration of this policy and application and in any reporting on its administration.

(initials)

(Please Print First and Last Name)

(Signature)

(Please Print First and Last Name of Witness)

(Signature of Witness)

/ /
(Date)

**Notification of Bank Account Details for EFT
(Electronic Funds Transfer) Payment(s) from Council**

Kindly complete the required fields in the form and return to accounts@coonambleshire.nsw.gov.au

Company Name: _____

ABN: _____

Postal Address: _____

Email Address for our Purchase Orders: _____

Email Address for our Remittance to you: _____

Your Phone Number: _____

Your Payment Terms: _____

Name of Your Bank: _____

Account Name: _____

BSB: _____

Account Number: _____

Reference Details (eg. Invoice number): _____

Name of the authorised person completing this form: _____

Signature: _____

Date: ____ / ____ / ____

Office Use Only

Creditor Code: _____

Details entered by: _____

Date entered: _____

1. PURPOSE

This policy outlines the ethical standards required of both Coonamble Shire Council delegates and its private industry business partners when engaged by Council. Adherence to these standards by both parties will enable the development of a mutually beneficial business relationship.

2. POLICY OBJECTIVE

Council will ensure its business relationships are ethical, honest, fair and consistent. Our business dealings will be made using informed decisions with trustworthiness, integrity and probity and open to public scrutiny wherever possible.

3. APPLICATION/SCOPE

This policy applies to tenderers, suppliers, contractors and consultants and their sub-contractors/employees, Councillors, and all Council employees.

4. LEGISLATION

- Local Government Act 1993
- Independent Commission Against Corruption (ICAC) Act 1998
- Protected Disclosures Act 1994

5. POLICY

Council's business principles are as follows

- All procurement is conducted as per Council Policy to ensure the best outcomes for the community
- All business relationships with external parties will be transparent
- Procurement and appointment decisions will be based on merit and will be impartial and will not take extraneous issues into account.

Value for money means an estimate of the worth or desirability of the goods or services offered. This can include such factors as initial cost, whole of life cost, quality, the extent to which the goods or services meet the specified requirements and social and environmental responsibilities.

Transparency means visible and verifiable confirmation of the integrity of the purchasing process and compliance with relevant legislation and adopted Council procedures.

Impartiality means the purchasing process must be undertaken in a fair, objective, consistent and business-like manner, leading to improved performance and cost-effective methods of doing business for Council. It does not mean pleasing everyone. We strive to be impartial by ensuring that our processes are appropriate.

These principles enable suppliers to promote their interests productively and avoid potentially questionable activity. Those providing goods and services also benefit from the assurance that their competitors are required to behave in accordance with the same guidelines.

What to expect from Council and Councillors

Council employees and Councillors are bound by Council's Code of Conduct. They are accountable for their actions and are expected to:

- Respect and follow Council policy and procedures
- Treat all tenderers for the supply of goods and services equitably
- Promote fair and open competition while seeking best value for money
- Protect confidential information
- Meet or exceed public interest and accountability standards
- Avoid situations where private interest could conflict with public duty
- Never solicit or accept remuneration, gifts or other benefits from a supplier for the discharge of official duties
- Respond promptly to reasonable requests for advice and information.

What we ask of you

We require all providers of goods and services to:

- Respect the conditions set out in documents supplied by us
- Respect the obligation of our employees to abide by Council's procurement policy
- Abstain from collusive practices
- Prevent unauthorised release of privileged information, including confidential Council information
- Refrain from offering Council employees or Councillors any financial or other inducement which may give any impression of unfair advantage
- There is to be no unsolicited contact by tenderers with Councillors, employees and/or delegates of the Council regarding their submitted tender until such time that the tender has been determined.

Compliance

Compliance with this statement will not disadvantage your organisation in any way. However, your organisation should be aware of the potential consequences of not complying with Council's Statement of Business Ethics.

Proven corrupt or unethical conduct could result in:

- Termination of contracts
- Loss of reputation
- Loss of future contracts
- Matters being referred to investigative bodies

Intellectual Property Rights

In business relationships with Council, parties will respect each other's intellectual property rights and will formally negotiate any access licence or use of intellectual property.

