



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 10 November 2021

Date: Wednesday, 10 November 2021

Time: 10.00 am

**Location: Shire Chamber
Coonamble**

Pre-Meeting Session: Kindly note that a Pre-Meeting Session will be held at 9:00am in the Council Chamber to allow for questions from Councillors to be asked regarding items included with the Business paper – in order to ensure clarity and an informed decision-making process. Councillors are also encouraged to make contact with the General manager or the applicable Executive Leader before the Council Meeting to clarify any questions that you may have.

**Hein Basson
General Manager**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Wednesday, 10 November 2021 at 10.00 am.

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1 OPENING MEETING

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

5 DEPUTATION/DELEGATIONS

6 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 13 October 2021 be confirmed as a correct record of the proceedings of the meeting.



MINUTES

**Ordinary Council Meeting
Wednesday, 13 October 2021**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY AT THE SHIRE CHAMBER, COONAMBLE
HELD ON WEDNESDAY, 13 OCTOBER 2021 AT 10.00 AM**

PRESENT: Cr Ahmad Karanouh (Mayor), Cr Bill Fisher (Deputy Mayor), Cr Karen Churchill, Cr Barbara Deans (via video link due to wet weather road closures), Cr Robert Thomas, Cr Paul Wheelhouse

IN ATTENDANCE: Hein Basson (General Manager), Bruce Quarmby (Executive Leader Corporate and Sustainability), Noreen Vu (Executive Leader Environment, Strategic Planning & Community), Daniel Noble (Executive Leader Infrastructure), Pip Goldsmith (Manager of Economic Development & Growth), Marina Colwell (Executive Support Officer)

1 OPENING MEETING

The Mayor opened the meeting at 10.06 am, advising the attendees of the following:

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

Nil

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**APOLOGY****RESOLUTION 2021/201**

Moved: Cr Paul Wheelhouse

Seconded: Cr Karen Churchill

That the apology received by the Mayor from Cr Cullen be noted and approved.**CARRIED****5 DEPUTATION/DELEGATIONS**

Nil

6 CONFIRMATION OF MINUTES**RESOLUTION 2021/202**

Moved: Cr Paul Wheelhouse

Seconded: Cr Robert Thomas

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 15 September 2021 and the Extraordinary Council Meeting of the Coonamble Shire Council held on Wednesday, 15 September 2021 be confirmed as correct records of the proceedings of the meetings.**CARRIED****7 DISCLOSURES OF CONFLICTS OF INTEREST**

Cr Deans informed the meeting that she has a non-pecuniary conflict of interest regarding Item 10.7 Economic Development & Growth – Progress Report regarding the Inland Rail Project and a potential farm-stay operation and Item 10.9 Environment and Strategic Planning Progress Report (including reference to Development Application 021/2021). She stated that she had lodged submissions for both the Ralston Quarry and Single Quarry Development Applications. Cr Deans further stated that her farming business is involved with grain production, her property is potentially affected by the proposed route of the Inland Rail Project, will potentially be used as a farm-stay offer, and is in the vicinity of the proposed quarry developments.

8 MAYORAL MINUTE

MAYORAL MINUTE

RESOLUTION 2021/203

Moved: Cr Bill Fisher

Seconded: Cr Paul Wheelhouse

That Council notes the contents of the Mayoral Minute.

CARRIED

RESOLUTION 2021/204

Moved: Cr Bill Fisher

Seconded: Cr Paul Wheelhouse

That a letter be written to the NSW Minister for Emergency Services expressing Council's concern about the centralisation of the Rural Fire Service's contacting and fire reporting system to a coordination base located in Parramatta (Sydney); a step that is perceived to further remove the knowledge of local permanent staff and volunteers' input regarding the initial assessment and sensible response to a local fire outbreak, and putting this important responsibility in the hands of people who do not have any local knowledge or understanding of the unique landscape of the area and/or larger region.

CARRIED

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

10 REPORTS TO COUNCIL**10.1 RETURNS DISCLOSING PECUNIARY INTEREST****RESOLUTION 2021/205**

Moved: Cr Robert Thomas
Seconded: Cr Paul Wheelhouse

- 1. That Council notes the contents of this report.**
- 2. That Council publishes the returned pecuniary interest disclosure forms of Councillors and designated persons on Council's website for public information, with personal information being redacted pursuant to the provisions of Section 6(4) of the *Government Information (Public Access) Act 2009*.**

CARRIED**10.2 COONAMBLE ANNUAL SHOW - APPLICATION FOR PUBLIC HOLIDAY****RESOLUTION 2021/206**

Moved: Cr Paul Wheelhouse
Seconded: Cr Bill Fisher

- 1. That Council notes the contents of this report.**
- 2. That Council authorises the General Manager to make application to the Department of Premier & Cabinet for a full day public holiday for the whole Coonamble Shire local government area to be declared for the second days of the Coonamble Show in 2022 and 2023, i.e. Wednesday, 1 June 2022 and Wednesday, 24 May 2023.**

CARRIED**10.3 STATUS REPORT REGARDING COUNCILLOR ENQUIRIES****RESOLUTION 2021/207**

Moved: Cr Paul Wheelhouse
Seconded: Cr Robert Thomas

That Council notes the information in this report.

CARRIED

10.4 WORKPLACE INJURY MANAGEMENT REPORT**RESOLUTION 2021/208**

Moved: Cr Bill Fisher

Seconded: Cr Robert Thomas

That Council notes the contents of the WHS Quarterly Report for its information.

CARRIED

10.5 WORKPLACE INJURY MANAGEMENT REPORT - ANNUAL REPORT 2020/2021**RESOLUTION 2021/209**

Moved: Cr Karen Churchill

Seconded: Cr Paul Wheelhouse

That Council notes the contents of the Workplace Injury Management Annual Report.

CARRIED

10.6 STATECOVER, WORK HEALTH AND SAFETY AUDIT REPORT 2021**RESOLUTION 2021/210**

Moved: Cr Paul Wheelhouse

Seconded: Cr Bill Fisher

That Council notes the contents of the StateCover Work Health and Safety Self-Audit Report 2021 for its information.

CARRIED

10.7 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT

Cr Barbara Deans expressed her concern with the proposed link of the Coonamble and Gilgandra railway lines with the Inland Rail line at Curban and the potential delays incurred by freight joining the Inland Rail line at that point, resulting in additional costs for producers of that freight. Cr Churchill proffered that Cr Deans should be raising her concerns with the NSW Farmers Association, as it is not Council's responsibility to address these types of concerns. The Mayor stated that he believes that it is indeed the responsibility of Councillors to raise issues of this nature, as they are the elected representatives of the community.

RESOLUTION 2021/211

Moved: Cr Robert Thomas

Seconded: Cr Paul Wheelhouse

That Council notes the contents of this report.

CARRIED

RESOLUTION 2021/212

Moved: Cr Robert Thomas

Seconded: Cr Paul Wheelhouse

That Council requests the Manager Economic Development & Growth to investigate possible security options for the safe display of the “Schoolbus”, the wire netting horse and children sculpture, at the new Visitor Information Centre.

CARRIED

10.8 COMMUNITY SERVICE PROGRESS REPORT

RESOLUTION 2021/213

Moved: Cr Paul Wheelhouse

Seconded: Cr Robert Thomas

That Council notes the information contained in this report.

CARRIED

10.9 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT

Cr Churchill asked a number of questions pertaining to DA020/2021, also alleging that previous development application consent conditions have not been complied with. The Mayor indicated that this particular DA is applicable to his residence at 31 King Street, Coonamble. The Executive Leader Environment, Strategic Planning and Community responded to the questions asked and statements made by Cr Churchill. Cr Churchill relayed to the meeting that she raises these matters as she gets questions asked to her by previous councillors.

RESOLUTION 2021/214

Moved: Cr Karen Churchill

Seconded: Cr Paul Wheelhouse

That Council notes the contents of this report.

CARRIED

10.10 SALEYARDS REPORT**RESOLUTION 2021/215**

Moved: Cr Robert Thomas
Seconded: Cr Paul Wheelhouse

That Council notes the information provided in this report.

CARRIED

10.11 DRAFT EVALUATION OF MENACING OR DANGEROUS DOG DECLARATIONS POLICY**RESOLUTION 2021/216**

Moved: Cr Paul Wheelhouse
Seconded: Cr Robert Thomas

- 1. That Council places the draft Evaluation of Menacing or Dangerous Dog Declarations Policy, as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That Council requests the Executive Leader Environment, Strategic Planning and Community to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Evaluation of Menacing or Dangerous Dog Declarations Policy (with or without changes) at its February 2022 Ordinary Council Meeting.**
- 3. That Council, in the event of it not receiving any submissions during the public exhibition period, formally adopts the Evaluation of Menacing or Dangerous Dog Declarations Policy without any changes as a policy of Council.**

CARRIED

10.12 RATES AND CHARGES COLLECTIONS - SEPTEMBER 2021**RESOLUTION 2021/217**

Moved: Cr Paul Wheelhouse
Seconded: Cr Karen Churchill

That Council notes the information provided in the report.

CARRIED

10.13 STATUS OF INVESTMENTS - SEPTEMBER 2021**RESOLUTION 2021/218**

Moved: Cr Paul Wheelhouse

Seconded: Cr Karen Churchill

That Council notes the list of investments as at 30 September 2021 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.

CARRIED

10.14 REVIEW OF INTERNET, EMAIL AND COMPUTER USE POLICY**RESOLUTION 2021/219**

Moved: Cr Paul Wheelhouse

Seconded: Cr Robert Thomas

- 1. That Council adopts the reviewed Internet, Email and Computer Use Policy, attached as an annexure to this report.**
- 2. That the reviewed Internet, Email and Computer Use Policy be distributed by the Executive Leader Corporate and Sustainability to those persons identified as users by this policy.**

CARRIED

10.15 BUILDING INFRASTRUCTURE ASSETS CONDITION AND REPAIR ESTIMATES**RESOLUTION 2021/220**

Moved: Cr Bill Fisher

Seconded: Cr Robert Thomas

1. That Council notes the information in this report.
2. That Council approves the allocation of additional funding to carry out the following necessary works.

Quambone Hall and Quambone Library	\$ 50,000
Coonamble Library	\$ 17,500
Coonamble Aerodrome Terminal	\$ 40,000
Crusher Plant Office and Change Room (Quarry)	\$ 32,500
Chemical Storage Shed (Coonamble Rubbish Depot)	\$ 50,000
Residential Premises	\$150,000

3. That the funding for the works mentioned in paragraph two (2) above be sourced from the respective Internally Restricted Reserves of Council being the Aerodrome Reserve (\$40,000), Quarry Reserve (\$32,500), Domestic Waste Reserve (\$50,000) and Premises Refurbishment Reserve (\$217,500).

CARRIED**10.16 URBAN SERVICES - WORKS IN PROGRESS****RESOLUTION 2021/221**

Moved: Cr Paul Wheelhouse

Seconded: Cr Robert Thomas

That Council notes the information in this report.**CARRIED**

10.17 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS**RESOLUTION 2021/222**

Moved: Cr Paul Wheelhouse

Seconded: Cr Bill Fisher

- 1. That Council notes the information in this report.**
- 2. That with respect to the Regional Road Transfer & Classification Review, Council provides a letter of support to Warren Shire Council, in support of their application to reclassify and transfer Regional Roads within the Warren Local Government Area as State Roads, acknowledging that if successful, Regional Roads 202 (Marthaguy Road), and 7515 (Warren Road), within the Coonamble Local Government Area would also be reclassified and transferred.**
- 3. That Council applies to reclassify Shire Road 86 (Carinda Road) as a Regional Road, noting that if successful, Council will maintain management of the road but that reclassification would likely result in a commensurate funding level increase for maintenance of the road.**

CARRIED

10.18 DRAFT WATER CONNECTION POLICY**RESOLUTION 2021/223**

Moved: Cr Robert Thomas

Seconded: Cr Paul Wheelhouse

- 1. That Council places the draft Water Connection Policy as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That, in the event of any submissions being received, the Executive Leader Infrastructure presents a further report, together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Water Connection Policy (with or without changes) at its February 2022 Ordinary Meeting, noting that due to the complying with the 28 day exhibition period the policy cannot be presented at the November 2021 Ordinary Meeting.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Water Connection Policy without any changes as a policy of Council.**

CARRIED

10.19 DRAFT BACKFLOW AND CROSS CONNECTION POLICY**RESOLUTION 2021/224**

Moved: Cr Paul Wheelhouse

Seconded: Cr Bill Fisher

1. That Council places the draft Backflow and Cross Connection Policy as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.
2. That, in the event of any submissions being received, the Executive Leader Infrastructure presents a further report, together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Backflow and Cross Connection Policy (with or without changes) at its February 2022 Ordinary Meeting, noting that due to complying with the 28 day exhibition period the policy cannot be presented at the November 2021 Ordinary Meeting.
3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Backflow and Cross Connection Policy without any changes as a policy of Council.

CARRIED

10.20 DRAFT DROUGHT MANAGEMENT PLAN**RESOLUTION 2021/225**

Moved: Cr Paul Wheelhouse

Seconded: Cr Robert Thomas

1. That Council places the draft Drought Management Plan as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.
2. That, in the event of any submissions being received, the Executive Leader Infrastructure presents a further report, together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Drought Management Plan (with or without changes) at its February 2022 Ordinary Meeting – noting that due to complying with the 28 day exhibition period, it will be impossible for the Plan with submissions to be presented at the November 2021 Ordinary Council Meeting.
3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Drought Management Plan without any changes as a policy document of Council.

CARRIED

**11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION
MOTIONS**

Nil

12 CONFIDENTIAL MATTERS

Nil

13 CONCLUSION OF THE MEETING

The Meeting closed at 11.44am.

**The minutes of this meeting were confirmed at the Council held on 10
November 2021.**

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CHAIRPERSON

7 DISCLOSURES OF CONFLICTS OF INTEREST

8 MAYORAL MINUTE

MAYORAL MINUTE

File Number: M3

Author: Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: 1. Letter received - C Minns MP

Mayor's Activities Report

I have pleasure in reporting to Council my activities in the role of Mayor since the October 2021 Meeting.

Letter received from Chris Minns MP NSW Labor Leader

I received a letter from NSW Labor Leader Chris Minns MP, in regard to the *Environmental Planning and Assessment Amendment Bill*, urging Council to contact their local members regarding the impacts on Councils if this *Bill* is passed. It is noted that Council has already contacted our local members, with their received responses having been reported to the October Council Meeting.

Vaccination Certificates

I have been approached with some concerns that members of the community are not willing to show their vaccination certificates to business owners and operators and government institutions.

Visitor and Exhibition Centre Opening

The new Visitor and Exhibition Centre will be opened on Monday 22 November at 11am by the Hon Sam Faraway MLC and myself. This is a wonderful accomplishment and will be a great asset to the community. A community celebration event will be scheduled in 2022 to revel in the establishment and opening of this Centre for the Coonamble local government area.

Madam Flute

The Madam Flute Concert, with Jane Rutter, will go ahead on Saturday 4 December in a more relaxed format on the lawn near the sheepparks.

Christmas Street Party

The 2021 Christmas Street Party will be held on Saturday, 11 December. This an ideal opportunity for the whole community to come together and celebrate not only the festive period, but also the relaxation of the Covid-19 restrictions.

Harvest

Harvest season is well underway in much of regional NSW, with our Coonamble local government area expecting to experience another successful harvest this year with high yielding crops grown in the area.

My Term as Mayor

At the end of my term as Mayor, I will give a verbal report at the Meeting.

RECOMMENDATION

That Council notes the contents of the Mayoral Minute.



CHRIS MINNS MP
NSW LABOR LEADER

Wednesday 20 October 2021

Clr Ahmad Karanouh
Mayor
Coonamble Shire Council
80 Castlereagh Street
Coonamble NSW 2829

Dear Clr Karanouh

As you are aware the NSW Liberals and Nationals Government has proposed major changes to infrastructure contributions for local communities across the state in the Environment Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021.

NSW Labor refused to agree to passage of this Bill in its current form which has been included with other legislation as part of the 2021-22 Budget in June.

NSW Labor worked to establish a public inquiry which was conducted by the Legislative Council Portfolio Committee No 7 – Planning and Environment Committee. Many Councils across New South Wales made submissions and contributed evidence to the inquiry.

The Committee published its report on 10 August 2021 with its only recommendation:

That the Environmental Planning and Assessment Amendment (Infrastructure Contributions) Bill 2021 not proceed, until the draft regulations have been developed and released for consultation and the reviews into the rate pegging system, benchmarking and the essential works list have been published by the Independent Pricing and Regulatory Tribunal.

NSW Labor agrees with the Committee's recommendation.

We hope that the Government will not proceed any further with this Bill in the Legislative Council until other key information is determined and further appropriate consultation takes place with all Councils and stakeholders.

PARLIAMENT HOUSE, 6 MACQUARIE STREET, SYDNEY NSW 2000

-2-

I understand my Parliamentary colleague, Paul Scully MP, Shadow Minister for Planning and Public Spaces has been in consultations with many Councils and responded to correspondence in relation to this Bill.

It is now very important for all Councils to make sure their voices are heard by the Government on what the impact of its plans means for the local community your Council represents.

I strongly urge your Council to contact your local Liberals and Nationals Member of Parliament, Members of the Legislative Council, as well as the Minister for Planning and Public Spaces, The Hon Rob Stokes MP, as soon as possible to bring to their attention the direct impact the proposed changes to infrastructure contributions proposed by the NSW Liberals and Nationals Government will have on your community.

Yours sincerely



Chris Minns MP
NSW Labor Leader

COONAMBLE SHIRE COUNCIL	
FILE NO:	T4
25 OCT 2021	
DOC NO:	38377
ASSIGNED:	Colwell
OPENED:	DC ACTION: yes

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

10 REPORTS TO COUNCIL

10.1 STATUS REPORT REGARDING COUNCILLOR ENQUIRIES

File Number: R6

Author: Marina Colwell, Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is to provide an update on the status of Councillor enquiries.

BACKGROUND

Following the adoption of the *Councillor Access to Staff and Premises Policy* in August 2019, Councillors are best advised to lodge their enquiries with the General Manager on the *Councillors' Enquiry Form*.

(a) Relevance to Integrated Planning and Reporting Framework

P2.1 Encourage an inclusive, active community where people look out for each other.

(b) Financial Considerations

Financial considerations for each enquiry will be taken into consideration during the assessment / investigation process.

COMMENTARY

Shown below is a list of outstanding enquiries received from Councillors since implementation of this procedure up to the end of August 2021:

Date Received	Councillor	Enquiry	Enquiry No Referred to	Comments/Status
21/07/2021	Cr Karanouh	Clean up block – 24 Coonamble Street, Gulargambone	0051/2022 Environmental Services.	A Notice of Intention to Serve has been issued. Property owners have until 18 October to comply – There has been no correspondence from the owners – staff will engage a contractor to clean up the block with costs being forwarded to the proprietors.

Note: Once matters have been reported to Council as being completed, they will be removed from the list.

(a) Governance/Policy Implications

In line with the *Councillor Access to Staff and Premises Policy*, Councillors are required to lodge enquiries on the *Councillors' Enquiry Form* or the *Councillors' Request for Maintenance Form*.

(c) Legal Implications

There are no legal implications arising from this report.

(d) Social Implications

There may be social implications, depending on the nature of individual enquiries.

(e) Environmental Implications

There may be environmental implications, depending on the nature of individual enquiries.

(f) Economic/Asset Management Implications

There may be economic and/or asset management implications, depending on the nature of individual enquiries.

(g) Risk Implications

There may be risk implications, depending on the nature of individual enquiries.

CONCLUSION

The current status of Councillors' enquiries to the end of October 2021 is documented above.

RECOMMENDATION

That Council notes the information in this report.

10.2 PROPOSED CLOSURE OF OFFICE - CHRISTMAS/NEW YEAR

File Number: S6
Author: Marina Colwell, Executive Support Officer
Authoriser: Hein Basson, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is for Council to determine an appropriate period of time for closure of the Shire office, libraries, Service NSW agency, the Visitor Information Centre (VIC), Council depots and quarry between Christmas and the New Year, acknowledging that a sensible time will vary from year to year – depending on which days the declared Public Holidays are falling.

BACKGROUND

It has been the practice of Council for many years to allow staff to have time with family and friends over the festive season.

This year Christmas Day falls on Saturday, with public holidays being Christmas Day 25 December, Boxing Day Sunday 26 December and additional public holidays having been declared for Monday, 27 December and Tuesday, 28 December. New Year's Day falls on the following Saturday (a public holiday) with the Monday, 3 January also having been declared a public holiday.

Staff are required to take leave for the closedown on the three (3) days not proclaimed public holidays, namely Wednesday, Thursday and Friday 29 to 31 December inclusive. Staff will return to work on Tuesday, 4 January 2022.

There is 'on-call' staff rostered to deal with any emergencies that may arise during the closedown and the contact numbers will be advertised in all media outlets.

The Coonamble and Gulargambone pools will remain open, except for Christmas Day and Boxing Day (Saturday 25 and Sunday 26 December), when both venues will be closed.

(a) Relevance to Integrated Planning and Reporting Framework

- P1.3.1 Support activities / projects that increase community participation and connection.
- P4.1 Increase opportunities for our community to socialise together.

(b) Financial Considerations

There are no financial considerations attached to this report.

COMMENTARY

The report covers the closedown of Council's services for the period between Christmas and New Year. It has been normal practice for this closedown to occur and Council is requested to make a decision for the 2021 / 2022 Christmas / New Year period. It is suggested that Council considers approving the closedown, noting that staff who are not on leave will return to work on Tuesday, 4 January 2022.

(a) Governance/Policy Implications

One of Council's Delivery Plan actions is to support activities and events that increase community participation and connection. The break during the annual Christmas festive period provides for an opportunity for families to strengthen ties and have an enjoyable festive time together.

(b) Legal Implications

Council is party to the Local Government (State) Award which contains leave provisions relevant to this situation. There are no legal implications associated with this report.

(c) Social Implications

It is a time when children not residing at home can visit family and vice versa. Within the local community, opportunities arise for members to socialise when celebrating the festive season.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

The Christmas / New Year period is traditionally a very quiet time as many people choose to go on holidays to coincide with school holidays. In keeping with past practice, Council has resolved to not have a meeting during the month of January which has become policy, however due to the postponement of the September 2021 Local Government Elections, Council will convene on Tuesday, 11 January 2022 for purposes of having an Extra-Ordinary Meeting for the election of the Mayor and Deputy Mayor, as well as other ancillary governance considerations.

This year, with Christmas and Boxing Days falling on Saturday and Sunday, both Monday and Tuesday 27 and 28 December will be public holidays, leaving three (3) days for staff to take annual leave (Wednesday to Friday, 29 to 31 December inclusive). New Year's Day falls on the Saturday, with the Monday being a public holiday – resulting in work resuming on Tuesday, 4 January 2022.

The Coonamble and Gulargambone pools will remain open, except for Christmas Day and Boxing Day (Saturday 25 and Sunday 26 December), when both venues will be closed.

RECOMMENDATION

- 1. That Council closes its administrative office, libraries, Service NSW agency, the Visitor Information & Exhibition Centre, Council depots and quarry at close of business on Friday 24 December 2021 and re-open on Tuesday, 4 January 2022.**

- 2. That Council staff avail themselves of leave provisions for the annual festive period closedown on days not covered by public holiday provisions, namely the Wednesday, Thursday and Friday – 29, 30 and 31 December 2021.**

10.3 CODE OF CONDUCT COMPLAINTS - ANNUAL STATISTICS

File Number: A-3-6

Author: Amanda Nixon, Manager - People, Risk and Improvement

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is to inform Council of the Code of Conduct statistics for complaints made about Councillors or the General Manager for the reporting period 1 September 2020 to 31 August 2021, as required by the *Procedures for Administration of the Model Code of Conduct for Local Councils in NSW*.

BACKGROUND

Council adopted its current Code and Procedures, based on the *Model Code of Conduct* and the *Procedures for the Administration of the Model Code of Conduct* on 9 September 2020.

Part 11 of the Procedures states:

11.1 *The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:*

- a) *the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)*
- b) *the number of code of conduct complaints referred to a conduct reviewer during the reporting period*
- c) *the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints*
- d) *the number of code of conduct complaints investigated by a conduct reviewer during the reporting period*
- e) *without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period*
- f) *the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and*
- g) *the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.*

11.2 *The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.*

(a) Relevance to Integrated Planning and Reporting Framework

This item links to Council’s Delivery Plan through the objective L1.4.4 Governance is open and transparent.

(b) Financial Considerations

During the reporting period, the cost of handling finalised Code of Conduct complaints during the reporting period was \$13,445. This does not include the invoicing of any matters occurring after the reporting period.

COMMENTARY

Under Clause 12.1 of the Procedures, information about Code of Conduct complaints, including management and investigation of the complaint is to be treated as confidential and is not to be publicly disclosed, except as may be otherwise specifically required or permitted under the Procedures. The information provided in this report falls into this category.

It should be noted that only Code of Conduct complaints about Councillors or the General Manager are included in this reporting tool, which purposively excludes complaints under different legislative instruments or those involving general staff.

The Code of Conduct Complaints Statistics report below has been submitted to the Office of Local Government to fulfil Council’s reporting obligations. It should be noted that only the outcomes of Code of Conduct complaints are reported in the reporting year in which they are **finalised**, not received.

During the reporting period Council had three (3) Code of Conduct complaints finalised that related to a Councillor or the General Manager that were finalised between 1 September 2020 to 31 August 2021, which were received prior to the reporting period and two (2) Code of Conduct complaints, which were received but not finalised by 31 August 2021. The information relating to the finalisation of these complaints will be included in the next reporting period.

Model Code of Conduct Complaints Statistics Coonamble Shire Council		
Number of Complaints		
1 a	The total number of complaints received in the period about councillors and the General Manager (GM) under the code of conduct	2
b	The total number of complaints finalised in the period about councillors and the GM under the code of conduct	3
Overview of Complaints and Cost		
2 a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	0
b	The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement	0
c	The number of code of conduct complaints referred to a conduct reviewer	3
d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	2
e	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
f	The number of finalised code of conduct complaints investigated by a conduct reviewer	1
g	The number of finalised complaints investigated where there was found to be no breach	1
h	The number of finalised complaints investigated where there was found to be a breach	0
i	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	0
j	The number of complaints being investigated that are not yet finalised	0
k	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	13,445

Preliminary Assessment Statistics	
3	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:
a	To take no action (clause 6.13(a) of the 2018 and 2020 Procedures) <input type="text" value="1"/>
b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2018 and 2020 Procedures) <input type="text" value="1"/>
c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2018 and 2020 Procedures) <input type="text" value="0"/>
d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2018 and 2020 Procedures) <input type="text" value="0"/>
e	To investigate the matter (clause 6.13(e) of the 2018 and 2020 Procedures) <input type="text" value="1"/>
Investigation Statistics	
4	The number of investigated complaints resulting in a determination that there was no breach , in which the following recommendations were made:
a	That the council revise its policies or procedures <input type="text" value="0"/>
b	That a person or persons undertake training or other education (clause 7.37 of the 2018 Procedures or clause 7.40 of the 2020 Procedures) <input type="text" value="0"/>
5	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:
a	That the council revise any of its policies or procedures (clause 7.36(a) of the 2018 Procedures or clause 7.39 of the 2020 Procedures) <input type="text" value="0"/>
b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.36(h) of the 2018 Procedures or clause 7.37(a) of the 2020 Procedures) <input type="text" value="0"/>
c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.36(i) of the 2018 Procedures or clause 7.37(b) of the 2020 Procedures) <input type="text" value="0"/>
d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.36(j) of the 2018 Procedures or clause 7.37(c) <input type="text" value="0"/>
6	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2018 or 2020 Procedures) <input type="text" value="1"/>
Categories of misconduct	
7	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:
a	General conduct (Part 3) <input type="text" value="0"/>
b	Non-pecuniary conflict of interest (Part 5) <input type="text" value="0"/>
c	Personal benefit (Part 6) <input type="text" value="0"/>
d	Relationship between council officials (Part 7) <input type="text" value="0"/>
e	Access to information and resources (Part 8) <input type="text" value="0"/>
Outcome of determinations	
8	The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation <input type="text" value="0"/>
9	The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by OLG <input type="text" value="0"/>

(a) Governance/Policy Implications

The production of this report meets the Council's obligations and ensures that governance complies with Council's policy requirements.

(b) Legal Implications

Under the *Local Government Act 1993 (NSW)* Council has obligations in respect of Code of Conduct complaints and associated reporting requirements. Providing this report to the NSW Office of Local Government (OLG), as well as providing the information contained in this report to Councillors, means that Council has met with these key obligations.

(c) Social Implications

While there are so social implications associated with arising from this report in of itself, by providing the details of complaints, Council is continuing to be open and transparent in its operations. A potential increase in complaints from previous reporting periods could be perceived in a negative light given that, by their nature, Code of Conduct complaints and associated activities are confidential in nature and the appropriate context cannot be disclosed.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

There are no significant economic/asset management implications associated with this report.

(f) Risk Implications

Risk	Risk Ranking	Proposed Control	Proposed Risk Ranking	Within Existing Resources?
Code of Conduct may be breached by non-reporting of complaint statistics.	Low	Complaints Coordinator completes Annual Reporting of Complaints to Council in a timely manner.	Low	Yes
Council may face reputational damage through public perception of the number of complaint statistics.	Low	Council to provide factual statistical information as required by the Procedures for the Administration of the Model Code of Conduct and OLG reporting requirements.	Low	Yes

CONCLUSION

Under Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*, Council is required to complete and submit a report to the OLG on code of conduct complaints made about Councillors or the General Manager for the 12-month period ending 31 August each year. The Complaints Co-ordinator is also required to supply the same information to the Council.

The 1 September 2020 to 31 August 2021 reporting period included two (2) Code of Conduct complaints received relating to a Councillor or the General Manager, which were not finalised before 31 August 2021 and the outcomes of three (3) previously received Code of Conduct complaints which were finalised and included in this reporting period.

The Code of Conduct Complaints Statistics Report has been submitted to the Office of Local Government.

RECOMMENDATION

That Council notes the annual statistics in relation to Code of Conduct Complaints received relating to a Councillor or the General Manager for the reporting period 1 September 2020 to 31 August 2021 contained in this report.

10.4 MURRAY DARLING ASSOCIATION - DELEGATES REPORT

File Number: E 5-3

Author: Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: 1. Murray Darling Association - Delegates Report

PURPOSE

The purpose of this report is to inform Councillors of the Murray Darling Association – Delegates Report.

BACKGROUND

Council adopted a resolution at its Ordinary Meeting held on 10 March 2021 to become a member of the Murray Darling Association.

The October 2021 Murray Darling Association (MDA) Delegates Report provides Council with a summary of the MDA activities and engagements. The report contains highlights and summarises activities and achievements of the MDA.

Below provides the contents contained in the report:

Contents

- 1. National Conference
 - 1.1 77th National Conference Connectivity: Connecting Councils and Catchments ...
 - 2.1 78th National Conference Economics, Dams, and Infrastructure.....
- 2. Basin Communities Leadership Program
- 3. Submissions & Inquiries.....
- 4. Key Meetings & Events
- 5. Region 6 Annual Stakeholder Symposium
- 6. Working towards Vision 2025
- 7. Region Meetings
- 8. Committee of Regional Chairs.....
- 9. Operational Changes
- 9.1 Farewell and Welcome.....
- 10.1 Make a difference as the new CEO

(a) Relevance to Integrated Planning and Reporting Framework

EN3.1 Ensure the health of our river system.

(b) Financial Considerations

Nil.

COMMENTARY

The recently released publication from the MDA, a copy which is included as an attachment to this report, is self-explanatory. The report covers the 77th National Conference (held earlier in May at Mendindee Lakes), and the Leadership Program Region 6 Annual Stakeholder Symposium among other things.

(a) Governance/Policy Implications

There are no governance / policy implications attached to this report.

(b) Legal Implications

There are no legal implications attached to this report.

(c) Social Implications

There are no social implications attached to this report.

(d) Environmental Implications

The main reasons why Council became a member of the Murray Darling Association are twofold: One, to advocate for adequate flows on the Macquarie River system to ensure a healthy Macquarie Marshes environment, and two, to use this organisation's leverage with regards to coal seam gas exploration and mining that could threaten the water quality within the Great Artesian Basin.

(e) Economic/Asset Management Implications

A healthy Macquarie Marshes environment would in the longer-term guarantee visitors and tourists who are environmentally focussed, along with boosting the visitor economy of our area and region.

(f) Risk Implications

There are no risk implications attached to this report.

CONCLUSION

The report provides Council with updated information on the Murray Darling Association activities and engagements.

RECOMMENDATION

That Council notes the contents of the October 2021 Murray Darling Association Delegate's Report, as attached to this report.



MDA Delegates Report

October 2021

The Murray Darling Association (MDA) is Australia’s peak body representing local government across the Murray-Darling Basin.

The following report should be tabled at council and provides delegates and their councils with an overview of MDA activities and engagements.



A note from the Murray Darling Association CEO:

Welcome to the new look MDA Delegates Report. There’s been a bit of a break since our last report in April, so there is heaps of news and events to catch up on.

In a year much like the last, there have been plenty of challenges to navigate and wins to celebrate across the Murray-Darling Basin. Our operations, much like those of almost all businesses, agencies and associations have been variously affected by COVID-19.

Against this background it is pleasing to report on so many activities and achievements that highlight the benefits and the consistency of your membership, in the face of ever-changing situations.

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- 1.1 77th National Conference Connectivity: Connecting Councils and Catchments2
- 2.1 78th National Conference Economics, Dams, and Infrastructure2
- 2. Basin Communities Leadership Program3**
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1. National Conference

1.1 77th National Conference Connectivity: Connecting Councils and Catchments

The MDA’s 2021 National Conference & AGM ended in Wentworth in May with a study tour of the Menindee Lakes coinciding with vital flows not seen for many years.

The [minutes](#) and [recordings](#) of all events and presenters are available on the MDA website.



National President Cr David Thurley OAM and BCLP Graduate John Scriven.

2.1 78th National Conference Economics, Dams, and Infrastructure

The 78th National Conference & AGM will be held in **Albury, 19-21 September 2022** at the **Albury Entertainment Centre**.



National President Cr David Thurley OAM and Wentworth Shire Council Mayor Susan Nicholls, Civic Reception – Historic Wentworth Gaol, May 2021

In a year where much has been disrupted and affected by COVID-19, it comes as no surprise that the towns, regions, and countries to emerge quickest and strongest are those with innovative, connected local leadership.

This can be said doubly so for local government and the communities of the Murray Darling Basin. Basin councils have, after all, spent years building connections, infrastructure and resilient economies across catchments and communities.

A resilient economy, and infrastructure to support it, is essential to our people. In the same way, a healthy river system must have a balance of flow and harvest. **There is no future on a dry system.**

The MDA’s 78th National Conference & AGM is your opportunity to be part of the solution – to join the conversation, to inform future policy, and to engage with the innovators, scientists, educators, and leaders of our time.

[Join us in Albury](#), home to the winding Murray River and its waterways; where local, technical, and political leaders will come together to tackle the big issues of the Basin and forge a future for councils, catchments, and communities.



2. Basin Communities Leadership Program

The Basin Communities Leadership Program in Victoria and South Australia has been postponed, with COVID throwing another hurdle in the way. After discussions with participants, who expressed an overwhelming preference to take part in the program in-person rather than virtually, the MDA decided to delay the remaining workshops until a time between December 2021 and March 2022.

The program is offering up to **15 fully funded places per program**, each valued at \$4,800 at no cost to the participant beyond their time and travel. The program involves an on-line guided learning component, a two-day face to face workshop, and the option to **attend the MDA National Conference** with free registration to engage with other community leaders from across the Basin.

Limited places are available.
REGISTER NOW!

To find out more about the program and how your council can get involved, contact:
 Tim Phillips Communications and Engagement Officer
 Phone: (03) 5480 3805 Email: t.phillips@mda.asn.au



Collarenebri BCLP: (left to right) CEO Emma Bradbury, Bridgette Fitzgerald, Luke & Dylan Farr, Cr John Campbell, Christine Ford, and the amazing Julia Spicer. (Not pictured) Thomas Connor, Shelly Filips, Keith Whiteman, Ang Pasang Rai, Julie Privett, Denielle Smith, and Mark Shephard

3. Submissions & Inquiries

Following a submission in August, the MDA provided evidence to the Select Committee inquiry into Floodplain Harvesting.

The MDA put forth recommendations on floodwater management, the implementation of effective models of consultation & engagement, and the issuing of temporary access licences with specific conditions that must be met before permanent licences can be issued.

The MDA submission to the Select Committee on Floodplain Harvesting NSW Legislative Council August 2021 is available for viewing on the [NSW parliament website](#).