Public Gifts and Benefits

In general, Council expects its employees to decline gifts, benefits, travel or hospitality offered during the course of their duties. Council only permits employees to accept gifts if:

- Gifts are token and of nominal value
- Returning a gift is likely to be perceived as rude or offensive
- The offer is not targeted at an individual officer.

If a gift or benefit is taken, the staff member must record the gift in Council's public Gifts and Benefits Register. Council delegates including Councillors and employees should refer to Council's Code of Conduct for more detail on this issue.

Conflicts of Interest

All Council officials are required to disclose any potential conflicts of interest. Council extends this requirement to all our business partners, contractors, consultants, subcontractors, tenderers and suppliers

Communication Between Parties

All communication should be clear, direct and accountable to minimise the risk of perception of inappropriate influence being brought to bear on the business relationship.

Use of Council Equipment, Resources and Information

All Council equipment, resources and information should only be used ethically, effectively, efficiently and carefully in the course of official duties and must not be used

for private purposes unless use is lawfully authorised, and proper payment is made where appropriate.

Contracting Employees

All contracting and subcontracting employees are expected to comply with Council's statement of business ethics. If you employ sub-contractors in your work for Council, you must make them aware of this statement.

Statement of Business Ethics - Who to contact?

If you are concerned about a possible breach of this statement or about any conduct that could involve fraud, corrupt conduct, maladministration or serious and substantial waste of public funds, please contact Coonamble Shire Council's General Manager or Public Officer on 02 6827 1900 or email council@coonambleshire.nsw.gov.au.

Title: Statement of Business Ethics Policy		
Department: Corporate Governance		
Version	Date	Author
1. Sept 2025	September 2025	Deborah Tatton
Review Date: September 2028		
Phillip Perram General Manager		

**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 non-pecuniary 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.



Investment Report

01/08/2025 to 31/08/2025

Portfolio Valuation as at 31/08/2025

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-2	TD	GENERAL	At Maturity	02/12/2024	02/09/2025	5.0500	1,000,000.00	1,000,000.00	37,771.23	4,289.04
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	12/05/2025	11/09/2025	4.3400	2,000,000.00	2,000,000.00	26,634.52	7,372.05
NAB	A-1+	TD	GENERAL	At Maturity	29/05/2025	29/09/2025	4.2500	1,500,000.00	1,500,000.00	16,592.47	5,414.38
AMP Bank	A-2	TD	GENERAL	At Maturity	07/04/2025	07/10/2025	4.5000	1,000,000.00	1,000,000.00	18,123.29	3,821.92
Westpac	A-1+	TD	GENERAL	At Maturity	24/10/2024	24/10/2025	5.1000	1,000,000.00	1,000,000.00	43,594.52	4,331.51
Westpac	A-1+	TD	GENERAL	At Maturity	28/10/2024	28/10/2025	5.0700	1,000,000.00	1,000,000.00	42,782.47	4,306.03
Westpac	A-1+	TD	GENERAL	At Maturity	04/11/2024	04/11/2025	5.0900	1,000,000.00	1,000,000.00	41,975.07	4,323.01
Unity Bank	Unrated	TD	GENERAL	At Maturity	18/11/2024	18/11/2025	5.0000	250,000.00	250,000.00	9,828.77	1,061.64
NAB	A-1+	TD	GENERAL	At Maturity	25/06/2025	20/11/2025	4.3000	2,000,000.00	2,000,000.00	16,021.92	7,304.11
BOQ	A-2	TD	GENERAL	At Maturity	04/06/2025	04/12/2025	4.3500	2,000,000.00	2,000,000.00	21,213.70	7,389.04
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	18/06/2025	19/01/2026	4.4100	2,000,000.00	2,000,000.00	18,123.29	7,490.96
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	12/06/2025	12/02/2026	4.3300	500,000.00	500,000.00	4,804.52	1,838.77
BOQ	A-2	TD	GENERAL	At Maturity	28/08/2025	27/02/2026	4.1400	2,000,000.00	2,000,000.00	907.40	907.40
NAB	A-1+	TD	GENERAL	At Maturity	20/08/2025	20/03/2026	4.1000	1,000,000.00	1,000,000.00	1,347.95	1,347.95
Westpac	A-1+	TD	GENERAL	At Maturity	17/07/2025	17/04/2026	4.2000	1,000,000.00	1,000,000.00	5,293.15	3,567.12
Westpac	A-1+	TD	GENERAL	At Maturity	31/07/2025	31/07/2026	4.1700	2,500,000.00	2,500,000.00	9,139.73	8,854.11
Regional Australia Bank	A-2	TD	GENERAL	At Maturity	06/08/2025	06/08/2026	4.1500	1,000,000.00	1,000,000.00	2,956.16	2,956.16
IMB Bank	A-2	FRTD	GENERAL	Quarterly	06/08/2024	06/08/2026	4.2000	1,000,000.00	1,000,000.00	2,991.78	2,991.78

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	4.4200	1,000,000.00	1,000,000.00	5,691.51	3,753.97
Commonwealth Bank	A-1+	CASH	GENERAL	Annual	31/08/2025	31/08/2025	0.0000	2,000,000.00	2,000,000.00	-	-
TOTALS								26,750,000.00	26,750,000.00	325,793.42	83,320.96

Portfolio by Asset as at 31/08/2025

Asset Type: CASH

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Commonwealth Bank	A-1+	CASH	GENERAL	Annual	31/08/2025	31/08/2025	0.0000	2,000,000.00	2,000,000.00	-	-
CASH SUBTOTALS								2,000,000.00	2,000,000.00	-	-

Asset Type: TD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-2	TD	GENERAL	At Maturity	02/12/2024	02/09/2025	5.0500	1,000,000.00	1,000,000.00	37,771.23	4,289.04
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	12/05/2025	11/09/2025	4.3400	2,000,000.00	2,000,000.00	26,634.52	7,372.05
NAB	A-1+	TD	GENERAL	At Maturity	29/05/2025	29/09/2025	4.2500	1,500,000.00	1,500,000.00	16,592.47	5,414.38
AMP Bank	A-2	TD	GENERAL	At Maturity	07/04/2025	07/10/2025	4.5000	1,000,000.00	1,000,000.00	18,123.29	3,821.92
Westpac	A-1+	TD	GENERAL	At Maturity	24/10/2024	24/10/2025	5.1000	1,000,000.00	1,000,000.00	43,594.52	4,331.51
Westpac	A-1+	TD	GENERAL	At Maturity	28/10/2024	28/10/2025	5.0700	1,000,000.00	1,000,000.00	42,782.47	4,306.03
Westpac	A-1+	TD	GENERAL	At Maturity	04/11/2024	04/11/2025	5.0900	1,000,000.00	1,000,000.00	41,975.07	4,323.01
Unity Bank	Unrated	TD	GENERAL	At Maturity	18/11/2024	18/11/2025	5.0000	250,000.00	250,000.00	9,828.77	1,061.64
NAB	A-1+	TD	GENERAL	At Maturity	25/06/2025	20/11/2025	4.3000	2,000,000.00	2,000,000.00	16,021.92	7,304.11
BOQ	A-2	TD	GENERAL	At Maturity	04/06/2025	04/12/2025	4.3500	2,000,000.00	2,000,000.00	21,213.70	7,389.04
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	18/06/2025	19/01/2026	4.4100	2,000,000.00	2,000,000.00	18,123.29	7,490.96

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Suncorp Bank	A-1+	TD	GENERAL	At Maturity	12/06/2025	12/02/2026	4.3300	500,000.00	500,000.00	4,804.52	1,838.77
BOQ	A-2	TD	GENERAL	At Maturity	28/08/2025	27/02/2026	4.1400	2,000,000.00	2,000,000.00	907.40	907.40
NAB	A-1+	TD	GENERAL	At Maturity	20/08/2025	20/03/2026	4.1000	1,000,000.00	1,000,000.00	1,347.95	1,347.95
Westpac	A-1+	TD	GENERAL	At Maturity	17/07/2025	17/04/2026	4.2000	1,000,000.00	1,000,000.00	5,293.15	3,567.12
Westpac	A-1+	TD	GENERAL	At Maturity	31/07/2025	31/07/2026	4.1700	2,500,000.00	2,500,000.00	9,139.73	8,854.11
Regional Australia Bank	A-2	TD	GENERAL	At Maturity	06/08/2025	06/08/2026	4.1500	1,000,000.00	1,000,000.00	2,956.16	2,956.16
TD SUBTOTALS								22,750,000.00	22,750,000.00	317,110.14	76,575.21