4. Key Meetings & Events

The below table summarises the association’s key engagements with the Basin communities.

Date	Event/Meeting	Location
29/03/21-09/04/21	Delivery of the MDA Basin Communities Leadership Program	Cunnamulla, Dirranbandi, St George, Collarenebri
06/04/21	Presentation to Namoi Unlimited Board Meeting	Held Virtually
15/04/21	MDBA Peak Groups Meeting	Held Virtually
28/06/21	Productivity Commission Meeting	Held Virtually
06/07/21	Meeting with Jim Bentley – CEO Water Division DPIE	Held Virtually
07/07/21	Dharnya Day – NAIDOC Celebrations	Barmah
08/07/21	Murray-Darling Basin July Peak Groups Meeting	Held Virtually
20/07/21	Griffith City Council – Council workshop address	Held Virtually
21/07/21	One Basin CRC All Partner Meeting	Held Virtually
26/07/21	Carina Wyborne ANU – Climate Change and the Murray-Darling Basin	Held Virtually
30/07/21	Rose Jackson MLA – NSW Opposition Water	Held Virtually
03/08/21	Paul Weller – Victorian Water Committee – Dairy	Echuca
04/08/21	Matt Pinnegar – ALGA CEO	Held Virtually
25/08/21	Local Government [SEC=OFFICIAL]	Held Virtually
31/08/21	MRLGA Water Position Paper- Consultant Presentations	Held Virtually
08/09/21	MRLGA Water Position Working Group – Consultation	Held Virtually
15/09/21	Reconnecting River Country Program – Peak Body Focus Group	Held Virtually
16/09/21	Basin Officials Committee – MDA Presentation	Held Virtually
21/09/21	GM Terry Dodds – Murray River Council	Held Virtually
21/09/21	Hon Damian Drum MP	Echuca
24/09/21	Select Committee Inquiry into Floodplain Harvesting – presentation	Held Virtually
28/09/21	Murray-Darling Healthy Rivers Program Grants Information Session 2	Held Virtually

5. Region 6 Annual Stakeholder Symposium

The Region 6 Annual Stakeholder Symposium 2021 will be held in **Murray bridge, South Australia** on **13-14 October** at the **Bridgeport Hotel**. The Symposium consists of two key events:



Day one of the Symposium participants will hear from local expertise across four panel sessions (environmental, delivery partners, agriculture, and local government), with discussion and Q & A facilitated by a prominent expertise-based Chair.

Day two will see participants attend a field trip circumnavigating the Lower Lakes and cross the Barrages.

To take part in the Region 6 Annual stakeholder Symposium [FIND OUT MORE](#) and [REGISTER](#).

6. Working towards Vision 2025

Vision 2025 is the Murray Darling Association’s five-year Strategic Plan. It sets out the association’s goals and describes the strategies we will implement to achieve them.

Vision 2025 is built upon the foundations established by the 2016-19 Strategic Plan, and confirms our place as the Basin’s primary driver in local leadership and policy development.

To view the current Strategic Plan, visit the [MDA website](#), or contact the office on [\(03\) 5480 3805](tel:0354803805)

Goal	How	Reference
Local Leadership/Leadership and Engagement	<ul style="list-style-type: none"> Basin Communities Leadership Program 	Delivered in 2021 <ul style="list-style-type: none"> Cunnamulla, Dirranbandi, St George, Collarenebri
Science & Education	<ul style="list-style-type: none"> Progress towards establishing the Virtual Centre of Excellence. <ul style="list-style-type: none"> Providing a virtual space for local government and stakeholders across the Basin to collaborate and innovate. 	SAC_Minutes_0012 4.4.2 , The Strategic Advisory Committee met virtually on 22/09/21.
Inform better government policy	<ul style="list-style-type: none"> Reconnecting River Country Peak Body Focus Group 	Held Virtually, hosted by the NSW Government DPIE
Exchange information & facilitate informed debate	<ul style="list-style-type: none"> 77th National Conference & AGM, Wentworth 2021 (<i>Networking and open debates with region representatives & the Basin communities</i>). The MDA is continuing to cultivate its strategic relationships with the Basin LGAs, allowing for a more informed and interconnected decision and policy making process (<i>Upcoming Region 6 Annual Stakeholder Symposium 2021, 13-14 October</i>) 	77 th National Conference & AGM <ul style="list-style-type: none"> MDA AGM Meeting Minutes – 19 May 2021 Region 6 Annual Stakeholder Symposium <ul style="list-style-type: none"> Region 6 Annual Stakeholder Symposium
Engagement in policy process	<ul style="list-style-type: none"> Meeting with Jim Bentley – CEO Water Division DPIE 	Held Virtually

7. Region Meetings

Our 12 regions meet quarterly. Each meeting is an incredible opportunity to collaborate with councils in your region and hear from fantastic guest speakers. To find out when your next region meeting is, please contact your chair or our office on (03) 5480 3805.

To find out more about what is happening in other MDA regions, please head over to www.mda.asn.au where all region meeting minutes are available.

8. Committee of Regional Chairs

The Murray Darling Association held its inaugural *Committee of Regional Chairs* meeting on Monday 27 September 2021. The committee meets bi-monthly for the purpose of knowledge sharing, regional development, and inter-regional collaboration.

The MDA makes all board meeting [Minutes](#) available on the MDA website.



9. Operational Changes

9.1 Farewell and Welcome

Over the last few months, we have farewelled two of our excellent staff, Jessica Maher, and James Marshall. We have also gained a new member in Tim Phillips, the new Communications and Engagement Officer.



Tim Phillips

Tim joined the Murray Darling Association in August 2021 in the role of Communications and Engagement Officer. With a background in Hospitality, Signwriting, and holding a Bachelor of Creative Arts (Graphic Design), Tim is well poised to support the MDA in its representation and support of the communities within the Murray-Darling Basin.

“This is an exciting role that brings together my personal interest and a terrific opportunity to apply and extend my professional experience.”

10.1 Make a difference as the new CEO

Cr David Thurley OAM, National President of the Murray Darling Association for local government confirmed on 1 September 2021 that the Murray Darling Association is searching for a new chief executive to lead the organisation into the future.

This is an incredible opportunity for someone who is passionate about delivering high quality outcomes for councils and communities, working with leaders and Governments across the Murray-Darling Basin.

Make a **difference** and [APPLY NOW!](#)

Would you like to know [MORE?](#) [MEDIA RELEASE](#)



For further information please contact the Murray Darling Association:

Tim Phillips *Communications and Engagement Officer* Phone: [\(03\) 5480 3805](tel:0354803805) Email: t.phillips@mda.asn.au



10.5 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**File Number: D5****Author: Pip Goldsmith-Manager Economic Development & Growth****Authoriser: Hein Basson, General Manager****Annexures:**

- 1. Council communication to banks**
- 2. Response received from NAB**

PURPOSE

The purpose of this report is to provide Council with an update on recent activities and the progress of projects which contribute to the economic development and growth of the Local Government Area (LGA).

BACKGROUND

The Economic Development and Growth function is tasked with providing effective and efficient delivery of a broader economic base for the LGA, enhancing business prospects, growth, and development. The function facilitates the development of programs and activities that will stimulate economic development by assisting growth and retention of businesses, as well as aiming to reduce barriers and attract diverse, sustainable, and responsible new industry development and improve the profile of the Coonamble LGA to attract investment, industry, new residents, and tourism.

(a) Relevance to Integrated Planning and Reporting Framework

EC2.1 Identify and attract programs that identify new industry and attract them to the Shire.

(b) Financial Considerations

Activities undertaken as described by this report are within approved operational budget allocations for tourism and economic development activities and capital projects.

COMMENTARY**Coonamble Visitor Information & Exhibition Centre**

Construction is predominantly complete. Internal displays have been finalised with production complete. Installation of exhibition and display is currently underway and expected to be complete in time for an official opening on Monday 22 November, after which the Centre will be open to the public.

Initial investigations into appropriately securing *The School Horse* sculpture and protecting it from vandalism have not yet identified a suitable long-term solution. Investigations have included building a cage or gated enclosure around the outdoor placement or making a trolley to allow the sculpture to be moved inside and locked during times of closure. Until a permanent and appropriate solution continues to be developed, the sculpture will be temporarily displayed inside the Visitor Information and Exhibition Centre.

There has been no change to the project budget since the last report to Council.

Applications from locals to exhibit and sell wares in the Coonamble District Store continue to be received, with assessment of applications completed by the appointed selection committee.

Public Art and Town Entrance signs

Fabrication of the sculptures and signage is predominantly complete. Staff are working closely with the project managers to progress the development approval process, including receiving Transport for NSW (TfNSW) concurrence regarding the roadside location of signs and sculptures.

Inland Rail

There was discussion at the October 2021 Council meeting and questions raised about particular implications of potential upgrade of the Coonamble-Gilgandra line and upgrade of the connection at Curban. Staff have sought clarification from EY as the organisation undertaking the business case for the project. A summary of those questions and EY response is below for Council's information.

Question: Is there consideration in the project about the implications of upgrading the line from Gilgandra to Dubbo to Inland Rail specifications? From Dubbo, there is direct access to Newcastle ports, which is valuable for local producers. If this line isn't upgraded, the route is from Curban back to Narromine off the Inland Rail line to Newcastle via Dubbo, which seems inefficient. There would be benefit in ensuring the Gilgandra-Dubbo line is to the same specifications for market access options.

Response: In Gate 2 we considered the length of upgrade works and the merit of upgrading from Gilgandra to Dubbo. During the options workshop and broader project analysis it was noted that:

1. The cost of the upgrade from Gilgandra to Dubbo (in the tens of millions), would be unlikely to outweigh the time cost saving when compared to the alternative. For example, the demand modelling showed that going from Coonamble to Dubbo only on the CRN would be approximately 160kms while using Inland Rail would be 205kms. Using an average resource cost per kilometre of \$39.20 per tonne for movements to Newcastle (at 19 TAL), the cost of an additional 45 kms increases the per tonne cost to \$41.30 per train based on a net payload of 2,280 tonnes at 19 TAL (again using averages and high level assumptions). Alternatively, under the project case of 25 TAL via Inland Rail (and net payload increasing to 3275 tonnes), the cost per tonne decreases to around \$28.50 for trains via Curban/Narrabri to Newcastle, or \$26.30 per tonnes for trains via Narromine/Merrygoen/Gulgong to Newcastle. So the longer train journey of approximately 45kms entails cost saving benefits with the TAL increase. To note, 80-90% of rail costs are influenced by mass-based drivers rather than time-based drivers and thus the conclusion was that the cost of the upgrade wouldn't likely outweigh any arising benefits.
2. The TfNSW Business Case was only considering the upgrade from Gilgandra to Coonamble and there was a desire/need to align this business case to the TfNSW business case in terms of technical scope of work to ensure there weren't two differing business cases.

Given the above, it was determined that we should limit the upgrade costing to the works between Gilgandra and Coonamble.

Question: ARTC has historically commented on the cost of delays on the line, and how any minute saved would result in reduced freight costs. Traditionally, grain delivered to Gilgandra receives \$5-10/tonne more than grain delivered to Coonamble (reflecting the cost of transporting to market being higher from Coonamble, which is a greater distance from the port). How will this development impact those transport costs?

Will access at Curban close that gap? Widen it? Increase transport costs for both areas due to potential delays for trains accessing IR at Curban?

Response: The modelling completed does not look at or calculate potential grain prices by location (as these prices change based on grain quality, market demand, and the commercial drivers amongst grain marketers), but rather the direct resource cost savings that could be experienced by industry due to the project. The savings looked at include wages, time, vehicle etc and we look at this based on “Origin-Destination Pairs” (O-D pairs) arising from the demand modelling. While some O-D pairs do actually result in an increase in kilometres relative to current state, due to the Project and the increase in TAL, transport costs do fall on a per tonne basis as indicated above.

For the Curban proposal, we are still in investigation mode but at a basic level we are looking at ensuring there is a siding built (so no main line loading which should avoid any potential delays). In terms of cost differentials between Coonamble and Gilgandra, we are yet to get to this level of detail but again at a basic level, we are looking at users being those in the region who are looking to transport non-wheat grain (or ‘boutique’ grains) outside of the existing/traditional players, and we would suspect that it should help the equalisation of costs between the regions given it will give equal access to Inland Rail.

Local branch opening hours

The local branches of both NAB and Commonwealth banks have decreased opening hours recently. Following discussion of the issue at the most recent Chamber of Commerce meeting and the September Council meeting, Council approached both banks requesting an explanation and reconsideration of these limited hours. A copy of this communication is attached to this report as Annexure 1.

Council has not yet received a response from the Commonwealth Bank, and a copy of the response received from NAB is attached to this report and Annexure 2, for Council’s information.

Reasoning provided is that the NAB Coonamble branch services approximately only 20 to 25 people over the counter transactions per day on average, and the Bank@Post service that NAB offers in conjunction with Australia Post in Coonamble increases the services offered outside of branch hours.

NAB confirmed that there are no plans to expand trading hours back to pre-standardised hours, nor are there plans for a permanent closure. Staff have been repurposed to answer customer needs via phone, and both staff members in the Coonamble branch have retained full employment.

Grants

Overview

Status	This Month	Last Month	Year to Date
Grant-funded projects completed	0	2	2
Grants to be acquitted	12	10	
Grants in progress	12	12	
Grant submissions awaiting decision	2	5	7
Successful grant applications	1*	0	1

* TfNSW grant of \$45,000 to install a pedestrian crossing in Tooloon Street, Coonamble, outside St Brigid's Catholic Primary School.

Detailed Status

Grants completed and awaiting acquittal	Responsibility	Comment
Coonamble Pool blanket and change rooms	C&S	All funded under the Stronger Country Communities Round 2 and need to be acquitted together
Coonamble Skate Park	ESM&C	
Gulargambone Lions Park exercise area	ED&G	
LGA-wide shade sails and shelters	ED&G	
LGA-wide public amenities upgrade	ED&G	
Gulargambone Youth Centre Basketball Court	ED&G	
Visitor Information Centre	ED&G	
Public Toilets in Coonamble CBD	ED&G	Drought Stimulus Package funding
Visitor Information Centre	ED&G	
Local Roads & Community Infrastructure 20-21	INF	Variation required for Quambone Toilet
Coonamble Community Recycling Centre	ESM&C	
Planning Portal set-up	ESM&C	
Gulargambone Youth Centre external upgrades	ESM&C	

Grants in progress	Responsibility	Comment
Coonamble Sports Ground Upgrades	C&S	Levelling & turfing in progress
Solar Power installation at Warrena Weir	C&S	Awaiting availability of supplier.
Quambone Park Toilet (LRCI 20-21)	C&S	Awaiting delivery (14 week lead-time)
Public Art at town entrances	ED&G	Designs finalised; to be erected
Restore Trooper Stables at Coonamble Museum	ESM&C	Awaiting Development Application submission

Grants in progress	Responsibility	Comment
Smith Park Netball Courts	ESM&C	New fencing completed
Koori Knockout Participation	ESM&C	Taking expressions of interest from teams
Volunteer Bus Driver Training	ESM&C	Taking expressions of interest
Coonamble Transport Initiative	ESM&C	Allocated as required
Coonamble Kids Transport Initiative	ESM&C	Allocated as required
Youth Council re-establishment	ESM&C	Taking nominations
Tooloon Street Pedestrian Crossing	INF	Engaging designer

Significant Grant Opportunities Ahead			1
Grant	Funding	Closing	Target
Streets as Shared Spaces	Up to \$500,000	Expressions of Interest close 11 November 2021	This opportunity supports <i>trial</i> projects that test the allocation of more space for walking or sitting, eating and gathering and space for greenery. The three features people across NSW identified as the most important for their main CBD areas were that they be (1) safe and well-lit; (2) have wide footpaths and easy crossing points; and (3) provide a green and leafy environment, with shade.

An Expression of Interest was submitted in October to the Creative Capital Fund. This followed consultation with local Indigenous community representatives. The Expression of Interest highlighted the lack of infrastructure within the Local Government Area dedicated to and acknowledging Indigenous culture. Should the Expression of Interest be successful, Create NSW will invite a fully developed application in mid-December 2021. Consultation with Kamilaroi and Wailwan Elders and other Indigenous community representatives will be ongoing.

A submission is being developed for funding of \$15,000 through the NSW Government's Festival of Place Summer Night Fund. This will be used to host an evening event in the Coonamble CBD in the first quarter of 2022.

Communications

Content continues to be added to Council's new website. The most frequently visited pages of the past month have been the Positions Vacant, Contact Council and Visit pages.

The separately maintained 'Visit Coonamble' website was decommissioned and all traffic to 'www.visitcoonamble.com.au' is now being directed to the new Visit pages on Council's own hosted site. Content on these pages reflects the soon-to-be-

produced Visitor Guide, the priorities of the Coonamble Destination Management Plan adopted in December 2020 and the promotional materials and displays to be in operation in the new Visitor Information Centre.

Council continues to maintain its communication with the community through:

- 1 x monthly, two-page *Community Connect* newsletter, with 1,887 newsletters delivered to all letterboxes and post boxes throughout the Local Government Area in October—sharing Council’s decisions about key items from the Business Paper each month.
- 4 x weekly half-page advertisements, *Weekly Connect* in *The Coonamble Times*, with unique content in most issues – advertising Requests for Quotations, Tenders and Expressions of Interest, policies and other reports currently on public exhibition and upcoming events for the community.
- Posts in the News column on the homepage of Council’s website, on various topics as required.
- Posts in the Events Calendar hosted on Council’s website.
- Posts on Council’s Facebook page, on various topics as required.
- Council’s website – sharing all policies, plans and procedures, fees and charges, and documents for public exhibition, in the spirit of open and transparent governance.
- Media releases as required – on road conditions, Local Government elections, etc.

The Facebook posts that achieved the greatest reach during October were for the Free COVID-19 testing clinic offered by Gulargambone Multi-Purpose Service after the detection of virus fragments in the local sewage (1,456 reach), and news of the unplanned power outage affecting the northern part of the Local Government Area in late October (907 reach).

Although an informal medium of communication from Council to the Community, Facebook continues to be an efficient and timely medium to share information quickly and widely with the community.

Social Media (Facebook) Summary

Measure	This Month	Last Month	Year to Date
Number of posts	19	18	103
Increase in number of followers	15	29	+324
Total number of followers	2,157	2,142	
Reach	3,913	6,501	

Tourism Promotion

@visitcoonamble social media pages continue to increase reach. Posts on the Visit Coonamble Facebook page reached over 2,200 people in October. Page likes and followers increased slightly. Overall, total page views increased by 20%.

The most popular post on Facebook was an image of the Global Village coffee machine and coffee cups with content debunking the common misconception – “You can’t get a decent coffee in the bush”

This post reached 829 people and had 173 engagements which means 173 people either liked, shared, commented, clicked to read the entire caption or stayed on the post for longer than 10 seconds. 126 people clicked on the post. This ratio of likes to engagement is very positive, providing an engaging post accompanied with good imagery.

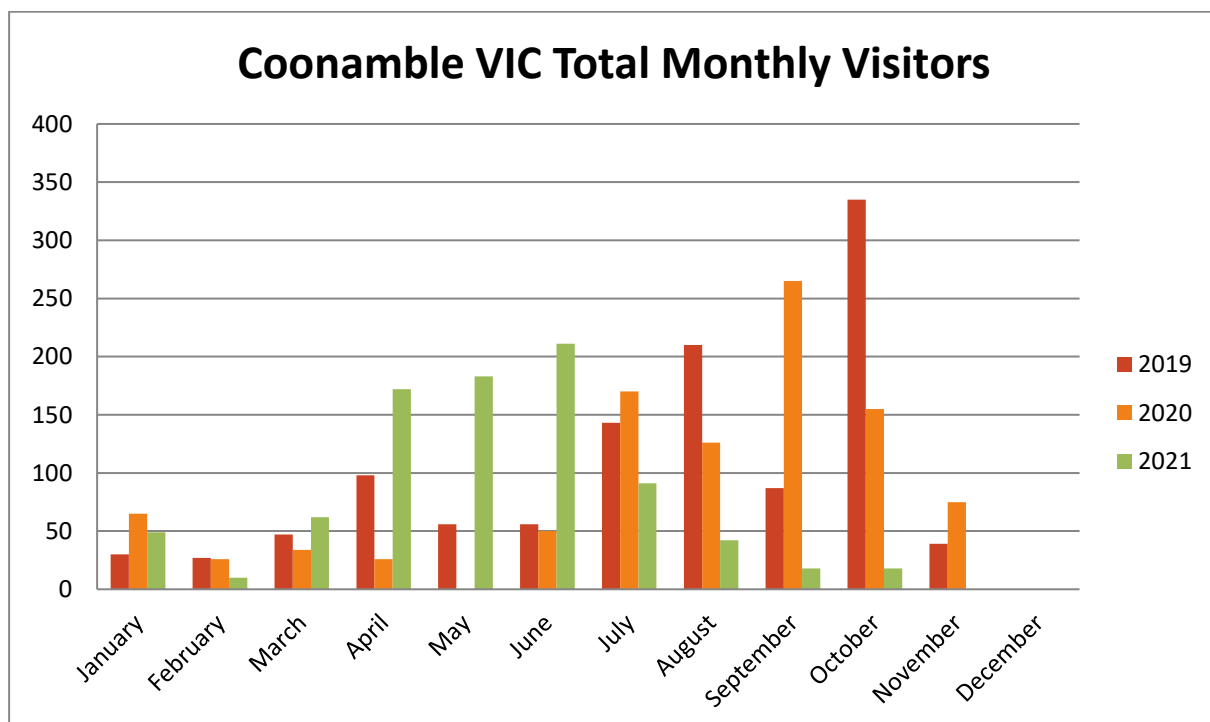
The audience on the Visit Coonamble Instagram page increased by 348% this month in terms of followers, with an increase in content interactions (likes, comments, shares and saves). A total number of 3,789 accounts were reached, with only a quarter of that amount being followers – meaning that a much broader audience can see our posts regardless of follower size. The number of people following the Visit Coonamble Instagram is 697 people.

The most popular post on Instagram was a photo of father and son inspecting a wheat crop. This post reached 1,742 people.

During October, @visitcoonamble social channels continued publishing stories which have experienced a steady increase. There is an average of about 130 people reached per post over the 30 days (including content engagement such as polls).

Tourism Statistics

During October there were 20 visitors to the Visitor Information Centre, a substantial decrease from previous months and fewer than the same period in previous years. This decrease is a direct result of strict domestic border restrictions and the majority of NSW still in lockdown due to Government restrictions in response to Covid19.



Coonamble Museum Under the Bridge

Cataloguing of the Museum’s Collection is complete. This record provides information about objects in the collection including a description of cultural context and will be used to create exhibitions and support educational programs and outreach.

During October there were 11 visitors to the Museum. Among these visitors were a family who stopped in Coonamble specifically to visit the museum, they enjoyed over an hour and half immersing themselves in the history, the children especially enjoyed themselves.



Warrumbungle Hub Project

The collaborative marketing project with Warrumbungle and Gilgandra Shire Councils has progressed, with production scheduled for Wednesday 3rd and Thursday 4th November.

Weekly meetings have been held with all parties and the agency to discuss locations, assets and attractions each LGA plan to capture as well as coordinating travel timelines and other requirements from Enigma's production team. Throughout this process, staff have also approached local people of varying ages to be a part of the process as 'talent' to feature in the photography and videography captured.

Events

- Madame Flute concert event was originally scheduled for 28 August, then postponed to 23 October and has now been rescheduled to Saturday 4 December. Event plans are being revised appropriately.
- The Christmas Street Party planning and consultation has begun. The event will be held the morning of Saturday, 11 December and will be managed by Council staff in partnership with community groups.

(a) Governance/Policy Implications

Policy documents relevant to activities reported here include the Code of Conduct, Community Consultation Policy, Media Policy, Procurement Policy, Public Art Policy and Social Media Policy.

(b) Legal Implications

There are no legal implications directly associated to this report.

(c) Social Implications

Projects and initiatives described in this report are undertaken with the objective of delivering social benefits to the Coonamble LGA. Such social benefits include:

- Improved communication for community cohesion.
- Opportunities for recreation at an artesian bath experience.
- Participation in local public art projects and VIC exhibition and display, encouraging a sense of pride and ownership of the outcome, which will promote visitation to the LGA.

(d) Environmental Implications

Environmental implications associated with various developments discussed in this report are addressed as part of the Development Application process for individual projects.

(e) Economic/Asset Management Implications

As community owned assets, the ongoing maintenance of the public amenities building, public art and VIC remains Council's responsibility.

(f) Risk Implications

Regular reporting to Council provides an opportunity to communicate and manage any ongoing or unexpected related risks that may emerge.

CONCLUSION

Economic Development and Growth activities and projects continue to progress according to the Economic Development Strategy 2021. Tourism activities and projects continue to progress according to the Economic Development Strategy 2021, and work towards achieving the goals of the Coonamble Shire Council Destination Management Plan.

RECOMMENDATION

That Council notes the contents of this report.

COONAMBLE SHIRE COUNCIL

80 Castlereagh Street, Coonamble NSW 2829
Telephone. 02 6827 1900 Fax. 02 6822 1626
Email. council@coonambleshire.nsw.gov.au
www.coonambleshire.nsw.gov.au
ABN. 19 499 848 443

All communications to be addressed to the General Manager
PO Box 249, Coonamble NSW 2829

B4

HB:MJC

20 September 2021

The Manager
Coonamble Branch
NAB
68 Castlereagh Street
COONAMBLE NSW 2829

Dear Sir / Madam

RE: BRANCH OPERATING HOURS

I refer to the current opening hours of the NAB branch in Coonamble which are from Monday to Friday 9.30 am to 12.00pm and the inconvenience to both businesses and members of the community.

At Councils Ordinary Meeting held on 15 September 2021 the following motion was carried:

MOTION

Moved: Cr Paul Wheelhouse

Seconded: Cr Bill Fisher

That a letter be written to the local branches of the NAB and Commonwealth Banks requesting that the trading hours be reinstated to full day operating hours and drawing attention to the fact that Council is a significant investor with both banks.

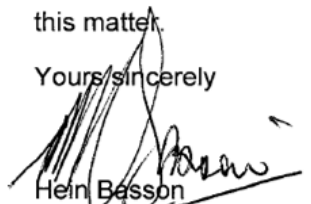
CARRIED

The current implications of, lack of or poor internet and mobile reception is a major barrier for people endeavouring to complete digital banking. Members of this community like many other rural communities, rely on your bank's presence and accessibility for financial services and assistance. Further, your branch's opening hours would also contribute to stronger employment and community growth.

After our Local Government Area (LGA) has suffered years of drought, floods and a mouse plague, face-to-face banking opportunities for businesses and residents keep friendly financial support in regional towns and would be a good opportunity for your business to "give back" by opening to full trading hours of Monday to Thursday 9.30am – 4pm and Fridays 9.30am to 5.00pm.

Coonamble Shire Council is a significant investor in the NAB branch at Coonamble with a current investment of \$10,500,000 and Council seeks your support and consideration on this matter.

Yours sincerely



Hein Basson
GENERAL MANAGER

National Australia Bank

68 Castlereagh St
Coonamble NSW 2829



07 October 2021

Mr Hein Basson
General Manager
Coonamble Shire Council
PO BOX 249
Coonamble, NSW 2829

Dear Mr Basson,

Thank you for your letter dated 20 September 2021, regarding the opening hours of our Coonamble branch. As the Acting Retail Customer Executive for the Mid Coast West region I am responding on behalf of NAB in Coonamble.

We appreciate the time you have dedicated to voicing your concerns on behalf of the community and we also understand that our branch network continues to be important for our customers and their everyday banking needs. However, we also have seen that the way customers are banking has changed, they are accessing their money differently and increasingly choosing to conduct their banking digitally or over the phone, with less reliance on visiting a branch.

As you point out, not all customers are comfortable or able to bank securely via the internet or over the telephone. We also recognise that for some members of your community our current opening hours are not convenient.

Outside of our current hours, customers can bank at any Australia Post outlet that displays the Bank@Post signage, including the Post Office in Coonamble. The Bank@Post service provides the community with a face-to-face alternative with which they can conduct a range of banking services including deposits up to \$9,999 and withdrawals up to \$2,000 per day, in addition to paying bills.

Either myself, or a member of NAB Business Banking team are also available should you or any member of Council wish to discuss how NAB can support Council with its specific banking needs. Additionally, we are also available for any of our customers, either in the branch or via telephone on 13 22 65.

It is also important to note that our team in Coonamble have retained full employment, serving customers in other ways outside of the branches opening hours.

Once again, we do recognise Council's concern for its residents' and appreciate the time that you have taken to voice these concerns with us.

Sincerely,

Kevin McNamara
Acting Retail Customer Executive, Mid Coast West
National Australia Bank

10.6 UPDATED DRAFT PUBLIC ART POLICY

File Number: P15

Author: Pip Goldsmith, Manager Economic Development & Growth

Authoriser: Hein Basson, General Manager

Annexures: 1. Draft Public Art Policy

PURPOSE

The purpose of this report is to provide Council with an updated draft Public Art Policy for consideration.

BACKGROUND

Public art is often specially commissioned by local government and other publicly funded bodies to add character and atmosphere to a public space, whilst at the same time supporting local artists and the local economy.

Public art can create exciting opportunities for artists, allow community members to enjoy aesthetically beautiful environments, and stimulate community engagement with the arts.

Since the adoption of the Coonamble Shire Masterplan in 2020, and in response to community sentiment, there has been an increasing focus on public art in the Coonamble Local Government Area (LGA).

Council's current Public Art policy was last updated in August 2015 and has been reviewed to ensure currency and relevance.

A draft updated Public Art Policy is attached as Annexure 1 for Council's consideration.

(a) Relevance to Integrated Planning and Reporting Framework

13.4 Maintain all public facilities to ensure safety and promote use.

14.2 Ensure long term management and protection of our community assets.

L1.4.4 Governance is open and transparent.

L1.4.5 Review of Council policies.

(b) Financial Considerations

There are no financial considerations related to this report.

COMMENTARY

Since the Coonamble Shire Council Public Art Policy was adopted, the arts sector and the LGA environment has developed, which can be reflected by an updated policy.

Following an in-depth consultation process and presentation of a draft masterplan, a final Coonamble Shire Masterplan and schedule of works was adopted by Council in June 2020, which includes a number of 'guiding principles for the design', reflecting community values. One of these guiding principles was "**ART**: Facilitate the inclusion of public art".

The Masterplan recognises opportunities to integrate art trails and increase artistic products and events to encourage visitation and increase community engagement. Aboriginal art was specifically identified as providing great potential for development.

Since the adoption of the Masterplan, Council has undertaken several public art projects, or projects with a public art component, including the Coonamble CBD public toilets, design of town entrance signs, and collaborative design and fabrication of bird sculptures. Additionally, a sculpture walk has been installed in Gulargambone by that community.

Previously completed public artworks demonstrate the success of the concept in creating visitor interest and encouraging community engagement. Such attractions include painted water towers in Coonamble and Gulargambone, totem poles in Quambone, the Nickname Hall of Fame, and Pave the Way event.

In reviewing and updating the Policy, staff referred to industry best practice and advice from two peak bodies:

- The National Association for the Visual Arts (NAVA) leads advocacy, policy and action for a contemporary Australian arts sector that's ambitious and fair.
- Arts Law is Australia's independent national community legal centre for the arts, providing free or low cost specialised legal advice, education and resources.

The Public Art Policy has been updated to include a clearer and more detailed description of artist and Council responsibilities, including a guide for how the public art process should be approached.

Considerations including planning, the selection process, the use of appropriate contracts, the insuring of public art work and practitioners, compliancy, the unauthorised use of practitioners' intellectual property, moral rights and the disposal or relocation of art works are now included in the Policy. Additionally, the Policy now also includes clearer consultation guidelines, particularly for traditional owners and Aboriginal art works.

The updated Policy provides Council and staff with a clear vision to maximise the interpretation, promotion and celebration of the Coonamble LGA's cultural heritage through public art.

(a) Governance/Policy Implications

Once adopted by Council, the Public Art Policy will become a policy of Council. The Public Art Policy also considers the Procurement Policy and Community Engagement Policy.

(b) Legal Implications

Copyright Act since 21 December 2000.

(c) Social Implications

The Public Art Policy will provide Council staff and volunteers with guidance about how to appropriately plan for, manage and maintain the current and future collection of public art. This will ultimately provide social benefits through an improved experience for the local community and visitors, and potential investment in public art on behalf of the community.

(d) Environmental Implications

There are no environmental implications directly associated to this report.

(e) Economic/Asset Management Implications

The Public Art Policy will provide guidance for the accession, management and maintenance of public art, as a community asset.

(f) Risk Implications

The adoption of the Public Art Collection Policy will help to mitigate the current risk posed by the lack of certain required information in the current Policy.

CONCLUSION

It has been recognised that Council's Public Art Policy requires updating to reflect the intentions of the Coonamble Shire Masterplan and current environment. The updated Policy provides a clearer and comprehensive framework for public art development, administration, implementation and management, and maintenance. A draft updated Public Art Policy is attached as Annexure 1 for Council's consideration.

RECOMMENDATION

- 1. That Council places the draft Public Art Policy, as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That, in the event of any submissions being received, the Manager Economic Development & Growth presents a further report, together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Public Art Policy (with or without changes) at its February 2022 Ordinary Meeting.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Public Art Policy without any changes as a policy of Council.**

Approval Date:

Review Date: November 2021

Responsible Officer: Manager Economic Development & Growth

1. BACKGROUND

The Coonamble Local Government Area (LGA) is a vibrant, thriving community that continues to draw inspiration and opportunities from its natural beauty, land and people and connected by a powerful sense of belonging.

Coonamble Shire Council (Council) plays a key role in the development of public spaces and as such is the driver to including public art in its many forms in urban and rural environments, whether through direct commissions or in partnership with business and other tiers of government, or through community driven initiatives.

2. PURPOSE

The purpose of public art is to generate significant benefits, tangible and intangible, in the long-term development of Coonamble LGA as a progressive and sustainable place to live, and a desirable visitor destination.

This Policy provides the framework for contributing to this commitment and the process by which the Council will support and manage initiatives in the development of public art and manage, co-ordinate and preserve Coonamble's existing public art resources.

The objectives of this Policy are to:

- Explore and foster a diversity of experiences, art forms and locations.
- Contribute to the demonstration of Coonamble as a creative place.
- Celebrate local identity and cultural diversity.
- Cultivate and contribute to a sense of identity and pride in public spaces.
- Increase the appreciation and understanding of public art.
- Excite the imagination of the public and create conversation and social connection.
- Encourage high quality artworks which have relevance to their location and its community.
- Provide a framework for the commissioning and management of public art.
- Provide for a public art program that offers increased access to and participation in public art.

This Policy provides a clear and comprehensive framework for public art development, administration, implementation, and management and ensures the efficiency, transparency, and equitability of the public art selection process.

3. POLICY STATEMENT

Through this Policy, Council recognises that as the most visible and accessible art form, public art plays a role of unprecedented importance in contributing to the expressive dimension of the town. Council also recognises the need to maximise the interpretation, promotion and celebration of the LGA's cultural heritage, creative expression and built and natural environments.

4. SCOPE

This Policy applies to employees and contractors of Council and guides all public art projects proposed, initiated, implemented and/or managed by Council.

5. DEFINITION

Public art is a concept or work created by an artist or artists in any medium which is accessible to the public, in a public place owned or administered by Coonamble Shire Council.

Public art intends to convey creative expression and is widely understood to encompass many forms, materials, processes, expected lifetimes and intended goals. Public art may be permanent, temporary or integrated with the built or natural environment.

6. GUIDING PRINCIPLES

Council will consider the installation of public art based on:

6.1. Excellence in project initiation, concept, design and fabrication. A cohesive and contemporary public art collection will result from public art which is designed and fabricated in a way to ensure physical suitability and characteristic relevance to the space, as well as being safe and sustainable over the life of its installation. The costs of maintenance over a 10-year period will be assessed, along with the estimated life span of the project.

6.2 Transparent decision-making process. The identification, commission and assessment of all public art will be through transparent, equitable and inclusive processes. Council will consult with internal and external key stakeholders. On projects of significance Council may convene a Public Art Advisory Panel (PAAP) to evaluate and assess public art proposals against the prescribed criteria of a project brief (in the case of commissions) or the guiding principles of the Public Art Policy (in the case of unsolicited submissions). Recommendations and endorsements for the implementation of public art projects will be submitted to Council by the PAAP. Final approved of any public art projects will be made by Council.

6.3 Availability of funding. Council will determine ways to allocate funds for commissioning public art. Some allocation may be made from the Council's annual operating budget but other funding opportunities may arise or be identified through partnerships with corporations, philanthropists and community members, as well as Federal and State Government.