Asset Type: FRTD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
IMB Bank	A-2	FRTD	GENERAL	Quarterly	06/08/2024	06/08/2026	4.2000	1,000,000.00	1,000,000.00	2,991.78	2,991.78
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	16/01/2025	17/01/2028	4.4200	1,000,000.00	1,000,000.00	5,691.51	3,753.97
FRTD SUBTOTALS								2,000,000.00	2,000,000.00	8,683.29	6,745.75

Portfolio by Asset Totals as at 31/08/2025

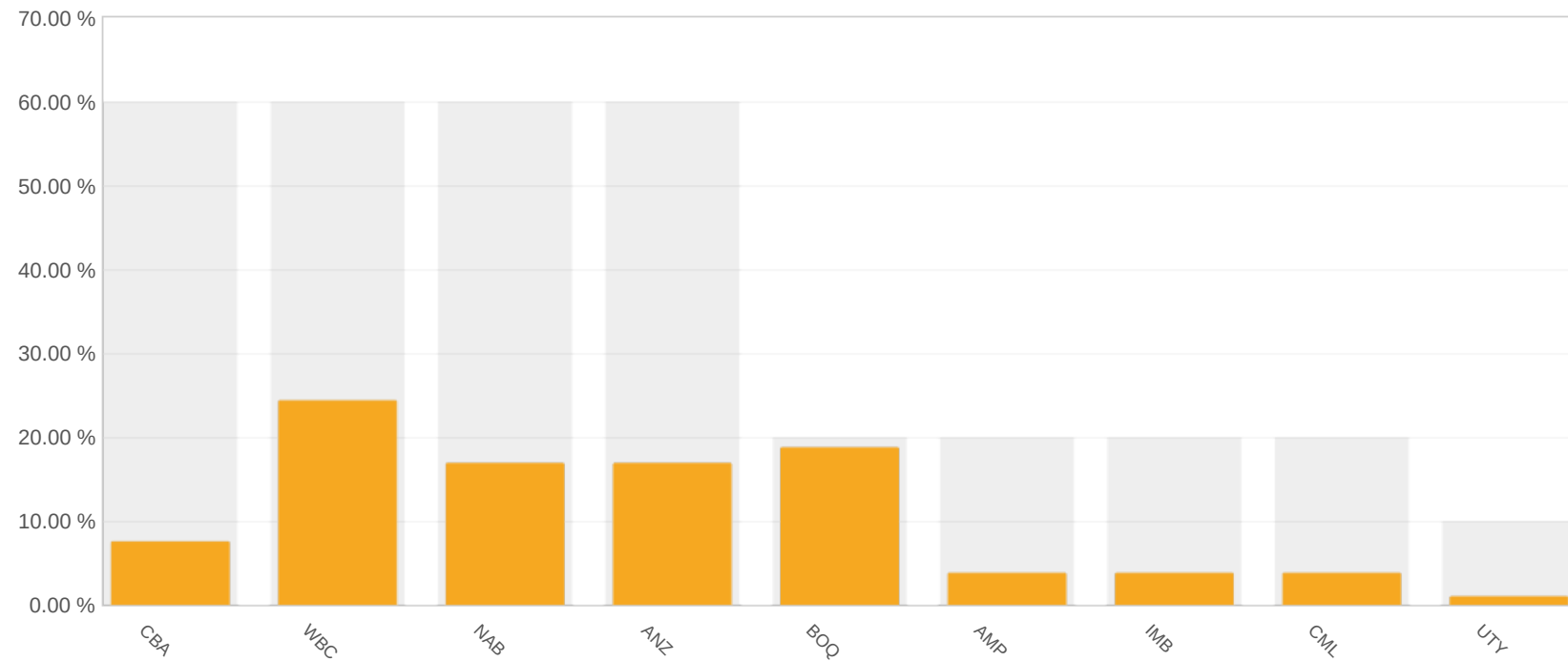
Type	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
CASH	2,000,000.00	2,000,000.00	-	-
TD	22,750,000.00	22,750,000.00	317,110.14	76,575.21
FRTD	2,000,000.00	2,000,000.00	8,683.29	6,745.75
TOTALS	26,750,000.00	26,750,000.00	325,793.42	83,320.96