6.4 Relationship to space. Planning for public art projects will consider the context of a place to ensure artworks reflect and contribute to the unique character and identity of local communities. Regard will be given to the anticipated response of the public, current and potential future use of the space.

6.5 Meaningful community engagement. Council will engage with relevant stakeholders to inform public art projects, including the identification of sites and suitable forms of public art and consultation with traditional owners. Meaningful and relevant community engagement will help to ensure public art is culturally appropriate and fosters community ownership. Community engagement undertaken will be in line with Council's Community Engagement Policy.

6.6 Contribution to the local economy. Public art contributes to the local economy by improving cultural tourism, community wellbeing and pride, increasing innovation in future planning and design, delivering growth in creative industries, and/or enhancing regeneration invigoration of local industry and/or production. Local artists will be prioritised, providing employment opportunities and building the capacity of the LGA's arts industry to become more viable and sustainable.

6.7. Defined roles and responsibilities. For each public art project, Council will prepare an Artist's Brief and Project Brief developed in accordance with the National Association for the Visual Arts (NAVA) Code of Practice and Council's Procurement Policy. The Briefs should contain the following information:

- 6.7.1 Details on what is required of the artist at each stage of the selection and creation processes.
- 6.7.2 Type of work proposed including a description of scale, material constraints and any stylistic preferences and desired outcomes of the project (including but not limited to material, social and artistic outcomes).
- 6.7.3 Background information on the community, the site and stakeholders.
- 6.7.4 Criteria for selection and who will make the selection.
- 6.7.5 Budget available for the design concept and fabrication.
- 6.7.6 Deadlines and required completion date.
- 6.7.7 Proposed contract including clarification of who will own copyright in the completed work, confirmation that artists will retain copyright in submitted designs throughout the selection process and acknowledgement of the artists' moral rights.

6.8 Maintenance. As part of the commissioning process the artist is required to provide a maintenance schedule for the work. Council is responsible for ensuring maintenance is undertaken as prescribed. If maintenance is to be outsourced the artist will be given first option to undertake the maintenance.

7. SELECTION

Public artworks may be commissioned by open advertisement, invited or received as an unsolicited submission. Generally, commission will be the preferred selection method to provide Council with greater ability to ensure the guiding principles are considered. The following four-stage selection process is suggested as a basis for publicly funded projects:

7.1 An Artist's Brief and Project Brief is developed. Where appropriate this will involve community consultation.

7.2 Council will advertise the project widely, inviting artists to submit expressions of interest or concept proposals, in response to the Briefs.

7.3 A shortlist is drawn up from these initial submissions, and the shortlisted artists are invited to submit a detailed response to the Brief. An appropriate design fee may be paid to all artists at this stage.

7.4 The artist (or artists) is selected on the basis of the detailed submissions.

8. REMOVING OR RELOCATING PUBLIC ART

Decisions for removal or relocation of Public Art projects will consider:

8.1. Objects that become dated or inappropriate to the community as a result of a majority change in community view.

8.2. Objects which have reached the end of their identified life (either maintenance or relevance).

8.3. Objects that are not safe to the public.

8.4. Objects for which adequate care and maintenance is not available.

In the process of decommission or relocating any permanent public artwork, Council will endeavour to contact the relevant stakeholders, including the artist should it be possible, detailing the reasons for the decommission or relocation. In regard to public artworks that resulted from community art projects, all efforts will be made to consult with the person who co-ordinated the project. If it is considered that an artwork of significant public interest is to be decommissioned a Public Notice will be issued by Council detailing the reasons for the decision.

Title:		
Department:		
Version	Date	Author
Review Date:		
Amendments in the release:		
Section Title	Section Number	Amendment History
Annexure Attached:		

10.7 END OF TERM REPORT - STATE OF OUR SHIRE

File Number: C7

Author: Noreen Vu-Executive Leader - Environment, Strategic Planning and Community

Authoriser: Hein Basson, General Manager

Annexures: 1. State of Our Shire 2021

PURPOSE

The purpose of this report is for Council to note the State Of Our Shire (SOOS) report which provides information on the effectiveness of implementation of the *Coonamble Shire Community Strategic Plan (CSP) 2032* which was adopted by Council in 2017.

EXECUTIVE SUMMARY

In accordance with Integrated Planning and Reporting Requirements (IP&R), each outgoing council is required to prepare a SOOS report. The SOOS report will replace and combine the former End of Term Report and State of our Environment Report in the next Council term. However, in this current term, the preparation of the End of Term Report has also been called SOOS. The SOOS report covers the five-and-a-quarter year term of this Council (normally four years) and objectively tracks Council's and the community's progress against the CSP 2032 over this time.

The SOOS report is presented and endorsed at the second meeting of the newly elected Council.

BACKGROUND

In September 2021, the Office of Local Government introduced the new Integrated Planning and Reporting Framework (IP&R) Handbook which provided several changes with how councils develop and implement their IP&R documents. The most notable changes since 2010 includes:

- All plans link to IP&R,
- New local government principles,
- Clearer roles and responsibilities for the implementation of IP&R,
- End of Term Report renamed State of Our Shire and endorsed at the second meeting of the new Council,
- Stand-alone State of Environment Report is no longer required, and
- Oversight by Audit, Risk and Improvement Committee (yet to commence).

Specifically relating to this Council Report includes the State of Our Shire (SOOS). The SOOS report must include the following:

- A report on the progress of implementation and the effectiveness of the CSP,
- A review of the information that informed the previously endorsed CSP,
- A review of Council's Community Engagement Strategy.

The SOOS includes a stocktake of the issues and pressures affecting our community and how effective programs have been in addressing the issues.

The Coonamble Shire's CSP 2032 identified 42 strategies to address priorities and issues in our community. The CSP is the highest-level plan that a council will prepare. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by councils with and on behalf of the community.

This SOOS report reviews the effectiveness and progress in implementing the CSP by Council, other agencies and departments, and the community.

To gauge progress with implementation, data and information for the review was collated in several ways:

- Using data collated through the Community Satisfaction Survey 2019.
- Through one-on-one engagement with key stakeholders within our community who have association with the strategies and goals in the plan.
- Through broader desktop research including statics, and reporting and planning documents prepared by relevant organisations, departments and agencies.
- Consultation with Councillors via a SOOS workshop in October 2021.
- Consultation with relevant Council officers, Executive Leaders, Managers and General Manager.

(a) Relevance to Integrated Planning and Reporting Framework

The SOOS report is a requirement as part of Council's Integrated Planning and Reporting Framework.

(b) Financial Considerations

The SOOS report provides information on Council's Long Term Financial Plan as part of the review under the Financial Performance section although there are no direct financial implications related to the SOOS.

COMMENTARY

The Coonamble Shire's CSP 2032 was developed in 2017 after broad consultation with the local community, but is mostly a rolled forward version, with some minor changes, of the Coonamble Shire's CSP 2026 (now superseded) which was developed in 2012.

The Coonamble Shire's CSP 2032 was structured around five theme areas:

- Our People,
- Our Economy,
- Our Environment,
- Our Infrastructure, and
- Our Leadership.

The SOOS report has been themed in a way which aligns more clearly with Council's nine function areas, but which acknowledges and addresses the five original theme areas. The SOOS theme areas are:

Our People

- Community services and well being
- Arts and culture
- Recreational and open spaces

Our Economy

- Local economy

Our Infrastructure

- Assets and essential infrastructure

Our Environment

- Planning and development
- Sustainable environment
- Sustainable waste

Our Leadership

- Leadership

For each of the function and theme areas the SOOS indicates where we are moving towards and away from our original targets, and where future challenges for our community may lie. The SOOS provides commentary on programs and projects undertaken by the various stakeholders of the Coonamble Shire's CSP 2032 including Council, and their effectiveness in reaching targets as per the goals and strategies laid out in the CSP 2032.

To support the enhancement of the incoming Council's CSP, the SOOP outlines recommendations to improve the current CSP and a recommendation is made to the incoming Council to adopt to develop a reviewed CSP as opposed to rolling the current one forward. Given the current CSP has served two terms of Council over a period of nine years and it has been virtually unchanged in this time, there is the opportunity via the CSP to take stock of our community's current aspirations, priorities and issues. This in turn influences Council's Delivery Program and Operational Plan in Council's service, actions and activities.

It is recommended that the newly elected Council utilise the content of the SOOS report to open up discussions with the community during the consultation process for the subsequent CSP. The IP&R Handbook suggests that Councils must be informed by engagement with more than 10% of the community and use a variety of tools and methods in developing their CSP, which also includes for those documents that maybe rolled over. The opportunity to engage with the community for the subsequent CSP also provides Council an opportunity to undertake a strategic review and update if required. Council must As per Council's Community Engagement Policy 2021 an individual Community Engagement Plan should be developed for the subsequent CSP.

(a) Governance/Policy Implications

The incoming Council will note the SOOS at their second meeting and the SOOS must be comprehensive enough to allow for informed community discussion.

The SOOS reports clearly on the key elements of the CSP and provides a review of Council's Community Engagement Strategy.

The CSP and the goals and strategies contained within it set the scene and form the basis of the incoming Council's Delivery Plan and Operational Plan.

(b) Legal Implications

The incoming Council must be presented with the SOOS at their second meeting, and using the information contained within the SOOS decide if they will roll the existing CSP forward or develop a new one.

A CSP is a mandatory planning and reporting obligation under the Local Government Act 1993 and the *Local Government (General) Regulation 2021*.

(c) Social Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including social outcomes under the theme area, Our People. The Our People theme has been presented in the SOOS as part of the function areas of: Community Services and Wellbeing, Arts and Culture, and Recreational and Open Spaces.

In terms of social implications and the goals and strategies outlined in the Our People section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

(d) Environmental Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including environmental outcomes under the theme area, Our Environment. The Our Environment theme has been presented in the SOOS as part of the function areas of: Sustainable Waste, Sustainable Environment, and Planning and Development.

In terms of environmental implications and the goals and strategies outlined in the Our Environment section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

(e) Economic/Asset Management Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including economic and infrastructure outcomes under the theme area, Our Economy and Our Infrastructure. The Our Economy and Our Infrastructure themes have been presented in the SOOS as part of the function areas of: Local Economy, and Assets and Essential Infrastructure respectively.

In terms of the economic and asset implications and the goals and strategies outlined in the Our Economy and Our Infrastructure section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

Additionally, the SOOS provides a review of Council's financial performance including the Long-Term Financial Plan.

(f) Risk Implications

The CSP 2032 and the SOOS addresses several strategic goals and strategies relating to risk.

CONCLUSION

Council and our community have been effective in delivering upon a large proportion of the CSP 2032's goals and strategies and these are outlined in the SOOS. As identified in the SOOS there are instances where progress has been moving away from the target or where there are emerging issues. These should be noted by Council and the community and given consideration as points of discussion with the community during the engagement process for the subsequent Community Strategic Plan.

There is the opportunity to refine the community engagement process as well as the CSP itself and strong consideration should be given by the incoming Council to opt to develop a new or reviewed CSP which reflects our community's current aspirations, priorities and issues as opposed to rolling forward the current CSP which is now effectively nine years old.

The State of Our Shire Report is being presented to Council for its endorsement and will be presented at the second meeting of the newly elected Council.

RECOMMENDATION

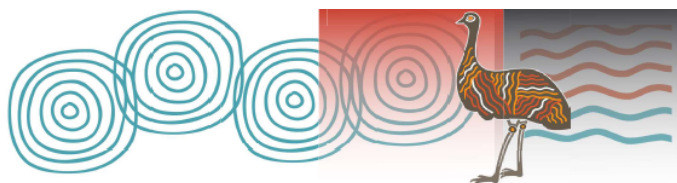
- 1. That Council endorses the contents of the End of Term Report: State of Our Shire.**
- 2. That the Council notes that the End of Term Report: State of Our Shire will be formally presented at the second meeting of the newly elected Council.**



END OF TERM REPORT: STATE OF OUR SHIRE

COONAMBLE SHIRE
COMMUNITY STRATEGIC PLAN 2032
REVIEW





SECTION ONE: INTRODUCTION

1.1 MESSAGE FROM THE MAYOR

Our community's visions and aspirations for 2032 were laid out in our Community Strategic Plan 2032. We can celebrate that we, as a community, and as Council, are on target and meeting those aspirations in many areas. Our achievements over the Council's term in office and since 2016 broadly include:

- We are progressing towards greater economic prosperity through increased resourcing and investment in economic development through the following actions:
 - The appointment of Council's Manager Economic Development and Growth.
 - Significant investment in our visitor economy, including a new Visitor Information & Exhibition Centre and investment in upgrades to the Coonamble Riverside Caravan Park.
 - Completion of, and investment in, the roll out of the Coonamble Shire Masterplan for each town and village within our Local Government Area (LGA).
 - Progression of the Coonamble Artesian Bathing Experience facility to the finalisation of the business case phase.
 - Progression with the Coonamble Main Street upgrade detail design plans.
 - Progression with the Coonamble Swimming Complex and Macdonald Park precinct Masterplan.
- Our wellbeing has benefited from improved access to telehealth, appropriate policing levels and investment in an increased CCTV footprint.
- We are active and connected to our community because of the growing number of community and cultural events and activities, because of the further investment, development and maintenance of our sport and recreational facilities including Coonamble Sportsground lighting and irrigation upgrades, and because of our highly valued library service.
- We successfully attracted grant funding from the State and Commonwealth Government to improve our community facilities and infrastructure including \$22.9 million for significant upgrades to the Tooraweenah Road.

It has been a challenging 2020 and 2021 as our LGA got caught up in the impacts and restriction that have come with enduring a global pandemic. As a Council though, we were committed to continuing to deliver as close as possible, our full suite of services to our community, at a time when Local Government as an industry has been significantly impacted.

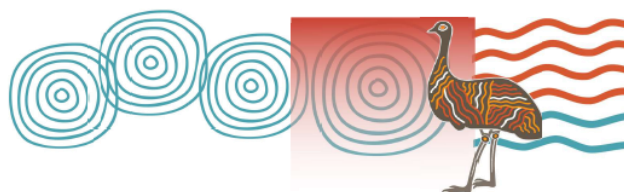
We acknowledge that there are particular community aspirations and priorities that are still yet to be better met. These include becoming an even safer community through reduction in crime rates and improvement in animal control. Further, we would like our local road network to be further improved, as well as to be able to secure an appropriately qualified workforce more easily for our local businesses and organisations. Also, it remains an aspiration to become a more environmentally sustainable community.

Cr Al Karanough

Mayor

COONAMBLE
SHIRE COUNCIL

End of Term Report: 2021

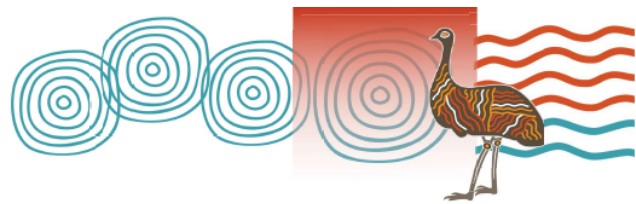


1.2 MESSAGE FROM THE GENERAL MANAGER

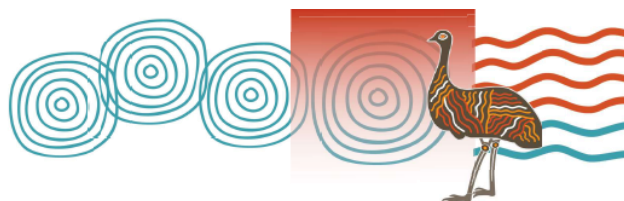
I was appointed General Manager of the Coonamble Shire Council effective 1 June 2019.

Clear objectives were established for areas where the local government organisation needed to grow and evolve, and new priorities identified to work towards achieving those objectives. The strengthening of the governance function, adopting a more strategic approach to future planning and decision making, developing a particular focus on sound asset management principles and long-term financial planning were identified as overarching priorities, which have been pursued through the following actions:

- Developing, within the first three months after my appointment, priority policies for adoption by Council to ensure that sound governance principles were established. The following policies serve as examples: Revised Media Policy, Lobbying of Councillors Policy, Pre-Meeting Briefing Session Policy, Community Consultation Policy at Council Meetings, Donations Policy, Councillor Access to Staff and Premises Policy, Councillors' Workshop Policy Incorporating Guidelines, and a Council Services Satisfaction Survey Approval. This process of developing new policies, updating existing policies to best practice and then reviewing Council's suite of policy documents has been ongoing and will be pursued into the future.
- Advocating for a changed culture within the elected body from one of being characterised by ad-hoc decision-making to one that is more strategic focused, with understanding of the long-term and cumulative effects of decisions. Similarly, work within the organisation to change the culture to one of "we can do" and "we care", has started and will be pursued.
- Determining the congruence of Councillors' priorities with the Community Strategic Plan and Delivery Program. The "Top Ten" priorities were determined at two (2) Councillor Workshops held in August and September 2019. These priorities were merged with the outcomes of the externally conducted Services Satisfaction Survey to produce a set of priorities that link in and augment the Community Strategic Plan, Delivery Program and Operational Plan – and was adopted as such at a Council Meeting held on 13 November 2019.
- Determining the community's satisfaction with Council service provision. Jetty Research was appointed to conduct an impartial, external and statistically valid survey of the community's satisfaction with Council's service delivery. This report identified the "Top Two" community priorities as Roads and Economic & Tourism Development; with Customer Service Excellence also shown to be in need of a particular focus going forward.
- Providing for strategic direction for the Local Government Area through the development of the Coonamble Shire Masterplan; not only providing for future economic and infrastructure development direction, but also providing for relevant and factual information and concept plans that could act as a springboard to facilitate future detailed design plans and grant funding applications.



- Providing for economic development and growth direction through the development of a concise Economic Development Strategy; highlighting Six Strategic Initiatives i.e. “Open For Business, Lifestyle & Liveability, Infrastructure & Services, Brand Building, Grow From Within, New Business & Investment”, with an Action List incorporating key actions associated with each of the Strategic Initiatives – providing for good direction to be pursued over the next 5 to 10 years.
- Ensuring effective and efficient future service delivery through the development of a revised Organisation Structure that facilitates scale and capacity, including the concept of a learning organisation, and capability for the executive management team to have an adequate strategic focus. However, Council's efforts to implement this revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational funding.
- Streamlining the production of Council Business Papers and Minutes through the implementation of a software package that generates Council Agendas and Minutes – saving time and effort, and ensuring consistency in format and presentation.
- Implementing a Roads Committee as part of Council's communication and consultation structures to ensure for an adequate and open communication channel for rural road users, and to provide for an avenue where first-hand information can be shared and a better understanding be developed of the frustrations of road users on the one hand, but also the restrictions and limitations that Council is confronted with on the other.
- It is important that Council's future infrastructure management is informed by proper data, so that decisions can be based on fact and are not perceived to be made on an ad-hoc basis or driven by the “squeaky wheel” syndrome. In this regard, the development of advanced Asset Management Plans is crucial – not only for roads infrastructure, but also for water, sewer, buildings etc. The information from these developed Plans will then inform Council's Long Term Financial Plan over the next 10 years, showing Council's expected expenditure levels to maintain and renew it assets, based on a methodical and verifiable approach.
- Unlocking the potential growth opportunities of our local visitor economy through the development of architectural plans for the Visitor Information Centre with linkages to culture and country. The construction of the new Visitor Information & Exhibition Centre in Coonamble is complete with the official opening scheduled towards the end of November 2021.
- Pursuing the further development and beautification of the Coonamble Sporting Oval – with the installation of state-of-the-art lighting and other upgrades that will ensure that this sporting complex continues its role of providing a significant amount of the glue that brings and binds our community together through the healthy participation in various sporting codes and activities.



It has become clear that, although Council is in a good financial position, rising labour, material and construction costs have caught up with Council and operational revenues are no longer adequate to fund Council's annual operating expenses. Forty-three years of rate pegging has slowly eroded Council's rate income to a point where some hard decisions will have to be made within the next few years.

It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.

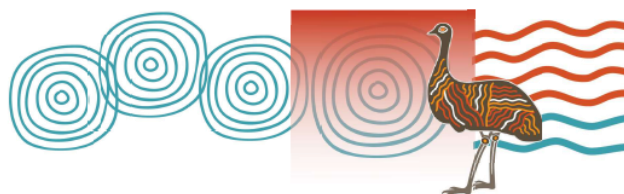
Because of the current short election term (ending in September 2024), coupled with a significant number of strategic objectives and projects that have already been identified but not completed, it is my recommendation for Council to review the Community Strategic Plan and associated suite of Integrated Planning and Reporting Framework documents – in line with the new expectations and guidelines of the NSW Office of Local Government.

Such a review should have a particular focus on producing a manageable number of strategic objectives, and associated strategies and actions, but addressing the top priorities for our community and local government area as a whole. This process should acknowledge our particular demographic environment, strengths and weaknesses, opportunities and threats, and further build on our community's satisfaction feedback on our service delivery.

After the 2024 general local government elections, it might be more appropriate for then elected Council to embark on the development of a whole new Community Strategic Plan and associated suite of documents.

I commend the outgoing Mayor and Councillors for their commitment to our community and for their achievements during their time in office.

Hein Basson
General Manager



1.3 REVIEWING OUR COMMUNITY STRATEGIC PLAN

The Coonamble Shire’s Community Strategic Plan 2032 was developed in 2017 at the commencement of the Council’s term. Each newly elected Council is required to develop and adopt a Community Strategic Plan which identifies the communities’ main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and competing pressures that may affect the community and the level of resources that will realistically be available. While a council has a custodial role in initiating, preparing, and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Plan.

The Coonamble Shire’s Community Strategic Plan identified 42 strategies to address priorities and issues in our community. This State of our Shire document reviews the effectiveness and progress in implementing the Community Strategic Plan by Council, agencies, departments, and the community.

The 42 strategies have been grouped in the below document in a way which reflects Council’s function areas and provides alignment with the quadruple bottom line theme areas of the Community Strategic Plan 2032. The below End of Term: State of our Shire document has been structured as follows:

Theme: Our People

- 1. Community Services and Wellbeing
- 2. Arts and Culture
- 3. Recreation and Open Spaces

Theme: Our Economy

- 4. Local Economy

Theme: Our Environment

- 5. Planning and Development
- 6. Sustainable Environment
- 7. Sustainable Waste

Theme: Our Infrastructure

- 8. Assets and Essential Infrastructure

Theme: Our Leadership

- 9. Leadership

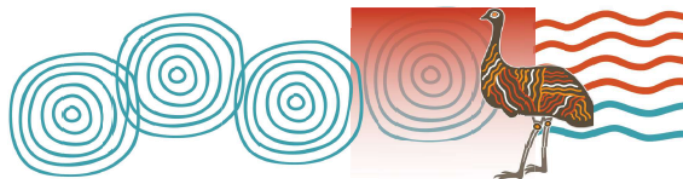


Each function includes:

- i. Linkages to the Community Strategic Plan 2032 relevant strategies.
- ii. A snapshot since the development of the plan and its implementation.
- iii. Information on key relevant topics and analysis under each function and topic.

We hope you enjoy our review and what we consider the current 'State of our Shire'.





1.4 Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

The Community Strategic Plan (CSP) is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

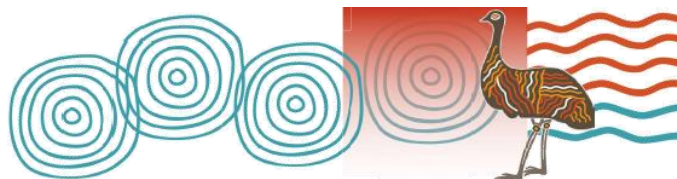
The Delivery Program identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The Operational Plan provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28 day public exhibition period and before the end of the financial year, Council formally adopts the Operational Plan after taking into consideration any submissions made.

Coonamble Shire Council's performance is monitored through six monthly reviews of the Delivery Program and Operational Plan. The Annual Budget is presented to Council for comment and adoption. Council reports its financial performance quarterly and at the end of each Council's term of office an end of term style report termed the State of our Shire is completed for the four-year term and reports the progress of the CSP.

All the above documents are reported to Council within legislative timeframes and are available on Council's website for viewing. www.coonambleshire.nsw.gov.au.



1.5 YOUR COUNCILLORS
Coonamble Shire Councillors



CR AHMAD KARANOUH
Mayor



CR BILL FISHER
Deputy Mayor



CR KAREN
CHURCHILL



CR PATRICK
CULLEN



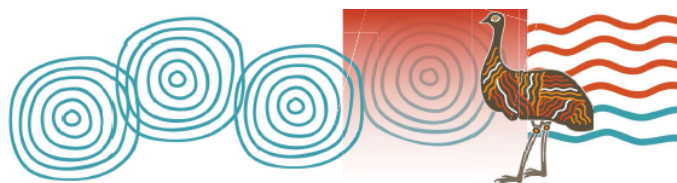
CR BARBARA
DEANS



CR PAUL
WHEELHOUSE



CR ROBERT
THOMAS



1.6 PROCESS IN DEVELOPING OUR 'STATE OF OUR SHIRE'

1.6.1 STARTING FROM THE GRASS ROOTS

Working from the bottom up, Council undertook an extensive amount of time reviewing the previous Operational Plan. After an analysis of Council's previous Operational Plans, Council believes that there are better ways to do business, to provide our services, to govern, to communicate and to continuously improve in our processes.

At the June 2021 Council meeting, Council adopted the 2021-22 new-look Operational Plan. The operational actions relate to how we will do business and aligns to the Community Strategic Plan 2032 and Delivery Program 2017-2021.

Some previous actions were removed, analysed as being duplicates and repetitive and/or could be more strategic through consolidation and refinement with other actions. Most importantly, through our monitoring and review and self-assessment, we believe these have become a part of our work culture and become business as usual.

Actions were also added in following consultation with the Council on their strategic priorities, our obligations to submit data and information to comply with relevant legislation and to also reflect our recent organisational restructure.

The 2021-22 Operational Plan reflects the intent of the Strategic Plan 2032 and Delivery Program 2017-2021. Last year's Operational Plan had 186 actions. This year's format introduces 87 actions that are strategic, measurable, achievable, realistic and timely. We have also provided to the community measures that will assist in our progress reporting which has not been done in the past.

This work has helped us look at how we have operated since the adoption of the Delivery Program 2017-2021. The Delivery Program is referred to as the "key go to" document for Councillors. It identifies all the key activities the Council has committed to undertake over four years. All plans, projects, activities and funding allocations of the council must be directly linked to the Delivery Program.



In summary, the review of the Delivery Program found that certain actions were written in a restrictive manner and more liken to operational plan actions and thus being too operational. Certain delivery program actions were duplicates in its intent leading to multiple operational plan actions in trying to meet the delivery program. It was not clear how certain plans, projects, activities and funding allocations linked to the delivery program due to the actions being heavily focused on community or 'our people' with little focus on the environment or key infrastructure such as roads.

This End of Term Report: State of our Shire document has been developed following the review of the effectiveness and progress in implementing the Community Strategic Plan by Council, other agencies and departments, and the community.

1.6.2 MEASURING PROGRESS

This End of Term Report: State of our Shire highlights the progress of CSP 2032. A range of community indicators were developed within the CSP 2032 to measure our progress towards delivering the shared vision of the CSP 2032. The CSP 2032 identified 14 indicators to measure the progress of the 17 goals and 42 strategies contained within the CSP. Unfortunately, baselines were not captured at the time of the CSP 2032's development which would have better supported the mapping of progress and trends over the time.



SECTION TWO: COMMUNITY STRATEGIC PLAN THEMES AND THE STATE OF OUR SHIRE



2.1 THEME: OUR PEOPLE - ENHANCE COMMUNITY WELLBEING AND QUALITY OF LIFE

COMMUNITY STRATEGIC PLAN GOALS:

- Connected. Our community is connected across geographic, interest, cultural and social groups.
- Safe. Our community is a safe place where people feel safe.
- Supported. Our community is supported by a range of services to lead healthy lifestyles.
- Respectful. Our community respects and encourages the diversity of culture, ability and ages of our population.
- Cultural expression and enjoyment. Our community benefits from access to appropriate facilities.
- Health. Our community has safe and reliable access to our primary utilities and public facilities.

INDICATORS

Population trends:

- Steady decline in overall population by approximately 100 people between 2016 and 2019.
- We're in a baby boom with a 23% growth in 0-4 years population.
- Increasing and high fertility rates. 2.73 babies/female in 2016 to 3.54 babies/female in 2018.
- Death rate is steady.



How we've enhanced our quality of life:

- The availability and uptake of telehealth services is improving our access to health services and health outcomes.
- Our collaborative efforts within our community, means we now have adequate policing numbers to help address our high crime rates.
- To improve community safety, we have achieved an increased CCTV footprint in Coonamble.
- We have an expanding community and cultural events scene which is valued by our community.
- Council and the community continue to enhance the vibrancy of our communities through public art installations and by expanding our creative and cultural programs particularly with young people.
- In 2019, the community articulated that they had low satisfaction with Council's youth services. Since this time Council has reinvigorated their youth engagement, activities and facilities including sourced grant funding to re-establish the Youth Council, revitalised their now well attended school holiday program, refurbished the Gulargambone Youth Centre and constructed the Coonamble Skatebowl.
- Our community values our library service and has high satisfaction with the service.
- Our community highly values our sport and recreational, parks and playground facilities and has high satisfaction levels with these.
- Council, with the support of State and Commonwealth funding, continues to expand and enhance our sport and recreational facilities. Some of these projects have included Coonamble Sportsground lighting and irrigation upgrade, Quambone playground and park revitalisation, Gulargambone skate park development and Warrena Weir upgrades.





Where we'd like to improve our quality of life:

- Our community would benefit from greater coordination of local youth related services via the Youth Interagency, to help keep our young people positively engaged across our community, and to improve our lower satisfaction level with youth services.
- There are gaps in our health services including paediatrics services, asthma education, adolescence mental health and physiotherapy.
- Crime in our community remains a priority, in particular domestic violence[1], intimidation[2], stalking and harassment[3] and AVO[4] breaches are increasing and remaining high relative to NSW. Because of the efforts by our community there has been plateauing or decline in some rates of crime including stealing from a dwelling[4], liquor offences[5], break and enters[6], motor vehicle thefts[7], and possession[8] and use of other drugs, although these remain high relative to NSW.
- Animal control is important to us, but we have low satisfaction with this function.

[1] Domestic Violence related assault Cble LGA 2016/17 48 offences, 20/21 81 offences.2020/21 Rate/100,000 pop Cble LGA 2046 offences v NSW 405 offences. Ref BOSCAR crime stats.

[2] Intimidation, stalking and harassment Cble LGA 2016/17 40 offences, 20/21 117 offences.2020/21 Rate/100,000 pop Cble LGA 2956 offences v NSW 507 offences. Ref BOSCAR crime stats.

[3] Breach AVO Cble LGA 2016/17 45 offences, 20/21 75 offences. 2020/21 Rate/100,000 pop Cble LGA 1895 offences v NSW 253 offences. Ref BOSCAR crime stats.

[4] Stealing from dwelling Cble LGA 2016/17 36 offences, 20/21 40 offences. 2020/21 Rate/100,000 pop Cble LGA 1010 offences v NSW 203 offences. Ref BOSCAR crime stats.

[5] Liquor offences Cble LGA 2016/17 4 offences, 20/21 5 offences. 2020/21 Rate/100,000 pop Cble LGA 101 offences v NSW 114 offences. Ref BOSCAR crime stats.

[6] Break and enter dwellings 2016/17 103 offences, 20/21 78 offences. 2020/21 Rate/100,000 pop Cble LGA 1970 offences v NSW 237 offences. Ref BOSCAR crime rate.

[7] Motor vehicle theft Cble LGA 2016/17 15 offences, 20/21 18 offences. 2020/21 Rate/100,000 pop Cble LGA 455 offences v NSW 142 offences. Ref BOSCAR crime stats.

[8] Possession and use of other drugs Cble LGA 2016/17 31 offences, 20/21 10 offences. 2020/21 Rate/100,000 pop Cble LGA 252 offences v NSW 80 offences. Ref BOSCAR Crime stats.



2.1.1. COMMUNITY SERVICES AND WELLBEING

Community Strategic Plan 2032 relevant strategies:

- P2.1 Encourage an inclusive, active community where people look out for each other.
- P2.2 Develop and grow the community's sense of shared responsibility. (safety)
- P3.2 Improve access to medical and specialist services.
- P3.3 Improve access to services for disengaged community members.
- P3.5 Increase capacity for organisations to attract and retain volunteers.
- P3.6 Improve access to rehabilitation for people with drug and alcohol addictions.
- P4.2 Improve interaction across social, cultural and age groups.
- I1.3 Provide a public transport service that facilitates access to services and communities for remote residents.
- I3.2 Improve community access to services.
- L1.1 Encourage more and broad involvement in community activities.

2.1.1.1 - DEMOGRAPHICS, DIVERSITY AND A BABY BOOM

Population estimates by the Australian Bureau of Statistics (ABS) for the Coonamble LGA indicates that our population is steadily declining, from 4,051 people in 2016 to 3,958 in 2019.

Contrary to an overall population decline, population estimates by the ABS are indicating that we are in a 'baby boom' with an increase of 23 percent in the 0-4 years population between 2016 and 2019, and fertility rates are also increasing exponentially from 2.73 babies/female in 2016 to 3.54 babies/female in 2018. To put this in perspective Australia's fertility rate is 1.83 babies/female (2018).

This 'baby boom' in our community is further evident by the increasing demand experienced across the board at local early childhood education centres. The Coonamble Preschool for children aged 3, 4 and 5, is at capacity with 62 children, and 11 children are on the wait list with a steady increase in demand experienced over the past several years. The Coonamble Children's Service Inc reports similar levels of increasing demand, and in response to this they have expanded their service over the last 12 months. The service is at capacity for three of the five days, with 53 children enrolled from ages zero to six, and there is a waitlist.

Given the increase in population in the infants demographic and our high fertility rate, this may be an opportunity via the next CSP to understand what emerging aspirations and priorities the community has to meet the needs of infants and their families.



In contrast to the growing population of the 0-4 age bracket and fertility rates^[9], the percentage of our population in the over 60 years age bracket remains unchanged at approximately 25 percent of the total population.

According to the ABS (2016) people who identify as Aboriginal form a large proportion of our population with approximately 30 percent of the Coonamble LGA identifying as Aboriginal.

Our community has a higher rate of disability, with 27.8 percent of our population identifying that they have a disability (ABS modelling, 2018), compared to 18 percent for the nation (ABS, 2019).

2.1.1.2 - YOUNG PEOPLE IN FOCUS

Approximately 19 percent of Coonamble Shire's population is aged between 5 and 19 and with this considered, the Community Satisfaction Survey 2019 revealed that the community placed high importance on youth facilities and activities but had low satisfaction with these. Since the completion of the Community Satisfaction Survey in 2019 Council has undertaken an organisational restructure which has enhanced Council's focus on, and delivery of quality youth services including the creation and appointment of a new Executive Leader Environment, Strategic Planning and Community and Council has a several permanent and casual youth specific roles.

Since 2020, and following Council's organisational restructure and appointments into relevant roles, Council has enhanced the delivery of youth activities and engagement through:

- Sourced grant funding for the reestablishment of the Youth Council.
- The delivery of high quality and well attended revitalised school holiday programs including free transportation to these programs for Gulargambone and Quambone young people. The high participation rates in the school holiday program are testament to the need and success of the program. Council's school holiday program of January 2021 and April 2021 had 836 participants in the 22 programs delivered.

^[9] Cble LGA 65 years and over 2011 954 ppl of total pop 4031 (23.6%), 2016 1032 ppl of total pop 3,981 (25.92%). Ref ABS (2011) (2016).



Council continues to work towards enhancing youth related facilities which has included:

- The construction of the Coonamble Skate Bowl,
- Planning for MacDonald Park’s Masterplan,
- The Gulargambone basketball court development,
- Council was successful in securing funding through the Strong Communities Program to refurbish the Gulargambone Youth Centre completed in 2021,
- Council continues to fund and deliver the well-attended After School Programs in Gulargambone and Quambone.

The Coonamble High School has an enrolment of 210 students, with 68 percent Indigenous students. “Supported by Clontarf, Girls’ Academy, Murdi Parki Regional Enterprise Corporation, University of New England, Aboriginal Education Consultative Group, a strong P&C and an effective School Reference Group, the school also enjoys partnerships with key service providers to enable students to access their learning and achieve high level outcomes” (Source: Annual Report 2020 Coonamble High School).

The Coonamble Shire is supported by tailored and locally run and delivered programs for young people and some of these include:

- The Regional Enterprise Development Institute (REDI.E) delivers youth programs in Coonamble and operates the Coonamble Youth Centre.
- The Clontarf Academy and the National Aboriginal Sporting Chance Academy (NASCA) (formerly Girls’ Academy) provide effective programs in the Coonamble Shire for young males and females respectively.
- Coonamble Neighbourhood Centre, Mission Australia, MacKillop Family Services, NSW Policing (One Step Closer), NSW Health (First 2000 Days) and Rural Flying Doctor Service also operate programs for young people and their families.





Because of the number of agencies operating in the young people and youth spaces in the Coonamble Shire there is an acknowledgement from the Coonamble and Gulargambone Interagency members that there is a tendency for individual agencies to work in silos as opposed to collaboratively identifying issues and working together to address these. The service partners have identified the need to develop an overarching framework to reduce silo tendencies and collaboratively deliver services to young people in the Coonamble Shire in a workshop conducted by Council and the Youth Interagency members in 2020. This framework would guide the development of an action plan for the rejuvenation of the Youth Interagency, ultimately improving the effectiveness of programs delivered to youth and young people and ensuring that progress is not moving away from the CSP's desired target to improve both the community's and disengaged community members' access to services.

2.1.1.3 - IMPROVING ACCESS TO HEALTH SERVICES

The Community Strategic Plan 2032 identified the need to improve access to medical and specialist services.

The Coonamble Shire Council has been a long-term advocate for improved health services and outcomes for our community, and Council continues to support the delivery of health services in the Coonamble Shire through the provision of accommodation for GPs and dentists. In 2021, Council provided a submission to the NSW Parliamentary Inquiry into Health Outcomes and Access to Health and Hospital Services in Rural, Regional and Remote New South Wales. The submission addressed and advocated for the following issues:

- Relating to barriers to access and quality of services including third party contracts to manage the multipurpose medical facilities which are different to our counterparts in the east.
- The hospital triaging system where Triage Category 1 to 4 must continue to have face-to-face contact 24 hours a day and ensure patient care.
- Council retention packages to establish subsidised housing arrangements to attract medical practitioners to the area costing Council up to \$30,000 per annum (two properties) needs recognition by the state government and management should any small council choose to opt out.
- Acknowledging local government's involvement into the health care system which can affect the patient experience, wait times and quality of care through our management of our airport for air medical services.



Council actively works with the various health agencies and partners across the Coonamble Shire to advocate for, and contribute to, improved health outcomes for the community. This was evident during through the Covid-19 pandemic with Council working with the community and health services partners to keep the community informed, and to monitor and manage the situation locally.

The Coonamble Shire’s health services are delivered via the Coonamble Multi-purpose Health Service, Gulargambone Multi-purpose Health Service the Coonamble Aboriginal Health Service, the Bawrunga Aboriginal Medical Service in Gulargambone, Castlereagh Medical Centre and the Coonamble Dental Surgery.

The number of health services established in our community, along with the support of external health service providers including Loxley Health and the Rural Flying Doctors saw our community have some of the highest vaccinations[10] rates in the State[11] and the Western NSW and Orana Statistical Area[12]. The combined efforts of key health and other community stakeholders to encourage our community to come forward and get vaccinated resulted in rapid uptake of the COVID-19 vaccination.

The Strategic Plan 2020-2025 of the Western NSW Local Health District which includes the Coonamble Shire lays out their goals and strategies towards healthier rural communities with improved health outcomes.

The increased use and availability of virtual medical services such as Telehealth is providing significant benefit for our community, including improved health outcomes for our community. The increasing use and availability of virtual services has been expediated because of the Covid-19 pandemic, and approximately 12 virtual consults are now occurring weekly at the Coonamble Multi Purpose Service.

Unfortunately, there continues to be gaps between the health needs of our community and the level of health services provided. Consultation with the Coonamble Aboriginal Health Service and the Coonamble Multiple Purpose Service (hospital) identified the following gap areas in our local health services:

- Pediatrics in general but in particular Occupational Therapy and Speech Therapy pediatrics services.
- Adolescence mental health.
- Physiotherapy.
- Asthma education services.

[10] As at 10 Oct 2021 Cble LGA double dose Covid-19 vaccination rate over 15 years 84.4% source Roy Butler MP.

[11]As at 5 October 2021 NSW percentage of people over 16 years fully vaccinated 66.6% source NSW Government Covid-19 Critical Intelligence Unit.

[12] As at 10 October 2021 Far West and Orana Statistical Area (4) 77.3% source Australian Gov Operation Covid.



The demand for pediatrics services may in part reflect our growing population of children, with the Coonamble Shire experiencing a 23 percent increase in the 0-4 years population between 2016 and 2019 (ABS).

To ensure progress does not move away from the desired CSP target of improving access to medical and specialist services, consideration could be given to more strategic collaboration between key health stakeholders and Council to procure increased health services for the local community. This would be particularly pertinent in the above-mentioned gap areas, including pediatrics where the Coonamble LGA is experiencing growth in infant population.

2.1.1.4 - WORKING TOWARDS A SAFER COMMUNITY

The Community Strategic Plan 2032 identified several goals and strategies relating to crime, community safety, drugs and alcohol and disengaged community members. Crime rates continue to be a challenging issue for our communities. The NSW Bureau for Crime Statistics and Research (BOCSAR) data on the Coonamble Local Government highlights that:

- There has been an increase in domestic violence related assaults over the last five years, with the rate of domestic violence related assaults five times higher than that of the State.
- Upward trend in intimidation, stalking and harassment, with the rate six times higher than that of the State.
- Breach of bail, and breach of Apprehended Violence Orders trending upwards, with the rate of these crimes 13.5 times and 7.6 times that of the State respectively.
- Stealing from dwellings. Although the number of offences has remained stable, is still five times higher than that of the State.
- Break and enters, and stealing of motor vehicles are trending downwards, although compared to the rate of the State is still 8.5 times, and approximately three times higher respectively.
- The rate of possession and/or use of other drugs has trended down, compared to an upwards trend across the State, although the rate still remains three times higher than that of the State.
- Liquor offences remains steady, against a downwards trend in NSW, and the rate is consistent with that of the State.



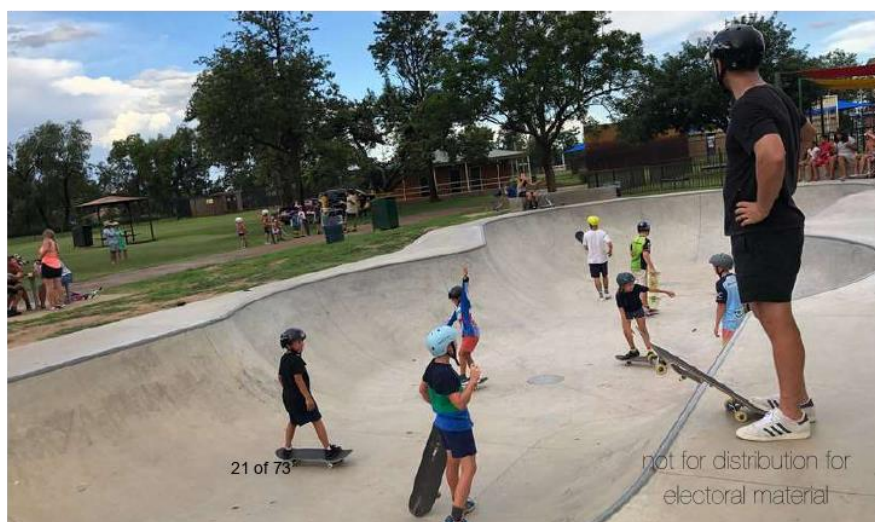
Across the Coonamble Shire a number of networks, service providers and agencies continue to deliver programs to reduce crime rates, raise awareness on crime related issues, and deliver programs which target disengaged community members. Coonamble’s Police Station has an Aboriginal Community Liaison Officer (ACLO) who’s role is to provide support and advice to local Police on the management of Aboriginal issues across our local community. Council was an advocate, along with many other organisations and individuals, for increased police numbers in our community which has for now, been achieved.

Community engagement and awareness is also a key focus of the Coonamble DV (Domestic Violence) Collective with the launch of the “Coonamble Speaks Out” campaign and proposed White Ribbon Day event in November. In general, the reporting of domestic violence incidences has increased because of campaigns and awareness raising regarding domestic violence, including encouragement of individuals and the community to report domestic violence.

Drug and alcohol counselling and support programs are administered by the Coonamble Aboriginal Health Service (CAHS). The CAHS’s Social and Emotional Wellbeing team engage with Clontarf and NASCA to deliver programs to young people around drugs and alcohol, wellbeing matters, suicide prevention, exercise and mental health, actions and consequences.

The local NSW Police also participate and are actively engage in Coonamble Together Partnership Group, Coonamble DV Collective, Gulargambone Interagency, Coonamble Interagency and Youth Interagency. Their participation includes members and service providers information on monthly statistics and where necessary, escalated issues for service providers to be aware of. The local NSW Police are engaged in some development proposals that require their input and liquor licencing proposals.

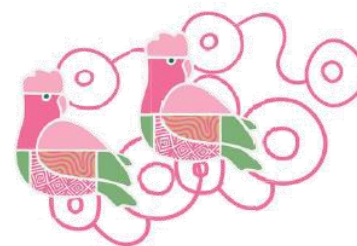
To increase the safety of the Coonamble community, Council has increased the CCTV footprint to also include Smith Park, Broom Park, Netball courts and additional coverage at MacDonald Park.



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not for distribution for
electoral material



2.1.1.5 - ANIMAL CONTROL

Animal control and in particular control of stray domestic animals is an ongoing issue within and for our communities, and this was articulated in the Community Satisfaction Survey 2019 with animal control receiving a high importance but low satisfaction rating. Council continues to work with the community to address issues relating to the control of stray domestic animals through the following programs:

- Surrender of unwanted animals.
- For impounded animals, a rehoming program, or where rehoming is unachievable, euthaniser of these animals.
- Subsidised desexing and microchipping program for eligible community members.
- Correspondence and reminders to residents to microchip and register their companion animals.

The following tables provides a summary by financial year of Council's interactions with the management of the companion animals.

Number of Dogs Impounded between 2016 to 2021 (FY)					
	2020/21	2019/20	2018/19	2017/18	2016/17
Dogs impounded	174	264	299	204	246
Returned	24	37	41	34	6
Euthanised	29	96	70	58	97
Rehomed	121	129	188	110	143
Stolen from pound	0	2	0	2	0

Number of Cats Impounded between 2016 to 2021 (FY)					
	2020/21	2019/20	2018/19	2017/18	2016/17
Cats impounded	96	195	155	102	62
Returned	1	0	0	1	0
Euthanised	61	195	155	100	54
Rehomed	34	0	0	1	8
Stolen from pound	0	0	155	0	0

The figures show an issue relating to returning companion animals to owners. Cats are almost, if not, never returned to owners. The low rate of impounded dogs returned to owners is also a concern for Council. Generally, animals are not microchipped or registered leading to Council's inability to return animals to their owners. Despite Council's previous free microchipping days, registration can be a cost prohibitive exercise for some and lack of awareness on the issue despite Council's numerous attempts to engage with customers on this issue through correspondence and social media.



2.1.2 ARTS AND CULTURE

Community Strategic Plan 2032 relevant strategies:
 P4.1 Increase the opportunities for our community to celebrate together.
 P4.4 Promote more cultural events in the Shire.
 I2.1 Increase the exhibition and production of more cultural events in the shire.
 I2.2 Maintain and improve the role of our community libraries.

2.1.2.1 - A GROWING EVENTS SCENE

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 there was strong desire expressed by the community to increase the number and promotion of events, including cultural events. Council has since this time, under the organisation restructure, appointed a Manager Economic Development and Growth which has provided greater focus by Council for the support and development of events. These roles are supporting the creation of new cultural events in the Shire, as well as increasing support via in-kind, direct funding, and promotion of emerging and existing community lead events including NAIDOC Week, Pave The Way To Gular, Coonamble Rodeo, Coonamble Challenge and Coonamble Ag Field Day.

Council and many other businesses, organisations and community groups continue to plan and deliver well attended quality events and cultural events across the Coonamble Shire. The response to Council and community lead events has been very positive, particularly in 2021, with Cuisine on Castlereagh attended by 800 people (20% of Coonamble LGA's population) and Coonamble Show having 1,200-1,400 gate admissions.



2.1.2.2 - GROWING OUR ARTS AND CULTURAL CONNECTIONS

Through ongoing financial support and engagement with Outback Arts, Council continues to support the advancement of artistic and creative industries in the Coonamble Shire. The Coonamble based Outback Arts works with individuals, organisations, and government to generate, promote and advocate for the arts and creative industries in Far Western NSW, including the Coonamble Shire.

Council’s well attended school holiday program features artistic and cultural activities which supports the development of young people’s engagement with, and skills development of, artistic and cultural interests. Examples of such programs include an Aboriginal Art workshop, Aboriginal bush tucker event and a Waste To Art program.

The NSW Government’s Creative Kids Voucher is helping kids get creative. Parents, guardians, and carers can apply for a \$100 voucher per calendar year for school aged children. The voucher can be used with a registered activity provider for registration participation and tuition costs for creative arts, speech, drama, dance, digital design, coding, and music lessons and activities. There are several service providers registered with the Creative Kids Voucher in the Coonamble LGA.

With the support from funding partners including Council, the Gulargambone community and the Gulargambone Community Enterprise Co-op have worked tirelessly to revitalise their community through public art and colour, and Gulargambone is now well known on the tourist and visitor trail for its vibrancy and public artworks. Projects delivered include:

- Ghost of Bullocks Past - a large public art installation,
- Window Way 2828 - to revitalised vacant shop facades, and
- Pave The Way To Gular - an annual public art focused event.





Through the Masterplans for Coonamble, Gulargambone and Quambone there is intent to increase public art instalments across our Shire, to enhance our connection with and make more interesting the communities we live in. As part of the Masterplans, Council secured funding for the installation of town entry signage and bird sculptures, as well as bird sculptures at the new Visitor Information Centre. These will be installed in the later half of 2021 creating vibrant and welcoming approaches to our communities with artwork designed and made by local artists. The Skillman's Lane upgrade project in Coonamble's CBD has been funded by Council in the 2021/2022 budget and will include the provision of public art in this space.

Council secured funding to mural and install feature lighting on the large water tower structure located at the Coonamble Sportsground, creating a large public artwork by renowned artist John Murray and which is appreciated by both locals and tourists alike. Additionally, public artwork which was designed with the support of the local community features on the new Coonamble CBD toilet block.

Other local arts and creative industries groups and businesses also support a vibrant arts scene in the Coonamble Shire including the Coonamble Ceramics Collective, and Mink and Me delivers regular events with a creative focus.

2.1.2.3 - A VALUABLE LIBRARY SERVICES

The library continues to be a valuable service which was articulated through the Community Satisfaction Survey with the community rating the service as having high importance and high satisfaction levels. Almost a quarter of the Shire's population, or approximately 1,000 people, are members of our library service, again demonstrating how our community values the service.

Council operates three libraries in the LGA. The Quambone Library is famously referred to as the smallest library in NSW and operated by staff in Quambone two days per week. The Gulargambone Library is currently managed through the Gulargambone Rural Transaction Centre and is staffed by volunteers.



In response to COVID-19 the Library service has focused on enhancing, and increasing promotion of, its digital and online services. During the library closure 23 March to 2 June 2020, Council provided a “takeaway” service and provided a home delivery service with over 500 books loaned to the community. The Coonamble Library service engages with the community through an array of activities and events, including but not limited to; a Seniors Tech Savvy and movie event, hosting a weekly seniors craft group, Words on Wheels - a home delivery service for housebound persons and persons with a disability, fortnightly Storytime groups with Pre Schools and child care centres. The Coonamble library is also utilised by multiple other organisations and service providers, including tutors, disability service providers and speech pathologists, creating a multi-use facility for the community.

In the 2020-21 reporting period, there were 6,411 loans and 3,466 visitors to the Coonamble Library and 418 books loaned in Gulargambone.





2.1.3 RECREATIONAL AND OPEN SPACES

Community Strategic Plan 2032 relevant strategies:
 P3.1 Support and promote healthy lifestyles.
 P3.4 Increase the community's involvement in sporting activities.
 I2.3 Share access to local facilities to fully utilise the potential of local infrastructure.
 I3.4 Maintain all public facilities to ensure safety and promote use.



2.1.3.1 - ENHANCING OUR SPORT AND RECREATIONAL FACILITIES

The Community Satisfaction Survey 2019 identified that the community viewed the Council pools, parks, reserves and playgrounds, and sporting grounds as having high importance and that they had high satisfaction with these facilities.



Council continues to enhance the sport and recreational facilities across the Shire, which supports the coming together of our community and facilitates our capacity to attract and experience regional, state and nationally significant sporting events. Projects delivered over the last five years and funded by either Council and/or via external funding sources such as the Stronger Country Communities Fund include but are not limited to:

PROJECT	COUNCIL FUNDING TOWARDS PROJECT	STATE OR COMMONWEALTH FUNDING	TOTAL PROJECT COST
Coonamble Sportsground lighting and irrigation upgrade.	\$68,000	\$1,080,000	\$1,148,000
Splash pad and upgrades at the Gulargambone Pool.	\$55,000	\$200,000	\$255,000
Construction of the Coonamble Skatebowl.	\$13,000	\$120,000	\$133,000
Youth Centre Basketball Court	\$25,200	\$50,000	\$75,200
Pool Blanket and Amenities Refurbishment at Coonamble Pool	\$-	\$150,000	\$13,000
Shade structures – various sport and recreational sites.	\$15,000	\$100,000	\$115,000
Other projects also included: <ul style="list-style-type: none"> • Warrena Weir upgrades (amenities block, power source for irrigation and lighting) • Coonamble netball facility upgrade synthetic court and lighting • Broome Park (Coonamble) playground and amenities • Coonamble Showground Upgrades – horse stables, power upgrade and powered sites, fencing lighting, irrigation, portable grandstands • Gulargambone Youth Centre Upgrades 			



Additionally, Council funds a Grants Officer position (Grants and Communication Officer) to assist with identifying and securing future funding for Council and community lead sport and recreational projects and infrastructure.

Council continues to pursue funding opportunities for the following sport and recreation related projects across the Coonamble Shire:

- Upgrades to the Coonamble Sportsground canteen and changeroom facilities.
- MacDonald Park Masterplan project including enhanced parking facilities, connectivity, amenities upgrade, and beautification.
- Quambone Pool renewal.
- Active Travel Plan.
- Castlereagh River Activation Plan.
- Exercise equipment, pathway and trails.
- Pedestrian and cycle nodes.

The Community Satisfaction Survey 2019 also identified that the community regarded the footpaths and cycleways as having high importance but had low satisfaction with these. The future development of an Active Travel Plan, enhancement of existing pathways with pedestrian and cycle nodes and expansion of the pathway and trail networks across the Shire will assist in addressing the current satisfaction levels.

Coonamble Shire's Pedestrian Access and Mobility Plan 2015 continues to be consulted through the design and construction of relevant projects, to pursue funding for relevant accessibility related projects, and is consulted as part of the development of maintenance plans and budgets for the Coonamble Shire.

The Coonamble Shire's sport and recreational facilities are maintained in line with Council's Asset Management Plans including service level provisions, and the Showground Management Plan. Council identifies annual maintenance programs and allocates budgets accordingly to these plans and service levels, to ensure appropriate levels of ongoing maintenance and safety of these community assets.



2.1.3.2 - SPORTING AND RECREATIONAL OPPORTUNITIES

We have a community that are active and involved in delivering sport and recreational opportunities across our Shire for the young, and young at heart. Community groups across our Shire deliver a vast array of sporting activities including but not limited to:

- Football codes including touch football, rugby league, rugby union and junior soccer
- Little Athletics
- Junior and Senior Tennis
- Junior Cricket
- Golf
- Lawn Bowls
- Junior and senior netball
- Swimming
- Physie
- Yoga
- Clay target and pistol clubs
- Greyhound racing

Our horse sports and events are rapidly expanding, attracting participants from across New South Wales and Australia. These horse sports include pony club, polocrosse, challenge event, penning event, campdraft event, rodeo event, and regular horse racing events.

Reducing barriers to participation supports an increase in participation in sporting and recreational activities. The Active Kids Vouchers, a NSW Government program which provides two \$100 vouchers per school aged child helps to increase participation by reducing financial barriers associated with children participating in physical activity. The program started on 31 January 2018 and will end in December 2021 with Coonamble Shire identified with the least amount of usage across the Central West Councils at 38% for 2021 when in comparison to 2019 there was an uptake of 63%. A number of sporting groups in the Coonamble Shire are registered, but an increase in community groups registered with the program would assist further to increase participation of children in physical activity, particularly for disadvantaged families within our community.

With the rapid rise in participation by our female population in traditionally male sports, investment in appropriate facilities which equally accommodates females at our sporting facilities is an emerging need. In particular at the Coonamble Sportsground, which Council acknowledges and is pursuing Government funding for.



2.2 THEME: OUR ECONOMY. ACHIEVE LONG-TERM ECONOMIC SECURITY AND PROSPERITY.

COMMUNITY STRATEGIC PLAN GOALS:

- Support. We support our local economy without compromising on quality.
- Growth and diversity. Our growing regional economy is diverse.
- Local education. Our education opportunities include support for our local economy.
- Local employment. Our community members are gainfully employed in appropriate and satisfying jobs.

INDICATORS:

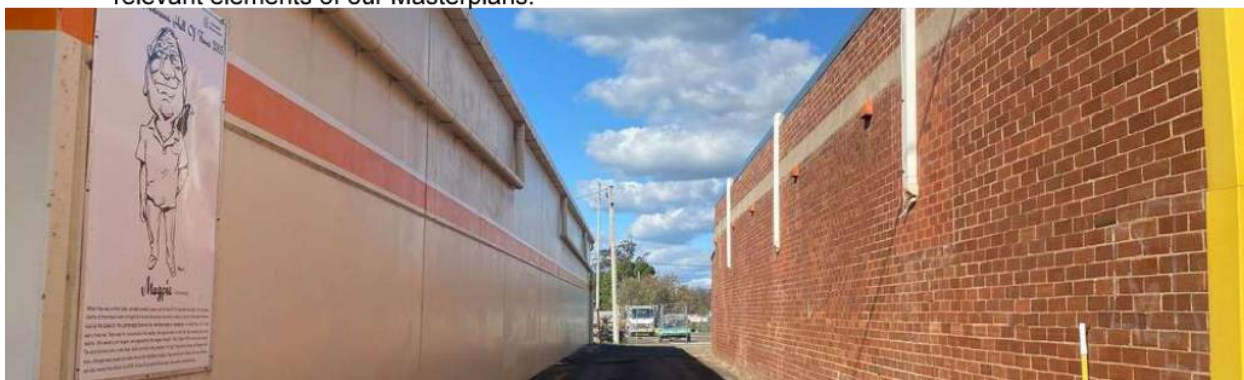
How we are achieving long-term economic security:

- In response to the community's value of, but low satisfaction with economic development, Council has increased its focus on economic development including the appointment of a Manager Economic Development and Growth.
- Council completed and continues to roll out the Masterplans for our communities, to allocate budget for Masterplan projects, and to source external funding for Masterplan projects wherever possible. As the Masterplans projects are rolled out this will help to increase shop occupancy rates and vibrancy in our CBDs and main streets.
- Council has, with the support NSW Government funding, enhanced our tourism industry through the development of a new Visitor Information Centre, through the revitalisation and investment in the Coonamble Riverside Caravan Park, and development of new town entry signage and sculptures.
- Progression of the Coonamble Bore Bath facility to business case stage and sourcing of funding for the project.
- Council adopted an updated Economic Development Strategy 2021 which provides clear strategic direction to achieve economic development and growth across six theme areas over the next five to 10 years.



Our economic challenges:

- We struggle to source an appropriately qualified workforce and as part of the larger 'Dubbo and Western NSW region' the region has the second highest increase[13] in job vacancy rates in Australia, with job vacancy rates almost tripling compared to the previous 12 months.
- We have a high unemployment rate of nine percent[14] relative to Australia, with approximately 30 percent of Indigenous community unemployed[15].
- Vacancy rates in our main streets which will be mitigated through ongoing investment in relevant elements of our Masterplans.



2.2.1 LOCAL ECONOMY

Community Strategic Plan 2032 relevant strategies:

P1.1 Leverage online technologies and National Broadband Network access to improve and provide virtual connections.

P1.3 Leverage the skills and knowledge in our community to promote social interaction and facilitate knowledge sharing.

EC1.1 Re-establish and maintain robust, well patronised Coonamble and Gulargambone main street shopping precincts.

EC 2.1 Identify and attract industry programs that will draw new industry to the Shire. (diversification)

EC 3.1 Leading organisations provide cadetships and graduate employment opportunities.

EC 3.2 Provide education that addresses the needs of the local population.

EC 4.1 Provide appropriate and accessible education for our community.

EC 4.2 Identify local employment opportunities and promote these across the community.

[13] Regional Australia Institute "Another Record Month For Regional Job Vacancies" Blog May 25,2021. 589 vacancies April, 2020 compared to 1,603 vacancies April, 2021.

[14] Unemployment rate 2016 Coonamble LGA 8.7%, compared to 6.9% Australia Census, 2016.

[15] ABS Census, 2016



2.2.1.1 - A FOCUS ON ECONOMIC DEVELOPMENT

The Community Satisfaction Survey revealed that the community placed a high level of importance but had low satisfaction with, economic development including attracting new investment and tourism marketing. Since this time Council has responded by directing more resources and having greater strategic focus on the area of economic development by appointing, as part of the organisational restructure, a Manager Economic Development and Growth.

Coonamble Shire Council delivered an updated Economic Development Strategy in 2020 which provides clear strategic direction across six theme areas for the next five to ten years. These theme areas include:

- i. Open For Business
- ii. Lifestyle and Liveability
- iii. Infrastructure and Services
- iv. Brand Building
- v. Grow From Within
- vi. New Business and Investment.



A focus of the Economic Development and Growth function within Council has been the delivery and implementation of the Masterplans for Coonamble, Gulargambone and Quambone. The Masterplans will support the revitalisation of our communities and in particular the central business districts across the Shire. The implementation of the Masterplans aligns with the priority identified in the Community Strategic Plan 2032, to reduce the number of vacant shops in the main streets. The value of now having completed Masterplanning for our Local Government Area cannot be understated. We now have strategic direction for future economic and infrastructure development, and we have achieved relevant and factual information and concept plans to facilitate grant funding applications.





2.2.1.2 - BUILDING A STRONG LOCAL ECONOMY THROUGH DIVERSIFICATION

The Community Strategic Plan 2032 identified the need to prioritise diversification of the local economy including the attraction of new industries. The tourism industry has been identified by Council as holding significant economic diversification opportunities for our local economy and therefore considerable resources have been allocated by Council to develop the tourism industry. Council's Economic Development and Growth function has prioritised the following projects which includes a number of tourism projects:

- Delivery and implementation of Coonamble, Quambone and Gulargambone Masterplans.
- Construction of a new Visitor Information Centre
- Progression of the Coonamble Artesian Bathing Experience to business case stage and sourcing of funding for the project.
- Increased support for, and delivery of, Council and community led events.
- Revitalisation of the Coonamble Riverside Caravan Park including new manager's residence, installation of a dump point, lighting upgrade, new cabin accommodation and park entrance upgrade.
- Construction of new town entrance signage and sculptures.
- Focus on developing a local agritourism industry, cultural tourism and accommodation sector.
- Adoption and implementation of the Economic Development Strategy 2021.
- Adoption and implementation of the Destination Marketing Plan (Tourism).
- Ongoing sourcing of external grant funding to support economic development and diversification initiatives.

2.2.1.3 - OUR WORKFORCE CHALLENGES

The Community Strategic Plan 2032, which was compiled in 2017, had identified as a priority the gainful employment of our community in appropriate and satisfying jobs. This priority may be attributed to our high unemployment rate of 9 percent (Census, 2016), which is also high relative to the national average of 5.5% (ABS, April 2021), and approximately 30 percent of the Aboriginal population is unemployed (Census, 2016).

To address the employment rate and to support the unemployed population within our community, there are two employment agencies based locally, Sureway Employment and Joblink Plus, both of whom deliver an array of employment services in training, support and placement. To support people to secure work in the Coonamble Shire, Council continues to provide via its website, local employment agency information and contacts details, and links to positions currently available within Council.



As a major employer in the Coonamble Shire, Council advertises all positions locally as well as further afield. Council continues to provide career path opportunities including traineeships, along with training and development plans for each individual employee.

In contrast and despite our ongoing high unemployment rate, in 2021 one of the biggest challenges now facing our local economy is securing an adequate number of, and appropriately qualified workforce. This is evidenced by Council's own struggle to fill vacancies at all levels of the organisational structure. Given the potential impact on our local economy, the workforce and skills deficit within the Shire should be given consideration as a target area of the subsequent CSP, as existing employment related strategies within the CSP in their current form may now be too narrow focused.

We can no longer source an appropriately qualified workforce from within our own community, and businesses and organisations must try and source their workforce from further afield. This challenge is not unique to the Coonamble Shire. In April 2021, the Regional Australia Institute estimated that there were 67,500 job vacancies across regional Australia. These vacancies are spread across diverse sectors and are not confined to just any one industry or sector.

The Regional Australia Institute reports in April 2021 that the 'Dubbo and Western NSW' region experienced the second highest increase in job vacancies across 37 regions nationally, with job vacancies almost tripling compared to the previous 12 months.

Additional pressure on the region's and the Coonamble LGA's workforce could be felt as the nationally significant infrastructure project, Inland Rail commences construction in the region. Demand for additional labour force and skills associated with the Inland Rail's construction could place increased pressure on LGA's such as ours which already struggle with a lack of adequate workforce and skills.





2.2.1.4 - INCREASING OUR ECONOMIC GROWTH POTENTIAL THROUGH INFRASTRUCTURE

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 the National Broadband Network rollout via fixed line, fixed wireless and satellite is now complete. To improve equity to internet access across our entire community Council continues to offer free Wifi in the Coonamble CBD, and free wifi is also available via the Gulargambone RTC and library.

The Community Satisfaction Survey 2019 revealed low importance and low satisfaction levels with regards to Council's online services. Through Council's organisational restructure process, Council has appointed a Manager Economic Growth and Development which has provided greater strategic and day-to-day direction to the Grants and Communications Officer. This has subsequently enhanced Council's communication and engagement with the community particularly via online platforms including social media. Social media statistics indicates high levels of engagement on posts.

The Inland Rail project continues to provide challenges and opportunities for our local communities. The Inland Rail route has now been determined and will traverse and impact upon local agricultural businesses and landholders in our LGA. Council has continued to make formal responses and submissions to Inland Rail inquiries including the Environmental Impact Statement (EIS) and relating to the project, the project's management by the Australian Rail Track Authority (ARTC), its alignment and construction. Council did make a submission to gain support for the completion of a business case and cost benefit analysis should the route traverse the township of Coonamble although unfortunately Government support for this was not received.

Council will continue to work with, and advocate for, the local community, to minimise the negative impacts, and maximise the opportunities of this nationally significant infrastructure projects. Council continues to advocate for, and engage with, the State and Commonwealth Government around upgrading the Coonamble - Gilgandra rail line. This project presents significant economic opportunities for our agricultural industry, particularly through the more efficient and cost-effective movement of agriculture commodities out of our community.

Our road infrastructure is explored in more detail in the below section, 'Our challenging road network'.



2.3 THEME: OUR ENVIRONMENT - PROMOTE A SUSTAINABLE BALANCE BETWEEN DEVELOPMENT, COMMERCIAL INTERESTS AND OUR NATURAL ENVIRONMENT

COMMUNITY STRATEGIC PLAN GOALS:

- Good Environmental Management. Our community values best practice management that promotes nature and is not compromised by new industries and investment.
- Knowledge sharing. Our community values knowledge sharing.
- Protection of our waterways. Our community benefit from an environment that supports healthy and vibrant local waterways.

INDICATORS:

How we're achieving environmental sustainability:

- Council is in the fourth stage of Coonamble Levee bank upgrades to protect to town from flooding.
- In 2020, the Coonamble Shire adopted the Local Strategic Planning Statement, a significant step for the future of land use in the LGA and planning for economic, social and environmental needs.
- The health of our local environment and waterways are supported by a number of organisations, agencies and Departments who continue to deliver programs, policies and plans to protect our natural environment.
- Council continues to provide funding to the Castlereagh Macquarie County Council who provides weed management control in the Coonamble and neighbouring Shire.
- Council's waste contract with a third party will expire in 2022 which will provide the opportunity to refine objectives and potentially deliver greater outcomes for the community and Council.



How we can improve our environmental sustainability:

- Council will enhance our community’s resilience against flooding through the development of the Floodplain Risk Management Study, although there may be a need for considerable review of existing policies and past practices which could take some time.
- Our community values waste management and recycling but has low satisfaction with these. Although recycling is considered cost prohibitive there are alternative ways for our community to achieve outcomes in sustainable waste including reducing household waste generation and landfill rates. An impending review of Council’s Waste Management Strategy could also support improved waste outcomes for the community.
- Our community told us that they hold environmental monitoring and protection, and weed control as highly important but they had low satisfaction with these. Further engagement with the community would be required to understand what is contributing to these low satisfaction levels as it is currently unclear.

2.3.1 PLANNING AND DEVELOPMENT

Community Strategic Plan 2032 relevant strategies:
 I1.2 Minimise the effects of flooding on our infrastructure.

2.3.1.1 - RESILIENCE IN FLOOD

Council is in the process of completing the fourth stage of upgrades to Coonamble’s Levee, and these upgrades increase the protection of the township during flood events.

The NSW Government has recently announced its Flood Prone Land Package which includes advice to Council on consideration of flooding in land-use planning, to ensure greater resilience of our communities against flooding events through better planning. Updates to how we present information to our customers through the Planning Certificates provides an opportunity for Councils to introduce a true risk-based approach into their flood planning controls, that has been curtailed since the introduction of the 2007 Flood Planning Guideline. However, it is recognised that to do this there may be a need for considerable review of existing policies and past practices that could take some time for many Councils. Flood mapping and information previously not available to the community will soon become available with Council’s recent adoption of the Floodplain Risk Management Study carried out by Jacobs.



2.3.2 SUSTAINABLE ENVIRONMENT

Community Strategic Plan 2032 relevant strategies:
 EN1.1 Promote ecologically and environmentally sustainable land use and development.
 EN 2.1 Share knowledge and facilitate knowledge sharing amongst those working on the land. (Enviro)
 EN3.1 Ensure the health of our river system.

2.3.2.1 MANAGING OUR ENVIRONMENT

The Community Satisfaction Survey 2019 indicated that the community placed environmental monitoring and protection, and weed control as having high importance and low satisfaction. Through future community engagement it would be valuable to better understand specifically where the community’s dissatisfactions lie with regards to environmental monitoring and protection, and weed control as this was not within the scope of the Community Satisfaction Survey 2019.

Council’s Local Environmental Plan 2011 guides the land use and development framework for the Coonamble Shire to ensure that development and use meets the objectives of the zoning. The Plan ensures that there is an adequate and appropriate balance between the built and natural environment. Council is currently working on a review of the provisions and will likely propose some changes for the Department of Planning, Industry and Environment’s consideration in 2022.

The Coonamble Shire’s Local Strategic Planning Statement (LSPS) introduced in 2020 is a vision for land use in the LGA for the next 20 years. This strategic planning process helps us to give direction and certainty for the Shire and in making the necessary decisions on how to best protect our valued limited resources while seeing the Shire continue to progress and grow into the future. It outlines clear planning priorities describing what will be needed, where these are located and when they will be delivered. The LSPS sets short, medium, and long-term actions to deliver the priorities for the community’s vision.



The delivery of environmental management and outcomes within the Coonamble Shire is also supported by the Coonamble-Castlereagh Landcare and the Central West Local Land Services whose mission is to ‘be a customer focused business that enables improved primary production and better management of natural resources.’ The Central West Local Strategic Plan 2016-2021 lays out a strategy and priorities to be able to achieve a vision of a resilient community in a productive healthy landscapes. Through future community consultation, Council could ascertain if the Central West Local Strategic Plan 2016-2021 sufficiently captures the community’s, particularly the rural community’s, aspirations and priorities or if alternative issues and aspirations are present.

In 2020, the NSW Government finalised the Macquarie – Castlereagh Long-Term Water Management Plan. The Plan identified water management strategies for maintaining and improving the long-term health of the Macquarie – Castlereagh riverine and floodplain catchments which will be utilised by water managers and advisory groups in decision making to achieve long-term ecological objectives.

Council is a participating Council and provides funding to the Castlereagh Macquarie County Council who provide weed management control in the Coonamble and our neighbouring Shires. There are also broader strategies in place including the BioSecurity Act 2015/Biosecurity Regulation 2017, Central West Regional Strategic Weed Management Plan 2017 – 2022 and various other resources developed by State Government to manage the control of weeds including the ‘NSW WeedWise’ app. Under the Biosecurity Act 2015 everyone has a legal obligation to manage identified priority weeds on land that they own or occupy.