Counterparty Compliance as at 31/08/2025

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	Commonwealth Bank	Short	A-1+	2,000,000.00	7.48	60.00	-	14,050,000.00
✓	Westpac	Short	A-1+	6,500,000.00	24.30	60.00	-	9,550,000.00
✓	NAB	Short	A-1+	4,500,000.00	16.82	60.00	-	11,550,000.00
✓	ANZ Bank	Short	A-1+	4,500,000.00	16.82	60.00	-	11,550,000.00
✓	BOQ	Short	A-2	5,000,000.00	18.69	20.00	-	350,000.00
✓	AMP Bank	Short	A-2	1,000,000.00	3.74	20.00	-	4,350,000.00
✓	IMB Bank	Short	A-2	1,000,000.00	3.74	20.00	-	4,350,000.00
✓	Regional Aust Bank	Short	A-2	1,000,000.00	3.74	20.00	-	4,350,000.00
✓	Unity Bank	Short	Unrated	250,000.00	0.94	10.00	-	2,425,000.00
TOTALS				25,750,000.00	96.26			

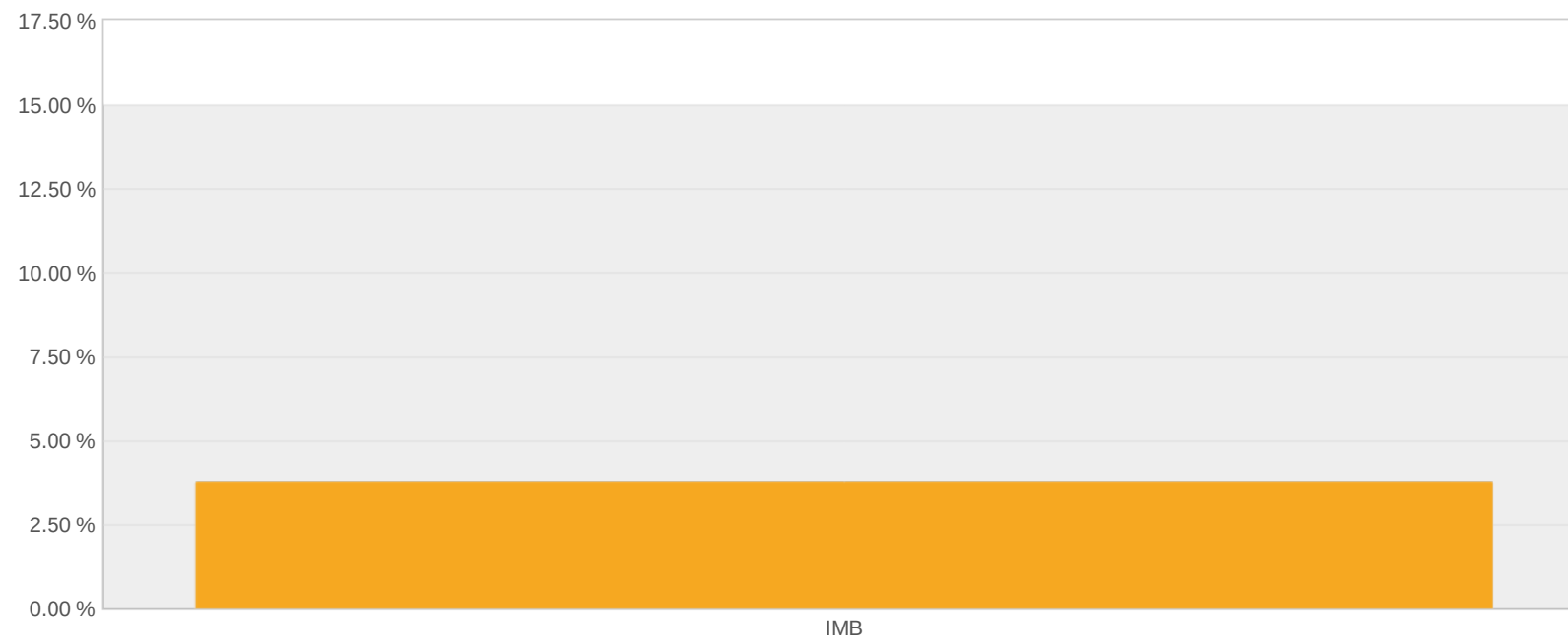
Counterparty Compliance - Short Term Investments