2.3.3 SUSTAINABLE WASTE

Community Strategic Plan 2032 relevant strategies:
 I3.3 Minimise our hard waste production and promote recycling.

2.3.3.1 - THE WAR ON WASTE

The Community Satisfaction Survey 2019 revealed that the community rated waste management and recycling as having high importance but had low satisfaction with the service which indicates that as a community we are moving away from our target.



A Waste Management Strategy was completed for Council in 2016 which is now acknowledged as being outdated. With the appointment of a new Executive Leader Environment, Strategic Planning and Community under the organisational restructure, it is a timely opportunity to review the Waste Management Strategy to include options that suit the constraints of the location of Coonamble Shire to other waste processing facilities.

Council offers a kerbside garbage collection service which is delivered by a contractor in Coonamble and Gulargambone, and Council's operates the following facilities:

- Coonamble Landfill (Contracted services),
- Quambone Landfill (Unmanned),
- Gulargambone Transfer Station (Contracted services).

After investigations in 2017, Council assessed that unfortunately it is cost prohibitive for Council to participate in a recycling program which is, in part, associated with our distance to larger recycling centres. Council has continued to investigate other means for our community to participate in sustainable waste programs and measures including through its participation in the Netwaste Forum. Although recycling is cost prohibitive there are alternative ways for our community to achieve outcomes in sustainable waste including reducing household waste generation and landfill rates.

Council acknowledges that the customers' and community's expectation is for Council to implement recycling waste services. Given the potential cost implications on rate payers and Council's operational budget and given the unlikelihood of a subsidisation by the State Government, the community will need to evaluate their competing priorities. Ensuring that the community are informed and engaged on this matter is crucial.

The waste contract for the waste collection and management of the landfills is shortly expiring. The development and tendering of a new waste contract will provide an opportunity for Council to review and refine objectives and service provision with the intention of improving outcomes for the community and Council.



2.4 THEME: OUR INFRASTRUCTURE - MAINTAIN AND IDENTIFY WAYS TO IMPROVE INFRASTRUCTURE SERVICES AND SUPPORT COONAMBLE SHIRE’S LOCAL ENVIRONMENT

COMMUNITY STRATEGIC PLAN GOALS:

- Connections. Our community connections support and facilitate our access to each other and our local services.
- Appropriate investment. Our community is looking to the future to improve and protect our access to resources.

INDICATORS:

How we’ve improved our infrastructure:

- Council secured \$23 million from the Commonwealth Government to upgrade the existing sealed section, and to seal an additional 25km section of the Tooraweenah Road.
- Council’s Water and Sewerage Management Plan 2017-2024 continues to guide Council’s budget and works programs to sustain these valuable infrastructure assets, which the community highly values and has high satisfaction with.
- Council has instated a community member Roads Committee to support a new level of engagement and communication with the community regarding our rural road network.
- Council have increased amenities within the Coonamble CBD with the installation of a public toilet.



Where we'd like to see our infrastructure improved:

- Our road network (sealed and unsealed) is an area which our community has low satisfaction levels with, but which they highly values. Council acknowledges this and continues to work on strategies including developing advanced Asset Management Plans and the appointment of a community member roads committee.
- Council acknowledges that further development of internal systems and processes including refining of service levels will ensure that maintenance and renewal of assets is achieved inline with Council's financial means and community expectations. This will require development of advanced Asset Management Plans for all of Council's infrastructure assets.

Our community has identified stormwater drainage as having high priority but has low satisfaction with this although Council has made investments to remedy several problem spots.

- Our community has a low satisfaction level with our saleyard facility although it is unclear what these satisfaction levels pertain to as there may be some connection with the drought, and the lack of livestock sales occurring at the time.

- Council is in the process of developing a Drought Management Plan to provide a framework to support community and council staff to manage water supply in future droughts. This Plan will form an essential element of Council's in progress Integrated Water Cycle Management Plan, unlocking access for Council to future funding opportunities.

2.4.1 ASSETS AND ESSENTIAL INFRASTRUCTURE

Community Strategic Plan 2032 relevant strategies:

I1.1 Maintain local road network maintenance and construction.

I3.1 Deliver safe drinking water and sewerage services.

I4.1 Ensure long term management and protection of our community assets.

2.4.1.1 - OUR CHALLENGING ROAD NETWORK

The Community Satisfaction Survey 2019 revealed that our sealed and unsealed road network had one of the biggest gaps between expectations and satisfaction levels, with a high level of importance but low satisfaction rating received for both. The community also expressed a low satisfaction level with storm water drainage. Council has and will continue to invest in improving storm water drainage within Coonamble. Some of these investments include imminent rectification works at Bertram street, Coonamble outside the Coonamble Public School, and completed rectifications works on Dubbo Street, Coonamble near the TAFE and at the five ways outside the Coonamble High School. Conversely the survey revealed that bridges, culverts, and causeways were rated as having high importance and high satisfaction.



A number of factors which contribute to the challenges associated with our road network include:

- The sheer size of our expansive road network relative to the overall size of Council's budget.
- Limited external funding opportunities.
- Competing Council priorities.
- Road user behaviour particularly after rain events.
- Poor soil quality for road building purposes.
- Challenges for Council in securing an appropriately qualified and experienced workforce to deliver the road infrastructure program.

There is an acknowledgement though within Council that a shift is required to ensure greater resourcing of our road infrastructure and to get out of the reactive operational and maintenance phases and become proactive in how we manage our assets, which will be facilitated and informed with upgraded Asset Management Plans.

In 2020, Council appointed a Roads Committee comprising of community members from across our Shire. The Roads Committee has increased the community's engagement in strategic and decision making processes regarding our rural road infrastructure, and provides new lines of communication and input between the community and Council. The Roads Committee also provides a forum for the community to communicate their frustrations as road users, and for Council to communicate the restrictions and limitations that Council is confronted with.

In 2019, Council secured \$23 million from the Commonwealth Government to upgrade the existing sealed section, and to seal an additional 25km section of the Tooraweenah Road. Council is in the process of completing the appropriate pre-construction surveys, studies and reports, and engagement with the community for feedback on the Review of Environmental Factors and the Engineering Design and Survey have now been completed. The next phase for the Tooraweenah Road project will be Ministerial approval of the Road Project Proposal Report which is being prepared at the time of writing. Once completed, the Tooraweenah Road upgrade will provide a safer road network for locals and tourist alike and deliver economic outcomes to support our thriving agricultural industry and our developing tourism industry.

Council continues to explore and maximise external funding opportunities to support renewal of, and upgrades to, our road network.



2.4.1.2 - WATER SECURITY FOR OUR TOWNS

The Community Satisfaction Survey 2019 revealed our community's high priority and high satisfaction rating in relation to water supply.

The most recent drought of 2016 – 2020 and climate change has reiterated the importance of ensuring a reliable, sustainable, and safe water supply for our towns and villages, with many towns across New South Wales and Australia struggling to achieve safe and secure water supplies for their communities.

At the time of writing this State Of Our Shire report, Council was in the process of delivering a draft Drought Management Plan which would then be placed on public exhibition for community comment. The draft DMP has been developed to provide a framework to assist staff and our customers in the management of the water supply during future droughts. A DMP is considered best practice and is an essential requirement for Council's Integrated Water Cycle Management Strategy (IWCM) which is also currently in development. Once completed, the IWCM will enable Council to apply for grant funding as well as assist Council in its strategic management of its water and sewerage assets.

Council has a Water and Sewerage Management Plan 2017-2024, which guides Council's respective works program and budget allocation across Coonamble, Quambone and Gulargambone. Council continues to monitor water quality in line with the Australian Drinking Water Guidelines and to implement appropriate and proportionate actions to mitigate any arising issues with water quality. It is acknowledged that water pressure within the Coonamble township is an ongoing issue, but this is best mitigated in the short to medium term by education of, and changes to, water users' behaviour. All three towns are supplied by bore water.

The age of Coonamble Shire's water infrastructure is an issue, and as such Council has committed to a Mains Replacement Program which continues to be rolled out on the ground. Council continues to appropriately allocate funding in its annual budget to prepare for replacement of water infrastructure, ensuring a sustainable water supply for our towns.



2.4.1.3 - SEWERAGE

The Community Satisfaction Survey 2019 revealed that the community has a high priority and high satisfaction level with the sewerage service. Council's sewerage infrastructure program and budget allocation is guided by Council's Water and Sewerage Management Plan 2017-2024. Similarly to the water supply infrastructure, the sewerage infrastructure across Coonamble, Gulargambone and Quambone is nearing the end of its economic life, and in response to this Council continues to deliver its mains relining program. Council continues to investigate financial options for the renewal of our major sewerage assets.

Council's sewerage treatment plants at Coonamble and Gulargambone are subject to Environment Protection Licences which requires of Council to undertake regular testing and reporting to the community and the Department Environment, Climate Change and Water. The objective of the licence is to:

- (a) prevent as far as practicable sewage overflows and sewage treatment plant bypasses,
- (b) require proper and efficient management of the system to minimise harm to the environment and public health,
- (c) require practical measures to be taken to protect the environment and public health from sewage overflows and sewage treatment plant effluent.

2.4.1.4 - SALEYARDS

Our saleyards (Coonamble Regional Livestock Market) are a critical piece of infrastructure for our agricultural industry. Now that our community is benefiting from consecutive good seasons following successive years of drought, there is renewed demand from our community for regular livestock sales at the Coonamble Saleyards.

The community communicated via the Community Satisfaction Survey 2019 that they had low satisfaction with this infrastructure asset. Given the timing of the Community Satisfaction Survey in 2019, whilst our community was enduring one of the worst droughts in history, it is unclear whether the satisfaction levels are related to the lack of sale activity occurring at the saleyards during the drought and/or satisfaction level with the facility itself and/or an alternative reason. Future community consultation would present an opportunity to recapture and reevaluate the community's current satisfaction levels with the Coonamble Saleyard's facility and service, now that livestock sales have recommenced, and the drought has broken.



Since the recommencement of sales in late 2020, Council staff have delivered several reactive operation and maintenance services due to the lack of resourcing. However, in a period of almost 12 months, staff have gained on the job training and experience at the saleyards to the satisfaction of the Coonamble Associated Agents and buyers. Continued communication and meetings with the Coonamble Associated Agents and Council staff have been positive with both parties committing to signing a memorandum of understanding and joint operational protocol to be signed in late 2021 or early 2022.

In accordance with the Environmental Protection Authority's (EPA) guidelines is the preparation of a Pollution Incident Response Management Plan (PIRMP) for the saleyards which was adopted by Council in 2021. The objective of the PIRMP is:

- To ensure comprehensive and timely communication about a pollution incident to staff at the premises, other Council staff as appropriate, the Environment Protection Authority (EPA), other relevant authorities and the community that may be affected by impacts of the incident.
- Minimise and control risk of a pollution incident by identifying risks and developing planned actions to manage those risks.
- Actions to be taken to reduce and/or control pollution.
- Ensure that this PIRMP is effectively implemented by trained staff, identifying persons responsible for implementing it, and regularly testing and reviewing it to ensure that it is current and suitable.

2.4.1.5 - PROTECTION OF OUR COMMUNITY ASSETS

Annually, Council delivers a Long Term Financial Plan to plan and allocate financial resources for the next ten years. This process also ensures that Council and the community's aspirations and goals stay in check with Council's financial capabilities, and provides a decision making and problem solving tool.

Council continues to monitor and work towards maintaining and achieving industry benchmarks for financial expenditure on asset renewal and asset maintenance. Council acknowledges that further development of internal systems and processes including refining of service levels will ensure that maintenance and renewal of assets is achieved inline with Council's financial means and community expectations. In this regard the development of advanced Asset Management Plans in the near future will be crucial.



2.5 THEME: OUR LEADERSHIP - ENSURE STRONG LEADERSHIP, GOOD GOVERNANCE AND FOSTER COMMUNITY PARTICIPATION IN DECISION MAKING

COMMUNITY STRATEGIC PLAN GOALS:

- A community that is supported by active, respected leaders.
- A community that supports active, respected leaders.

INDICATORS:

Progressing community leadership:

- Council is committed to enhancing governance practices, including ongoing engagement of the community in decision making processes through robust engagement processes and strategies as reflected in the Community Engagement Strategy 2021.
- Based upon both an externally conducted Community Satisfaction Survey with our community, and our strategic plans including the Community Strategic Plan 2032 and the Delivery Plan 2017-2020(21) Council has defined and delivering upon a "Top Ten" priorities list.
- We celebrate leadership and achievement through the Australia Day awards and the Coonamble Chamber of Commerce's annual Business Awards.
- A revised Organisational Structure within Council will ensure the effective and efficient future service delivery including adequate strategic focus capability of the Executive Management Team.



Where we can progress leadership further:

- To improve governance, Council will continue to pursue the process of developing new policies, updating existing policies to best practice standards and ongoing review of policies.
- Our elected Council continues to move away from the historical approach of ad-hoc decision making to be more strategically focused, with an understanding of the long-term and cumulative effects of decisions.
- Council’s efforts to implement the revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational income.

2.5.1 LEADERSHIP

Community Strategic Plan 2032 relevant strategies:
 P1.2 Increase the representation of Aboriginal people in community representative roles including Local Council.
 L1.1 Promote opportunities for leaders to learn the features of good leadership.
 L1.2 Design and support leadership succession planning.
 L1.3 Encourage and promote a high level of leadership in the community.
 L1.4 Increase Aboriginal representation on Council.
 L1.5 Increase representation to community leader roles.
 L1.6 Acknowledge the importance of community leader roles.

2.5.1.1 - LEADING UNDER NEW ORGANISATIONAL LEADERSHIP

The outgoing Council prioritised during their term, to enhance their governance processes including those relating to decisions making.

Council appointed a new General Manager in June 2019. Under the new General Managership priority policies were developed to ensure sound governance principles were established.



As an example, eight policy documents have been developed and adopted during 2019 to 2021, with a further 18 policies having been either newly developed, or revised during 2020/21. All of Council's adopted policies are available on Council's website at www.coonambleshire.nsw.gov.au.

Under Mr Basson's new leadership he advocated for a changed culture within the elected body from one of being characterised by ad-hoc decision making to one that is more strategic focused, with the long-term and cumulative effects of decisions being taken into account by the decision maker. . Similarly, starting work within the organisation to change the culture to one of "we can do" and "we care".

Our elected body has determined the congruence of Councillors' priorities with the Community Strategic Plan and Delivery Program. The "Top Ten" priorities were determined at two Councillor Workshops held in August and September 2019. These priorities were merged with the outcomes of the externally conducted Community Satisfaction Survey to produce a set of priorities that link in and augment the Community Strategic Plan, Delivery Program and Operational Plan – which were adopted as such at a Council Meeting held on 13 November 2019.

Jetty Research was appointed to conduct an impartial, external survey of the community's satisfaction with Council's service delivery. This report identified the "Top Two" priorities as Roads and Economic & Tourism Development; with Customer Service Excellence also shown to be in need of a particular focus going forward.

A now revised Organisational Structure will ensure Council is able to achieve effective and efficient future service delivery through scale and capacity. Under the new General Manager the organisation will be focused on becoming a learning organisation and one which has the capability within its Executive Management Team to have adequate strategic focus. However, Council's efforts to implement the revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational funding.

The production of Council's Business Papers and Minutes has been streamlined through the implementation of a software package that generates Council Agendas and Minutes.

Council acknowledges the value of, and is committed to, engaging an community in decision making processes through robust engagement processes and strategies. Council recognises that engagement leads to well-informed decisions at a strategic and operational level, achieves effective and transparent governance and is fundamental to inclusive, vibrant and thriving communities. Council has adopted a new format Operational Plan 2021 which provides clear guidance and procedures for Councillors and Council Officers around engagement with the community and the development of engagement plans for individual projects and processes.

It has become clear that, although Council is in a good financial position, rising labour, material and construction costs have caught up with Council and operational revenues are no longer adequate to fund Council's annual operating expenses. This is exacerbated by the COVID-19 pandemic and the material and skills shortages experienced. Forty-three years of rate pegging has slowly eroded Council's rate income to a point where some hard decisions will have to be made within the next few years. It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.

2.5.1.2 - RECOGNISING COMMUNITY LEADERS

Council, with the support from the community continues to fund and deliver the Australia Day awards, to celebrate and recognise contributions made by our community members including in the area of leadership. The Coonamble Chamber of Commerce's annual Business Awards which is supported by funding and in-kind support from Council continues to celebrate and recognise achievements in business and our workforce.

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 to achieve greater representation of Aboriginal people on Council, during the current term, two Councillors who identify as Aboriginal were elected to Council although sadly in 2018 Cr John 'Bunda' Walker passed away, and Mayor Michael Webb resigned.

By promoting the Electoral Commission's and the Office of Local Government's online and face-to-face information sessions for Councillor candidates, Council has actively promoted and encouraged the wider community to consider nominating as a Councillor candidate. With the number of Councillors for the next term of Council now increasing by two, to nine Councillors, and with the broad promotion by Council for Councillor candidates, it is hoped that these additions will achieve representation of Aboriginal people on Council once again.

SECTION THREE: FINANCIAL PERFORMANCE



Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - CONSOLIDATED Scenario: Balanced Approach												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,519,000	6,608,666	7,098,563	7,310,945	7,533,745	8,075,361	8,665,747	9,274,416	9,863,321	9,756,148	9,652,890	10,153,719
Other Charges & Fees	4,162,000	5,559,997	5,786,560	6,084,468	6,305,121	6,643,226	6,954,486	7,244,923	7,497,361	7,059,773	7,047,429	7,375,032
Other Revenue	743,000	1,759,874	1,920,065	1,970,106	2,019,365	2,069,843	2,121,589	2,174,620	2,226,995	2,284,719	2,341,839	2,400,393
Grants & Contributions provided for Operating Purposes	7,708,000	8,458,521	8,004,965	7,942,633	7,595,371	7,411,001	7,411,001	7,574,043	7,140,672	7,910,967	8,085,008	8,262,878
Grants & Contributions provided for Capital Purposes	2,785,000	4,629,015	11,490,915	10,488,903	8,599,748	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000
Interest & Investment Revenue	433,000	191,373	161,455	163,987	176,518	177,138	195,309	200,888	224,839	235,310	245,731	254,164
Other Income:												
Net Gains from the Disposal of Assets	-	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	145,000	161,142	147,910	149,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,494,000	27,774,620	34,714,593	34,087,111	32,391,476	25,975,568	26,674,211	26,026,736	26,816,244	27,704,734	28,006,912	28,918,123
Expenses from Continuing Operations												
Employee Benefits & Oh-Costs	8,045,000	7,721,933	8,881,165	9,317,382	9,464,867	9,653,686	9,846,107	10,042,383	10,242,594	10,446,816	10,655,131	10,867,621
Borrowing Costs	4,000	1,948	6,033	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022
Materials & Contracts	4,262,000	8,962,319	6,862,423	6,971,088	7,211,432	7,438,285	7,446,549	7,586,900	7,889,418	8,181,968	8,453,732	8,700,402
Depreciation & Amortisation	6,720,000	7,012,393	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693
Impairment of investments	25,000	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,047,000	511,751	827,325	846,450	886,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	95,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,198,000	24,240,342	23,362,519	24,105,921	24,512,690	24,948,754	25,165,292	25,525,149	26,048,769	26,566,797	27,068,764	27,550,260
Operating Result from Continuing Operations	296,000	3,534,278	11,352,054	9,981,189	7,888,786	1,026,815	1,508,919	2,501,587	767,455	1,137,937	937,148	1,367,863
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	296,000	3,534,278	11,352,054	9,981,189	7,888,786	1,026,815	1,508,919	2,501,587	767,455	1,137,937	937,148	1,367,863
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,489,000)	(1,091,327)	(137,861)	(607,714)	(730,962)	(773,169)	5,919	701,597	767,455	837,937	937,148	1,067,863

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - GENERAL FUND
Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from Continuing Operations												
Rates & Annual Charges	5,241,000	5,422,824	5,493,431	5,598,137	5,704,889	6,181,136	6,757,135	7,390,375	7,532,781	7,677,985	7,826,043	7,977,013
User Charges & Fees	3,261,000	4,403,257	4,545,930	4,696,475	4,848,823	4,956,544	5,065,614	5,177,084	5,291,007	5,407,437	5,526,429	5,648,039
Other Revenues	720,000	1,627,174	1,902,175	1,948,694	1,997,412	2,047,347	2,098,530	2,150,964	2,204,769	2,259,888	2,316,385	2,374,295
Grants & Contributions provided for Operating Purposes	7,521,000	8,455,521	8,004,905	7,942,633	7,595,371	7,251,469	7,411,001	7,574,943	7,740,872	7,910,967	8,085,008	8,262,878
Grants & Contributions provided for Capital Purposes	2,785,000	4,406,912	10,060,015	9,246,155	7,357,000	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000
Interest & Investment Revenue	296,000	134,005	111,855	113,341	114,849	116,381	117,937	119,516	121,121	122,750	124,405	126,086
Other Income:												
Net Gains from the Disposal of Assets	-	120,000	120,000	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	145,000	161,142	147,910	148,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,978,000	24,730,835	30,416,221	29,695,175	27,770,958	22,506,409	23,106,196	24,370,491	23,051,383	23,842,672	24,044,587	24,857,358
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,587,000	7,721,933	8,065,124	8,499,991	8,629,862	8,801,799	8,977,182	9,156,080	9,338,565	9,524,706	9,714,579	9,908,258
Borrowing Costs	4,000	1,946	6,933	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022
Materials & Contracts	3,048,000	6,801,994	5,389,504	5,694,791	5,910,886	6,114,028	6,071,112	6,210,706	6,487,178	6,753,013	6,972,700	7,216,705
Depreciation & Amortisation	6,023,000	6,315,806	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106
Impairment of Investments	25,000	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,036,000	511,751	827,325	846,450	866,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,747,000	21,353,430	20,556,992	21,315,647	21,680,582	22,075,023	22,227,345	22,566,164	23,045,932	23,519,218	23,950,593	24,410,614
Operating Result from Continuing Operations	231,000	3,377,405	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	93,994	446,744
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	231,000	3,377,405	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	93,994	446,744
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,554,000)	(1,029,507)	(230,786)	(666,627)	(1,266,594)	(1,368,614)	(621,149)	4,327	5,450	23,455	93,994	146,744

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
INCOME STATEMENT - WATER FUND
Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	594,000	755,363	809,937	845,232	882,161	904,215	926,821	949,991	973,741	988,085	1,023,037	1,048,613
User Charges & Fees	772,000	1,005,140	1,020,690	1,112,552	1,140,366	1,168,875	1,198,097	1,228,049	1,258,751	1,290,219	1,322,475	1,355,537
Other Revenues	19,000	121,700	16,050	16,451	16,863	17,284	17,716	18,159	18,613	19,078	19,555	20,044
Grants & Contributions provided for Operating Purposes	166,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	1,400,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	60,000	22,320	26,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,611,000	1,904,523	3,273,367	2,001,342	2,066,565	2,117,617	2,169,945	2,223,679	2,278,621	2,335,036	2,392,859	2,452,124
Expenses from Continuing Operations												
Employee Benefits & On-Costs	241,000	-	407,633	407,815	417,237	425,764	434,279	442,965	451,824	460,860	470,078	479,479
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	850,000	1,213,823	923,327	922,610	940,139	958,002	976,204	994,752	1,013,652	1,032,912	1,052,537	1,072,535
Depreciation & Amortisation	388,000	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	61,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,540,000	1,601,501	1,718,638	1,718,102	1,745,084	1,771,444	1,798,161	1,825,394	1,853,154	1,881,450	1,910,292	1,939,692
Operating Result from Continuing Operations	71,000	303,022	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	71,000	303,022	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432
Net Operating Result before Grants and Contributions provided for Capital Purposes	71,000	303,022	154,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - SEWER FUND Scenario: Balanced Approach												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	684,000	730,511	795,125	867,476	946,684	990,010	1,011,790	1,034,050	1,056,799	1,080,048	1,103,810	1,128,093
User Charges & Fees	119,000	150,500	202,130	252,269	314,932	322,806	330,876	339,148	347,626	356,317	365,225	374,356
Other Revenues	4,000	4,100	4,840	4,961	5,085	5,212	5,342	5,476	5,613	5,753	5,897	6,045
Grants & Contributions provided for Operating Purposes	21,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	219,103	-	1,243,748	1,242,748	-	-	-	-	-	-	-
Interest & Investment Revenue	77,000	35,048	22,910	23,139	34,484	33,514	50,062	53,993	76,202	84,807	93,534	100,147
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value Increment on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	905,000	1,139,262	1,025,005	2,390,593	2,543,954	1,351,542	1,398,071	1,432,666	1,486,241	1,527,025	1,568,466	1,608,641
Expenses from Continuing Operations												
Employee Benefits & On-Costs	217,000	-	408,408	409,576	417,768	428,123	434,845	443,338	452,205	461,249	470,474	479,884
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	364,000	976,502	369,592	353,687	360,407	367,254	369,232	381,343	388,588	395,871	428,495	411,161
Depreciation & Amortisation	309,000	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	10,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair Value decrement on Investment Properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	911,000	1,285,411	1,086,909	1,072,172	1,087,083	1,102,287	1,142,787	1,133,990	1,149,702	1,166,130	1,207,878	1,199,954
Operating Result from Continuing Operations	(6,000)	(146,149)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	(6,000)	(146,149)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687
Net Operating Result for the Year	(6,000)	(146,149)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687
Net Operating Result before Grants and Contributions provided for Capital Purposes	(6,000)	(365,252)	(61,904)	75,673	214,122	249,256	255,284	299,076	336,538	360,896	360,588	408,687

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2026/27	2027/28	2028/29	2029/30	2030/31
Coonamble Shire Council											
10 Year Financial Plan for the Years ending 30 June 2031											
BALANCE SHEET - CONSOLIDATED											
Scenario: Balanced Approach											
ASSETS											
Current Assets											
Cash & Cash Equivalents	13,955,000	11,178,260	10,559,661	12,255,905	11,860,785	12,998,301	13,276,744	13,549,220	13,571,770	13,874,532	14,050,042
Investments	13,000,000	8,004,250	7,941,750	7,566,750	7,561,750	7,561,750	7,561,750	7,624,250	7,746,250	7,874,250	7,999,250
Receivables	2,655,000	3,016,841	3,674,170	3,661,264	3,477,846	2,886,420	2,538,606	3,013,145	3,015,807	3,046,017	3,146,960
Inventories	1,014,000	1,171,042	962,336	1,007,445	1,038,374	1,069,390	1,063,049	1,124,525	1,163,804	1,196,265	1,232,318
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Other	95,000	85,594	72,757	76,553	78,311	81,923	81,661	87,027	90,395	93,230	96,355
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,719,000	23,455,967	23,210,674	24,567,817	24,019,066	24,590,785	24,921,810	25,300,630	25,586,365	26,064,284	26,524,924
Non-Current Assets											
Investments	-	4,995,750	4,808,250	3,683,250	3,668,250	3,668,250	3,668,250	3,665,750	4,230,750	4,605,750	4,980,750
Receivables	181,000	284,153	271,552	282,523	291,371	303,029	316,049	337,131	344,431	351,890	359,514
Inventories	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	297,563,000	305,197,414	317,298,699	326,786,327	334,969,107	334,462,607	335,733,490	338,306,918	338,796,716	338,815,799	339,417,539
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	297,856,000	310,569,317	322,480,501	330,854,100	339,040,727	338,545,885	339,629,789	342,611,759	343,485,887	343,885,439	344,869,803
Total Non-Current Assets	328,875,000	334,025,304	345,701,175	355,432,017	363,059,794	363,136,670	364,751,699	367,912,629	369,074,262	369,969,733	371,394,727
TOTAL ASSETS											
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	1,724,000	2,889,671	2,771,574	2,659,493	2,662,977	2,344,140	2,321,052	2,623,078	2,670,720	2,696,249	2,768,267
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	973,000	1,214,355	1,708,360	1,622,811	1,411,669	854,558	841,297	885,013	775,206	763,314	808,430
Lease liabilities	18,000	-	-	-	-	-	-	-	-	-	-
Borrowings	41,000	52,091	52,717	53,351	53,962	54,640	55,297	56,634	57,314	58,003	-
Provisions	2,054,000	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,810,000	6,226,823	6,603,357	6,406,360	6,218,343	5,324,045	5,488,351	5,462,835	5,573,945	5,590,271	5,647,403
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	33,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Borrowings	-	487,909	445,192	381,841	337,850	283,209	227,912	175,317	58,003	-	-
Provisions	128,000	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	161,000	660,203	607,486	554,135	500,144	445,503	390,206	324,245	277,511	220,297	162,294
Total LIABILITIES	4,971,000	6,887,026	7,210,843	6,960,495	6,718,487	5,769,548	5,878,557	5,794,243	5,794,243	5,752,566	5,809,697
Net Assets	323,804,000	327,138,278	338,490,332	348,471,521	356,340,307	357,367,122	358,873,041	362,142,083	363,280,019	364,217,167	365,585,030
EQUITY											
Retained Earnings	179,409,000	182,943,278	184,295,332	204,276,521	212,145,307	213,172,122	214,678,041	217,947,083	219,085,019	220,022,167	221,390,030
Revaluation Reserves	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	323,004,000	327,138,278	338,490,332	348,471,521	356,340,307	357,367,122	358,873,041	361,374,628	362,142,083	364,217,167	365,585,030
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-
Total Equity	323,804,000	327,138,278	338,490,332	348,471,521	356,340,307	357,367,122	358,873,041	361,374,628	362,142,083	364,217,167	365,585,030

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 BALANCE SHEET - GENERAL FUND Scenario: Balanced Approach												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSETS												
Current Assets												
Cash & Cash Equivalents	12,223,000	9,926,069	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,287	12,253,033	12,446,461
Investments	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000
Receivables	2,027,000	2,473,184	3,101,792	3,054,741	2,815,925	2,208,280	2,240,841	2,342,016	2,183,563	2,263,026	2,277,585	2,359,767
Inventories	1,014,000	1,171,042	962,336	1,007,445	1,038,374	1,069,390	1,063,049	1,083,675	1,124,525	1,163,804	1,196,265	1,232,318
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	95,000	85,594	72,757	76,553	78,311	81,923	81,661	83,540	87,027	90,395	93,230	96,355
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,688,000	19,984,919	20,923,155	22,419,781	22,008,932	22,267,729	22,296,795	22,738,710	21,876,714	21,884,483	22,158,112	22,473,901
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	66,000	215,253	220,748	226,871	233,312	243,383	254,933	267,365	272,964	278,681	284,519	290,481
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	266,578,000	273,106,657	282,606,052	288,235,474	295,482,468	294,689,456	295,861,021	297,085,596	297,723,021	298,050,596	297,806,275	297,983,028
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	296,756,000	273,433,910	282,938,800	289,574,445	295,827,780	295,044,840	296,027,955	297,444,951	298,107,985	298,441,277	298,202,794	298,395,509
Total Non-Current Assets	296,822,000	273,500,163	283,536,852	290,650,919	296,310,180	295,734,680	297,189,016	298,530,546	298,831,006	298,551,876	298,003,794	298,388,513
TOTAL ASSETS	288,450,000	293,485,082	303,861,955	311,994,226	317,836,712	317,312,568	318,264,750	320,163,661	319,984,699	320,325,770	320,361,907	320,862,414
LIABILITIES												
Current Liabilities												
Bank Overdraft	1,528,000	2,375,069	2,507,053	2,398,061	2,414,635	2,070,207	2,231,440	2,337,605	2,343,382	2,373,210	2,384,560	2,458,206
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	973,000	1,214,355	1,708,360	1,622,811	1,411,669	864,568	841,297	885,013	730,805	775,206	763,314	808,430
Contract liabilities	18,000	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	41,000	52,091	52,717	53,351	53,982	54,640	55,297	55,961	56,634	57,314	58,003	-
Borrowings	2,054,000	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,614,000	5,712,221	6,338,836	6,144,929	5,951,001	5,050,112	5,198,739	5,349,285	5,201,506	5,276,436	5,276,582	5,337,342
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	33,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Borrowings	-	487,909	445,192	381,841	337,850	283,209	227,912	171,951	115,317	58,003	-	-
Provisions	128,000	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	161,000	680,203	607,486	554,135	500,144	445,503	390,206	324,245	277,611	220,297	162,294	162,294
TOTAL LIABILITIES	4,775,000	6,392,424	6,946,322	6,699,064	6,451,145	5,495,615	5,688,945	5,683,530	5,479,118	5,496,734	5,438,877	5,499,636
Net Assets	283,675,000	287,092,658	296,915,633	305,295,162	311,385,567	311,816,953	312,585,804	314,500,131	314,505,581	314,829,036	314,925,030	315,362,774
EQUITY												
Retained Earnings	152,732,000	156,109,405	165,988,634	174,348,162	180,438,567	180,869,953	181,748,804	183,553,131	183,588,881	183,882,036	183,876,030	184,422,774
Revaluation Reserves	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	283,679,000	287,095,405	296,915,634	305,295,162	311,385,567	311,816,953	312,585,804	314,500,131	314,505,581	314,829,036	314,925,030	315,369,774
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	283,679,000	287,095,405	296,915,634	305,295,162	311,385,567	311,816,953	312,585,804	314,500,131	314,505,581	314,829,036	314,925,030	315,369,774

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 BALANCE SHEET - WATER FUND Scenario: Balanced Approach												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSETS												
Current Assets												
Cash & Cash Equivalents	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	638,688	776,357
Investments	2,530,000	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500
Receivables	447,000	416,343	426,679	461,665	474,842	486,508	488,671	511,137	523,916	537,014	550,439	564,200
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,187,000	1,456,328	1,131,252	1,160,281	1,218,159	1,286,295	1,366,730	1,459,989	1,566,881	1,887,368	1,822,628	1,973,057
Non-Current Assets												
Investments	-	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500
Receivables	115,000	42,170	43,043	46,723	47,973	48,172	50,401	51,661	52,953	54,277	55,634	57,024
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,140,000	18,381,206	20,252,088	20,505,872	20,772,485	21,052,183	21,345,230	21,651,890	21,972,438	22,307,150	22,656,310	23,020,206
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,255,000	20,320,876	22,192,631	22,450,095	22,717,957	22,998,855	23,293,131	23,601,052	23,922,881	24,256,927	24,609,443	24,974,731
TOTAL ASSETS	21,442,000	21,777,204	23,323,883	23,610,376	23,936,116	24,285,150	24,659,861	25,061,040	25,489,762	25,946,295	26,432,071	26,947,788
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,398	136,463	139,600	142,810	146,094
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,398	136,463	139,600	142,810	146,094
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,398	136,463	139,600	142,810	146,094
Net Assets	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,927,642	25,353,299	25,806,695	26,289,261	26,801,694
EQUITY												
Retained Earnings	14,185,000	14,488,022	16,042,751	16,325,891	16,647,501	16,993,674	17,365,458	17,763,642	18,189,109	18,642,695	19,125,281	19,637,694
Revaluation Reserves	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,927,642	25,353,299	25,806,695	26,289,261	26,801,694
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,927,642	25,353,299	25,806,695	26,289,261	26,801,694

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 BALANCE SHEET - SEWER FUND Scenario: Balanced Approach												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,522,000	844,676	40,318	227,748	14,447	251,879	506,940	813,308	986,366	1,025,649	981,611	827,224
Investments	4,131,000	1,032,750	970,250	595,250	590,250	590,250	590,250	590,250	652,750	777,750	902,750	1,027,750
Receivables	181,000	127,314	145,698	164,857	187,279	194,632	199,094	203,659	208,329	213,106	217,993	222,992
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,834,000	2,004,740	1,156,266	987,855	791,975	1,036,761	1,296,285	1,607,217	1,857,434	2,016,505	2,102,554	2,077,966
Non-Current Assets												
Investments	-	3,098,250	2,910,750	1,785,750	1,770,750	1,770,750	1,770,750	1,770,750	1,988,250	2,333,250	2,706,250	3,083,250
Receivables	-	6,730	7,761	8,829	10,086	10,473	10,715	10,962	11,214	11,473	11,738	12,008
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,845,000	13,709,551	14,440,559	17,044,861	18,720,967	18,720,967	18,727,239	18,710,001	18,611,469	18,440,970	18,353,214	18,404,305
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	12,845,000	16,814,531	17,359,070	18,839,560	20,494,960	20,502,190	20,506,704	20,491,713	20,580,523	20,785,693	21,073,202	21,469,563
TOTAL ASSETS	18,679,000	18,819,271	18,515,337	19,827,415	21,286,965	21,538,952	21,806,989	22,098,930	22,438,958	22,802,198	23,175,755	23,577,529
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	103,000	389,420	147,390	141,047	143,727	146,468	159,210	152,076	154,965	157,910	170,880	183,967
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	103,000	389,420	147,390	141,047	143,727	146,468	159,210	152,076	154,965	157,910	170,880	183,967
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103,000	389,420	147,390	141,047	143,727	146,468	159,210	152,076	154,965	157,910	170,880	183,967
Net Assets	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,484	21,647,778	21,946,854	22,283,992	22,644,288	23,004,876	23,413,562
EQUITY												
Retained Earnings	12,492,000	12,345,851	12,283,947	13,602,368	15,059,238	15,309,494	15,563,778	15,862,854	16,199,392	16,560,288	16,920,876	17,329,562
Revaluation Reserves	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,484	21,647,778	21,946,854	22,283,992	22,644,288	23,004,876	23,413,562
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,484	21,647,778	21,946,854	22,283,992	22,644,288	23,004,876	23,413,562