Long Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	IMB Bank	Long	BBB+	1,000,000.00	3.74	15.00	-	3,012,500.00
TOTALS				1,000,000.00	3.74			

Counterparty Compliance - Long Term Investments

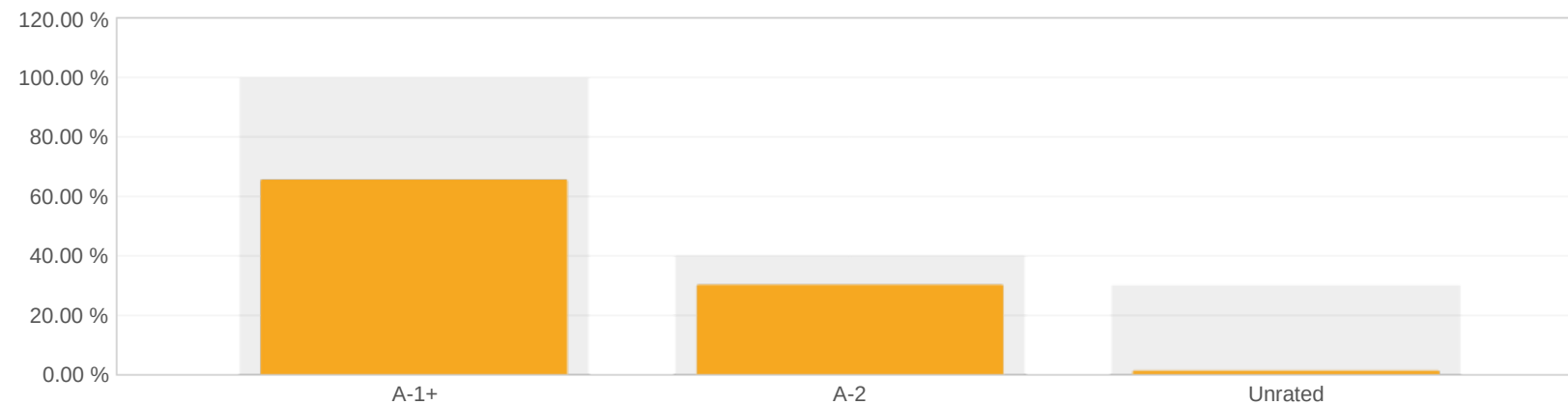


Credit Quality Compliance as at 31/08/2025

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	A-1+	17,500,000.00	65.42	100.00	9,250,000.00
✓	A-2	8,000,000.00	29.91	40.00	2,700,000.00
✓	Unrated	250,000.00	0.94	30.00	7,775,000.00
TOTALS		25,750,000.00	96.26		