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Balanced Approach

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2026/27	2027/28	2028/29	2029/30	2030/31
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	6,348,000	7,092,328	7,805,186	7,827,183	8,060,843	8,718,856	8,400,088	9,586,501	9,759,353	9,956,180	10,157,065
Investment Income	4,000,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000
Investment & Interest Revenue Received	540,000	133,852	158,000	176,889	189,301	184,166	189,871	227,856	232,681	242,883	258,777
Grants & Contributions	12,379,000	19,430,396	18,442,711	16,232,701	9,124,246	8,912,733	9,368,332	7,750,817	8,205,196	8,086,561	8,556,984
Bonds & Deposits Received	20,000										
Other	1,265,000	2,024,619	2,117,860	2,173,108	2,238,056	2,272,457	2,325,801	2,389,726	2,440,747	2,502,419	2,561,484
Payments:											
Transfer Credits & Con-Costs	(7,858,000)	(8,986,171)	(9,317,050)	(9,664,730)	(9,853,688)	(9,848,007)	(10,042,283)	(10,240,400)	(10,448,710)	(10,656,033)	(10,863,511)
Materials & Contracts	(5,718,000)	(8,896,010)	(8,999,790)	(7,223,318)	(7,450,889)	(7,438,268)	(7,602,431)	(7,806,574)	(8,197,120)	(8,455,306)	(8,723,807)
Borrowing Costs	(4,000)	(4)	(8,484)	(5,822)	(5,224)	(4,577)	(3,823)	(3,281)	(2,591)	(1,913)	(1,228)
Bonds & Deposits Refinanced	(3,404,000)	(785,861)	(628,960)	(655,775)	(875,177)	(975,177)	(977,531)	(958,300)	(958,312)	(951,497)	(1,003,896)
Other											
Net Cash provided (or used in) Operating Activities	8,124,000	17,956,445	16,864,062	14,808,340	8,056,423	8,474,228	9,431,741	7,723,492	8,055,200	7,875,704	8,274,429
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	20,000	-	-	-	-	-	-	-
Sale of Investment Property	-	-	1,500,000	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Investment Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Deffered Debtor Receipts	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	(33,025,000)	-	-	-	-	-	-	(250,000)	(500,000)	(500,000)	(500,000)
Purchase of Investment Property	(6,435,000)	(13,971,603)	(18,772,953)	(16,815,101)	(15,170,110)	(6,874,914)	(6,633,050)	(7,888,359)	(7,476,016)	(7,016,628)	(7,548,917)
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,880,000)	(13,971,603)	(15,115,101)	(15,150,110)	(6,874,914)	(6,131,125)	(6,633,050)	(8,138,359)	(7,978,016)	(7,515,628)	(8,040,917)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	500,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(41,000)	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)
Repayment of lease liabilities (principal repayments)	(19,000)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(59,000)	447,909	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)
Net Increase/(Decrease) in Cash & Cash Equivalents	6,377,000	(2,776,740)	(618,599)	(395,120)	1,277,517	288,442	743,384	(470,916)	22,550	302,762	175,510
plus: Cash & Cash Equivalents - beginning of year	7,576,000	11,178,260	10,559,661	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,571,770	13,874,532
Cash & Cash Equivalents - end of year	13,953,000	11,172,260	10,559,661	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,874,532	14,050,042
Cash & Cash Equivalents - end of the year	13,955,000	11,179,260	10,559,661	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,874,532	14,050,042
Investments - end of the year	13,000,000	12,750,000	11,250,000	11,250,000	11,250,000	11,250,000	11,250,000	11,250,000	11,460,000	11,860,000	12,965,000
Cash Equivalents & Investments - end of the year	26,955,000	24,172,260	21,809,661	23,505,905	22,510,785	24,238,301	24,596,744	25,270,138	25,009,220	25,351,770	27,035,042
Representing:											
- External Restrictions	10,265,419	9,802,580	8,415,810	7,097,282	6,608,882	7,202,955	7,527,818	8,440,040	9,076,022	9,654,918	10,137,000
- Internal Restrictions	13,396,540	13,396,540	13,118,755	13,413,557	12,858,359	13,783,161	12,868,955	11,899,587	11,811,081	12,202,883	12,548,685
- Unrestricted	3,313,041	1,015,140	1,775,096	3,353,543	3,252,556	3,383,665	4,588,955	4,588,613	4,557,787	4,486,731	4,458,357
26,955,000	24,172,260	21,809,661	23,505,905	22,510,785	24,238,301	24,596,744	25,270,138	25,009,220	25,351,770	26,388,532	27,035,042

	10 Year Financial Plan for the Years ending 30 June 2031										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2030/31
CASH FLOW STATEMENT - GENERAL FUND											
Scenario: Balanced Approach											
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	5,792,294	5,609,615	5,169,761	4,727,864	4,350,879	4,030,869	3,763,021	3,549,573	3,389,270	3,264,611	3,169,892
Investment Income	4,132,525	4,220,844	4,377,684	4,555,871	4,745,276	4,938,575	5,134,879	5,332,173	5,529,252	5,707,844	5,859,045
Investment & Interest Revenue Received	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions	12,961,796	18,030,386	17,199,963	14,579,653	9,124,946	108,843	108,843	108,869	124,138	126,121	122,669
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Operating Expenses & Con-Costs	(7,724,631)	(8,064,080)	(8,409,613)	(8,629,726)	(8,801,729)	(8,917,463)	(8,977,683)	(8,998,481)	(8,924,481)	(8,744,472)	(8,608,148)
Materials & Contracts	(8,883,753)	(5,297,030)	(5,717,089)	(5,928,244)	(6,128,351)	(6,068,547)	(6,220,940)	(6,507,078)	(6,772,054)	(6,988,130)	(7,233,982)
Borrowing Costs	(4)	(7,117)	(6,494)	(5,862)	(5,224)	(4,577)	(3,823)	(3,261)	(2,591)	(1,913)	(1,226)
Bonds & Deposits Refinanced	(692,836)	(785,861)	(628,960)	(485,775)	(355,177)	(249,177)	(179,531)	(98,300)	(58,312)	(31,497)	(1,003,896)
Other	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	9,363,358	16,047,739	14,827,797	12,364,368	8,779,822	7,152,669	6,060,371	6,277,848	6,557,508	6,339,717	6,660,773
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Contributions from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,166,259)	(15,474,476)	(13,060,308)	(12,537,737)	(8,881,816)	(7,135,220)	(7,647,040)	(6,969,766)	(6,615,206)	(6,057,637)	(6,425,342)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,166,259)	(15,474,476)	(13,060,308)	(12,537,737)	(8,881,816)	(7,135,220)	(7,647,040)	(6,969,766)	(6,615,206)	(6,057,637)	(6,425,342)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(41,000)	(52,091)	(62,717)	(63,351)	(63,992)	(64,640)	(65,297)	(65,961)	(66,634)	(67,314)	(68,003)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (used in) Financing Activities	509,000	(52,091)	(62,717)	(63,351)	(63,992)	(64,640)	(65,297)	(65,961)	(66,634)	(67,314)	(68,003)
Net Increase/Decrease in Cash & Cash Equivalents	(2,296,901)	821,171	1,514,772	(226,720)	833,815	(98,891)	368,224	(747,880)	(114,332)	224,766	183,428
plus: Cash & Cash Equivalents - beginning of year	9,026,099	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,532,245	12,860,479	12,142,599	12,020,267	12,253,033
Cash & Cash Equivalents - end of the year	9,932,098	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,860,479	12,142,599	12,020,267	12,253,033	12,446,461
Cash & Cash Equivalents - end of the year	12,225,000	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,860,479	12,142,599	12,020,267	12,253,033	12,446,461
Investments - end of the year	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000
Cash, Cash Equivalents & Investments - end of the year	18,564,000	16,786,270	18,301,042	18,074,321	18,908,136	18,871,245	19,239,479	18,481,599	18,359,267	18,592,033	18,785,461
Representing:											
- External Restrictions	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419
- Internal Restrictions	13,356,540	13,175,095	13,213,557	12,659,359	13,763,161	12,594,863	12,608,965	11,999,587	11,917,081	12,202,883	12,456,685
- Unrestricted	3,315,041	1,715,096	3,195,066	3,523,543	3,252,556	3,383,963	4,538,095	4,589,613	4,557,767	4,486,731	4,436,357
	18,564,000	16,786,270	18,301,042	18,074,321	18,908,136	18,871,245	19,239,479	18,481,599	18,359,267	18,592,033	18,785,461

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - WATER FUND
Scenario: Balanced Approach

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	761,153	1,140,000	869,780	845,130	882,655	904,152	926,756	948,524	973,673	998,014	1,022,965	1,048,539
Investment & Interest Revenue Received	22,320	26,880	1,400,000	1,174,000	1,174,000	1,174,000	1,174,000	1,174,000	1,174,000	1,174,000	1,174,000	1,174,000
Grants & Contributions	-	-	-	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	121,700	16,050	16,451	16,893	17,284	17,716	18,159	18,613	19,078	19,555	20,044
Payments:												
Depreciation, Repairs & Con-Costs	-	-	(407,633)	(407,815)	(417,337)	(425,784)	(434,379)	(443,065)	(451,834)	(460,660)	(470,578)	(479,479)
Materials & Contracts	-	-	(936,458)	(922,642)	(939,347)	(957,185)	(975,581)	(993,914)	(1,012,788)	(1,032,041)	(1,051,659)	(1,071,631)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	626,370	1,923,147	635,554	699,162	723,647	748,997	775,131	802,140	829,979	858,672	888,243
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(628,894)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(628,894)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	197,486	(335,413)	(5,857)	44,901	56,270	68,272	80,792	93,914	107,589	121,834	136,669
plus: Cash & Cash Equivalents - beginning of year	-	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688
Cash & Cash Equivalents - end of the year	-	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688	776,357
Cash & Cash Equivalents - end of the year	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688	776,357
Investments - end of the year	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000
Cash, Cash Equivalents & Investments - end of the year	2,740,000	2,937,486	2,602,073	2,596,115	2,641,017	2,697,287	2,765,559	2,846,351	2,940,265	3,047,854	3,169,688	3,306,357
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	2,740,000	2,937,486	2,602,073	2,596,115	2,641,017	2,697,287	2,765,559	2,846,351	2,940,265	3,047,854	3,169,688	3,306,357
2,740,000	2,937,486	2,602,073	2,596,115	2,641,017	2,697,287	2,765,559	2,846,351	2,940,265	3,047,854	3,169,688	3,306,357	

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - SEWER FUND Scenario: Balanced Approach												
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	786,885	857,141	955,377	1,088,822	1,222,478	1,366,644	1,510,420	1,664,196	1,827,972	2,001,748	2,185,524	2,379,300
Grants & Contributions	22,810	23,139	34,484	53,514	78,202	102,890	127,978	153,066	178,154	203,242	228,330	253,418
Investment & Interest Revenue Received	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048	35,048
Grants & Contributions	219,103	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748	1,242,748
Bonds & Deposits Received	-	4,840	4,861	5,095	5,342	5,589	5,836	6,083	6,330	6,577	6,824	7,071
Other	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Capital Expenditures & Con-Costs	(608,458)	(409,578)	(417,798)	(428,123)	(434,445)	(434,445)	(434,445)	(434,445)	(434,445)	(434,445)	(434,445)	(434,445)
Interest on Loans & Contracts	(811,822)	(860,030)	(907,722)	(954,324)	(1,000,926)	(1,047,528)	(1,094,130)	(1,140,732)	(1,187,334)	(1,233,936)	(1,280,538)	(1,327,140)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities												
	468,136	1,890,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761	1,744,761
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	250,000	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Disposal of Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtor Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Interest Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(1,175,460)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities												
	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)	(1,175,460)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (used in) Financing Activities												
	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)	(677,324)
Net Increase/Decrease in Cash & Cash Equivalents												
	1,522,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
plus: Cash & Cash Equivalents - beginning of year												
	844,676	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
Cash & Cash Equivalents - end of the year												
	1,522,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	1,522,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000	4,311,000



SECTION FOUR: COMMUNITY ENGAGEMENT POLICY REVIEW

As per Council’s Community Engagement Policy 2021 “An Engagement Plan should be developed for any individual project or process where community engagement will be undertaken. A Community Engagement Plan should therefore be developed for the subsequent Community Strategic Plan and an outline of inclusions for all Engagement Plans is outlined within the Policy.

As part of the broader review of the Community Strategic Plan, Council’s Community Engagement Policy 2021 must be reviewed within three months of the local government election.



SECTION FIVE: NEXT STEPS

The incoming Council will have the opportunity to review the CSP 2032 to determine if they will roll forward the current CSP or develop a new CSP. The recommendation to Council and the community would be to develop a reviewed CSP and the rationale for this is provided in section "4.1 Opportunities To Enhance The CSP". Changes to the CSP's vision, objectives and strategies should first consider:

- The information in this State of our Shire Report.
- A review of information that informed the previous CSP which is outlined in this report.
- A review of the Community Engagement Strategy.



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not for distribution of
electronic material



5.1 OPPORTUNITIES TO ENHANCE THE COMMUNITY STRATEGIC PLAN

The subsequent CSP provides an opportunity to better capture our community's current aspirations and priorities, and to more clearly understand and measure where we want to be in 10 years time.

Recommendations to the incoming Council for the development of the CSP include:

A) Based upon the Office of Local Government's Handbook recommendations the CSP's development and consultation process should aspire to answer four key questions to define the community priorities and identify desired outcomes:

- Where are we now? (baseline)
- Where do we want to be in 10 years time? (target)
- How will we get there? (strategy)
- How will we know we have arrived?

These four questions should be at the forefront of the community consultation process.

The consultation process undertaken in 2012 and 2016 appears to have been broad and general, which generated an extensive array of issues and priorities by the community. When this array of issues and priorities have been translated into a strategic long term plan for Council and the community it became difficult in some instances to maintain and articulate the community's main priorities and aspiration. Examples of the type of general and broad questioning asked through the 2016 consultation were: "Please rate how interested you are in each of the following issues" and "From the following list of desired outcomes select the five that you believe are working well now".

Utilising the information in this State Of Our Shire report would help guide participants during the community engagement process and in particular provide understanding of where we are at today (baselines).

B) The community engagement undertaken by Council in 2016 to both review the CSP 2026 and develop the CSP 2032 did not have an emphasis on understanding where we are at now or where we wanted to be in 10 years time. As a result, the CSP 2032 is in effect the CSP 2026 (developed in 2012) with some changes, and Council has therefore effectively had the same CSP for nine years. The opportunity to undertake a more robust but targeted stocktake of the community's current aspirations, issues and priorities presents itself with the incoming Council in late 2021 and through the development of the subsequent new or revised CSP and the strategies, measures, and targets within it.



C). Measures and indicators need to be developed as part of the CSP and these indicators should adequately and proportionately reflect the vision and strategies contained within the CSP. Baselines for measures and indicators need to be captured at the commencement of the CSP.

D). It is good practice to include within the State of our Shire report trend data for the measures contained in the CSP. A bi-annual stocktake of performance would support enhanced performance measuring over the four-year Council term and the 10 year CSP.

E). For priority areas where Council and/or the community have been moving away from desired targets, it will be pertinent to understand if the community firstly still values these as priorities and aspirations, and to secondly establish alternate strategies to move back towards the desired targets.

E) Consider guiding community engagement and structuring the future CSP's strategies in a way which reflects Council's function areas. This will support more effective alignment with the operational delivery of strategies by Council and the community. These functional areas should align with the quadruple bottom line; People, Environment, Economy and Leadership.

These functional areas could potentially include:

1. Community Services and Wellbeing
2. Arts and Culture
3. Recreation and Open Spaces
4. Local Economic and Tourism Development
5. Planning and Development
6. Essential Infrastructure and Asset Management
7. Sustainable Environment and Waste
8. Financial Sustainability
9. Leadership and Governance

It is important to ensure that the objectives and strategies in the CSP are sufficiently broad to allow alignment with the council's full range of operations.



G) There may be an opportunity for Council to refine and better proportion the CSP's strategies across functional areas, and areas which Council has identified as priority for greater resourcing by Council and/or the community.

Examples of the CSP 2032's disproportion of strategies across function areas include 10 strategies aligning with 'Community services and wellbeing', eight strategies aligning with 'Leadership', yet only three strategies aligning with 'Assets and essential infrastructure' which encompasses roads, water and sewerage collectively.

Additionally, care should be taken to refine and consolidate strategies and not duplicate strategies as was the case in the CSP 2032. Examples include:

- Leadership:

P1.2 - Increase the representation of Aboriginal people in community representative roles including local Council.

L2.1 - Increase Aboriginal representation on Council.

- Leadership:

P4.3 - Promote role models which exhibit community respect.

L1.2 - Promote opportunities for leaders to learn the features of good leadership.

L1.3 - Design and support leadership succession planning.

L1.4 - Encourage and promote a high level of leadership in the community.

L2.2 - Increase representation to community leader roles.

L2.3 - Acknowledge the importance of community leader roles.

- Arts and culture:

P4.1 - Increase the opportunities for our community to celebrate together.

P4.4 - Promote more cultural events in the Shire.

I2.1 - Increase the exhibition and production of more cultural events in the shire.

- Recreational and open spaces:

P3.1 - Support and promote healthy lifestyles.

P3.4 - Increase the community's involvement in sporting activities.

- Local economy:

E3.2 - Provide education that addresses the needs of the local population.

E4.1 - Provide appropriate and accessible education for our community.



5.2 FUTURE CHALLENGES

The community engagement process for the subsequent CSP would provide an opportunity for Council and the community to further review aspirations and priorities which the community and stakeholders have either already articulated as moving away from the target, or which third party data and information is indicating that there could be emerging issues, priorities and aspirations for our community. These are outlined below. The issues identified below may be more applicable to the Delivery Plan (four year plan) or the Operational Plan (one year plan) and are not necessarily CSP (10 year plan) level issues/aspirations/strategies. This report has identified the following as either moving away from the target or as emerging issues and/or priorities;

Community Services and Wellbeing:

- Our community is experiencing a 'baby boom' with significant population growth in the 0-4 years, and high fertility rates (number of children born/female over her lifetime). Opportunity exists to understanding gaps and aspirations for this growing demographic.
- The Youth Interagency members have identified the need to develop an overarching framework to reduce silo tendencies and collaboratively deliver services to young people in the Coonamble Shire. A framework would help to ensure that progress is not moving away from the CSP's desired target to improve both the community's and disengaged community members' access to services.
- Gaps have been identified within our local health services including paediatrics in general, adolescence mental health, physiotherapy and asthma education services. Strategic and coordinated advocacy efforts between Council, the community and relevant stakeholders would provide an opportunity to achieve improved health services and outcomes.
- Although Police, Council, agencies, and community groups continue to engage, develop and deliver projects and programs to address our acknowledged high crime rates, it is still a significant area of concern for our community.
- Council acknowledges the community's low satisfaction levels with animal control in our communities, and Council continues to work proactively to mitigate this concern through the delivery of targeted animal control programs. Baselines and targets in this regard should be ascertained.



Recreation and Open Spaces:

- The Community Satisfaction Survey 2019 also identified that the community regarded the footpaths and cycleways as having high importance but had low satisfaction with these. The future development of an Active Travel Plan, enhancement of existing pathways with pedestrian and cycle nodes, and expansion of the pathway and trail networks across the Shire will assist in addressing the current satisfaction levels. Confirmation with the community regarding these strategies would reaffirm the community’s aspirations and priorities.
- The development of appropriate facilities is required to support and keep pace with the increasing number of females participating in traditionally males sport.

Local Economic and Tourism Development

- In response to the community conveying their high value of, but low satisfaction with economic development, Council has increased its focus on, and outputs in, the economic development and growth function area. Future community engagement could provide an opportunity for Council to take stock of the community’s perception of Council’s progress to date and the relevant targets and strategies.
- Given the potential impact on our local economy and our businesses, the workforce and skills deficit within the Shire may be a target area of the subsequent CSP/Delivery Plan/Operational Plan. Existing employment related strategies within the CSP in their current form may now be less relevant.

Planning and Development:

- The CSP 2032 identified only one strategy in this function area and this pertained to flooding. Through engagement with the community, Council and the community should ascertain if there are emerging or other aspirations and priorities within the planning and development theme.



Essential Infrastructure and Asset Management:

- Our road network is an area which the community has low satisfaction levels with, but which it highly values. Council acknowledges this and continues to work on strategies to improve and overcomes issues with our road network. Establishing a baseline and clear targets related to the road network will assist with tracking progress and effectiveness of the relevant strategies.
- The development of Advanced Asset Management Plans by Council, which are not currently in place, would achieve comprehensive understanding of asset maintenance and renewal and ensure that these are in line with community expectation and Council's financial means.
- Our saleyards are an integral piece of infrastructure for our agricultural industry and the community has communicated their low satisfaction with this community asset, although it is unclear at this point the reasoning for the low satisfaction level. Future community consultation presents a new opportunity to better understand the community's aspirations and issues with the saleyards.

Sustainable Environment and Waste

- The Community Satisfaction Survey 2019 indicated that the community placed environmental monitoring and protection, and weed control as having high importance and low satisfaction. Engagement with the community to establish new aspirations, strategies, and baselines for a more sustainable environment would support more aspirational outcomes in this function area. Examples may pertain to lowering electricity and water consumption rates and establishing clear targets for these, or/and targets and strategies already set by other government Departments including the Local Land Services may already be inline with community aspirations.
- With the impacts of climate change and occurrence of drought, sustainable water security for our communities is a challenge faced by all communities including ours.
- The Community Satisfaction Survey 2019 revealed that the community rated waste management and recycling as having high importance but had low satisfaction with the service which indicates that as a community we are moving away from our target. Although Council has established that unfortunately it is cost prohibitive for Council to participate in a recycling program which is, in part, associated with our distance to larger recycling centres, other waste related strategies may still help achieve sustainable waste outcomes for our community. Examples may pertain to community targets for lowering household waste levels and reducing/monitoring landfill rates with baselines and targets.

Financial Sustainability:

- Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.



Leadership and Governance:

- Establish baseline and set clear targets for the visions and strategies contained within the future CSP and track trends over the newly elected Council's term.
- It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.
- To ensure due processes and strategic decision making, Council and elected representatives need to continue to strive for and implement enhanced governance processes.



10.8 COMMUNITY SERVICE PROGRESS REPORT

File Number: C8

Author: Noreen Vu, Executive Leader - Environment, Strategic Planning and Community

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is to provide information on the activities within Council's Community Services section for the month of October 2021.

BACKGROUND

The Community Services section focuses on our community and our people and the support that Council offers in the delivery of positive outcomes. The Community Services section is responsible for the following key areas:

- Community Services;
- Library Services;
- Children and Youth Services; and
- Integrated Planning.

(a) Relevance to Integrated Planning and Reporting Framework

The information contained in this report demonstrates the work carried out by staff in achieving the strategic objectives and delivery actions as outline in Council's Community Strategic Plan 2032, Delivery Plan 2017-2020, and Operational Plan 2021 / 22.

(b) Financial Considerations

There are no financial considerations arising from this report.

COMMENTARY

In line with Council's 2021 / 2022 Operational Plan, this report presents a summary of community service progress and activities for the period October 2021.

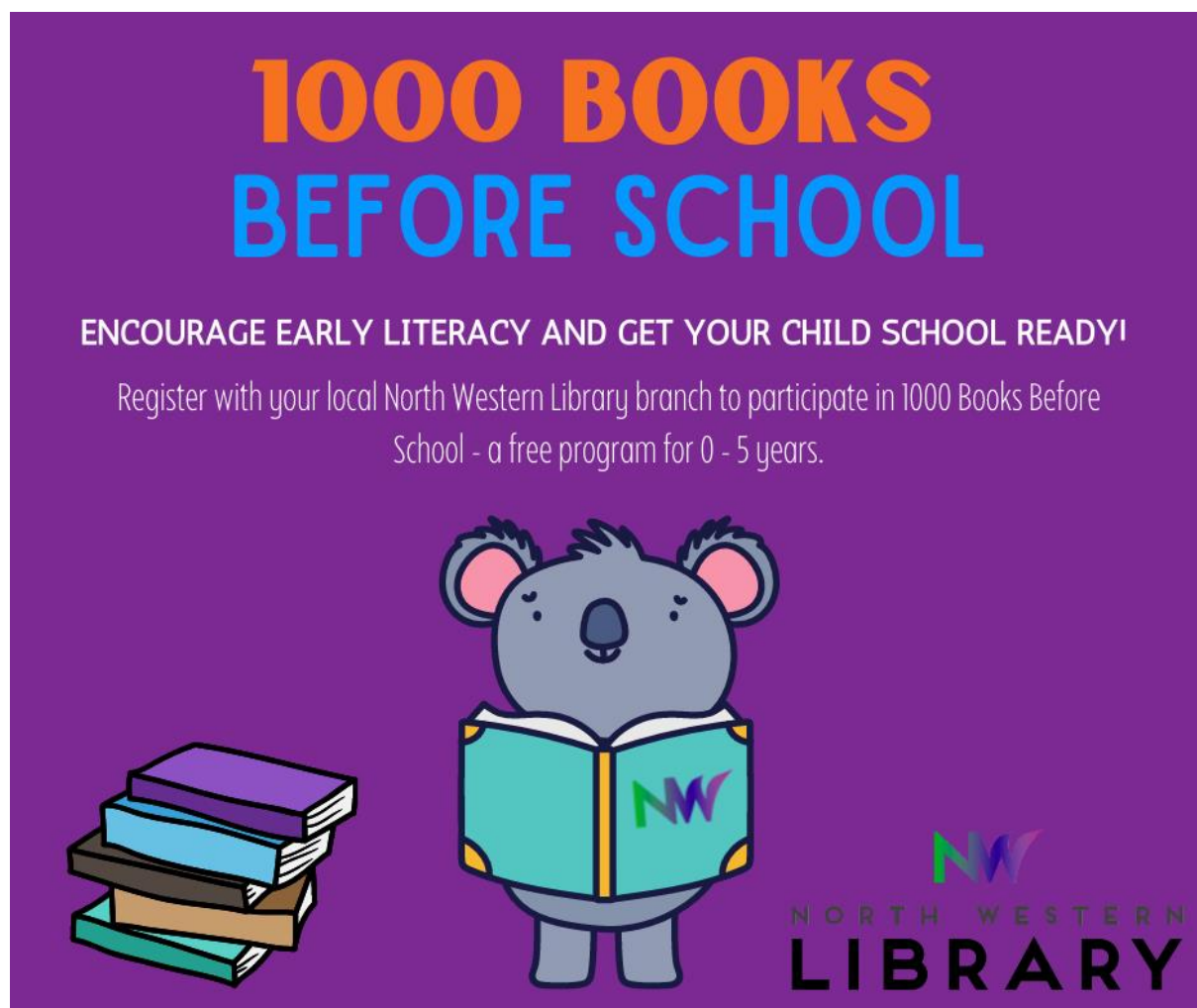
Library

At last month's Council meeting, Council enquired on the reporting of "technology enquiries" which include enquires from both members and non-members. These range from showing someone how to scan a document to their email, to helping to find a website or navigate the internet. Staff do their best to help anyone asking for assistance, however, do not get involved with anything confidential such as banking or medical records.

The Gulargambone August exchange was finalised just recently. The exchange was postponed due to COVID-19 closures. While this means the next exchange will happen quickly after the last, we are sure the members of our Gulargambone branch will appreciate new books.

Storytime with Coonamble Pre-school began again after the extended Stay-at-Home Order was lifted and the Librarian attended with permission from the school.

The early literacy programme **1000 Books Before School** has begun with promotional material delivered to all the preschools and childcare centres. This is a programme funded by North Western Library and is being run by all four participating libraries. It encourages parents, carers, and educators to share books with their children in the early years and through the Beanstack program helps to log the number of books read. When children reach certain milestones in the program, there are prizes to be won. Registrations are done through the Coonamble Library.



- **Library Statistics** (1 – 26 October 2021)

Service	Loans	New M/ships	Wi-Fi	Internet (hr)	Children's Computers (children)	Junior Visits	Adult Visits
Coonamble	326	0	14	47.05	8	34	200
Gulargambone	16	0					

- **Manual Statistics** - Coonamble (numbers refer to people attending)

Library Visits	Reference Enquiries	Technology Enquiries	Local History	VIC Enquiries
234	0	23	1	3

- **Activity Statistics - Coonamble** (numbers refer to people attending)

Senior Craft	Pre-School Visits	Housebound	Meetings	Seniors Tuesday	Other
13	0 (Closed)	2	0	9	11

Tech Savvy Seniors and Movies

The First Tuesday Seniors Movie was also held after missing a month due to COVID-19 restrictions and was attended by seven people in compliance with the current Public Health Order. Feedback from the movies have been positive with attendees looking forward to the next.

Along with the movie, the Tech Savvy Seniors was again booked out with five attendees and our consultant. It seems that most people want to talk about MyGov, Service NSW, creating an email address and Medicare in relation to signing in and showing their COVID-19 vaccination certificates. While attendees are encouraged to ask anything they like during this time, we have found that there is a niche for sorting out their mobiles with these four things.

Children and Youth Services

- **After School Activities**

After a short hiatus with the Stay-at-Home Orders, the After School Activities have recommenced on the 5th October for Quambone and the 6th October for Gulargambone.

The Gulargambone Youth Centre opens every Monday and Tuesday and the Quambone After School Activities on Tuesdays and Wednesdays with afternoon tea provided and various activities including board games, play time, colouring in, painting, crafting, skipping ropes, hula hoops and basketball games.

Term 3 attendance has seen a total of 71 children and youth attend the After School Activities in Quambone and Gulargambone and numbers are provided below.

	Week 1	Week 2	Week 3	Week 4
Quambone	18	5	9	5
Gulargambone	13	6*	12	3*

*Only one day was run that week.

- **January School Holiday Program**

The January 2022 School Holiday Program is currently being organised. Some of the activities that are being booked include, movie days, pool days including an Australia Day pool party, craft activities such as kite making, sand art, dream catchers, tie dye and an Aboriginal Art Workshop led by Hayden Wood.

Council staff are busy organising a roster for activities to occur in both Coonamble and Gulargambone.

Community Services

Council staff have continued to participate in the Gulargambone Interagency and Coonamble Interagency, the Coonamble Together Partnership Group and DV Collective meetings. In addition, Council staff have provided additional support in the White Ribbon Day planning and the postponement of the NAIDOC Community Day.

(a) Governance/Policy Implications

The delivery of community development and integrated planning functions and activities are carried out in accordance with Council's Operational Plan and Integrated Planning and Reporting Framework. Community Service staff have implemented amended models of service delivery in response to COVID-19 restrictions and guidelines.

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

Council's community services section delivers a broad range of support services, activities, and opportunities to all age groups. These services assist in building social capital within the Shire. As the restrictions ease for COVID-19, Council continues to implement strategies to support the community during these unprecedented times.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

The economic implications of community services are positive, in that these services provide employment opportunities, delivering a service to the community and support the local business sector.

(f) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

The updates provided in this report deliver information to Council on the key activities undertaken in Council's Community Services section for the month of October 2021.

RECOMMENDATION

That Council notes the information contained in this report.

10.9 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT**File Number: E5****Author: Noreen Vu, Executive Leader - Environment, Strategic Planning and Community****Authoriser: Hein Basson, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to provide information on the activities within Council's Environmental Services section and Strategic Land Use Planning information for the month. This progress report considers town planning and strategic land use planning, compliance and regulation, environmental management, public health, and waste management matters as they arise.

BACKGROUND

The Environment Services section focuses on all town and environmental planning requirements including regulation and compliance, and public health requirements, waste management, and environmental management considerations. Strategic Land Use Planning and information that result in updates to Council's planning system are also included.

The following topics will be included into the Council Report where there is relevant information to report on:

- Compliance and Regulation;
- Development Applications Approved Under Delegated Authority;
- Public Health;
- Ranger's Monthly Report;
- Development Applications Information;
- Strategic Land Use Planning;
- Sustainability and Environmental Management;
- Waste Management.

(a) Relevance to Integrated Planning and Reporting Framework

P3.1.2. Inspection of Food Premises.

I3.3.1. Implementation Waste Management recommendations.

EN1.1.1. Enforcement of environmental regulations.

EN.1.1.2. Continue to review Local Environmental Plan.

EN.1.1.3. Ensure compliance with NSW Building Certification.

EN.1.1.4 Provide quality over counter, telephone, and email advice to customers.

EN.1.1.5 Approvals completed within timeframe required.

P2.2.4 Controlling straying animals.

(b) Financial Considerations

There are no direct financial considerations with this report.

COMMENTARY**Mandatory Use of NSW Planning Portal**

Development applications and complying development certificates are now logged through the NSW Planning Portal. The NSW Government mandated this decision requiring applicants, Councils and other Government agencies across NSW to work within the planning portal from 1 July 2021. Applicants have the responsibility to lodge the development application that is compliant to the *Environmental Planning and Assessment Act 1979* (EP&A Act) through the NSW Planning Portal.

The following table provides a summary of the planning portal submissions since 1 July 2021.

Status (as at 26 October 2021)	DA	CC	CDC	Sub Cert	CNR	Total number
Determined	6	3	0	1	2	12
Returned to customer (not passing completeness check with full documentation)	8	1	2	1	0	12
Withdrawn by customer	1	0	1	0	5 (Council)	7
Cancelled	6	0	1	0	2	9
Accepted by Council and processing	6	0	0	0	1	7
Currently undergoing completeness check (pre lodgement)	1	1	1	0	0	3

DA – Development Application; CC – Construction Certificate; CDC – Complying Development Certificate; Sub Cert – Subdivision Certificate; and Concurrence and Referral

Council staff have provided to a workshop to industry and the community and reiterated that Council cannot accept incomplete applications at the “first pass” or what is referred to as a completeness check. Failures to submit signed development application forms, proper plans or other required documents are the reasons for Council staff returning these applications back to the customer. This is explained to the customer at its return.

Council staff are currently preparing easy to read explanations on Council’s website to guide applicants through the planning approvals process. A landowners’ consent form will be launched shortly to ease the process of incorrect forms to be filled out but whilst ensuring that landowners are all aware, consulted and consent to the proposed development application.

Development Application Under Delegated Authority

Under section 4.16 of the *Environmental Planning and Assessment Act 1979*, development applications are approved under delegated authority by Council Officers/Contractors to exercise the power to determine the development applications and post consent certificates such as construction certificates.

Information provided in this section of the report, provides Council information on what has been determined for the month and not subject to the Council's endorsement or approval.

Individual development applications that require the elected Council's approval will be under its own separate Council Business Paper Report with the recommendation to determine the application.

Under the *Government Information (Public Access) Act 2009* (GIPA Act), information in the form of Development Applications and its associated information is prescribed as 'open access information' by Clause 3 of Schedule 1 of the GIPA Act. This also includes staff's development assessment report that is written prior to an application's determination.

One major construction certificate was determined this month and one development application.

Application Number	Description of Works	Address of Proposed Works	Approved Date
CC012/2021	Extension to the Coonamble Bowling Club	Lot 11 DP 754199, 64D Aberford Street, Coonamble	20/10/2021
DA031/2021	Shed Extension	Lot 1 DP 414995, 9549 Castlereagh Highway, Coonamble	20/10/2021

Compliance and Regulatory

In the last month, Council has issued the following Orders:

Location	Legislation	Order	Description	Status
Calga Street, Coonamble	Environmental Planning and Assessment Act 1979	s. 9.34(1)(A)	Demolition of building	Issued
Dubbo Street, Coonamble	Environmental Planning and Assessment Act 1979	s. 9.34(1)(A)	Demolition of building	Issued
Tooraweenah Road, Mount Tenandra	Environmental Planning and Assessment Act 1979	s. 9.34(1)(A)	Stop use of Premises	Issued

Ranger's Report October 2021

The Ranger's report provides information on ranger services for the month of October 2021.