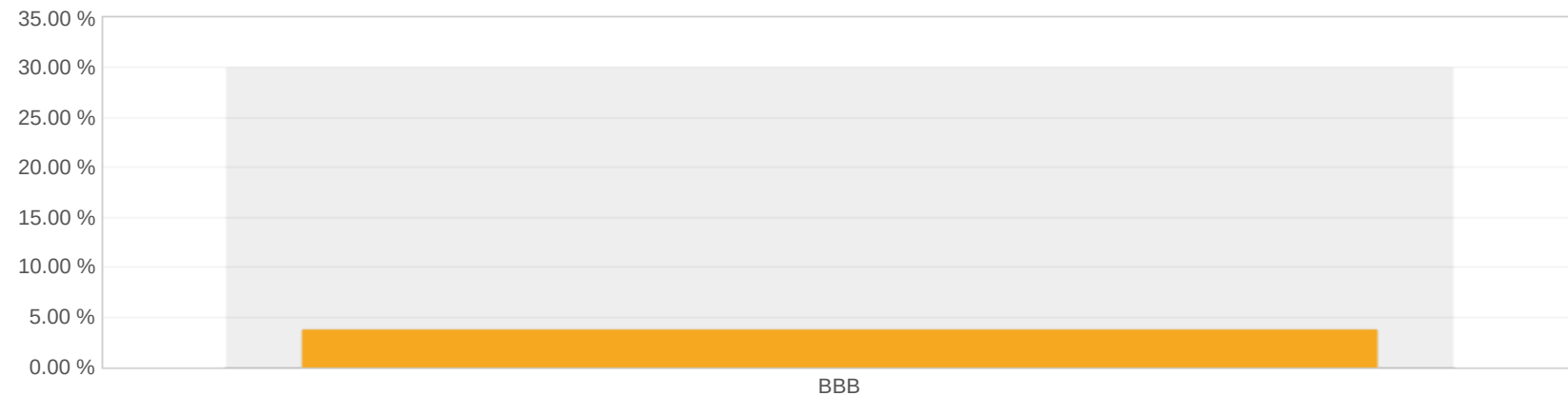
Credit Quality Compliance - Short Term Investments



Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	BBB	1,000,000.00	3.74	30.00	7,025,000.00
TOTALS		1,000,000.00	3.74		

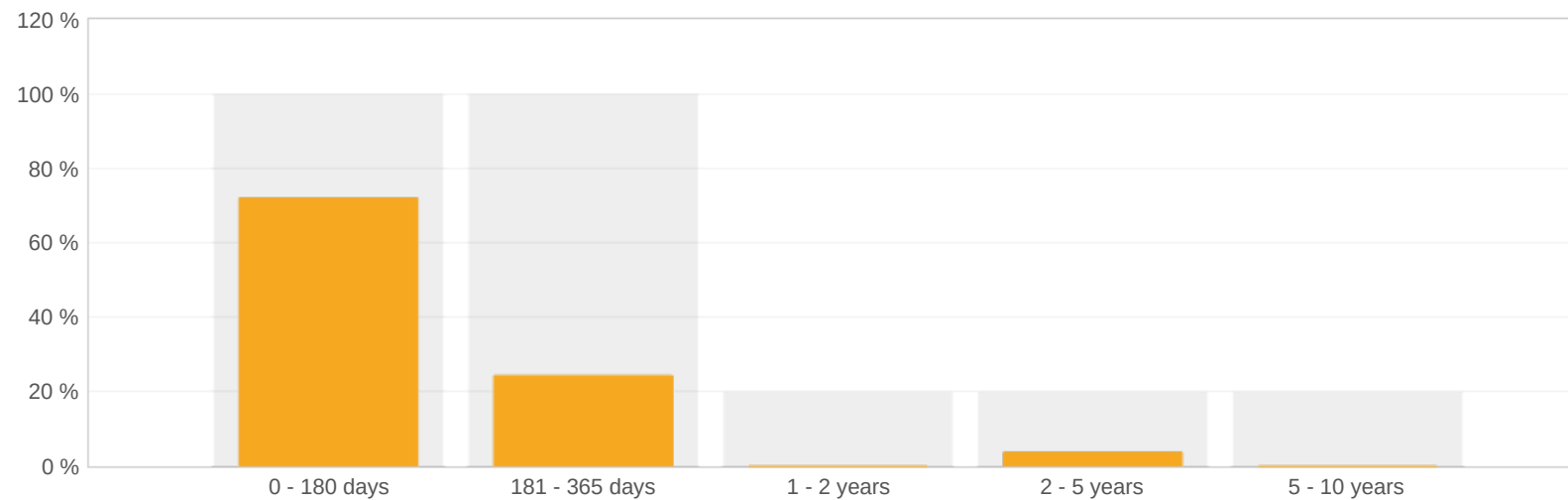
Credit Quality Compliance - Long Term Investments