<u>Correspondence</u>	<u>October 2021</u>	<u>Year to Date 2021/2022 Total</u>
Official Correspondence	28	134
Infringements (Animals)	0	5
Infringements (Other)	0	0
Change of Details	11	52
Microchipped dogs	14	92
Registrations	3	12
Nuisance dog declaration	0	0
Dangerous dog declaration	0	1
Menace dog declaration	0	0

- **Impounded Animals**

The Ranger's report had a total of 17 animals impounded.

October 2021	Dogs	Cats
Returned to owners	0	0
Rehomed	15	0
Euthanised	0	2
Impounded*	15	2

Zero animals were impounded from Quambone and two were impounded from Gulargambone.

- **Dog attacks**

There were zero dog attacks for the month.

The Environment and Strategic Planning Progress Report provides a summary of the information since the last meeting for the month of October 2021.

(a) Governance/Policy Implications

The report provides Council with opportunities to understand governance and policy implications in the environment and strategic land use planning. There may be risk implications depending on the nature of the enquiry.

(b) Legal Implications

There may be risk implications depending on the nature of the enquiry.

(c) Social Implications

Providing information that is open and transparent to the community will provide positive social implications for the community to understand the work that Council does.

(d) Environmental Implications

The progress report allows for environmental management to be an area of focus for Council and subsequently providing positive environmental benefits. This specifically relates to the area of public health, environmental sustainability, and waste management. The proposed changes to flood planning is a good opportunity for Council to review and refine its planning documentation and guidelines.

(e) Economic/Asset Management Implications

There may be risk implications depending on the nature of the enquiry.

(f) Risk Implications

There may be risk implications depending on the nature of the enquiry.

CONCLUSION

The Environment and Strategic Planning Progress Report has considered town planning and strategic land use planning, waste management, compliance and regulation, and environmental management and health since the last meeting.

RECOMMENDATION

That Council notes the contents of this report.

10.10 SALEYARDS REPORT**File Number: S1****Author: Saiful Islam, Finance Assistant****Authoriser: Noreen Vu, Executive Leader - Environment, Strategic Planning and Community****Annexures: 1. Saleyards Financial Breakdown October 2021****PURPOSE**

The purpose of this report is to keep Council informed of monthly income and expenditure associated with the saleyards.

BACKGROUND

The following information details income and expenditure associated with the Coonamble saleyards for the month of October 2021.

(a) Relevance to Integrated Planning and Reporting Framework

14.1 Ensure long term management and protection of our community assets.

(b) Financial Considerations

The Saleyards / Truck wash unit was originally set up as a business unit for Council. Whilst the truck wash continues to return a profit on its operations, the saleyard operations continue to run at a deficit – as has been the case for a number of previous financial years. However, acknowledging that in more recent times the deficit is significantly lower than previous numbers. Refer to Annexure 1 for a financial breakdown.

Saleyards Activities

Fat sales were held on 15 and 27 October 2021 with a throughput of 899 and 1,730 cattle respectively. A very strong market prevailed.

Council Officers were able to fix the drainage blockage from the large sale of 9 September 2021 and ensemble the drain in time for the sale on 15 October 2021. Council Officers have again spoken to the Coonamble Associated Agents on the need to prepare a schedule or provide at least two weeks' notice on a proposed sale date as opposed to last month's late notification of two days prior to a sale to allow for staff to prepare the facilities and to avoid it impacting on other operational areas.

Council submitted the Coonamble Regional Livestock Market Pollution Incident Response Management Plan 2021 to the NSW Environment Protection Authority on 8 October 2021.

The Executive Leader Environment, Strategic Planning and Community was approached by the EPA to participate in a noise emission and pollution incident survey by the NSW EPA regarding how noise emission and noise complaints were managed for the saleyards this month. It was one of five licences selected for surveying and the EPA confirmed on the phone that Council had adequately managed the noise pollution for the surveyed period.

The EPA Annual Return for licence 10694 was lodged on time.

SALES

CATTLE: From 01.10.2021 to 31.10.2021

Date	Type	Scale	Amount (\$)	VA	Amount (\$)	Total Cattle/ Sheep	Total Amount (\$)
15/10/2021	Invoice	899	1,879.73			899	7,069.41
27/10/2021	Invoice	1,724	3,604.73			1,730	13,591.55

SALEYARDS ACCOUNT 01/07/2020 - 31/10/2021

Saleyard Operations:

Income	49,071.47
Expenditure	41,887.30
Surplus	7,184.17

Truck wash:

Income	14,077.10
Expenditure	14,427.82
Deficit	-350.72

Summary:

Income	63,148.57
Expenditure	56,315.12
Surplus	6,833.45

Truck Wash

Council’s truck wash was out of service following a mechanical issue with a pump causing the area to fill up with water. All pumps have been operational since 15 October 2021. An order for a spare pump has been placed to ensure that it is available to avoid any downtime occurring again.

(c) Governance/Policy Implications

Maintenance of Council’s infrastructure assets is carried out in accordance with Council’s adopted management plans.

(d) Legal Implications

Council is awaiting feedback from the EPA to ascertain if a Pollution Reduction Program will be attached to the licence (10694) for a period of three (3) years.

(e) Social Implications

There are no social implications arising from this report.

(f) Environmental Implications

There are no environmental implications arising from this report, however, noting that a blockage to the drainage system required additional resourcing to deal with the issue to avoid it becoming a pollution incident.

(g) Economic/Asset Management Implications

Works are generally scheduled in accordance with Council's adopted Operational Plan and Budget to ensure Council's assets are maintained to an appropriate standard within budget limitations. This asset needs some major maintenance works but has been running at a financial deficit for years. More favourable seasonal conditions means that this asset is currently being used on a more frequent basis, but there are risks for Council involved with knowingly using an asset that does not comply with all legislative and other industry standards. Although a difficult situation to address, Council will have to objectively consider all facts surrounding the saleyards, and the most appropriate way forward with responsibly managing this facility into the future.

Council adopted the following resolution at its Ordinary Meeting held on 15 September 2021:

RESOLUTION 2021/217

Moved: Cr Bill Fisher Seconded: Cr Karen Churchill

That Council pursues the development of an upgrade plan for the Saleyards facility to comply with the Environmental Protection Authority (EPA) and other Government Agencies' requirements and that the Executive Leader Environment, Strategic Planning obtains quotes in this regard for Council's consideration.

CARRIED

(h) Risk Implications

Maintenance works are scheduled and carried out within budgetary constraints to reduce Council's overall risk exposure.

CONCLUSION

The saleyard operations are being closely monitored to ensure a more effective and sustainable strategy for the long term.

RECOMMENDATION

That Council notes the information provided in this report.

YTD for October 2021-22 General Ledger Data for jumped

Account	Annual Amended Budget	Jul MTH Actuals	Aug MTH Actuals	Sep MTH Actuals	Oct MTH Actuals	Nov MTH Actuals	Dec MTH Actuals	Jan MTH Actuals	Feb MTH Actuals	Mar MTH Actuals	Apr MTH Actuals	May MTH Actuals	Jun MTH Actuals	YTD Actuals
5700-0002 - SALEYARDS														
05 - Revenue														
5700-1150 - Saleyards Fees & Charges - Casual	(4,000)	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5700-1152 - Saleyards Fees & Charges - Sale	(55,000)	-5,509.28	0	-22,500	-21,062	0	0	0	0	0	0	0	0	(49,071.47)
5700-1496 - Grants - Saleyards Safety Upgrade	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
05 - Revenue Total	(59,000)	-5,509.28	0	-22,500	-21,062	0	0	0	0	0	0	0	0	(49,071.47)
06 - Expenditure														
5700-2245 - Saleyards Insurances	8,940	3,322.50	0	0	0	0	0	0	0	0	0	0	0	3,322.50
5700-2255 - Saleyards Electricity Charges	8,800	-21.88	0	0	2,409	0	0	0	0	0	0	0	0	2,386.84
5700-2260 - Saleyards Telephone Expenses	1,000	50.00	52	54	52	0	0	0	0	0	0	0	0	208.00
5700-2270 - Saleyards Rates & Charges	11,000	5,049.40	202	247	10	0	0	0	0	0	0	0	0	5,508.68
5700-2330 - Saleyards Operating Expenses	10,000	309.11	1,337	0	1,010	0	0	0	0	0	0	0	0	2,656.65
5700-2335 - Saleyards Operating Expenses No GST	5,000	-7.04	572	229	0	0	0	0	0	0	0	0	0	793.76
5700-2340 - Saleyards Maintenance Expenses	60,000	240.55	12,787	9,285	4,699	0	0	0	0	0	0	0	0	27,010.87
5700-2925 - Saleyards Buildings Depreciation	22,737	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5700-2930 - Saleyards Facilities Depreciation	11,740	.00	0	0	0	0	0	0	0	0	0	0	0	.00
06 - Expenditure Total	139,217	8,942.64	14,950	9,815	8,180	0	0	0	0	0	0	0	0	41,887.30
5700-0002 - SALEYARDS Total	80,217	3,433.36	14,950	-12,685	-12,882	0	0	0	0	0	0	0	0	(7,184.17)
5750-0002 - TRUCKWASH														
05 - Revenue														
5750-1150 - Truck Wash User Fees	(30,500)	-4,734.38	-5,956	0	-3,387	0	0	0	0	0	0	0	0	(14,077.10)
05 - Revenue Total	(30,500)	-4,734.38	-5,956	0	-3,387	0	0	0	0	0	0	0	0	(14,077.10)
06 - Expenditure														
5750-2245 - Truckwash Insurance	120	60.67	0	0	0	0	0	0	0	0	0	0	0	60.67
5750-2255 - Truck Wash Electricity Charges	4,200	-7.55	91	90	780	0	0	0	0	0	0	0	0	953.44
5750-2260 - Truck Wash Telephone Expenses	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5750-2270 - Truckwash Rates & User Charges	15,960	.00	0	3,520	141	0	0	0	0	0	0	0	0	3,660.85
5750-2340 - Truck Wash Mtce & Repairs	10,000	117.40	7,454	685	1,496	0	0	0	0	0	0	0	0	9,752.86
5750-2930 - Depn - Other Structures	4,639	.00	0	0	0	0	0	0	0	0	0	0	0	.00
06 - Expenditure Total	34,919	170.52	7,545	4,295	2,417	0	0	0	0	0	0	0	0	14,427.82
5750-0002 - TRUCKWASH Total	4,419	-4,563.86	1,589	4,295	-970	0	0	0	0	0	0	0	0	350.72
Total	84,636	-1,130.50	16,539	-8,390	-13,852	0	0	0	0	0	0	0	0	(6,833.45)

10.11 PRESENTATION OF FINANCIAL STATEMENTS AND AUDIT REPORTS FOR THE YEAR ENDED 30 JUNE 2021

File Number: Financial Statements F2-1

Author: Bruce Quarmby, Executive Leader - Corporate and Sustainability

Authoriser: Hein Basson, General Manager

Annexures: 1. 2020-21 Annual Financial Statements (under separate cover)

PURPOSE

The purpose of this report is to present to Council the audited Financial Statements for the year ended 30 June 2020, in accordance with the provisions of Section 418 of the *Local Government Act 1993* (the Act).

BACKGROUND

The Audit Office of NSW has completed their audit of Council's financial records for the year ended 30th June 2021 and provided their report to Council on 23 November 2020. The Act contains specific requirements to be followed in relation to the presentation of Council's statutory Financial Statements. In summary the procedures are listed below:

1. As soon as practical after receiving the Auditor's Report, Council must forward a copy of the audited Financial Statements to the **Office of Local Government (OLG)**. These documents were forwarded on 27 October 2021.
2. A public notice must be provided of Council's intention to present its audited Financial Statements. A public notice was prepared in the prescribed format, which was published on Council's website and Facebook page on 1 November 2021.
3. Anyone can make written submissions to Council regarding its audited Financial Statements or Auditor's Reports for a period of seven (7) days after the reports have been presented to Council.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

The Financial Statements will also form part of Council's Annual Report, which a requirement of the Integrated Planning and Reporting Framework.

(b) Financial Considerations

Council's net operating result for the 2020/2021 financial year was a surplus of \$4.69 million; with this number including the effects of depreciation and amortisation expense of \$6.752 million.

Council will also note that the net operating result before grants and contributions provided for capital purposes, was also a surplus of \$1.733 million. It is this result which the Office of Local Government (OLG) uses when determining the key performance indicator of the "Operating Performance Ratio".

The improvement in the 2020/21 net operating result when compared to the previous year is mainly attributable to the two following reasons:

- A 25.3% increase in revenue from grants and contributions.
- A 4.6% decrease in operational expenses, in particular materials and services,

COMMENTARY

According to the Auditor's Report, Council's accounting records have been kept in accordance with relevant legislation and accounting policies.

As mentioned above the 2020/21 operational result was \$4.694 million – with the individual fund results represented by the fund income statement below.

D1-1 Income Statement by fund

	General 2021 \$ '000	Water 2021 \$ '000	Sewer 2021 \$ '000
Income from continuing operations			
Rates and annual charges	5,367	658	711
User charges and fees	3,899	680	118
Interest and investment revenue	95	20	24
Other revenues	920	110	4
Grants and contributions provided for operating purposes	10,014	–	164
Grants and contributions provided for capital purposes	2,961	–	–
Net gains from disposal of assets	43	–	–
Other income	106	–	–
Total income from continuing operations	23,405	1,468	1,021
Expenses from continuing operations			
Employee benefits and on-costs	8,210	–	–
Materials and services	3,709	658	779
Borrowing costs	2	–	–
Depreciation, amortisation and impairment of non-financial assets	6,016	400	336
Other expenses	1,049	13	–
Net losses from the disposal of assets	–	12	16
Total expenses from continuing operations	18,986	1,083	1,131
Operating result from continuing operations	4,419	385	(110)
Net operating result for the year	4,419	385	(110)
Net operating result attributable to each council fund	4,419	385	(110)
Net operating result for the year before grants and contributions provided for capital purposes	1,458	385	(110)

In measuring Council's financial performance against the key performance indicators, it performed well, with five (5) of the six (6) ratios for the 2020/2021 financial year exceeding the benchmarks as set by the OLG. The one (1) ratio to which Council did not meet the OLG key performance indicators "Own Source Operating Ratio".

Council's "Own Source Operating Revenue Ratio" was the only criterion that it did not meet the set benchmark. Council did not satisfy this ratio predominately due to fact that Council received significant additional income in the form of Government grants and contributions. These ratios are presented in the following graphs below.

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio 7.47%

Council's operating performance ratio exceeds the industry benchmark. It should be noted that Council was successful in obtaining additional unbudgeted Operational Grants which have improved Council's overall operating result.

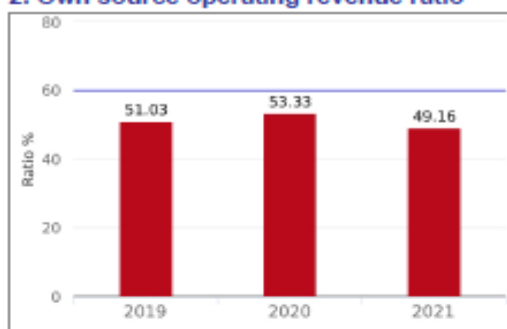
Benchmark: — > 0.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 49.16%

During the 2020/21 financial year, Council received significant additional income in the form of Government grants and contributions. It is through the receipt of these additional funds that Council's 2020/21 result does not meet the industry benchmark of 60%.

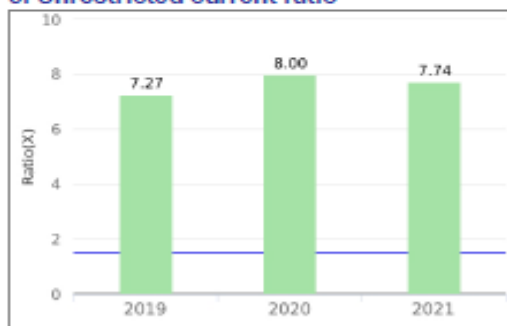
Benchmark: — > 60.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 7.74x

Council's unrestricted current ratio exceeds the industry benchmark of 1.5 which indicates that Council is capable to satisfy its debts as and when they fall due.

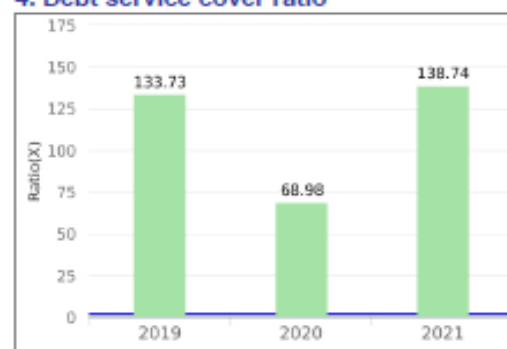
Benchmark: — > 1.50x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 138.74x

The Debt service ratio indicates that Council has sufficient operating cash to service its debts.

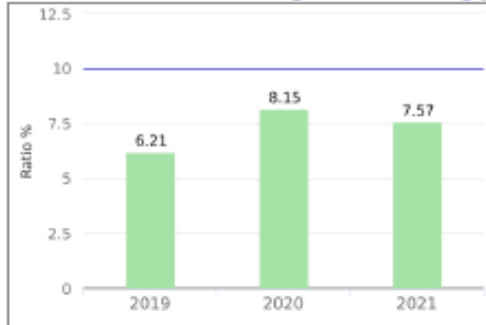
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 7.57%

Whilst Council's 2020/21 ratio is below the industry standard it should be noted that Council's performance in this ratio has deteriorated slightly when compared to previous years.

This deterioration is due to a combination of a 0% interest rate on overdue rates and annual charges for the first six (6) months of the year combined with the placing on hold of any new debt recovery action.

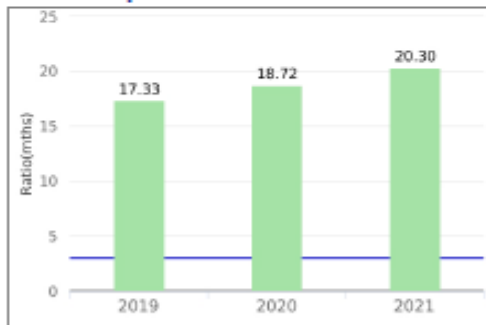
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 20.30 mths

The ratio is well above the industry standard of 3 months which indicates that Council has sufficient liquidity to mitigate any unforeseen future events. It is noted that 2020/21 ratio has improved from the previous result.

Benchmark: — > 3.00mths

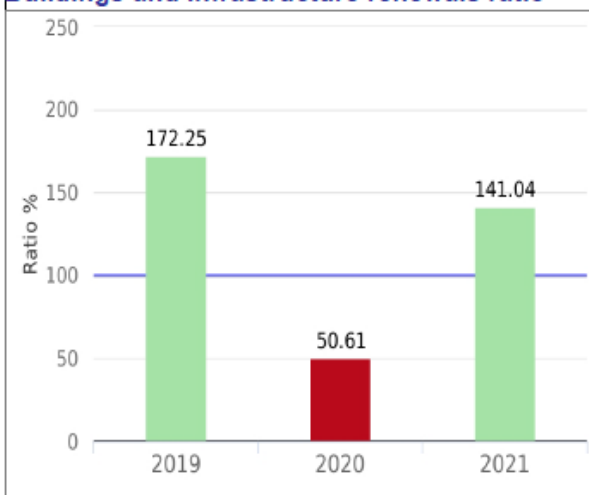
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

In reviewing Council's performance against the key performance ratios for infrastructure assets (referring to Special Schedule Seven (7), an unaudited part of the Financial Statements), Council performance is represented by the graphs below.

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

20/21 ratio 141.04%

Council has sufficiently funded the renewal of its infrastructure greater than that of the rate of the depreciation being incurred.

Benchmark: — >= 100.00%

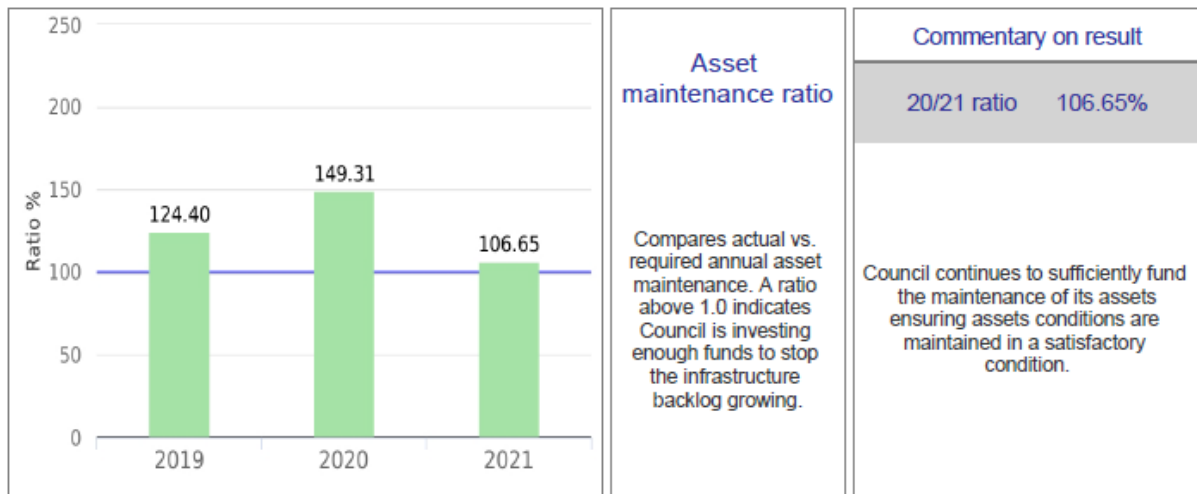
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Council will note that the improved result in this ratio for 2021 which was above the benchmark as set by the OLG. Council should also note that for the 2020/2021 financial year that it also exceeded the Asset maintenance ratio as shown in the graph below.

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result

20/21 ratio 106.65%

Council continues to sufficiently fund the maintenance of its assets ensuring assets conditions are maintained in a satisfactory condition.

Benchmark: — > 100.00%

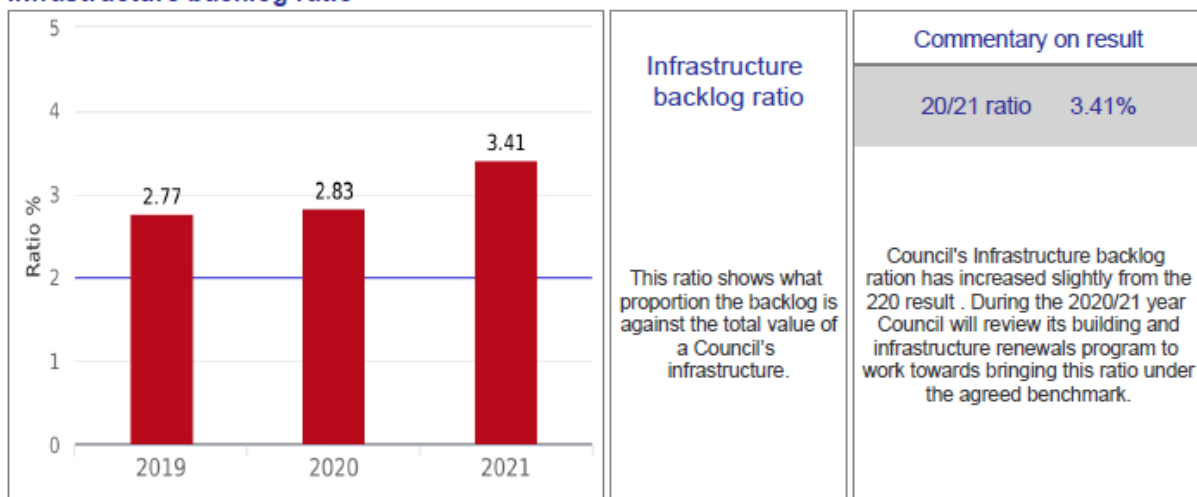
Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

In regard to Council’s “Infrastructure Backlog Ratio”, this ratio increased slightly from the previous year’s result of 2.83% to 3.41%. This increase can be in part attributed to the prevailing weather conditions experienced through the 2020/2021 and its impact on Council’s planned capital works program. In working towards bringing this ratio under the agreed benchmark, Council will undertake a review of its infrastructure renewal program for current and future financial years.

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure.

Commentary on result

20/21 ratio 3.41%

Council’s Infrastructure backlog ratio has increased slightly from the 2020 result. During the 2020/21 year Council will review its building and infrastructure renewals program to work towards bringing this ratio under the agreed benchmark.

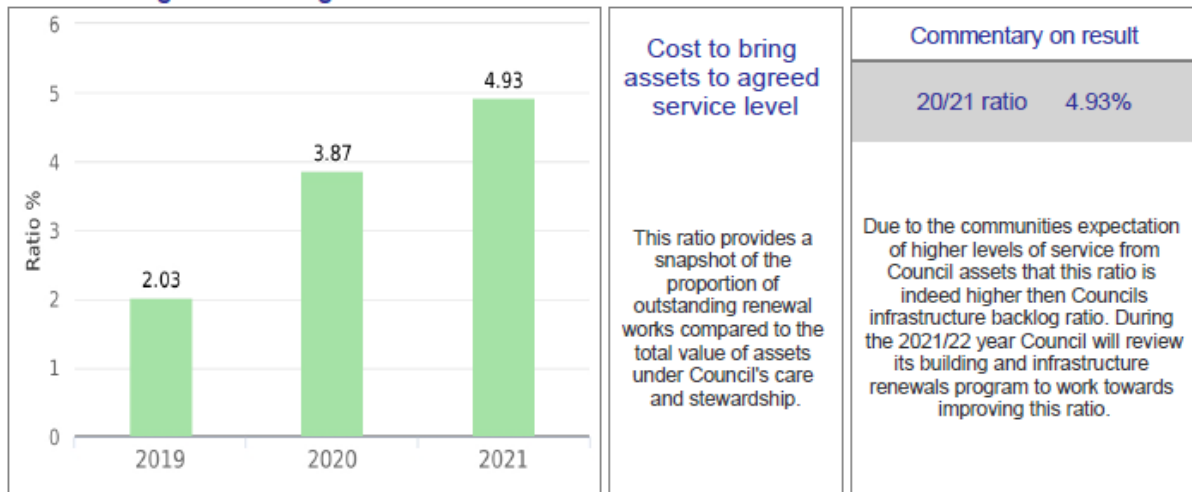
Benchmark: — < 2.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Cost to bring assets to agreed service level



(a) Governance/Policy Implications

There are no governance or policy implications arising directly from this report.

(b) Legal Implications

Section 418 of the Act (**Public notice to be given of presentation of financial reports**) requires all Councils in NSW to give public notice of the presentation of Annual Financial Reports.

Section 419 of the Act (**Presentation of council's financial reports**) requires the following:

1. *A council must present its audited financial reports, together with the auditor's reports, at a meeting of the council held on the date fixed for the meeting.*
2. *The council's auditor may attend the meeting at which the financial reports are presented. A council's auditor who carries out the functions of the auditor under an appointment by the Auditor-General must attend the meeting at which the financial reports are presented if the council gives not less than seven (7) days' notice in writing that it requires the auditor to do so.*

Section 420 of the *Local Government Act 1993* (**Submission of financial reports and auditor's reports**) requires the following:

1. *Any person may make submissions to the council with respect to the council's audited financial reports or with respect to the auditor's reports.*
2. *A submission must be in writing and must be lodged with the council within seven (7) days after the date on which those reports are presented to the public.*
3. *The council must ensure that copies of all submissions received by it are referred to the auditor.*
4. *The council may take such action as it considers appropriate with respect to any such submission, including the giving of notice to the*

Departmental Chief Executive of any matter that appears to require amendment of the council's financial reports.

(c) Social Implications

There are no social implications arising directly from this report.

(d) Environmental Implications

There are no environmental implications arising directly from this report.

(e) Economic/Asset Management Implications

Whilst Council continues to sufficiently fund the maintenance of its infrastructure assets, the report highlights concern with Council's delivery of its infrastructure renewal program and its infrastructure backlog. In order to address these concerns, a review of Council's current and future infrastructure renewal program will need to be undertaken.

Comment General Manager: It is indeed interesting to note that the Building and Infrastructure Renewal's ratio of 141.04% should really have a positive effect on Council's Infrastructure Backlog percentage (as Council is spending significantly more than the required 1:1 ratio), but that the opposite effect is true for Council, as the backlog has increased from 2.83% to 3.41%.

This outcome may mean (or mean in part) that Council is not adequately targeting those roads with a low condition rating – meaning that future decision-making will have to be based on facts and figures coming out of Council's Asset Management Plans. (As Asset Management Plans are further developed into "advanced" plans, these upgraded plans may also highlight some current deficiencies and better inform current assumptions within these plans; potentially resulting in a higher backlog percentage.)

In short, adequately developed Asset Management Plans will have to drive Council's capital expenditure decision-making in future. Otherwise, Council will not be able to bring this growing percentage under control.

It also goes without saying that, going forward, Council will have to have access to adequate funding and funding sources to keep on expending sufficient amounts of money on its infrastructure.

(f) Risk Implications

The key element of risk associated with this report is Council's performance in the 2020/2021 financial year against several key performance indicators as set by the OLG. Council only failed to achieve the following benchmarks for the following criteria: "Own Source Funding Ratio" and the "Infrastructure Backlog Ratio".

Council will need to review the delivery of works in key operational plans to ensure that Council's limited funds are targeted most effectively and efficiently.

CONCLUSION

Council's Financial Statements and the associated key financial performance indicators for the year ended 30 June 2021 reveal that overall, it remains in a strong

financial position. Council's 2020/2021 net operating result for the year, before grants and contributions provided for capital purposes, was a surplus of \$1.733 million.

Moving forward, it is imperative that Council reviews both its current and long-term plans to ensure that it meets or is working towards satisfying all the key financial performance indicators as set by the Office of Local Government. However, the key performance indicator "Infrastructure Backlog Ratio" may take a few years to bring back under the set benchmark.

RECOMMENDATION

That Council notes the tabling of the presentation and tabling of its Auditors Report and Financial Reports for the year ended 30th June 2021.

10.12 QUARTERLY BUDGET REVIEW - SEPTEMBER 2021

File Number: Financial Quarterly Reviews F2-2
Author: Bruce Quarmby, Director of Corporate and Urban Services
Authoriser: Hein Basson, General Manager
Annexures: 1. September 2021 Budget Review (under separate cover)

PURPOSE

The purpose of this report is to provide Council with a quarterly budget review statement in accordance with Regulation 203 of the *Local Government (General) Regulation 2005* (the Regulations). Please refer to the Annexure relating to this report.

BACKGROUND

Regulation 203 of the Regulations states that:

(1) Not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.

(2) A budget review statement must include or be accompanied by:

(a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and

(b) if that position is unsatisfactory, recommendations for remedial action.

(3) A budget review statement must also include any information required by the Code to be included in such a statement.

The Code referred to above is the Code of Accounting Practice and Financial Reporting. While earlier versions of the Code had an appendix that listed minimum requirements, these were removed a few years ago as they are of no relevance to the financial statements (which is the main purpose of the Code). In the absence of any instructions in the Code, the Quarterly Budget Review Statement publication issued in 2010 by the then Division of Local Government, NSW Department of Premier and Cabinet, details the minimum requirements and these requirements have been met in the preparation of the Quarterly Budget Review Statements (QBRS). The quarterly review should act as a barometer of Council's financial health during the year, and it is also a means by which Councillors can ensure that Council remains on track to meet its objectives, targets and outcomes as set out in its Operational Plan.

(a) Relevance to Integrated Planning and Reporting Framework

This item relates to L1.4.10. Maintain long term financial viability.

(b) Financial Considerations

The September budget review as tabled for Council's consideration has a substantial number of variations to the originally adopted 2021/22 Operational Budget. The majority of these variations represent the necessary accounting treatment to carry forward and revote works from the 2020/21 financial year.

COMMENTARY

Appendix A contains further detailed information in regard to Cash and Investments, Contract and Consultancy Expenses and its progression towards achieving adopted Key Performance Indicators as at 30 June 2022.

Council commenced the 2020/21 financial year with the original operational budget surplus of \$34,835. At the completion of the September 2021 review Council's estimated budgeted result for the 2021/22 Financial Year has, as expected, weakened to an anticipated operational deficit of \$1,992,137. Likewise, Council's position, after non-operating expenditure has been considered, has also deteriorated to a \$53,847 draw-down on Council's working funds.

Council should note that the main contributing factor to the deterioration in the anticipated Operational Budget result is the accounting treatment for the prepaid portion of the 2021/22 Financial Assistance Grant (FAG). As these grant funds were received in the 2020/2021 financial year, in accordance with the current relevant accounting standards, they are required to be recognised as income in that financial year, being 2020/2021. Should the Federal Government continue the current practise of pre-paying a portion of this grant, then this prepayment will also be recognised in the 2021/22 financial year – offsetting the “deficit” created by the current pre-payment at financial year-end.

As part of the process of preparing the September Budget Review for consideration by Council, management has included both the carry forwards and revotes from the 2020/21 financial year. These works are funded by a combination of Transfers from Council's Internal Reserves or Unspent Grant Funds and represent most of the budget adjustments carried out in this review.

As in the past with the preparation of budget reviews, where increases in expenditure have been identified, management has also identified potential savings in the budget to offset these increases. Some of these adjustments are as follows:

- General Purpose Revenue – (P.2) The income vote for the FAG - General Purpose Component, has been adjusted to reflect the level of anticipated income in accordance with the formal notification received by Council. Whilst the prepayment of the grant accounted for a reduction of \$1,510,772 this was offset in part by the additional allocation to Council of \$198,975.
- Engineering Contract Services – (P.3) The Contract Services vote has been increased by \$126,620, due to the utilisation of contract staff. These contract staff have provided various specialised services for Council, ranging from the filling of managerial vacancies to the submission and processing of Council's Flood damage claim. This increase has been offset by a reduction in Engineering Staff Salaries of \$72,000 combined with the recognition of Flood Damage Income of \$54,620.

- Health Administration – (P.6) The Health Services Contract Staff expenditure vote has been increased by \$60,000, due to the utilisation of contract staff to perform this function for Council. This increase has been offset by a reduction in Health Salaries and Wages of \$60,000. Council will note that the overall reduction in Health Salaries is \$110,000, the remaining \$50,000 from this vote has been re-allocated to Town planning – Contract Services (P.9).
- Coonamble Water Operations – (P.11) The budgeted expenditure has been increased by the inclusion of an expenditure vote of \$269,700 to allow for a grant funded development of an Integrated Water Cycle Management Strategy for the Coonamble Shire Council. This increase in expenditure has been offset with the recognition of the grant income for this project of \$242,730 with the balance of the expenditure funded from the Water Funds Operational result.
- Financial Assistance Grant – Roads - (P.15) The income vote for these grant funds have been adjusted to reflect the level of anticipated income in accordance with the formal notification received by Council. Whilst the prepayment of the grant accounted for a reduction of \$791,366 this was offset in part by the additional allocation to Council of \$37,685.
- State Roads - (P.16) The budgeted income and expenditure votes have been adjusted to reflect the indicative funding allocations for the State Roads maintenance contract.
- Corporate Support Services – (P.19) Non-Operational income has been increased by the inclusion of Transfer from Internal Reserves – Financial Assistance Grant for \$1,510,722. This figure represents the General-Purpose Component of the 2021/22 pre-payment.
- Transport & Communication – (P.20) Non-Operational income has been increased by the inclusion of Transfer from Internal Reserves – Financial Assistance Grant for \$791,366. This figure represents the Roads Component of the 2021/22 pre-payment.
- Transport & Communication – (P.20) The Capital expenditure vote has been increased by \$300,000. This additional funding has been allocated to the Unsealed Local Roads Reconstruction program and has been offset by a corresponding transfer from Council Unsealed Roads Reserve.

(a) Governance/Policy Implications

There are no governance or policy implications arising from this report.

(b) Legal Implications

In accordance with the *Local Government Regulations 2005* – Regulation 203.

(c) Social Implications

There are no social implications arising from this report.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

During the 2021/22 financial year Council has programmed asset maintenance and capital renewals in order to satisfy required Key Performance Indicators.

(f) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

It is my opinion that the Quarterly Budget Review Statement for Coonamble Shire Council for the Quarter ended 30 September 2021 indicates that Council's financial position as at 30 June 2022 will be satisfactory at the financial year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

RECOMMENDATION

- 1. That Council approves the variations to votes as listed in the budget review documents distributed under separate cover.**
- 2. That Council notes, in the opinion of the Responsible Accounting Officer based on the information as presented in the September Budget review; that Council will be in a satisfactory financial position as at 30 June 2022.**
- 3. That Council notes the position of Council's estimated restricted (reserve) funds as at 30 September 2021.**

10.13 STATUS OF INVESTMENTS - OCTOBER 2021**File Number: Investments General - I5****Author: Saiful Islam, Finance Assistant****Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability****Annexures: Nil****PURPOSE**

The purpose of the report is for Councillors to note the status of its investment portfolio.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

L1.4.10 Maintain long term financial viability.

(b) Financial Considerations

Investment levels and interest rates are currently on par with the revised estimated calculations.

Commentary**INVESTMENTS REPORT TO COUNCIL - 31 October 2021**

Financial Institution	Invest Rating S&Ps	Investment Type/Maturity Date	Current Rate	Term	Amount (\$)
Commonwealth Bank	A1+	Term Deposit - 15/11/2021	0.22%	61 Days	4,000,000
Commonwealth Bank	A1+	Term Deposit - 20/11/2021	0.22%	61 Days	1,000,000
Commonwealth Bank	A1+	Term Deposit - 12/04/2022	0.28%	182 Days	2,000,000
Commonwealth Bank	A1+	Term Deposit - 24/12/2021	0.18%	60 Days	1,000,000
Commonwealth Bank	A1+	Term Deposit - 15/11/2021	0.33%	181 Days	1,000,000
Commonwealth Bank	A1+	Term Deposit - 12/04/2022	0.28%	182 Days	500,000
Commonwealth Bank	A1+	Term Deposit - 24/11/2021	0.33%	180 Days	1,000,000
Commonwealth Bank	A1+	@ Call Account	0.10%		1,500,000
IMB - VRD	A2	Term Deposit - 17/01/2022	0.73%	91 Days	1,000,000
IMB - VRD	A2	Term Deposit - 04/11/2021	0.62%	92 Days	1,000,000
National Australia Bank	A1+	Term Deposit -19/04/2022	0.29%	182 Days	2,000,000
National Australia Bank	A1+	Term Deposit - 08/11/2021	0.25%	91 Days	1,000,000
National Australia Bank	A1+	Term Deposit - 25/11/2021	0.28%	120 Days	2,000,000
National Australia Bank	A1+	Term Deposit - 10/03/2022	0.26%	150 Days	1,500,000
National Australia Bank	A1+	Term Deposit - 23/11/2021	0.27%	120 Days	2,000,000
National Australia Bank	A1+	Term Deposit - 09/12/2021	0.26%	120 Days	500,000
National Australia Bank	A1+	Term Deposit - 29/11/2021	0.25%	91 Days	1,500,000
Reliance C/U	Unrated	Term Deposit -17/11/2021	0.40%	184 Days	250,000
TOTAL					24,750,000

Financial Institution	Invest Rating S&Ps	% of Investment	Max per Investment Policy	Amount (\$)
Commonwealth Bank	A1+	48%	50%	12,000,000
National Australia Bank	A1+	42%	50%	10,500,000
IMB	A2	8%	35%	2,000,000
Reliance C/U	Unrated	1%	10%	250,000
				\$ 24,750,000

Rating	% of Investment	Policy	Amount
A1+	91%	100%	22,500,000
A1	0%	80%	-
A2	42%	60%	2,000,000
Unrated	1%	30%	250,000
			\$ 24,750,000
General Fund Investments			18,004,751.27
Sewerage Investment Fund			2,552,875.47
Water Investment Fund			4,192,373.26
			\$ 24,750,000

Interest earned on Investments for 2021-2022 as at 31 October 2021 \$ 20,315

(a) Governance/Policy Implications

Monthly financial reporting ensures transparency of financial reporting to enable Councillors to make financially sustainable and accountable decisions.

(b) Legal Implications

All investments continue to be made in accordance with the requirements of the *Local Government Act 1993* and Council’s Investment Policy.

(c) Social Implications

Council funds are used to provide services and infrastructure to the community and, as a result, well managed funds maximise the level of financial resources available to support the community.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Sound economic management includes maximising Council’s return on investment, and this is achieved by closely monitoring investments in line with Council’s Investment Policy.

(f) Risk Implications

Sound economic management includes maximising Council’s return on investment, and this is achieved by closely monitoring all investments in line with Council’s Investment Policy.

CONCLUSION

Funds have been appropriately restricted to ensure all areas of Council can continue to operate in accordance with both the annual Operational Plan and the Long-Term Financial Plan. Further, all investments are continued to be made in accordance with the requirements of the *Local Government Act 1993* and Council's Investment Policy.

RECOMMENDATION

That Council notes the list of investments as at 31 October 2021 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.

10.14 RATES AND CHARGES COLLECTIONS - OCTOBER 2021**File Number: Rates - General - R4****Author: Melissa Curtis, Revenue and Finance Officer****Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability****Annexures: Nil****PURPOSE**

The purpose of this report is for Council to be updated with the most recent information pertaining to its rates and charges collections – as applicable to the month of October 2021.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

The annual rate charges are set out within Council's 2021 / 22 Operational Plan.

(b) Financial Considerations

The annual rate charges are set out within Council's 2021 / 22 Operational Plan.

	29 October 2021	29 October 2020
Rates and Charges	\$5,036,967.50	\$5,169,310.55
Water Consumption	\$333,7525.40	\$412,674.72
Total	\$5,370,719.90	\$5,509,828.22

COMMENTARY**Rates and Charges**

	29 October 2021	29 October 2020
Rates and charges in arrears as at 30 June 2021	\$905,674.57	\$923,955.06
Rates/charges levied & adjustments for 2021/2022	\$7,140,732.92	\$6,955,732.07
Pension Concession	(\$106,376.11)	(\$105,928.83)
Amounts collected as at 29 October 2021	(\$2,903,063.88)	(\$2,604,447.75)
Total Rates and Charges to be Collected	\$5,244,749.75	\$5,169,310.55

The amount levied for rates and charges for 2021 / 22 includes the current year's annual rates and charges and any interest added since the date the rates notices were issued. The amount received as of 29 October 2021 includes receipts for both arrears and the current year's amounts outstanding.

It should be noted that the rates and charges 2021 / 22 levied amount is reduced by the pensioner concession of \$106,376.11; reducing the amount of income derived from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$47,869.25.

The rates and charges as of 29 October 2021 represent 62.60% of the total annual rates and charges levied and outstanding (compared with 65.6% on 29 October 2020).

Water Consumption Charges

	29 October 2021	29 October 2020
Water Consumption Charges and arrears as at 30 June 2020	\$401,325.23	\$399,024.06
Water Consumption charges & adjustments 2021/22 year to date	\$142,066.21	\$132,315.49
Amounts collected as at 29 October 2021	(\$209,639.04)	(\$190,821.88)
Total Water Consumption Charges to be Collected	\$333,752.40	\$340,517.67

The water consumption charges as of 29 October 2021 represents 61.42% of the total water consumption charges outstanding (compared to 64.09% on 29 October 2020).

Debt Recovery Agency

In line with Council's adopted Debt Recovery Policy, Council staff and its Debt Recovery Agency have commenced the necessary processes to begin recovering the overdue debts owing to Council. These actions are in line with the provisions within the *Local Government Act 1993* and Council adopted Debt Recovery Policy.

(a) Governance/Policy Implications

Council staff comply with the directions provided by Council's suite of policies that govern this function of Council.

(b) Legal Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(c) Social Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(d) Environmental Implications

There are no direct environmental implications arising from this report. However, it needs to be acknowledged that Covid-19 could have an impact on Council's ability to collect its rates and charges.

(e) Economic/Asset Management Implications

If Council's rates and charges collection fall behind, it will have an impact on Council's ongoing ability to meet its operational costs and making adequate funding available for necessary asset maintenance and renewal projects.

(f) Risk Implications

As was stated above, Covid-19, more particularly the legislative changes introduced by the NSW State Government, has impacted on Council's ability to collect its rates and charges as demonstrated by the increase in Council rates, annual charges, interest, and extra charges outstanding percentage. Strategies have been put in place to mitigate the risk of the further deterioration of this ratio.

CONCLUSION

The rates and charges as at 29 October 2021 represent 62.60% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 65.60% on 29 October 2020). The water consumption charges as of 29 October 2021 represent 61.42% of the total water consumption charges outstanding from previous years (compared to 64.09% on 29 October 2020).

RECOMMENDATION

That Council notes the information provided in the report.

10.15 URBAN SERVICES - WORKS IN PROGRESS**File Number:** Reports - R6**Author:** Bruce Quarmby-Executive Leader - Corporate and Sustainability**Authoriser:** Bruce Quarmby, Executive Leader - Corporate and Sustainability**Annexures:** Nil**PURPOSE**

The purpose of this report is to provide information on works in progress within Council's Urban Services section for the month of September 2021, along with planned future works.

BACKGROUND

Council's Urban Services section's goal is to maintain and enhance the recreational and open space areas including parks, gardens, ovals, showground, cemeteries, public pools, and streetscapes – as well as providing support for technically sound construction and maintenance of public infrastructure within the community.

(a) Relevance to Integrated Planning and Reporting Framework

I2.1.2 – Support development of facilities within Council budget and priorities.

I2.1.5 – Maintain / Improve parks to acceptable standards.

(b) Financial Considerations

Provision is made within the 2021 / 22 Operational Plan and Budget to fund the associated works and programs listed within this report.

COMMENTARY**Urban Services:**

- The works program continues to focus on the presentation of the open spaces in Coonamble, Gulargambone, and Quambone.
- The works on the replacement of the centre cricket pitch, including the releveling of the area in its immediate surrounds, has commenced with works progressing well.
- The planned field surface upgrades to the Coonamble Sportsground commenced the 1 November 2021. These works involve the coring, aeration, fertilising and topdressing of the existing playing fields. Barring unforeseen complications, the facility is expected to be reopen for sporting use by 6 December 2021.
- The planned upgrade/installation of the new transformer to upgrade the power supply at the Coonamble Sportsground has been completed.

- The removal of the obsolete concrete lighting tower at the Coonamble Sportsground has been completed. Unfortunately, the only way possible to remove the tower meant the lighting tower could not be reused elsewhere as previously planned.

**Vandalism:**

- Vandalism costs incurred by Council for the 2021 / 22 financial year to date amount to \$1,182.39.
- Over the past month of October, the facilities at the Coonamble Sportsground, MacDonald Park and Smith Park have been subjected to acts of vandalism

Pools:

- Following the withdrawal of the proposal to operate the Kiosk and the gates at the Coonamble Pool for the 2021 / 2022 swimming season, Council has recommenced advertising this opportunity in the community.
- Management continues to monitor and review updates to the Public Health Orders to ensure the COVID-19 safety plans implemented for each of its public pools remains compliant.
- A mix of permanent and casual Council staff are currently being utilised to meet the operational requirements at the Coonamble Pool.

Buildings:

- The structural maintenance planned for 24 Nash Street, Coonamble has been completed. Further minor maintenance to this property has been planned and carried out in due course.
- Ongoing minor maintenance continues as planned.

(a) Governance/Policy Implications

Maintenance of Council's infrastructure assets is carried out in accordance with Council's adopted management plans.

(b) Legal Implications

There are no legal implications directly attached to this report.

(c) Social Implications

Maintenance works are programmed, where practical, to minimise social impacts.

(d) Environmental Implications

Maintenance and capital works are planned and programmed, where practical, to reduce Council's negative impact on the environment.

(e) Economic/Asset Management Implications

Works are scheduled in accordance with Council's adopted 2021 / 22 Operational Plan and Budget to ensure Council's assets are maintained to an appropriate standard.

(f) Risk Implications

Regular maintenance works are scheduled and carried out to reduce Council's overall risk exposure.

CONCLUSION

The report provides updated information on the projects and planned works within the Urban Services sections for Council's information.

RECOMMENDATION

That Council notes the information in this report.

10.16 DRAFT GATES AND STOCK GRIDS POLICY**File Number:** R-8-6-4**Author:** Daniel Noble-Executive Leader - Infrastructure**Authoriser:** Daniel Noble, Executive Leader - Infrastructure**Annexures:** 1. Draft Gates and Stock Grids on Public Roads Policy**PURPOSE**

The purpose of this report is to seek Councillor's endorsement to place the draft Gates and Stock Grids on Public Roads Policy on public exhibition.

EXECUTIVE SUMMARY

The draft Gates and Stock Grids on Public Roads Policy has been developed to ensure a consistent and repeatable approach to the granting of, and adherence to, permits issued approving the installation of public gates and grids on Council's public roads.

Similar policies adopted by Armidale Regional Council and Byron Shire Council have been reviewed in the preparation of this Policy. The *Roads Act 1993* and the *Road Regulations 2018* have also been relied upon.

BACKGROUND

A stock grid, cattle grid or stock crossing, when combined with a public gate is referred to in the *Roads Act 1993* and the *Roads Regulation 2018* as a Bypass.

Whilst public gates and cattle grids are permissible under the Act to be placed on Council's road network, these installations can present a risk to road users, property owners and Council as the Roads Authority.

Whilst Council has the control, care and management responsibility of its public roads, many road users are unaware that the ownership and maintenance responsibility for Public Gates and Cattle Grids rests with the landowner, as defined in the *Roads Act 1993*.

This includes the surface of the road up to 20 metres either side of the grid.

This Policy and its associated procedures are derived from the provisions of the *Roads Act 1993*, and have been developed to enable transparent decision making, to inform applicants and permit holders of their responsibilities with respect to these structures, and to mitigate Council's risk with respect to gates and grids on public roads.

(a) Relevance to Integrated Planning and Reporting Framework

11.1 Maintain local road maintenance and construction.

14.1 Ensure long term management and protection of our community assets.

(b) Financial Considerations

There are no financial implications of adopting this Policy to Council.

COMMENTARY

The adoption of this policy is expected to improve transparency and responsiveness to enquiries relating to the granting of permits for new gates and stock grids on Council's public roads.

In addition to this benefit, permit holders' responsibilities are clearly detailed, as are Council's liabilities and responsibilities.

(a) Governance/Policy Implications

The policy will be reviewed in line with Council's Policy Schedule and would be due for renewal in three (3) years.

(b) Legal Implications

The policy essentially repeats what is written into the *Roads Act 1993*, and the *Roads Regulation 2018*, and provides a local framework for the management of Council's public roads.

(c) Social Implications

Nil.

(d) Environmental Implications

Adopting a policy is expected to enable a more repeatable process where environmental implications are considered, specifically drainage and its effect on the road network and adjoining property.

(e) Economic/Asset Management Implications

The policy is intended to assist Council in maintaining its public road network without unnecessarily burdening the wider community.

(f) Risk Implications

The application of the policy is expected to provide Council Officers with a mechanism to improve the condition of existing gates and stock grids thereby limiting risk. In addition, a more transparent decision-making process for permitting the installation of new grids and gates is also expected to be a benefit for Council's public roads.

CONCLUSION

It is recommended that Councillors endorse the recommendation to publicly exhibit the draft Gates and Stock Grids on Public Roads Policy, with submissions received considered at a future meeting, if required.

RECOMMENDATION

- 1. That Council places the draft Gates and Stock Grids on Public Roads Policy as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That, in the event of any submissions being received, the Executive Leader Infrastructure presents a further report,**

together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Gates and Stock Grids on Public Roads Policy (with or without changes) at its February 2022 Ordinary Meeting.

3. That, in the event of no submissions being received within the prescribed number of 42 days, Council formally adopts the Gates and Stock Grids on Public Roads Policy without any changes as a policy of Council.

COONAMBLE

SHIRE COUNCIL

DRAFT GATES AND STOCK GRIDS ON PUBLIC ROADS POLICY

PURPOSE

The purpose of this policy is to outline when Coonamble Shire Council will permit the installation of a gate or stock grid on a Council public road.

The policy also provides guidance for the design, installation and maintenance for gates and stock grids on Council Public Roads, as well as defines the responsibilities for the permit holder and the conditions applicable to any approval given.

BACKGROUND AND RELATED LEGISLATION

Local Government Act, 1993

Roads Act, 1993

Roads Regulation, 2018

SCOPE

This Policy applies to all of Council's public roads.

POLICY

A stock grid, cattle grid or stock crossing, when combined with a public gate is referred to in the Roads Act 1993 and the *Roads Regulation 2018* as a Bypass. Whilst public gates and cattle grids are permissible under the *Roads Act 1993* (the Act) to be placed on Council's road network, these installations can present a risk to road users, property owners and Council as the Roads Authority.

Whilst Council has the control, care and management responsibility of its public roads, ownership and maintenance responsibility for Public Gates and Cattle Grids rests with the landowner, as defined in the *Roads Act 1993*.

This Policy and associated procedures are derived from the provisions of the *Roads Act 1993* and *Roads Regulation 2018*, which enable a Roads Authority to grant permits for installation of Public Gates and Cattle Grids.

It is important that proposed Public Gates and Cattle Grids are approved and constructed to a defined standard, and that existing structures are reviewed for compliance with the relevant legislation and this Policy.

The Policy does not apply to Crown Roads. NSW Crown Land is responsible for Crown roads.

GENERAL

Conditions of Installation

Council will only consider applications for a Public Gate and Cattle Grid Permit, when all the following four (4) conditions apply:

1. No viable alternative (such as fencing) exists;
2. The application does not relate to an excluded road as defined in Table 1;

3. Determination made by Council officers that placement of such structures would not create an unacceptable hazard; and
4. The road intersects a boundary fence.

Table 1- Public Gates and Cattle Grid Requirements/Exclusions

Road Classification	Public Gate/Cattle Grid Exclusion
State Highway or Regional Road	Not permitted
Arterial or Sub-Arterial Road	Not permitted
Collector	Not permitted
Major Local (more than 200 vehicles per day)	Double Cattle Grid and Gate
Minor Local	Single Cattle Grid and Gate

Application Assessment Criteria

An assessment of an application will be undertaken to ensure compliance with the requirements for public gates and cattle grids detailed in Clauses 128 to 137 of the *Roads Act 1993*, and Clauses 68 to 71 of the *Roads Regulation 2018*.

The legislation stipulates that gates must be white with standard signage and reflectors on each side. Gates and cattle grids must be in good condition. Road approaches for a minimum distance of 20m on both side of the gate and or cattle grid must be maintained by the permit holder.

As required by this legislation, Council must consider any submissions made by the public following public notification, before granting a permit.

Permit Periods

Clause 130 of the *Roads Act 1993* states that a Council may at any time revoke a public gate/ grid permit.

Without limiting the circumstances in which Council can revoke a permit, Council will revoke a permit where it comes to the attention of Council that the gate and or grid is not being maintained or is a risk to road safety.

Minimum requirements for design and construction

All construction and installation costs are to be paid by the applicant. Council may levy additional charges to the applicant if there are design and legal expenses incurred by Council.

All works are to be carried out in accordance with the *Roads Act 1993*, *Roads Regulations 2008* and applicable Australian Standards. All Public gates and stock grids must be constructed to a design standard acceptable to Coonamble Shire Council. Details of the grid proposed to be installed and the proposed installation layout shall be submitted to Council for approval with any application.

Cattle Grids are to be capable of carrying a W7 or T44 legal axle loading with a factor of safety. A number of suppliers manufacture prefabricated grid units. Subject to their

design specifications being referred to Council, such units will be approved for use. Where cattle grids are independently designed, an engineer’s certificate signed by a qualified structural engineer is required.

Details of grid structure, foundations, abutment, approach ramps, horizontal and vertical alignment shall be submitted with application and shall be sufficient to guarantee the safe transit of vehicles and shall not interfere with the natural drainage of the area.

When a grid is on a curve, the cross fall of the grid shall conform to that of the road. Approach ramps shall be constructed for the full width of the running surface of the grid. The longitudinal grade of the approach ramps shall be such that the surface levels of the ramps deviate from the existing average grade of the road by not more than 1%.

The approach surface is to start flush with the grid. At 20m from the grid, the road surface is to grade away from the centreline of the road at between 3%- 6% cross-fall.

The fill used in the approach ramps shall comply with that listed in Section 138 conditional approval letter and be thoroughly compacted and finished to council specification. A fully compacted 4m wide bypass road will also need to be constructed around each grid, through the adjacent gate.

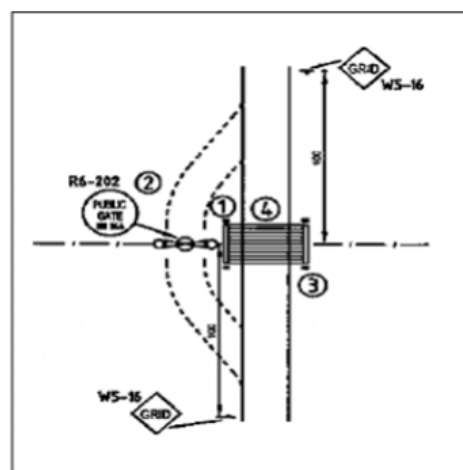
The applicant shall construct drainage under the grid and adjacent gated bypass road, to ensure that no damming or ponding shall occur on the roadway. The resulting runoff must not cause damage or degradation to the public road.

Figure 1 provides a typical arrangement for a Public Gate and Cattle Grid.

Figure 1 – Typical arrangement of a Public Gate and Cattle Grid in Bypass Combination

Notes

1. Public Gate to be registered and kept painted white by land owner.
2. All signs at land owners cost.
3. Guide posts with reflectors either side (4)
4. Cattle Grid to be 3.61m wide on narrow gravel road, 7.22m wide on two lane gravel road and not permitted on a bitumen sealed road.



LEGISLATIVE OBLIGATIONS**Maintenance Liability**

The permit holder is responsible (at their own cost) to maintain the structure and signage to an 'as constructed' standard. The owner will manage the public gate/stock grid to ensure compliance with this Policy and the original construction standard.

The permit holder is responsible for the maintenance of the road carriageway for a minimum distance of 20m either side of the structure as per Part 6 Clause 70 of the Roads Regulations 2008. The owner must not carry out maintenance works on the carriageway beyond 20m either side of the structure unless specified in the permit. Council may carry out maintenance of the carriageway within the distance specified from the structure at the owner's expense.

Council officers will regularly inspect all gates and stock grids and will notify the permit holder in writing should the structure require rectification or renewal. Given gates and grids are a private benefit, Council may levy inspection charges on the owner.

Where the holder of the permit has failed to act on a request to undertake repairs or removal within 28 days of the notification, Council may issue penalties as contained in the *Roads Act 1993*.

In an emergency, where safety is deemed to be compromised OR where a permit holder has refused continued requests for repairs, Council staff will carry out the immediate necessary repairs. Cost of the repairs will then be recovered from the permit holder. Cancellation of permits will be considered by the Manager Roads.

Where the stock grid is considered to be no longer fulfilling its intended function, the holder of the permit is to be advised that Council will revoke the permit unless the holder of the permit provides sufficient grounds to keep the permit. Where determined by a Council resolution, under the *Roads Act 1993* Clause 130 part 1, Council as the Roads Authority may revoke the public gate or stock grid permit if it does not meet Council's requirements. Under the *Roads Act 1993* Clause 130 part 2, Council will advise the owner of the gate / stock grid that the structure must be removed within one (1) month after notice of the revocation has been issued.

Enforcement

Council may enforce compliance with this Policy by exercising any or all of its powers as described in the *Roads Act 1993*

128 Roads authority may grant permit

- (1) A roads authority may permit the occupier of any land through which an unfenced public road passes to erect a gate across the road at any place at which the road intersects a boundary fence.
- (2) A permit may not be granted with respect to a classified road except with the concurrence of the RTA.
- (3) A roads authority must cause notice of the granting of the permit to be published in a local newspaper.
- (4) The occupier for the time being of the land to which a permit relates is taken to be the holder of the permit.

129 Erection and maintenance of public gates

- (1) The holder of a public gate permit may, at any time after one month from the publication of the notice of the granting of the permit, erect a gate in accordance with the permit.
- (2) The holder of a public gate permit must ensure that:
 - (a) a notice is attached to both sides of the gate bearing the words "PUBLIC GATE" in letters at least 75 millimetres high, and
 - (b) both the gate and the notice are maintained in good condition.

Maximum penalty: 10 penalty units.

130 Revocation of permit

- (1) The roads authority may at any time revoke a public gate permit.
- (2) The occupier of the land the subject of a public gate permit that has been revoked must remove the gate within one month after notice of the revocation is served.

Maximum penalty: 10 penalty units.

131 Effect of permit

While a public gate permit is in force, the public gate to which it relates is taken not to constitute a public nuisance and does not give rise to an offence against this or any other Act.

132 Offences with respect to public gates

- (1) A person must not cause any damage to a public gate or to any notice attached to the gate in accordance with this Division.

Maximum penalty: 10 penalty units.

- (2) A person who opens a public gate must cause it to be closed again immediately after it has been used.

Maximum penalty: 10 penalty units.

- (3) A person who fails to cause a public gate to be closed is liable for any loss or damage suffered by the occupier of the land adjoining the public road on which the gate is situated as a result of the gate having been left open.

Maximum penalty: 10 penalty units.

133 Construction of by-pass around road gate

- (1) An occupier of land adjoining an unfenced public road across which a public gate is situated at the point where the road intersects a boundary fence:
 - (a) must not, unless the appropriate roads authority so permits, and

- (b) must, if the appropriate roads authority so requires, construct a by-pass for vehicles at the intersection of the road with the boundary fence.

Maximum penalty: 10 penalty units.

- (2) The roads authority may not permit or require the construction of a by-pass:
 - (a) if the by-pass is to be used in connection with a public gate across a main road, except with the concurrence of the RTA, and
 - (b) if the public gate is part of a rabbit proof, dog proof or marsupial proof fence, except with the concurrence of the local rural lands protection board.
- (3) A by-pass is to consist of:
 - (a) a ramp to allow vehicles to be driven over the top of the boundary fence, or
 - (b) a cattle grid or sheep grid located beside the gate, and must be constructed in accordance with such specifications as may be approved by the roads authority.
- (4) If the appropriate roads authority so requires, the person permitted or required to construct a by-pass:
 - (a) must construct the by-pass along the line of the road, and
 - (b) must re-locate the gate beside the by-pass.

Maximum penalty: 10 penalty units.

- (5) The occupier for the time being of land to which a permit relates is taken to be the holder of the permit.

134 Notice board to be erected at by-pass

- (1) The occupier of land on which a by-pass is constructed must ensure that:
 - (a) a notice, in the form required by the appropriate roads authority, is exhibited on a conspicuous notice board near each end of the by-pass, and
 - (b) both the by-pass and the notice are maintained in good condition.

Maximum penalty: 10 penalty units.

- (2) A notice may prohibit vehicles exceeding a specified laden weight from being driven over the by-pass.
- (3) If the appropriate roads authority requires a person to construct a by-pass, that authority may contribute to the cost of construction and erection of the notices.

135 Closing of by-pass

- (1) A by-pass may be closed and the notices relating to the by-pass may be removed:

- (a) if the public gate in connection with which the by-pass was constructed is removed, or
 - (b) if the fence of which the by-pass forms part is made rabbit proof, dog proof or marsupial proof.
- (2) A person who closes a by-pass:
- (a) must give notice of the closure to the appropriate roads authority before or immediately after the closure, and
 - (b) must take such steps as the appropriate roads authority directs to ensure the safety of persons using the road.

136 Revocation of by-pass permit

- (1) The roads authority may revoke a permit given with respect to a by-pass by means of a notice served on the holder of the permit.
- (2) The occupier of the land the subject of the permit must, within the time specified in the notice:
 - (a) remove the by-pass and its notices, and
 - (b) take such steps as are specified in the notice to ensure the safety of persons using the road.

Maximum penalty: 10 penalty units.

137 Offences

- (1) A person must not:
 - (a) drive a vehicle over a by-pass in contravention of a notice displayed in connection with the by-pass, or
 - (b) wilfully damage or remove a notice displayed in connection with a by-pass, or
 - (c) wilfully obstruct or damage a by-pass.

Maximum penalty: 10 penalty units.

- (2) A person who causes damage to a by-pass as a result of driving a vehicle over the by-pass in contravention of such a notice is liable for:
 - (a) the cost of any repairs to the by-pass necessary as a result of the contravention, and
 - (b) any loss or damage suffered by any other person as a result of the damage to the by-pass.

DEFINITIONS

Gate: A hinged barrier used to close an opening in the boundary – in respect to this policy the gate must be approved by Council prior to installation and is maintained in a good working order.

Stock Grid: Consists of a depression in the road covered by a transverse grid of bars or tubes, normally made of metal and firmly fixed to the ground on either side of the depression, such that the gaps between them are wide enough to not allow an animal to cross but sufficiently narrow so as not to impede a wheeled vehicle.

Public Gate: A Public Gate must be painted white and the posts on either side of the gate are fitted with reflectors facing along the road in each direction (as per Regulation 75 of the Roads Regulation)

RESPONSIBILITIES

The Manager Roads is the responsible officer for this Policy.

Title: Stock Grid Policy		
Department: Infrastructure		
Version	Date	Author
V2	October 2021	D Noble
Review Date: October 2024		
Amendments in the release:		
Amendment History	Date	Detail
Annexure Attached:		
Hein Basson General Manager		

10.17 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

File Number: R6
Author: Daniel Noble-Executive Leader - Infrastructure
Authoriser: Hein Basson, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is to provide Councillors with information on the works in progress within Council's Infrastructure Department.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

- 11.1 Maintain local road maintenance and construction.
- 13.1 Deliver safe drinking water and sewerage services.
- 4.1 Ensure long term management and protection of our community assets.

(b) Financial Considerations

Provision is made within the 2021 / 2022 Operational Plan and Budget to fund the associated works and programs listed in this report.

COMMENTARY**(a) Plant / Fleet:**

- Routine inspections and servicing were completed as planned.
- Two gravel trucks are currently under repair as is the lime spreader.
- The down time associated with these items of plant has affected the resourcing of capital works projects, namely Vatua Lane - Unsealed Renewal and Goorianawa Road - Unsealed Renewal.
- A desktop review has been undertaken of the Plant Replacement Program in response, with a future report to be brought before Council.

(b) Airport:

- Routine inspection and maintenance works are ongoing.
- A survey of the obstacle limitation surface (OLS) is scheduled for the 30th October 2021.
- The survey is a mandatory annual requirement stipulated by the Civil Aviation Safety Authority (CASA), and undertaken to ensure new hazards, such as trees, have not encroached into the landing air space of the aerodrome in the previous 12 months.

(c) Water & Sewer:

- General maintenance has been completed on an 'as-needs' basis.
- Samples from Coonamble and Gulargambone Sewer Treatment Plants are being sent for COVID-19 testing each Tuesday. This will provide additional information to the community regarding the presence of COVID-19 in each town.

The weekly results can be checked on the NSW Health website.
<https://www.health.nsw.gov.au/Infectious/covid-19/Pages/stats-nsw.aspx#map>

(d) Quarry:

- Quarry operations are experiencing an above average demand for aggregates, namely precoat 10mm, with a significant amount of product currently being stockpiled to supply same.
- Preliminary investigations have commenced to address Council resolution 2021/44 with discussions held with quarry staff, Executive counterparts at Glenn Innes Severn Council, as well industry consultants Outline Planning Pty Ltd. Essentially these investigations are intended to help develop the “plan for the plan” which will be brought for Council’s future consideration and endorsement prior to progressing any proposed changes to the current business model.

(e) Levee Upgrade:

- Easement acquisition on all affected properties is continuing with letters of offer for compensation being sent. Public Works Advisory (PWA) are the Project Managers for this project and property owners have started receiving their individual letters. Some property owners have already indicated their acceptance.
- A deed of agreement has been sent to those property owners who have indicated acceptance.

(f) State Highway:

- The replacement of 14 culverts north of Coonamble with extensions commenced in February. This work is still delayed due to wet ground conditions and work cannot recommence until the work sites dry out. This project is unlikely to recommence until February 2022 due to the high volume of water still present at the site.
- Heavy patching is planned to commence in November, weather permitting.

Routine Activities

- Routine activities, including pothole and edge break repairs, sign maintenance, rest area maintenance, litter collection, removal of debris, vegetation control and routine inspections have been completed on the Castlereagh Highway.

(g) Urban, Local and Regional Roads:

Routine Activities

- Routine activities, including pothole and edge break repairs on sealed roads, sign maintenance, litter collection and removal of debris and routine inspections are ongoing.

Bertram Street

- The revised engineering investigations are now completed. An additional drainage outlet has been designed to drain the large ponding

problem adjacent to the causeway. Quotations for the work have now been received and work will commence pending contractor availability.

Tooraweenah Road

- The Delivery Road Project Proposal Report (RPPR) as required under the funding arrangements has been submitted.
- The Delivery RPPR is the final “toll gate” in the project approval process.
- In the interim the project is progressing with the following matters being progressed:
 - Progressing to appoint a Project Manager
 - Land acquisitions
 - Preparation of construction specifications
 - Preparation of tender documentation and schedules
 - Progressing to ‘Issue for Tender’ status
- It is anticipated that a tender will be awarded this financial year, with the physical construction works to commence in 2022/23.
- The tender schedules and contract documentation are being prepared in accordance with Council’s resolution 2021/133, requiring the project to be completed in the shortest possible timeframe, preferably within a 12-month period. This may require a fixed contract completion date, liquidated damages clause as well incentives for early use.
- Other implications for construction within a 12 month period may include an overdraft loan to enable timely payment of the successful tenderer, nomination of suppliers and subcontractors (noting that approx.. 150k tonne of gravel is required for the work and Council’s quarry can only supply 85k per annum) and the use of multiple construction teams at any one time.

Warren Road (Intersection with Hwy)

- Crown Land access licences have been granted.
- The engineering design is being prepared by TfNSW.

Warren Road

- Council Officers have submitted the two (2) options for the works, Option 1 being a varied scope in the Warren LGA but completed with the same budget, and Option 2 being the original scope but with an increased budget, as required by TfNSW.
- Staff are awaiting a response to determine whether the Fixing Country Roads (FCR) funding will be reinstated and/or increased.

Natural Disaster Relief and Recovery Arrangements (Flood Damage)

- An application for road damage repairs has been successful in the amount of \$1.8 million for the March 2021 event.
- Programming of these works (within the already significant capital works program) has commenced.
- Work is continuing on finalising our claim for damage caused by the 2020 storm/flood event.

Item	Task	Comments
1	SR86 Carinda Road – Rehabilitation – FLR Round 1	In Progress
2	SR4 Emby Road – Reform / Resheeting	Delayed
3	SR86 Carinda Road – Rehabilitation – FLR – Round 2	Commenced
4	SR7 Wingadee Road – Reforming/resheeting/causeways	Delayed
5	SR 87 Box Ridge Road – Shoulder Flood Damage Repair	Delayed
7	SR119 Nortongong Road – Maintenance Grade	Waiting on approval
8	SR19 Gulargambone Road – Flood Damage (REPA)	Scheduled
9	Vatua Ln – Flood Damage (REPA)	In progress
10	Goorianawa Rd – Reform/Resheet	In progress
11	Sandy Camp – Stabilise causeway	Scheduled
12	Billeroy Rd – Flood Damage (REPA)	Completed
13	Wilber Rd – Flood Damage	Waiting on approval
14	Quambone Rd – Minor Patching	In progress
15	Carinda Rd – Minor Patching	In progress

Local Roads and Community Infrastructure Funding

- Phase three (3) of the Local Roads and Community Infrastructure funding has just been announced with Coonamble being allocated \$1,859,636 and the grant agreement signed. The period for works to be undertaken under Round Three is between 1 January 2022 and 30 June 2023. Projects will be nominated in a future report to Council and informed by the Delivery Program.

Fixing Local Roads

- A further 600m section of Carinda Road, Fixing Local Roads – Round 1, within Ch: 3.0 – 5.7km has been widened and bitumen sealed. This work is now complete and awaiting line marking.
- Funding approval of Fixing Local Roads – Round 2 has been received for patching and sealing works on SR86 Carinda Road:

Location 1: Ch: 40.830 – 41.930km; and

Location 2: Ch: 45.360 – 45.960km.

Council has been allocated \$569,943 to complete these works, and the funding deeds for this project now have been executed. This project has commenced.

- Fixing Local Roads - Round 3 has opened and Council's application for heavy patching and culvert repairs on SR86 Carinda Rd Ch: 55.656 – 61.950km has been lodged – in line with Council's resolution adopted in

this regard at its June 2021 Meeting. Approval has been received for \$2,265,840 and funding deeds are being prepared for execution by TfNSW and Council.

(a) Governance/Policy Implications

Maintenance of Council's infrastructure assets is carried out in accordance with Council's adopted management plans.

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

Maintenance works are programmed where practical, to minimise social impacts.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Works are scheduled in accordance with Council's adopted 2021 / 22 Operational Plan and Budget.

(f) Risk Implications

Maintenance works are programmed to minimise the risk to Council and the public.

CONCLUSION

This report provides updated information on the projects and planned works within the Infrastructure Department for Council's information.

RECOMMENDATION

That Council notes the information in this report.

**11 NOTICES OF MOTIONS/QUESTIONS WITH
NOTICE/RESCISSION MOTIONS**

Nil

12 CONFIDENTIAL MATTERS

Nil

13 CONCLUSION OF THE MEETING