Maturity Compliance as at 31/08/2025

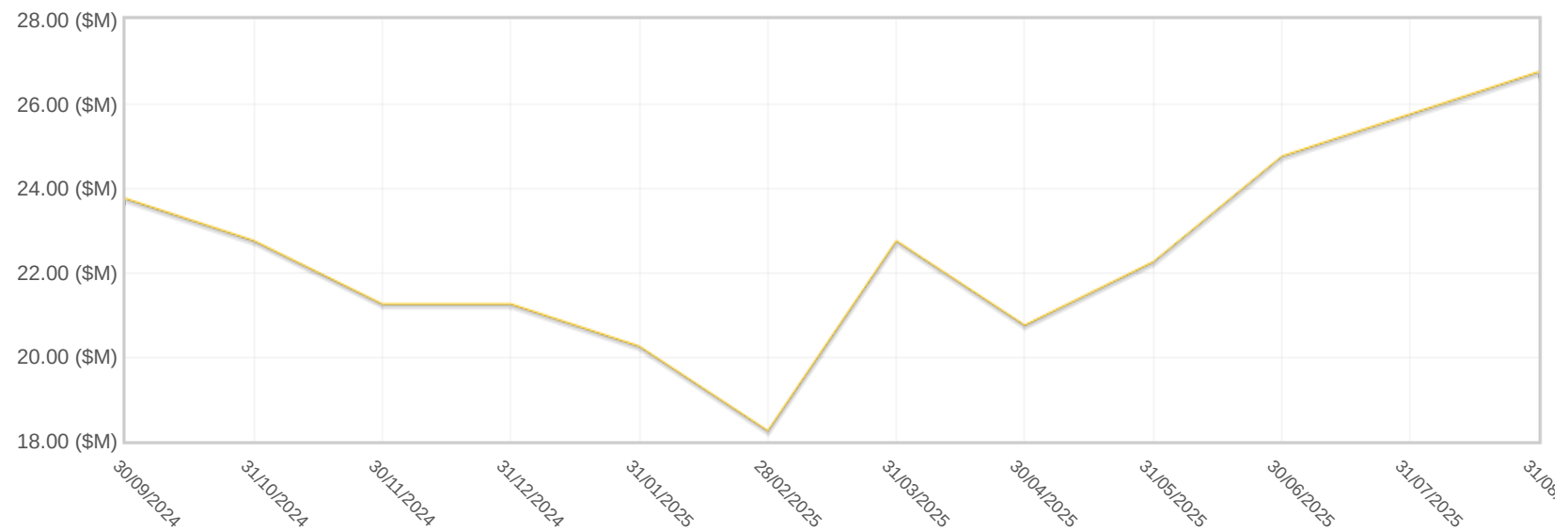
Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 180 days	19,250,000.00	71.96	0.00	100.00	7,500,000.00
✓	181 - 365 days	6,500,000.00	24.30	0.00	100.00	20,250,000.00
✓	1 - 2 years	-	0.00	0.00	20.00	5,350,000.00
✓	2 - 5 years	1,000,000.00	3.74	0.00	20.00	4,350,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	5,350,000.00
TOTALS		26,750,000.00	100.00			

Maturity Compliance



Historical Portfolio Balances as at 31/08/2025

30/09/2024	31/10/2024	30/11/2024	31/12/2024	31/01/2025	28/02/2025	31/03/2025	30/04/2025	31/05/2025	30/06/2025	31/07/2025	31/08/2025
23.75	22.75	21.25	21.25	20.25	18.25	22.75	20.75	22.25	24.75	25.75	26.75



Historical Ratios as at 31/08/2025

	30/09/2024	31/10/2024	30/11/2024	31/12/2024	31/01/2025	28/02/2025	31/03/2025	30/04/2025	31/05/2025	30/06/2025	31/07/2025	31/08/2025
WAM (Days)	114	124	149	145	175	182	153	147	133	143	156	157
WAY (%)	5.1293	5.1201	5.0553	5.0332	5.0467	4.9647	4.5656	4.6023	4.4882	4.3143	4.3241	4.0813

